LAU
الجـامعـة اللبـنانيّـة الأميركيّـة
Lebanese American University

THE REGISTRAR'S OFFICE

Annual Report
2012-2013

ANNUAL REPORT 2012-2013

Presented to

Dr. Elise Salem

Vice President for Student Development
and Enrollment Management

December 2013

Content

Message From the University Registrar

I feel grateful to my team for helping in the compilation of this annual report, the first of its kind for the Registrar's Office. Apart from highlighting key functions performed by our staff, this exercise helps us gain insight into what was successful and what challenges lie ahead of us.

This is a time when we reflect on our progress and achievements; a time to cherish the satisfaction of serving the LAU community; a time to brace up for upcoming challenges.

The focus of the year was on bonding, restructuring and creating the Student Services Unit as a new entity, on one hand, and to continuously assess our services to meet the changing needs and expectations of our constituents, on the other hand.

We have the privilege of promoting the mission and vision of LAU as part of the Student Development and Enrollment Management (SDEM) under the leadership of our Vice President, Dr. Elise Salem, whose vision and support have energized our initiatives. The guidance, close care and attention of our Assistant Vice President, Mr. Abdo Ghié, have been instrumental in defining our direction.

I hope this report sheds light on the key roles that our office plays in the advancement of academic services, demonstrates the workload challenges for our staff, reflects our achievements, and expresses our determination to attain future goals.

Serving LAU Community

Annie Lajinian-Magarian
University Registrar
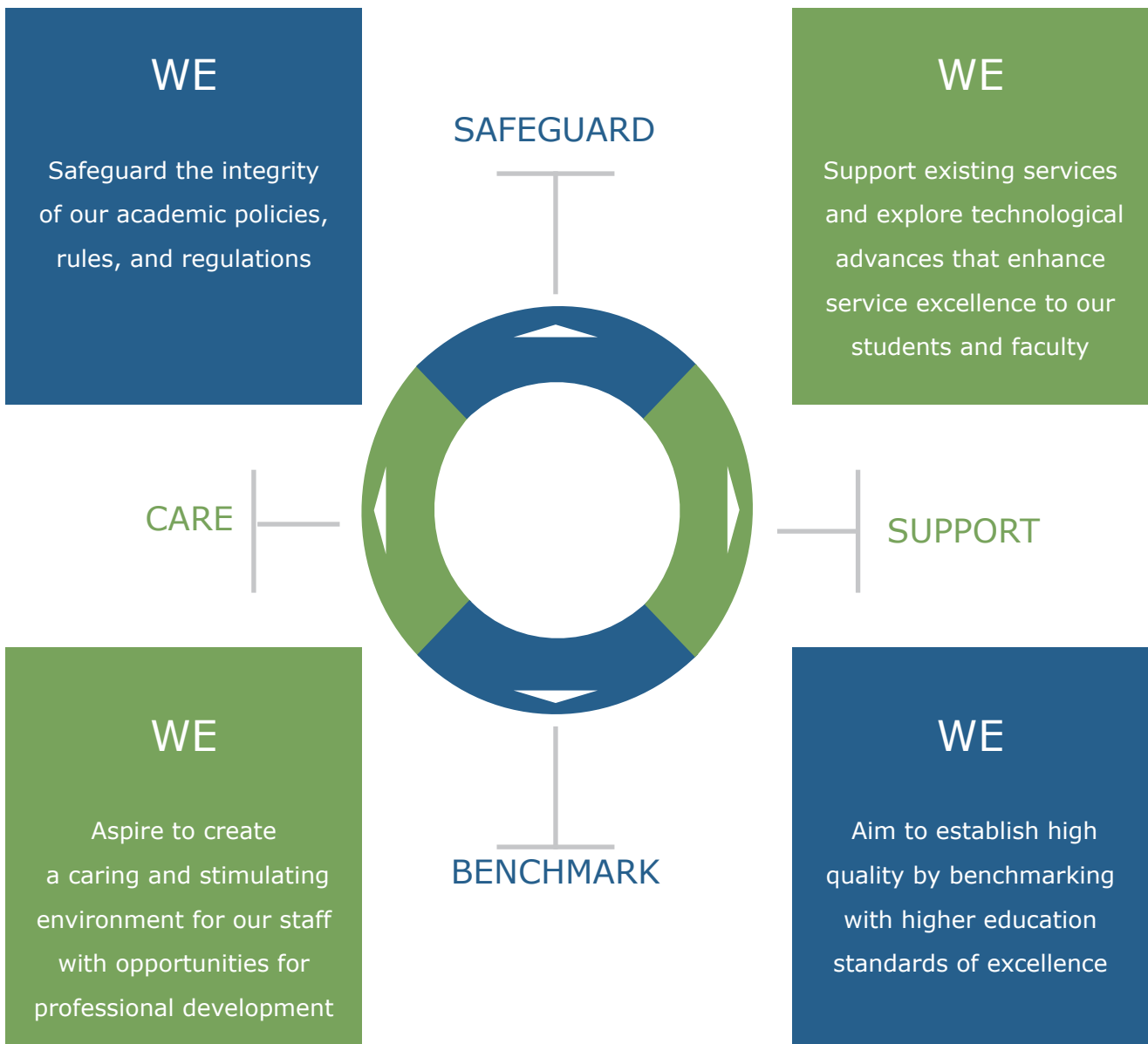
Our Mission

The Registrar's Office supports the academic progress of students by ensuring the accuracy and privacy of student records, the integrity of awarded degrees, and by upholding the academic policies and procedures.

Our Values

We recognize the importance of safeguarding academic integrity, demonstrating commitment to excellence, and offering our services in a professional and friendly manner.

Our Vision

The Registrar's Office strives to transcend expectations through upholding the integrity of our academics, benchmarking with higher education standards, and ensuring caring and supportive enviroment for staff, students, and faculty.

WE Safeguard the integrity of our academic policies, rules, and regulations

WE Support existing services and explore technological advances that enhance service excellence to our students and faculty

SAFEGUARD

CARE

SUPPORT

BENCHMARK

WE Aspire to create a caring and stimulating environment for our staff with opportunities for professional development

WE Aim to establish high quality by benchmarking with higher education standards of excellence

Quality is a priority for us

Commitment

We are committed to continually improving every aspect of our work, striving to be a model of excellence to those whom we serve.

Integrity

We safeguard the integrity of our policies and records.

We recognize how accountability for our actions is interwoven into our responsibility to one another and the university.

Teamwork

We believe that team bonding increases our productivity and creativity. It is important to us that our place of work be a source of professional and personal enrichment.

Respect

We value differences and demonstrate respect for human dignity.

We respond with enthusiasm and professionalism;

We treat each individual with respect and courtesy.

Communication

We believe that effective communication yields effective service.

We share ideas, best practices and information, responding to the needs of our university community.
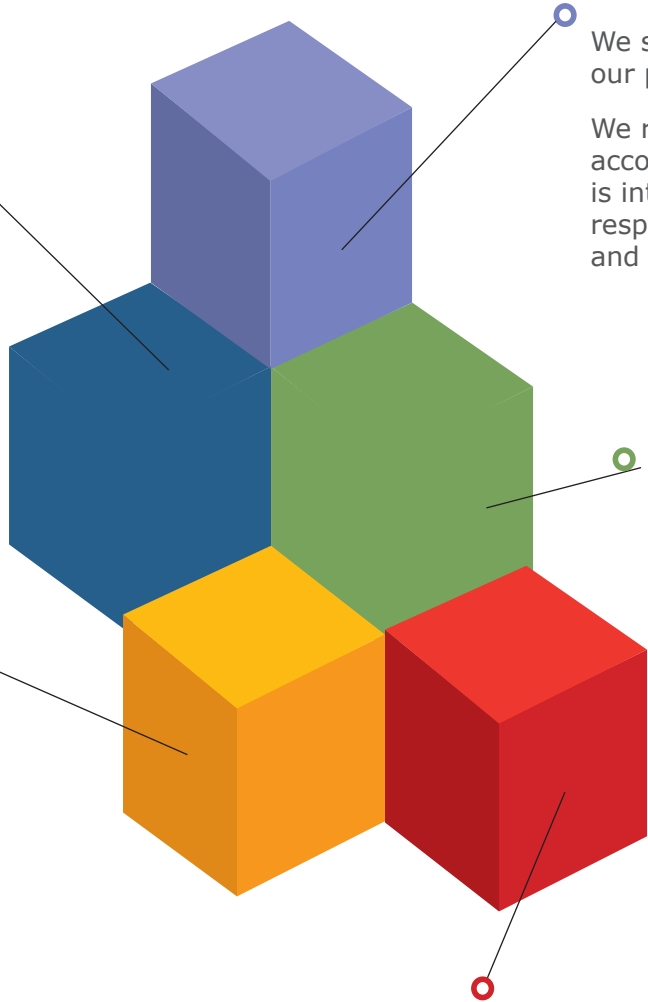
Beirut Team

- •**Annie Lajinian-Magarian**, *University Registrar*
- •**Fouad Salibi**, *Deputy Registrar*
- **Haiganoush Mandjikian**, *Associate Registrar*
- **Randa K. Gharzeddine**, *Assistant Registrar*
- **Dina Nahle Muftich,** *Senior Scheduling & Records Officer*
- **Mahmoud Fayed**, *Senior Registration & Records Officer*
- **Micheline Khairallah**, *Lead Registration & Records Officer*
- **Jessie Maalouf Abou Arraj,** *Graduation & Records Officer*
- **Aline Aways**, *Student Services Officer*
- **Amani Mikati,** *Student Services Officer*
- **Tania El Beiruty Obeid**, *Student Services Officer*
- **Alexan Choulhadjian**, *Student Information System Coordinator*

Byblos Team

- • **Annie Lajinian-Magarian**, *University Registrar*
- • **Fouad Salibi**, *Deputy Registrar*
- **Eddy Juvelekian**, *Associate Registrar*
- **Samia Helou Najjar,** *Assistant Registrar*
- **Georges Balesh**, *Scheduling & Records Administrator*
- **Boulos Sakr**, *Registration & Records Officer*
- **Maria-Karina Farhat**, *Student Services Officer*
- **Magalie Tohme**, *Student Services Officer*

Registrar's Office key Roles

The University Registrar and the Deputy Registrar are central positions and constitute the leadership of the Registrar's Office (RO). They are commissioned to oversee the whole operation of offices on both campuses.

UNIVERSITY REGISTRAR & DEPUTY
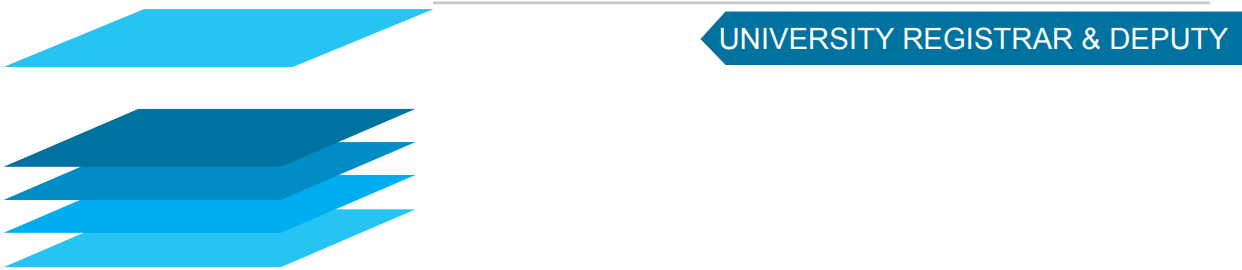
Support the University mission and strive towards service excellence.

Safeguard the integrity of the institution's regulations and records.

Support the academic progress of students by ensuring the accuracy, integrity, and privacy of the students' records.

Advocate for higher education policy issues that impact our students and faculty.

Benchmark our services with best practices in higher education.

Collaborate with other units/departments to enhance student services.

Develop and publish the academic calendar.

Engage in the organization of the commencement exercises.

Maintain the balance between supporting existing quality services and solutions while exploring, developing and utilizing technological advances and opportunities.

Provide data analysis, reports, and statistics for decision making.

Hold Regular meetings with the Vice-President for SDEM, the Assistant Vice President of Enrollment Managaement, the Registrar's office team , and Council of Deans.

Participate in numerous university councils and Ad Hoc committees: Council of Deans, University Curriculum Council, University Planning Council, University Student Affairs Council, Campus Life Council and other Ad Hoc committees: NEASC Accreditation Committees, Classroom Utilization Task Force, Commencement Committee, and Enrollment Management Advisory Committee.

LAU   Registrar's Office

Striving for Excellence Together

Registrar's Office Units

The Registrar's Office is comprised of four main units:

- Registration and Records
- Scheduling and Graduation
- Student Services
- Student Information System

Registration and Records

Scheduling and Graduation

Student Services

Student Information system
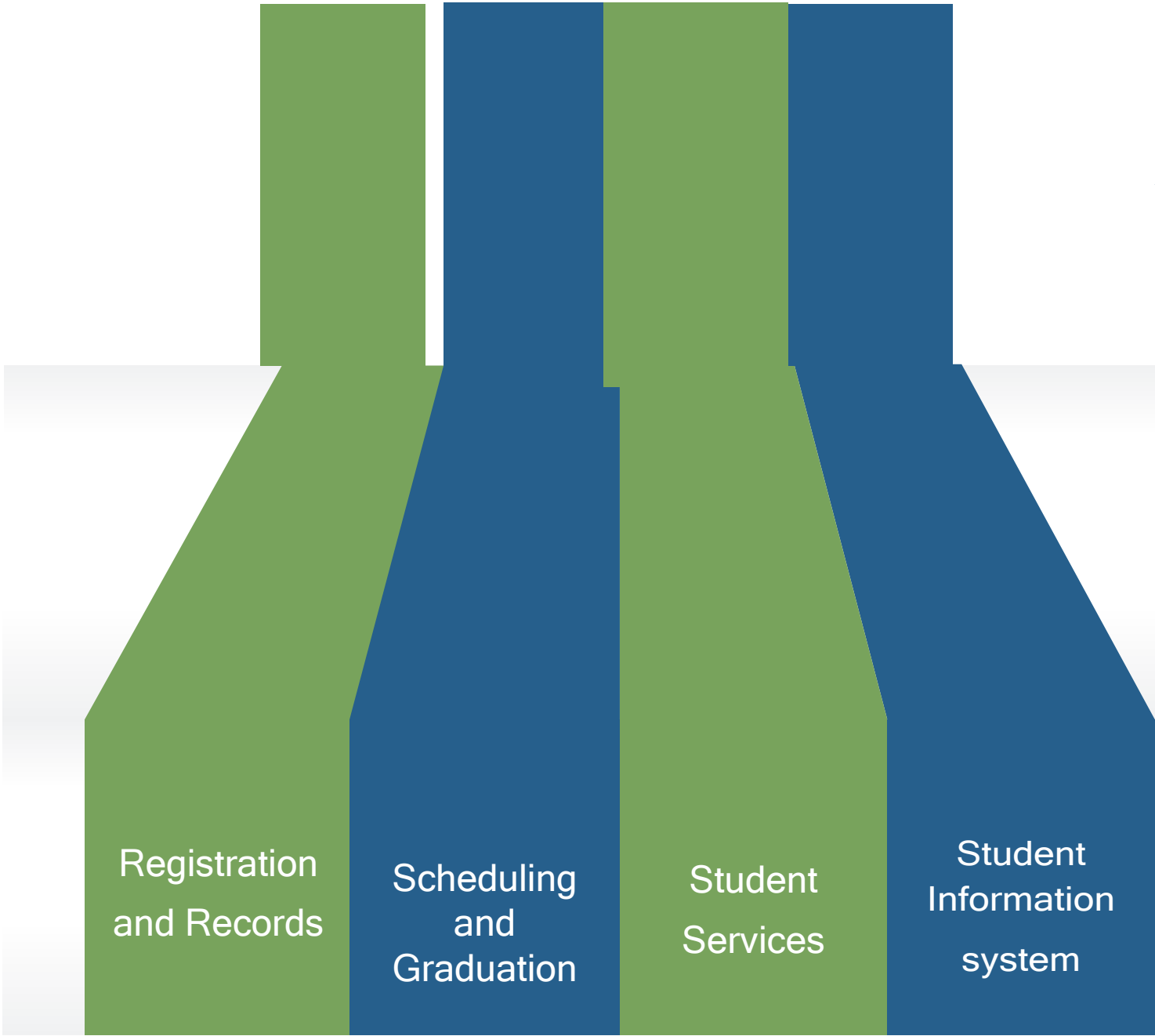
Main Functions of the Units

REGISTRATION & RECORDS UNIT

Provides registration services to students.

Maintains and preserves students' official academic records.

Compiles and provides statistical enrollment reports.

Assists faculty with grade-related issues.

Administers support for students who study off-campus or join exchange programs.

Produces Academic standing reports for Honor, Distinction, Probation and Suspension.

Coordinates and facilitates training of new students on the registration process as part of the NSOP.

Processes grades and grade changes.

Processes withdrawals, cancellations of registration and reinstatements.

Implements decisions of petitions.

Main Functions of the Units

SCHEDULING AND GRADUATION

Manages academic scheduling, final exam schedules and classroom utilization.

Creates course offerings in conjunction with schools and departments.

Schedules classroom space for instructional activities, seminars, and other events.

Maintains updates for graduate and undergraduate programs and minors.

Contributes in the organization of commencement exercises.

Supports transfer students and manages the transfer credit process.

Produces the graduation lists and the commencement booklet.

Issues graduation clearance letters.

Provides advice on degree audits.

Trains staff on scheduling software.

2012-2013 in Numbers   REGISTRATION & RECORDS UNIT

TERM	FALL 2012		SPRING 2013		SUMMER I 2013		SUMMER II 2013	
	BEIRUT	BYBLOS	BEIRUT	BYBLOS	BEIRUT	BYBLOS	BEIRUT	BYBLOS
Granted BACC credits	873	584	168	47	9	1	5	0
Permanently deleted registrations	620	122	349	29	307	96	182	76
Reinstated students	415	70	259	93	139	52	50	36
Change of Nationality	32	5	19	5	3	3	4	1
Withdrawals	1156	525	1095	442	76	31	24	7
Change of grades Statistics	315	267	77	107	23	10	18	0
Intercampus transfer students	278	60	47	28	21	4	10	0
Transfer students' course evaluation	81	47	54	32	9	10	7	53
Declaring Minor	120	25	55	22	13	8	11	6
Delete grades from GPA computation	47	18	42	26	39	12	27	15
Academic Difficulty Letters	320	152	311	181	122	65	61	38
Honor/Distinction Letters	995	785	1018	792	0	0	0	0
NSOP sessions :Registration Process	32	**	3	**	0	0	0	0
Attendance in NSOP sessions	1071	**	97	**	0	0	0	0

* *Dean of students Office handled all Orientation Sessions

2012-2013 in Numbers   SCHEDULING AND GRADUATION

TERM	FALL 2012		SPRING 2013		SUMMER 2013	
	BEIRUT	BYBLOS	BEIRUT	BYBLOS	BEIRUT	BYBLOS
Courses offered : Graduate and undergraduate + EMBA	1167	832	1134	703	351	161
Room reservations	1470	520	797	361	127	83
Classroom allocations	47	29	50	29	76	46
Exams scheduled	717	553	650	493	179	90
Graduation Clearance Letters	585	111	343	502	75	53
Applications for graduation	537	502	418	381	103	82
Graduates	305	140	757	409	201	55

STUDENT SERVICES UNIT

Coordinates responses to web-generated email inquiries from all constituents.

Channels and Processes student petitions and requests.

Maintains all student files.

Sends e-mail notifications to students and updates relevant announcements on the Portal.

Processes students' personal and academic requests.

Prepares and delivers diplomas.

Provides Degree and Enrollment verification support to students, Ministry of Higher Education, embassies and companies.

Issues enrollment letters, statements, transcripts, and other certificates.

2012-2013 in Numbers

STUDENT SERVICES UNIT

TERM	FALL 2012		SPRING 2013		SUMMER 2013	
	BEIRUT	BYBLOS	BEIRUT	BYBLOS	BEIRUT	BYBLOS
Transcripts issued	2343	1034	2351	1075	1243	800
Statements issued	3329	2039	3421	1789	1681	961
Degree authentications	2949	470	2238	245	903	155
Document verifications	330	43	290	103	150	140
Diplomas	311	140	776	139	201	429
Diploma duplicates	22	2	14	0	10	1
Reprints of diplomas	184	1	3	0	3	0
Petitions	1521	805	1282	568	523	213
Emails sent to students	1084	767	1483	812	627	570

STUDENT INFORMATION SYSTEM

Manages Banner (student system) processes and security access.

Manages the Banner Course catalog; updating current programs and adding new ones.

Coordinates security access to the online student records system for the campus community.

Coordinates with IT all initiatives that enhance services through technology.

Manages the Curriculum Advising and Program Planning (CAPP).

Trains faculty and staff on using Banner functions.
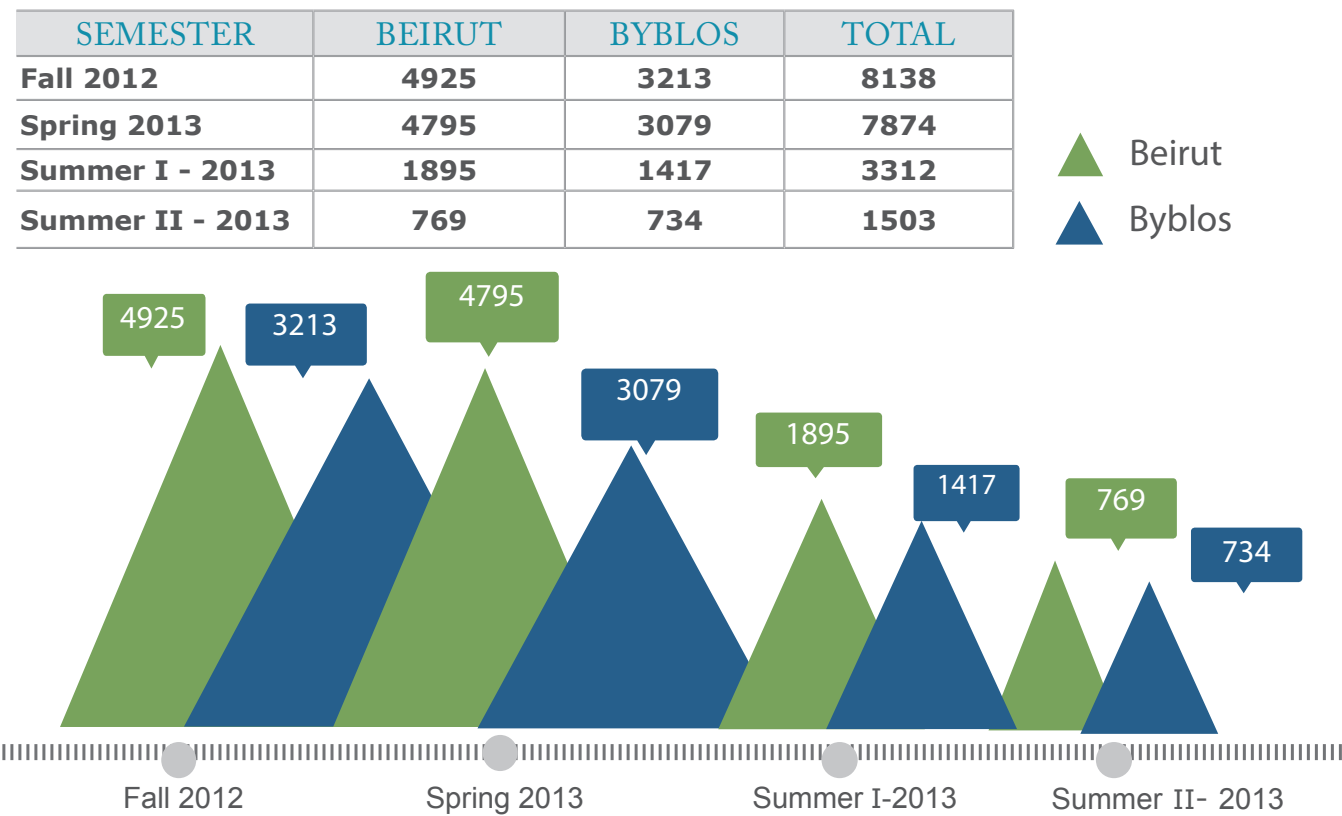
2012-2013 in Numbers

STUDENT INFORMATION SYSTEM

TERM	FALL 2012	SPRING 2013	SUMMER 2013
Changes in the course catalog	900	90	35
New course creations	250	75	70
Emails sent to All Chairs and All Faculty	16	3	4
Training sessions for CAPP: Advisors/Students	15	2	0
Special reports	13	8	0
SMS sent to all students	7	9	2
Emails sent to all students	0	4	2
New initiatives	10	7	0

Striving for Excellence Together

Registrar's Office   LAU

Crunching Numbers

Student Enrollment

SEMESTER	BEIRUT	BYBLOS	TOTAL
Fall 2012	4925	3213	8138
Spring 2013	4795	3079	7874
Summer I - 2013	1895	1417	3312
Summer II - 2013	769	734	1503

▲ Beirut

▲ Byblos

4925 3213 4795 3079 1895 1417 769 734

Fall 2012   Spring 2013   Summer I-2013   Summer II- 2013

Prepared Documents

Transcripts
- Beirut
- Byblos

2343 1034 2351 1075 1243 800

Fall 2012   Spring2013   Summer 2013

Statements
- Beirut
- Byblos

3329 2039 3421 1789 1681 961

Fall 2012   Spring 2013   Summer 2013

* Total revenue from documents = $ 130,971

We handled and Processed

4,912
PETITIONS

1,056
VERIFICATION OF DOCUMENTS

8,846
TRANSCRIPTS

6,960
DEGREE AUTHENTICATIONS

13,220
ENROLLMENT LETTERS

2,002
APPLICATIONS FOR GRADUATION

1,669
CLEARANCE LETTERS

We communicated

36,711
PERSONAL CONTACT

5,343
INDIVIDUAL
EMAILS

38,120
6 GROUP EMAILS TO ALL STUDENTS

127,832
SMS
18 GROUP SMS TO ALL STUDENTS

Management and Administration

New Structure: The Registrar's Office was restructured and the two campuses were joined under two new central positions:

•The **University Registrar** is commissioned to lead strategic plans and changes.

•The **Deputy Registrar** primarily oversees the day-to-day operations for both campuses.

The **processes and procedures** on both campuses were unified.

The **job descriptions** of all staff were redrafted.

The **Student Services Unit** was created.

The **Registrar's Office forms** were reviewed and redesigned.

Continuous effort was made to improve **cost effectiveness,** such as minimizing printing costs.

Registrar's Office **branding** was created: Poster, name tags, desk tags, template for emails.

Office space options in Beirut campus were reviewed and some adjustments were made; We confirmed the proposal for the new Registrar's office space in Byblos under the renovation plan for Tohme-Rizk building in 2014.

Old records related to student filing in Beirut campus have been organized; a new storage space for Byblos campus was allocated.

Registrar's Office staff **served on university** councils and committees: USAC, UCC, CLC, EMAC, Commencement Committees, NEASC Steering Committee and sub-committees, NSOP, and Ad-hoc committees with IT, Finance, and HR.

Structure

Branding

Cost Effectiveness
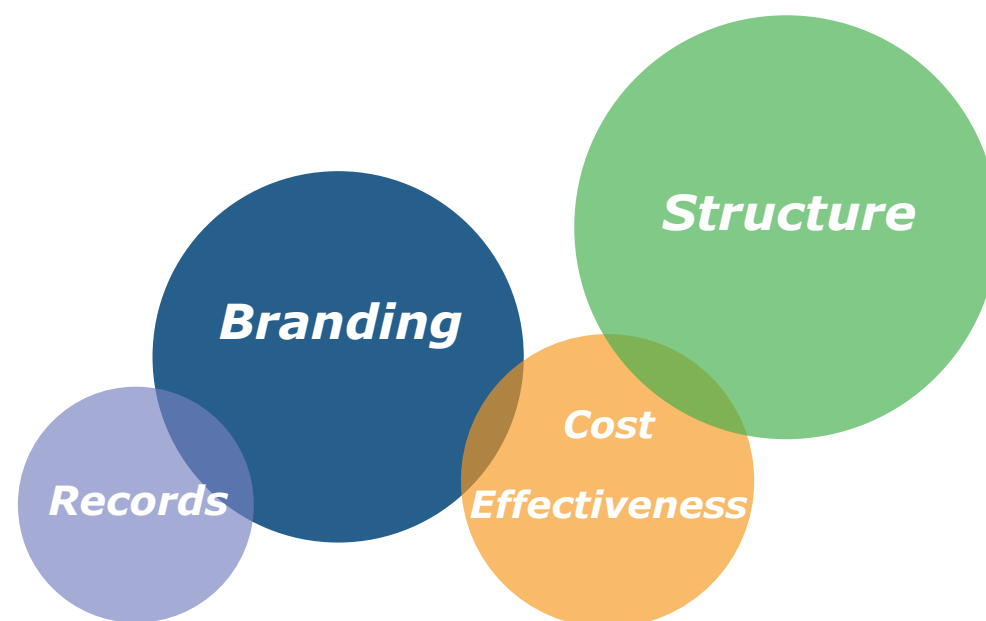
Records

Services

Created new **online services** to students.

Created **Help Desk services** to facilitate the process of registration for students.

Communicated to faculty contact details of each RO staff to facilitate task related assistance.

Meetings with the consultant of the scheduling software, INFOSILEM, were held to discuss ways of optimizing its use.

Trained groups of students and advisors on how to use the improved features of the degree evaluation program, CAPP.

Trained academic department Chairs and Administrative Assistants to use the scheduling component, DCU (Data Collection Utility), as a useful tool for proposing course offerings.

Services

Staff Development

Professional development of staff was carried out:

1. Two staff members attended the Ellucian Conference in Philadelphia.

2. In-house Training/coaching of staff related to "Customer Service" was conducted.

Our **Vice President and Assistant Vice-President** are supportive of staff initiatives to continue their graduate studies or to embark on personal development initiatives.

Staff Development

Analysis

Several **proposals** were presented for policy making purposes: **Disciplinary Dismissal** notation to appear on official transcripts for one year instead of permanently; Re-defining the **withdrawal process** from courses; Completion of a **minor/emphasis** with the primary degree and not beyond graduation.

Prepared **statistical information** for the consideration of the AVP for Enrollment Management, such as status of inactive students, frequency of withdrawals from courses, enrollment trends for Summer I and II modules, the trend of overload courses , and others.

Registrar's Office   LAU

Our Achievements

Co-ordination with Schools

The Registrar's Office continuously co-ordinates its operation with the academic units of all schools, but during 2012-13 the team worked on the following special projects:

• Coordinated with the School of Nursing (SON) and IT to improve faculty teaching evaluation reporting for courses taught by multiple instructors during different parts of the semester.

• Coordinated with the School of Pharmacy (SOP) to facilitate the specific needs related to the advising-registration process for their students.

• Implemented the new "Universal Advising" process for SOP and SOE students as a trial, based on their school requirements.

• Worked with the School of Medicine (SOM) to organize scheduling of courses and on-line registration for Year IV Med students. Also ensured special transcripts and other services for Med graduates.

• Updated the Banner Course Catalog: pre-requisites, co-requisites and program restrictions, in accordance with school revisions.

Co-ordination with other Offices

Apart from routine duties such as revising the academic catalog, preparing the academic calendar, updating information in Banner, the Registrar's Office team worked on the following projects:

• Developed a new scheduling policy to be presented to the Scheduling Committee to be formed in 2013-14.

• Worked with the Finance Department to complete data for US students, and followed up on US students who had not submitted their Social Security number.

• Several staff contributed to the NEASC accreditation process in the preparation of the Self-Study.

• Started tackling discrepancies between HR and Banner related to faculty data.

• Coordinated with other departments the commencement excersises for both campuses.

• Collaborated with the Office of Institutional Research & Assessment on the generation of special statistical reports.

Our Achievements

Automation of tasks that ensure effectiveness of services related to Students

Customized **Final Exam Schedule** for students on the web Banner.

Created **E-Requests** for certificates, enrollment letters and transcripts with on-line payment option.

Scanned pre-Banner transcripts for easy search and back up.

Replaced the hard copy contract sheets with **CAPP**.

Most of the **Registrar's Office forms** (with directions) are posted on the Portal and the Website for easy access to students.

Added **My Petition** feature on the Student Portal.

Facilitated **on-line** registration for Pharm-D students and med IV.

Established a system of **on-line** registration for courses offered in New York Headquarters & Academic Center.

Automation of tasks that ensure effectiveness of services related to Faculty and Staff

Added the **Comment** option on the on-line Advising module in Self-Service Banner to help advisors document their recommendations made to each advisee.

Added a new feature in Banner **(View Hold)** to allow Faculty/Advisor to view students' holds.

Enhanced other **Banner** related features for improving internal processing of data.

Assigned a field in Banner to compile the violations of the Student **Code of Conduct** and the corresponding sanctions to be used as part of a larger scheme related to documenting academic integrity.

Facilitated advisors' role through the use of a user-friendly **CAPP** degree evaluation.

Customized Final Exam Schedule for Faculty on the web Banner.

Activated **Mass Drop and/ or Mass Add feature** to facilitate data entry.

Applied a new feature in Banner, **Batch Compliance** to support the graduation process.

CHALLENGES AND OPPORTUNITIES
FOR 2013-2014 AND BEYOND

Our workload is increasing specially for serving the professional schools. We need immediate recruitment of staff in the Graduation unit in Byblos campus.

Frequent changes in some programs create new challenges for our staff, especially adjustments for graduation requirements. This requires more efficient coordination methods with the curriculum units of schools.

Our staff continuously juggles with the changes in the course schedules that have a direct impact on students' registration and create inconveniences. We expect that through the creation of a Scheduling Committee and with the implementation of new features of INFOSILEM scheduling software, we can provide student-centered course offering and improve the space use of our facilities.

We will continue our efforts to establish quality standards that enhance academic services.

As the current academic advising process is being reviewed, we will offer support to the academic units and the Dean of Students office to safeguard retention and timely graduation of our students.

Adherence to deadlines is still challenging whether by students or faculty.

Communication with schools requires prompt action by the Deans' offices to ensure the timely propagation of information to all concerned parties.

The Registrar's Office Manual merits a review to include our structure, workflows, processes and procedures, and internal auditing of operations.

The present timeframe of distributing diplomas to students needs to be shortened significantly.

New measures need to be considered as a deterrent to diploma or document forgery.

The RO team will collaborate to pursue our goals and to implement the Assessment Cycle as aligned with SDEM guidelines.

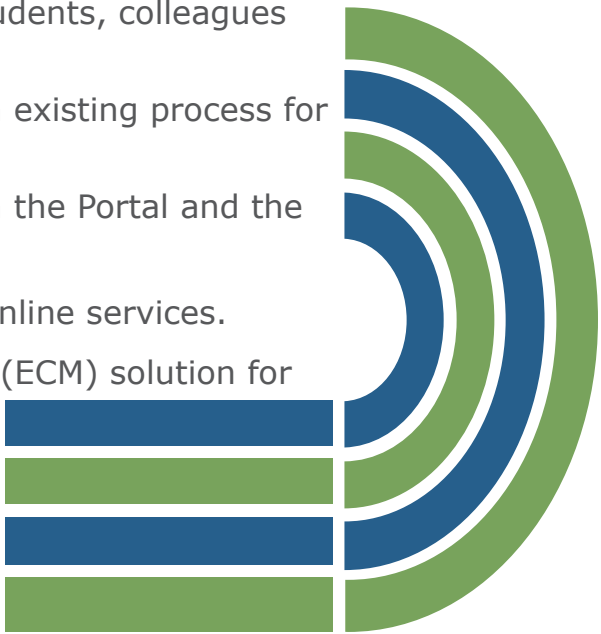We will continue to explore ways to automate more services to students.

STAFF DEVELOPMENT

DATA MANAGEMENT

SERVICE EXCELLENCE

2014 Goals

GOAL#1 — **The Registrar's Office provides quality services to foster institutional effectiveness.**

Outcomes:

1.1. Ensure clear, tactful communication with students, colleagues and others.

1.2. Consider the student perspective to view an existing process for areas of improvement.

1.3. Facilitate accessibility of information through the Portal and the web site.

1.4 Use leading edge technology to offer more online services.

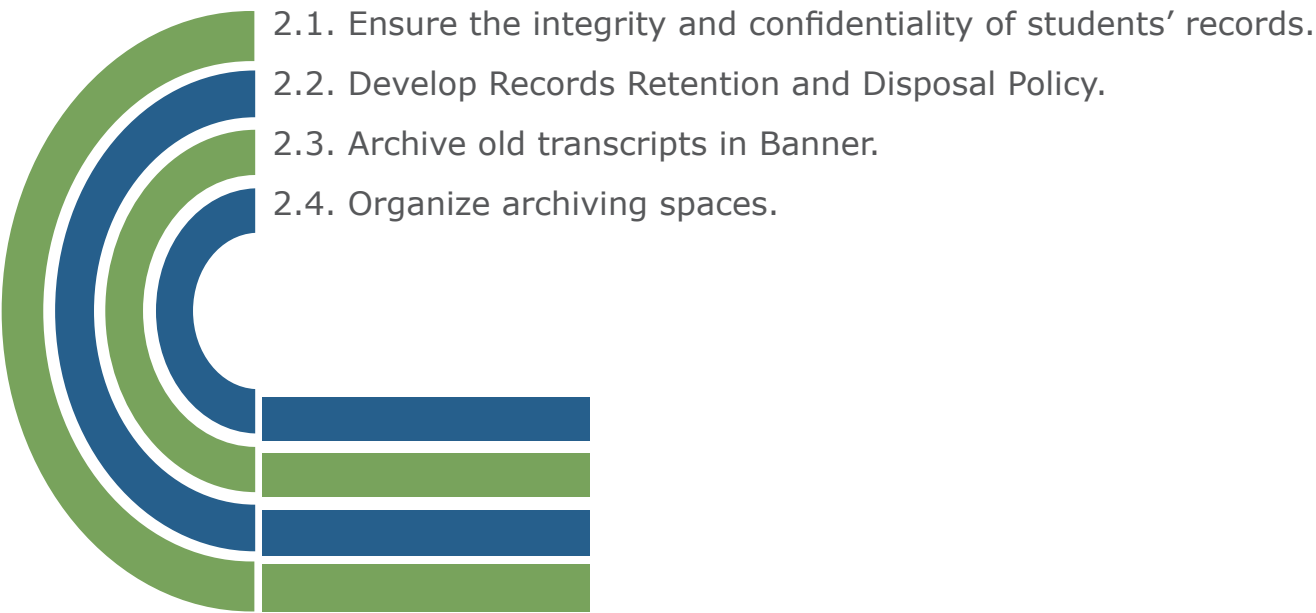1.5 Implement Enterprise Content Management (ECM) solution for paperless operation and improved work flow.

STAFF DEVELOPMENT

SERVICE EXCELLENCE

DATA MANAGEMENT

OUR Goals

The Registrar's Office safeguards its Data Management.

Outcomes:

2.1. Ensure the integrity and confidentiality of students' records.

2.2. Develop Records Retention and Disposal Policy.

2.3. Archive old transcripts in Banner.

2.4. Organize archiving spaces.

SERVICE EXCELLENCE

DATA MANAGEMENT

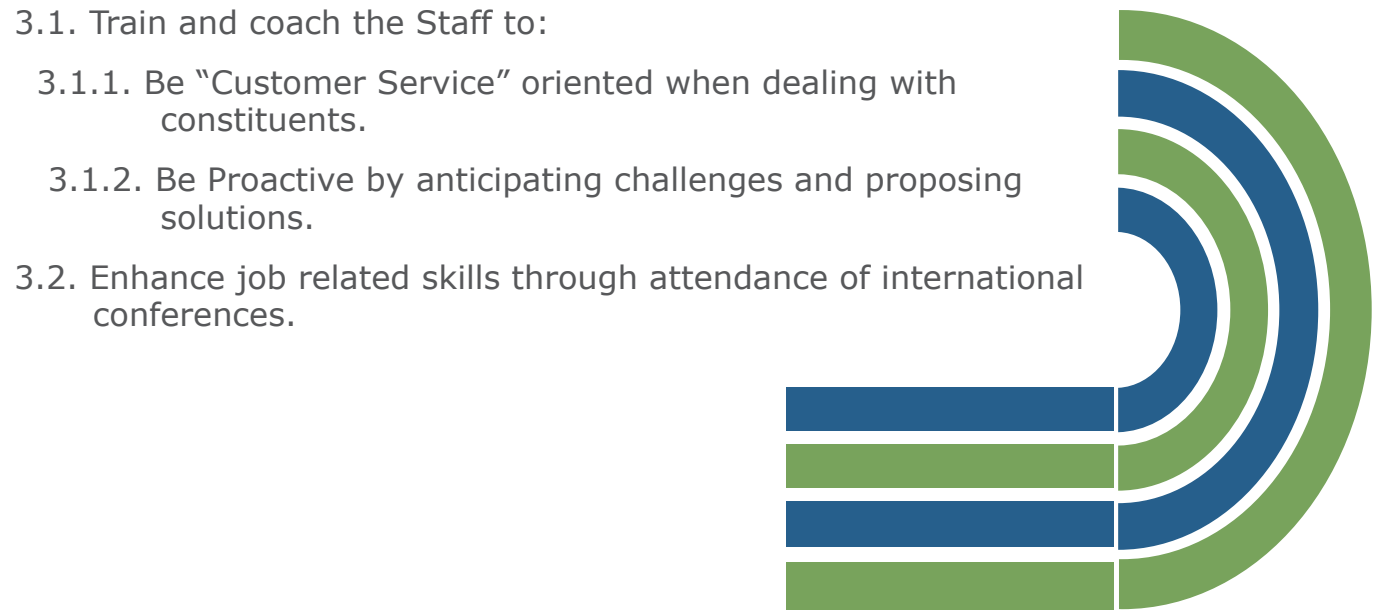DATA MANAGEMENT

STAFF DEVELOPMENT

Our Goals

The Registrar's Office supports Staff Development initiatives.

GOAL#3

Outcomes:

3.1. Train and coach the Staff to:

3.1.1. Be "Customer Service" oriented when dealing with constituents.

3.1.2. Be Proactive by anticipating challenges and proposing solutions.

3.2. Enhance job related skills through attendance of international conferences.

DATA MANAGEMENT

SERVICE EXCELLENCE

STAFF DEVELOPMENT

List of Acronyms

CAPP   Curriculum Advising and Program Planning

CD   Council of Deans

CLC   Campus Life Council

EMAC   Enrollment Management Advisory Committee

NEASC   New England Association of Schools & Colleges

NSOP   New Student Orientation Program

SDEM   Student Development and Enrollment Management

SOM   School of medicine

UCC   University Curriculum Council

USAC   University Student Affairs Council