Lebanese American University

ANNUAL REPORT
2015-16

REGISTRAR'S OFFICE

STRIVING FOR EXCELLENCE TOGETHER!

RO ANNUAL REPORT (2015-16)

PRESENTED TO

DR. ELISE SALEM

VICE PRESIDENT FOR STUDENT DEVELOPMENT & ENROLLMENT MANAGEMENT

DECEMBER 2016

2015-16

TABLE OF CONTENTS

MESSAGE FROM THE UNIVERSITY REGISTRAR	4-5
OUR VISION, MISSION AND VALUES	6-7
UR OFFICE-MAJOR FOCUS	8-11
OUR TEAM/UNITS	12-13
KEY FUNCTIONS & INITIATIVES	14-29
2015-2016 IN NUMBERS	32-33
SERVICE INDICATORS	36-37
VIEWS OF PEOPLE WE SERVED	38-39
ALIGNMENT WITH THE ASSESSMENT PLAN	40-45
OUR CHALLENGES & OPPORTUNITIES	46-47
OUR EVENTS	48-49

Mrs. Lama Lamaa coordinated the compilation, design, and publishing work of this report.

MESSAGE FROM THE UNIVERSITY REGISTRAR

ANNIE LAJINIAN-MAGARIAN

University Registrar

Another year has elapsed with myriad activities, achievements and challenges!

In the academic year 2015-16 a good portion of our efforts was geared towards consolidating our front office services, namely the Student Services Units (SSU) on both campuses, while at the same time incorporating best practices in our operational processes and enhancing our online services.

Firstly, we conducted two training workshops and several follow-up meetings with our SSU teams and resolved to move our customer service practices up a notch, from "Expected" to "Desired" standard. The inclusive approach of these sessions brought forward the creativeness of our teams in handling the demands and pressure of serving the university community with diligence, speed and accuracy. The teams are pursuing the Action Plan developed specifically for the SSU, including the Internal Auditing system and the revision of the Operations Guide.

Secondly, in line with best practices we completed the revision of the Registrar's Office Assessment Plan in coordination with the Department of Institutional Research & Assessment (DIRA), which included the development of outlines for our own internal auditing system and paved the way for new assessment tools.

83%

of Beirut students rated the quality of the Registrar's Office service as "Good" & "Excellent"

81%

of Byblos students rated the quality of the Registrar's Office service as "Good" & "Excellent"

Thirdly, we explored new technological enhancements to improve our services. In this respect, we have presented our proposals to IT to automate the Petition process and the Change of Grade process. The implementation of such new work flows is pending and dependent upon the adoption of Enterprise Document Management System (EDMS). I am pleased to share with you that based on the results of the exit survey completed by 1638 graduates, an average of 9.8 percentage improvement was noted in the key services offered by the Registrar's Office to students. I thank my colleagues who didn't spare any effort to put the needs of the students and other stakeholders at the heart of their dedicated service!

Finally, our focus for the coming academic year will be multi-faceted: re-engineer the graduation process, upgrade the online E-Request services, benchmark the format and content of our transcript of records, develop new assessment tools, review our office structure, and prepare the content for a new Registrar's Office webpage.

Annie Lajinian-Magarian

STRIVING FOR EXCELLENCE TOGETHER!

"Thank you for sending me a copy of your Annual Report. (2014-2015). I read it and learned a great deal from it about the Registrar's Office activities.
Congratulations to you and your staff and thank you for all that you do for LAU."

Joseph G. Jabbra, Ph.D.
President of LAU

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 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 environment for staff, students, and faculty.

SAFEGUARD
We safeguard the integrity of our academic policies, rules, and regulations.

SUPPORT
We support existing services and explore technological advances that enhance service excellence to our students and faculty.

CARE
We aspire to create a caring and stimulating environment for our staff with opportunities for professional development.

BENCHMARK
We aim to establish high quality by benchmarking with higher education standards of excellence.

OUR VALUES

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

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.

Respect

- We value differences and demonstrate respect for human dignity.
- We respond with enthusiasm and professionalism.
- We treat individuals with respect and courtesy.

Commitment

- We are committed to be a model of excellence to those we serve.

Teamwork

- We believe that team bonding increases our productivity and creativity.
- We strive to create a work environment that is a source of professional and personal enrichment.

Communication

- We believe that effective communication yields effective service.
- We share ideas, best practices and information to optimize our services to the community.

THE UNIVERSITY REGISTRAR'S OFFICE

OUR LEADERSHIP TEAM

ANNIE LAJINIAN-MAGARIAN

University Registrar

The University Registrar upholds the implementation of LAU academic rules and regulations; institutes the consistent implementation of processes on both campuses, establishes quality assurance standards, and oversees strategic decisions that are aligned with the mission and vision of LAU.

FOUAD SALIBI

Deputy Registrar

The Deputy Registrar supervises the overall operation of the registrar's office on both campuses; ensures the integrity of student records and the implementation of academic rules and regulations; provides support to academic units, and ensures adequate and timely service to LAU community.

ADMINISTRATIVE SUPPORT

LAMA LAMAA

Lead Administrative Assistant

The lead administrative assistant supports the leadership team to pursue strategic initiatives.

STAFF DEVELOPMENT

Enhance job related skills through in-house training and international conferences.

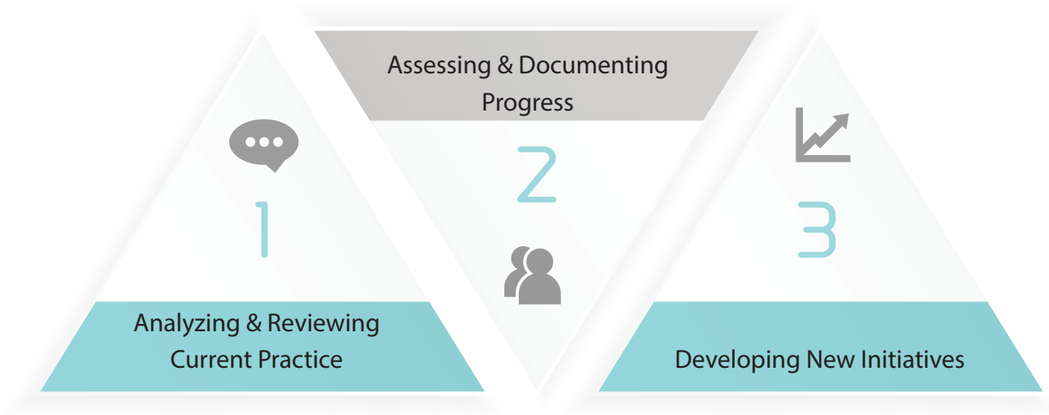
PROCESSES & STANDARDS

Ensure consistent implementation of processes on both campuses and establish quality assurance standards..

SERVICE EXCELLENCE

Provide excellent service to the LAU Community.

MAJOR FOCUS FOR 2015-16



1 Analyzing & Reviewing Current Practice

- The Registrar's Office reviewed and developed the Internal Processes Guide to ensure proper service, implementation and documented procedures.
- Reviewed and updated the Academic Catalog for 2016-17.

2 Assessing & Documenting Progress

- In coordination with DIRA, the Registrar's Office Assessment Plan has been reviewed: Outcomes, KPI's, Strategies and Methods. In addition, a list for the logs (assessment tools) has been created with a detailed time line for implementation.
- A new Internal Auditing System has been initiated. To date, the Student Services Unit system has been developed. Other units will follow later.
- Introduced a new routine to audit the Graduation Data on Banner.

3 Developing New Initiatives

- **Registrar's Office** :

1- Prepared the academic calendars for 2016-17 and 2017-18 which were approved by the Senate, CD and PC, and published on LAU website. This will be the rolling practice to post calendars of two years in advance.

2- Prepared the Operational Calendar for the 2016-17 for the RO Team and shared it through outlook.

- **In coordination with IT**:

1- Automatic notification to students are sent once their E-Requests are processed by our staff.

2- RO Actively participated in the discussions for possible implementation of Enterprise Document Management system (EDMS) to improve internal processes and to function in a paperless manner.

3- Automation of the student petition process is in its advanced stage. *Work Flows* were designed and *Templates* were prepared. The IT are currently studying the option of using EDMS for the implementation of this project.

- **Being part of the SDEM**, the Registrar's office continued its collaboration with the university-wide task forces mandated to review and update the Student Code of Conduct, and to align processes for the Study Abroad and Exchange programs.

- **In coordination with MarCom**:

1- Reviewed the RO forms to minimize the printed forms. All of the RO forms are now available online.

2- The guideline for creating a special web site for the Registrar's Office was discussed with MarCom. Further steps will be deliberated with MarCom and the SDEM Communication Manager to create the required content. Estimated target date for completion of phase I is Spring 2017.

3- We have created a new Interactive Academic Calendar where the user can filter the dates based on different categories, years, and terms. It was launched as of July 21, 2016.

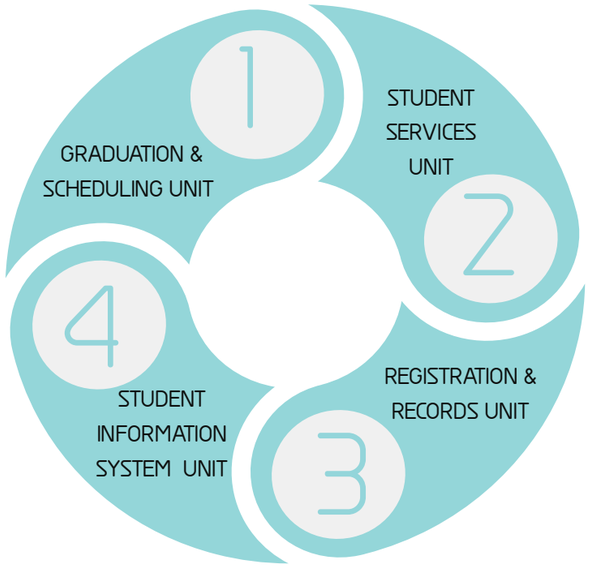
- **In coordination with DIRA**, drafted a proposal for grade conversion from European universities, as per the latest ECTS guidelines.

- **In coordination with the Gilbert and Rose-Marie Chagoury School of Medicine**: we finalized the SOM revised transcript with additional special notations requested by the School.

- **UPC**: The University Registrar had an active role in the task force assigned by the President to prepare a presentation on Innovation at the UPC Retreat.

REGISTRAR'S OFFICE TEAM

We are hard working people who continuously address any challenges to ensure great teamwork.



IN 5 YEARS.....

WE AIM FOR OUR TEAM

To be more proactive and better communicators

To be more technology savvy and initiate new online services.

To support data driven decision making and provide appropriate data for that purpose.

To multi-task; handle and manage processes and deliver information effectively.

SUMMARY OF TEAM ACHIEVEMENTS

Annual Report: Each unit was in charge of the meticulous collection and compilation of data for each term which culminated in publishing the RO Annual Report 2014-15.

Internal Operation Guide: All units were involved in the consolidation of the first draft of the internal operation guide. The most recent revision was completed by the Student Services Unit.

Operational calendar: The tasks of each unit were organized with specific time lines and posted on the operational calendar for the Registrar's Office. This calendar facilitated the inter-unit coordination and support.

Office 365: The Registrar's office adopted Office 365. Most files were uploaded on One Drive.
This facilitated inter-office communication and data sharing between the two campuses.

Preparations for the Commencement Exercises were executed to high standards: Commencement booklets, diplomas, Marching plan for graduates.

Internal-Auditing System: We initiated our internal-Auditing system for different units. We prepared the framework; the full document to be completed over the next two years.

OUR ASSOCIATE REGISTRARS

Haiganoush Mandjikian

Associate Registrar,
Beirut campus

Eddy Yervant Juvelekian

Associate Registrar,
Byblos campus

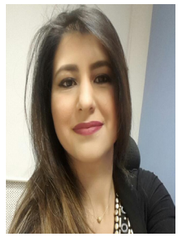
GRADUATION & SCHEDULING UNITS

Dina Nahle

Scheduling & Records Administrator,
Beirut Campus

Georges Balesh

Scheduling & Records Administrator,
Byblos campus



Jessie Maalouf -Abou Arraj

Lead Graduation & Records Officer,
Beirut Campus

Frida Smiley-Kyprianos

Graduation & Records Officer,
Byblos Campus

Hanan Hasan

Assistant- Graduation unit,
Part-timer, Beirut campus

GRADUATION & SCHEDULING UNITS

KEY FUNCTIONS

The graduation units are mandated to ensure the integrity of the implementation of the graduation requirements for all academic programs.

- Preparing the graduation lists and the commencement booklets;
- Processing the curricular updates for graduate and undergraduate programs and minors;
- Contributing in the organization of Commencement exercises.
- Issuing graduation clearance letters;

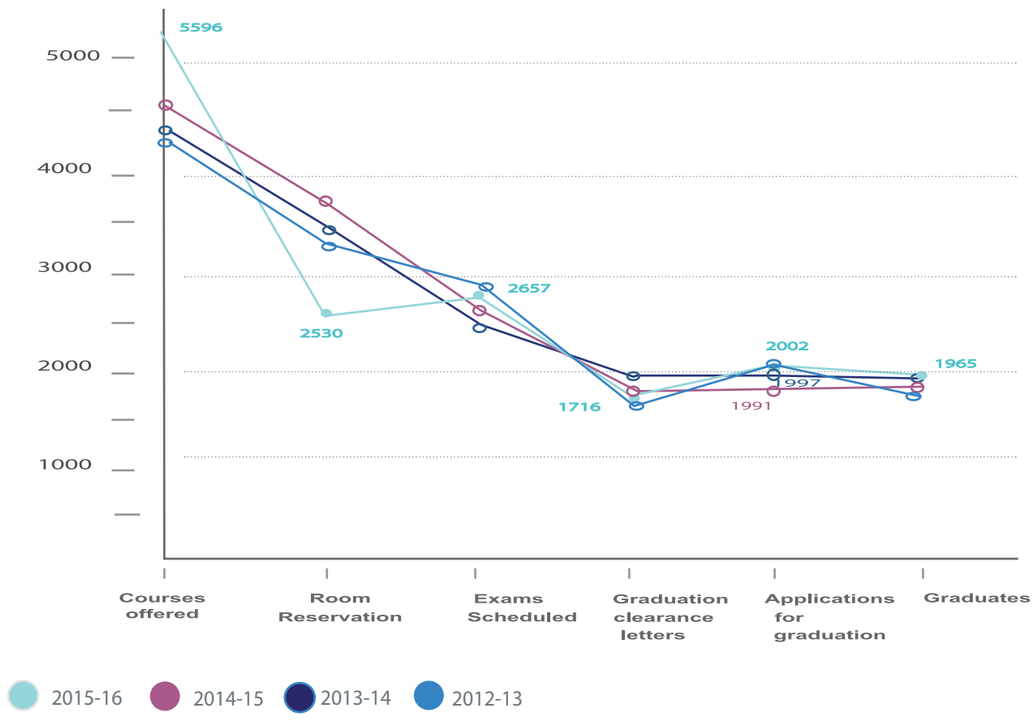
The Scheduling units lead and oversee the space utilization of our facilities. Some of the key functions of these units are:

- Managing academic scheduling, final exam schedules and class-room utilization;
- Scheduling classroom space for instructional activities, seminars, and other events.

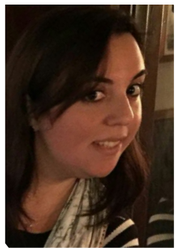
2015-16 INITIATIVES

- The graduation process was reviewed for more automation. Banner functions that would serve this purpose were reviewed.
- The new on-line room reservations has been adopted in Beirut & Byblos campus.
- Additional enhancements to the on-line system for tracking the distribution of caps & gowns were added. It also helped to track the marching forms of the Commencement exercises.

Term	Fall 2015		Spring 2016		Summer 2016	
Campus	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Courses offered : Graduate and Undergraduate + EMBA + SINARC	1121	1734	1069	1092	343	237
Room reservations	906	266	843	284	198	33
Classroom allocations	52	42	50	42	36	36
Exams Scheduled	619	592	612	541	185	108
Graduation Clearance Letters	543	218	179	658	4	114
Applications for graduation	714	218	280	658	18	114
Graduates	281	170	744	623	97	50
Graduates with Honor	23	22	154	146	2	6
Graduates with Distinction	16	16	88	91	1	4
Graduates with High Distinction	1	7	34	47	1	0



STUDENT SERVICES UNITS



Aline Aways

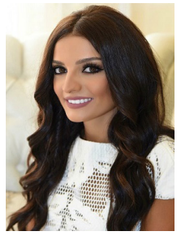
Lead Student Services Officer
Beirut campus

Amani Mikati

Student Services Officer,
Beirut campus

Maria-Karina Farhat

Lead Student Services Officer
Byblos campus



Magalie Tohme

Student Services Officer,
Byblos campus

Mahdiya Ramadan

Assistant-Student Services unit,
Part-timer, Beirut campus

Marwa Alameddine

Assistant-Student Services unit,
Part-timer, Beirut campus

Carine El-Khoury

Assistant-Student Services unit,
Part-timer, Byblos campus

WE CAN MAKE A DIFFERENCE !

STUDENT SERVICES UNITS

KEY FUNCTIONS

The Student Services Units have a critical function as our front offices, offering services to students and other constituents. Some of the key functions are:

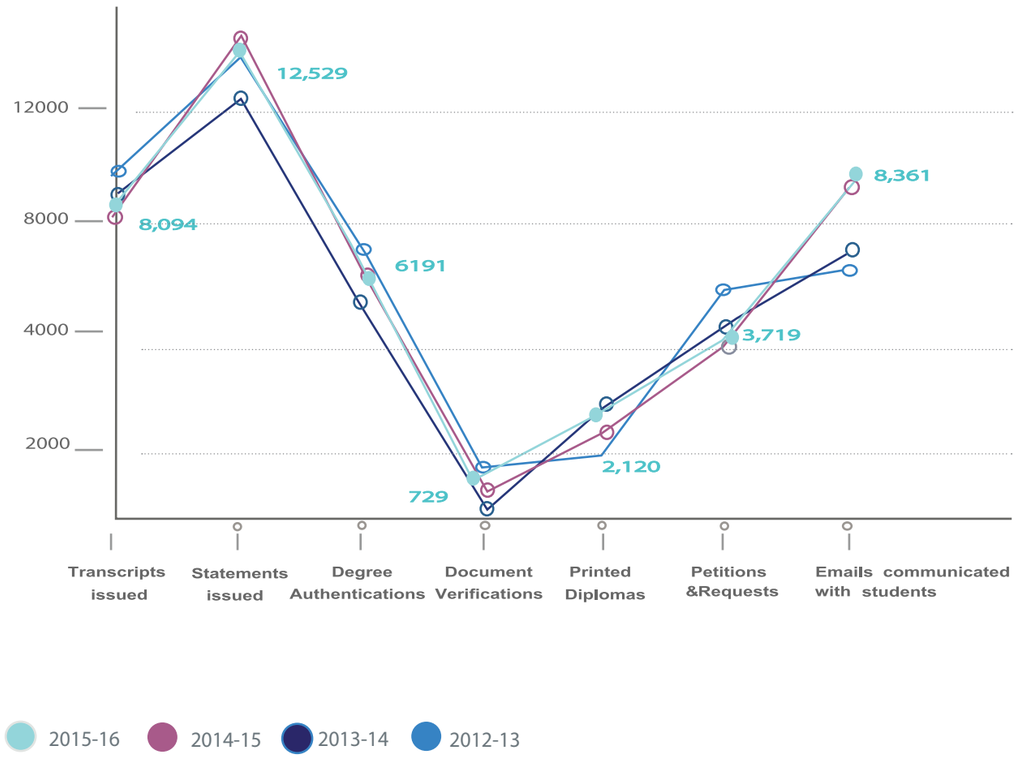
- Processing students' personal and academic requests, and coordinating all queries received from constituents at the Help Desks: in person, by phone or e-mail.
- Preparing enrollment letters, statements, transcripts, certificates and verifications.
- Delivering diplomas and other documents.

2015-16 INITIATIVES

Rebuilding the Student Services Unit: New motto (We can make a difference!), SSU Action plan has been developed.

- New Logs have been created: Complaint Log, Error Log, and Challenges & Opportunities Log.
- An Internal Auditing system for the SSU was developed and the Operations guide was reviewed and updated.
- The Registrar's Office reviewed the Internal Processes Guide to ensure proper service, implementation and documented procedures. The final version of the SSU guide was issued by the end of summer 2016.
- The Oral Communication Protocol for the Student Services Unit was initiated:several templates have been prepared to be used.
- Two workshops with main focus on Customer Service & Professionalism at the workplace were held on March & April 2016.
- E-request enhancements
The option of online payment for mailing service was developed. The students and alumni can benefit from the fast mailing service option.

Term	Fall 2015		Spring 2016		Summer 2016	
Campus	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Transcripts issued	1581	1233	1648	1292	1212	1128
Statements issued	2615	2336	2610	2400	1409	1159
Degree authentications	1380	1267	1151	316	1130	947
Document verifications	162	135	124	114	111	83
Printed Diplomas	196	217	984	621	102	0
Diploma duplicates	16	1	15	0	3	1
Reprints of diplomas	2	0	0	1	0	1
Petitions & Requests	874	682	833	632	471	227
Emails sent to students	2089	772	2716	454	1796	534



OUR ASSOCIATE REGISTRAR.....
MS. HAIGANOUSH MANDJIKIAN

40+ YEARS FULL OF SERVICE
AT BEIRUT CAMPUS

To a Retiring Colleague, Ms. Haiganoush Mandjikian,

Dear Haigo,

What a daunting task it is to bid farewell to a retiring colleague who has served the university for over 40 years!

You started working at the Registrar's office as a student assistant and over the years you climbed the ladder to become the respected Associate Registrar. Over the years you accumulated a wealth of knowledge about all the internal processes of the Registrar's office which earned you the reputation of walking encyclopedia of the Registrar's office !

We know that we will all appreciate you even more when we try to fill the void after you leave us. How can we summarize your achievements in just a few lines!

You have seen the evolution and growth of the university from the days of manual execution of registration, grade entry, academic standings, scheduling of classrooms and exams to the more automated processes with the introduction of technology.

You have witnessed the changes in personnel and the growth from college to university.
You have endured challenges that were thrown at you due to accreditation and quality assurance requirements.

Dear Haigo, you have been a model of devotion and commitment for which you have earned the respect of not only your colleagues and superiors, but also of the academic units who always referred to you for guidance and validation.

On behalf of the whole team at the Registrar's Office, I want to thank you for your tireless, meticulous, consistent and professional performance throughout the 40+ years of dedicated service for the Registrar's office at LAU.

While I am saddened to see you leave us, I wholeheartedly wish you a fruitful and fun retirement!

Annie Lajinian-Magarian

University Registrar

OUR ASSISTANT REGISTRARS

Randa K. Gharzeddine

Senior Assistant Registrar
- Registration & Records
Beirut campus

Samia Helou Najjar

Senior Assistant Registrar
- Registration & Records
Byblos campus

REGISTRATION & RECORDS UNITS

Mahmoud Fayed

Registration & Records Administrator
Beirut campus

Micheline Khairallah

Lead Registration & Records Officer,
Beirut campus

Boulos Sakr

Lead Registration & Records
Officer,
Byblos campus

Nairi Karkoulian

Assistant-Registration unit,
Part-timer,
Beirut campus

REGISTRATION AND RECORDS UNITS

KEY FUNCTIONS

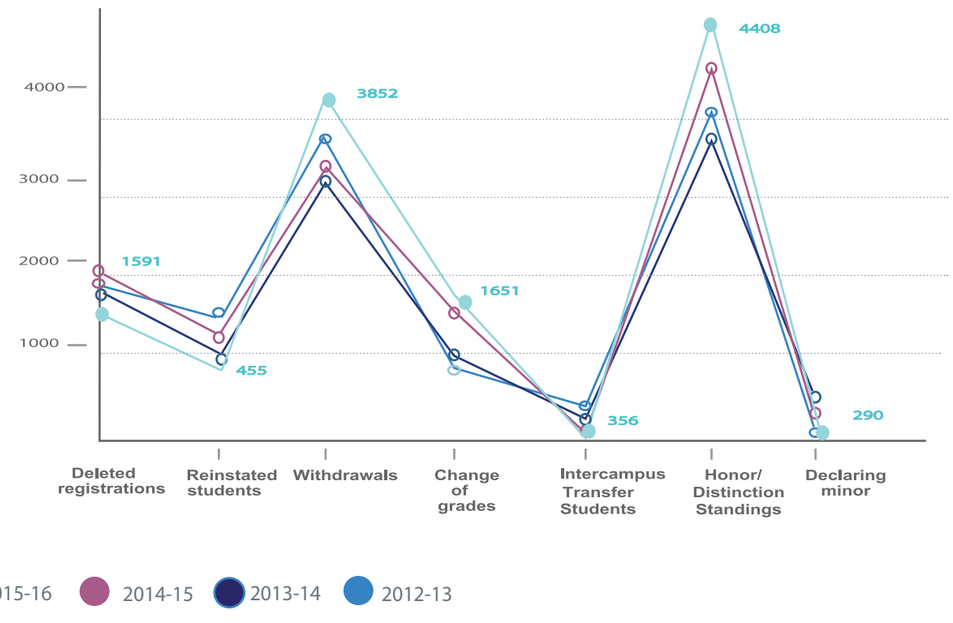
The Registration and Records Units are the custodians of the confidential records of active and inactive students. They implement the academic rules and procedures. Some of the key functions are:

- Facilitating the Student registration for regular students, and those enrolled in Exchange and Study Abroad programs.
- Producing academic standing reports for students who are on Honor or Distinction lists and students who are on academic difficulty.
- Processing cancellation of registration, reinstatement, grade changes, and withdrawals.
- Rolling grades, completing GPA calculations and overseeing the preparation of transcripts.
- Safeguarding and maintaining student records.
- Handling petitions and recording decisions..

2015-16 INITIATIVES

- Helping in preparing the information needed for the development of the Student Orientation's video.
- Finalizing the second phase for the compilation of the directory of transfer of credits for courses from local universities and posted it on the LAU website.
- In coordination with the SIS & IT units, the process for Transfer of credits was revisited. More automation was included.
- Revisiting the first draft of the registration Unit Manual.
- Preparing and compiling the key dates for the Operational Calendar.

Term	Fall 2015		Spring 2016		Summer 2016	
Campus	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Granted BACC. II credits	1172	759	194	72	7	3
Deleted registrations	340	223	378	231	235	184
Reinstated students	165	148	273	182	114	125
Change of Nationality	9	116	6	33	6	9
Withdrawals	1097	779	1114	666	94	102
Change of grades	168	489	172	650	151	172
Intercampus transfer students	213	51	49	40	3	0
Transfer students course(s)evaluation	64	36	39	25	18	49
Declaring Minor	22	86	69	50	55	8
Delete grades from GPA computation	69	9	65	19	13	16
Academic Difficulty Letters	233	151	303	211	---	81
Honor/Distinction Standings	1077	1093	1105	1133	---	---
NSOP sessions- Registration Process	32	16	4	1	---	---
Attendance in NSOP sessions	698	710	232	52	---	---



STUDENT INFORMATION SYSTEM UNIT

Alexan Choulhadjian

Senior Student Information System Coordinator, who oversees the SIS operations of SDEM.

The Student Information System unit is in charge of managing and maintaining data in Banner.

KEY FUNCTIONS

1 CREATIONS OF NEW COURSES

2 REPORTS

3 BANNER UPDATES

4 CHANGES IN COURSE CATALOG

5 GROUP EMAILS & SMS

6 CAPP TRAINING SESSIONS

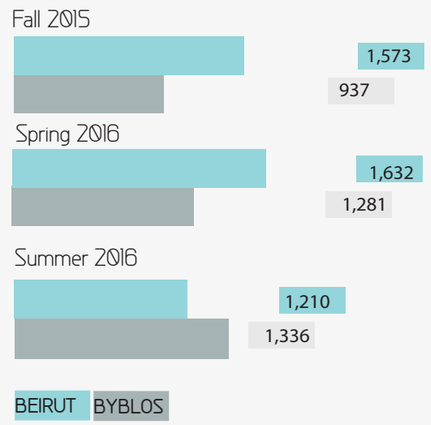
- Determining security access to the online student records system for the campus community.
- Managing the degree evaluation system: the Curriculum Advising and Program Planning (CAPP).
- A new procedure for granting access to our Student Information System (Banner) was initiated effective Summer 2015. The process includes the signing of the Confidentiality & Non-Disclosure Pledge form, before the access is granted.

- Updating the Banner Course catalog: current programs and adding new ones.
- Coordinating with IT all initiatives that enhance services through technology.
- Training faculty and staff on using Banner functions.
- Managing Banner (student system) processes and security
- Undergoing the routine processes for updating the Banner Catalog.

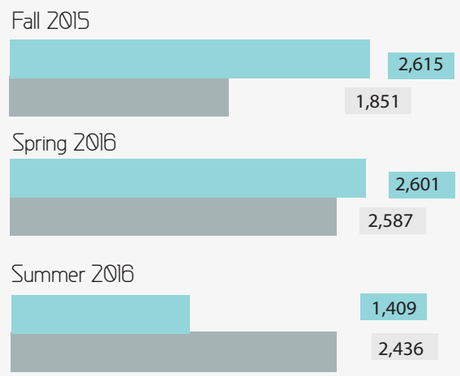
STUDENT ENROLLMENT 2015-2016

SEMESTER/TERM	BEIRUT	BYBLOS	TOTAL
FALL 2015	4544	3804	8,348
SPRING 2016	4383	3621	8,004
SUMMER 2016	1,867	1,868	3,735

TRANSCRIPTS: 2015-16

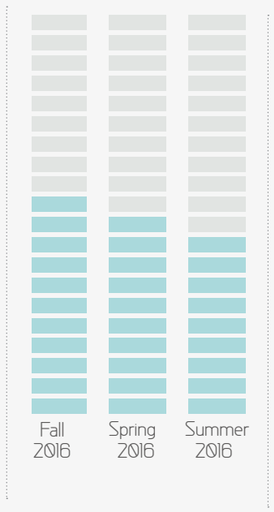


CERTIFICATES: 2015-16



STUDENTS ARE FROM 83 DIFFERENT NATIONALITIES

(TOP 5 NATIONALITIES : LEBANON, UNITED STATES, SYRIA, CANADA, & JORDAN)



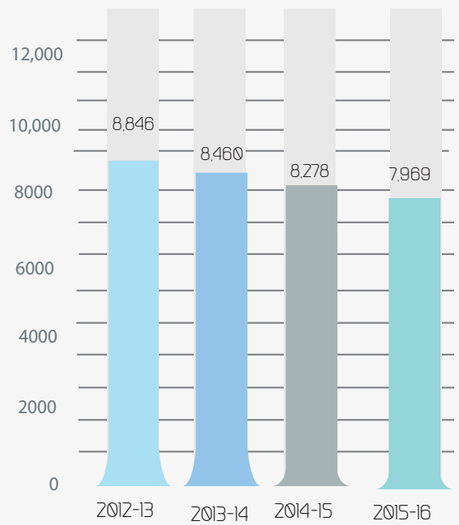
Male

49%

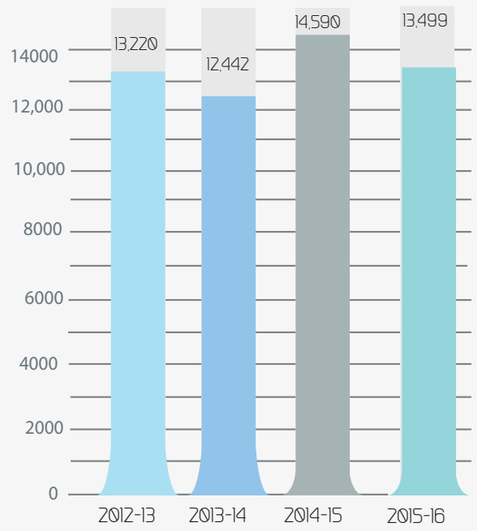
Female

51%

TRANSCRIPTS: 2012-2016



CERTIFICATES: 2012-2016



* Total revenues from documents (Transcripts, Certificates, Degree authentications and Document verifications) = $160,813

SERVICE INDICATORS BY NUMBERS

3,719 PETITIONS & FORMS

5,253 COURSES SCHEDULED

8,361 INDIVIDUAL EMAILS

21,468 TRANSCRIPTS & CERTIFICATES ISSUED

123,836 GROUP EMAILS (15)

1,965 GRADUATES

94,591 GROUP SMS (12)

127,800 DEGREE EVALUATION HITS

THE VIEWS OF PEOPLE WE SERVED

Thank you very much for your prompt and quick reply. Always proud to be an LAU student.

Tania A Aghar- alumna

Thank you for your cooperation. I appreciate how helpful the registrar office is.

Nisrine Banna-2004 alumna

... I would also like to take this opportunity to thank your office for providing us with needed information. This made our job much easier!

Lana Abou Teen,
Director of Development

Thank you for giving (us) time to discuss with you the new curriculum of Philosophy. The Department appreciates your collaboration on this matter.

Dr. Vahid Behmardi,
Chair of Humanities

Thank you very much. I really appreciate all your help..... Thanks again! This is why I miss LAU. All the best.

Selma Zein - 2014 alumna

I truly appreciate all the help and effort you are putting through to handle this situation. Respectfully,

Stephanie Atallah - 2016 student

We would like to thank you very much for your quick answer. Best regards.

Mohammed Alameh-
Employment Verification Company

I really appreciate your fast reply and action. Have a great day. Best regards,

Basil Kaedbey - 2009 alumnus

ASSESSMENT PLAN

The Registrar's Office Assessment Plan has been reviewed: Outcomes, KPI's, Strategies and Methods. In addition, a list for the logs (assessment tools) has been created with a detailed time line for implementation.

Goal# 1

Connect students to faculty, curriculum and classroom with a wide range of quality services from first enrollment to graduation and beyond.

Goal# 2

Safeguard its Data Management systems.

Goal# 3

Provide quality services to various internal and external constituents.

1

- Outcome 1.1: Facilitate accessibility of information to the university community.
- Outcome 1.2: Ensure conformity with Standing Academic Rules and Regulations.
- Outcome 1.3: Facilitate the graduation of the students in timely manner.

2

- Outcome 2.1: Manage and maintain student records.

- Ensuring the accuracy and privacy of student records,
- Supporting the integrity of awarded degrees,
- Upholding the academic policies and procedures,

3

- Outcome 3.1: Communicate effectively and efficiently with LAU community.
- Outcome 3.2: Support strategic & academic decision making.

ASSESSMENT PLAN

Goal# 1

Connect students to faculty, curriculum and classroom with a wide range of quality services from first enrollment to graduation and beyond.

Outcomes	Performance Indicators / Measures	Strategies	Direct Method	Indirect method
Outcome 1.1. Facilitate accessibility of information to the university community.	KPI 1.1.1: Maintain and update information in electronic and paper formats in a timely manner.	• Portal • Website • Academic Catalog	• Log#1 (Communication) • Log#2 (New policies Log)	Survey
	KPI 1.2.1: Maintain and update programs on CAPP.	•Course Catalog •CAPP	• Log #2 (New Policies Log) • CAPP Audit Report	N/A
	KPI 1.2.2: Ensure timely processing of petitions	•Petitions Excel sheet •Banner	• Log#3 (Petitions Log)	• Telephone Survey
Outcome 1.2 Ensure conformity with Standing Academic Rules and Regulations	KPI 1.2.3: Ensure the implementation of all Academic Policies.	• Change of Grade • Transfer of credits policy • Credits Load Policy •Academic Standing	Measure the efficiency of the implementation of the policies: • Log #4 (Audit Report- Change of Grades) • Log #5 (Audit Report- Transfer of Credits) • Log#6 (Audit Report- Course Load) • Log#7 (Banner Report- Academic Standing)	•Automatic emails are sent to Students, Faculty & Registrar's Office.
Outcome 1.3: Facilitate the graduation of the students in timely manner	KPI 1.3.1: Assure the integrity of awarded degrees.	• Maintain the accuracy of the lists of graduating students presented for voting.	• Log #8 (Audit Report- Graduation)	N/A

Goal# 2

Safeguard its Data Management systems.

Outcomes	Performance Indicators / Measures	Strategies	Direct Method method	Indirect
Outcome 2.1: Manage and maintain student records.	KPI 2.1.1: Ensure the accuracy, integrity, and confidentiality of students' records.	• Banner records and hard copies • Confidentiality Policy	• Log#9 (Students records) • Log #10 (Banner Users Access Privileges) • Log#11 (Confidentiality Pledge sheet)	N/A
	KPI 2.1.2: Archive all documents pertaining to students.	• Archive	• Log #9 (Students Records)	N/A

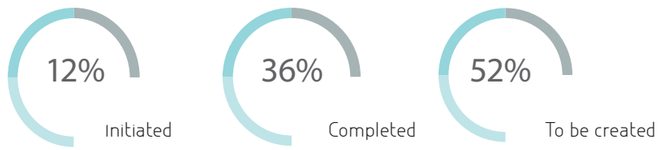
Goal# 3

Provide quality services to various internal and external constituents.

Outcomes	Performance Indicators / Measures	Strategies	Direct Method	Indirect method
Outcome 3.1: Communicate effectively and efficiently with LAU community.	KPI 3.1.1: Use leading edge technology to offer effective and efficient on-line services.	•Banner •Infosilem •Portal (Online info and requests & forms)	Assess functionalities versus our needs • Log#12 (Banner functions, Infosilem, and E-request)	•Survey (Log#12)
	KPI 3.1.2: Ensure clear, tactful communication with students, colleagues and others.	•Portal •Website •SMS • Emails •Operational calendar • Student orientation •In-person & Telephone	• Log #1 (Communication) 1- Communication Messages Log) 2- Email Guidelines 3- Orientation Material 4- Communication Protocol • Log #13 (Feedback Log) • Log#14 (Training Log)	

Outcomes	Performance Indicators / Measures	Strategies	Direct Method	Indirect method
	KPI 3.1.3: Ensure timely processing of constituents' requests.	Services provided to Faculty and colleagues: •Course offering/ Scheduling/Room reservation •Services provided to students (This includes the petitions and E-Requests)	• Log#15 (Services Log) • Log#16 (Error Log)	•Faculty •Survey • Telephone •Survey
Outcome 3.2: Support strategic & academic decision making.	KPI 3.2.1: Provide highlight key trends and challenges and recommend new policies for the higher management.	• Reports	• Annual report	•Annual report
	KPI 3.2.2: Provide statistical data and analysis whenever requested.	• Reports	• Log#17 (Reports Log)	

Logs Status Summary



CHALLENGES

- Scheduling issues are still challenging and new approaches are needed to ensure more focus on student- centeredness.
- Continue efforts to minimize the submission of student petitions.
- Adherence to pre-determined deadlines is still challenging.
- Improve coordination with School and other councils in matters related to curricular changes: undergraduate and graduate.
- EDMS support is needed to transition to paperless operation system.
- Transition plan is required to ensure appropriate transfer of duties held by the retiring Associate Registrar.

OPPORTUNITIES

- Create a cross-trained team so that members of the RO staff will have multi-functional responsibilities.
- Incorporate best practices related to document management systems.
- Review and construct tools that assess our processes and effectiveness of our services.
- Provide new services to our Community.
- Develop our Staff skills and knowledge to be more proficient in Office 365 applications.
- Encourage the staff to initiate projects that anticipate future needs, in line with the University strategic plan.
- Improve the internal auditing processes to ensure consistent services and enhance the integrity of records, precision and accuracy of data management, and smooth implementation of rules.

2015-16 EVENTS

http://students.lau.edu.lb/registration/

Email:

Beirut:registrar.beirut@lau.edu.lb

Byblos:registrar.byblos@lau.edu.lb