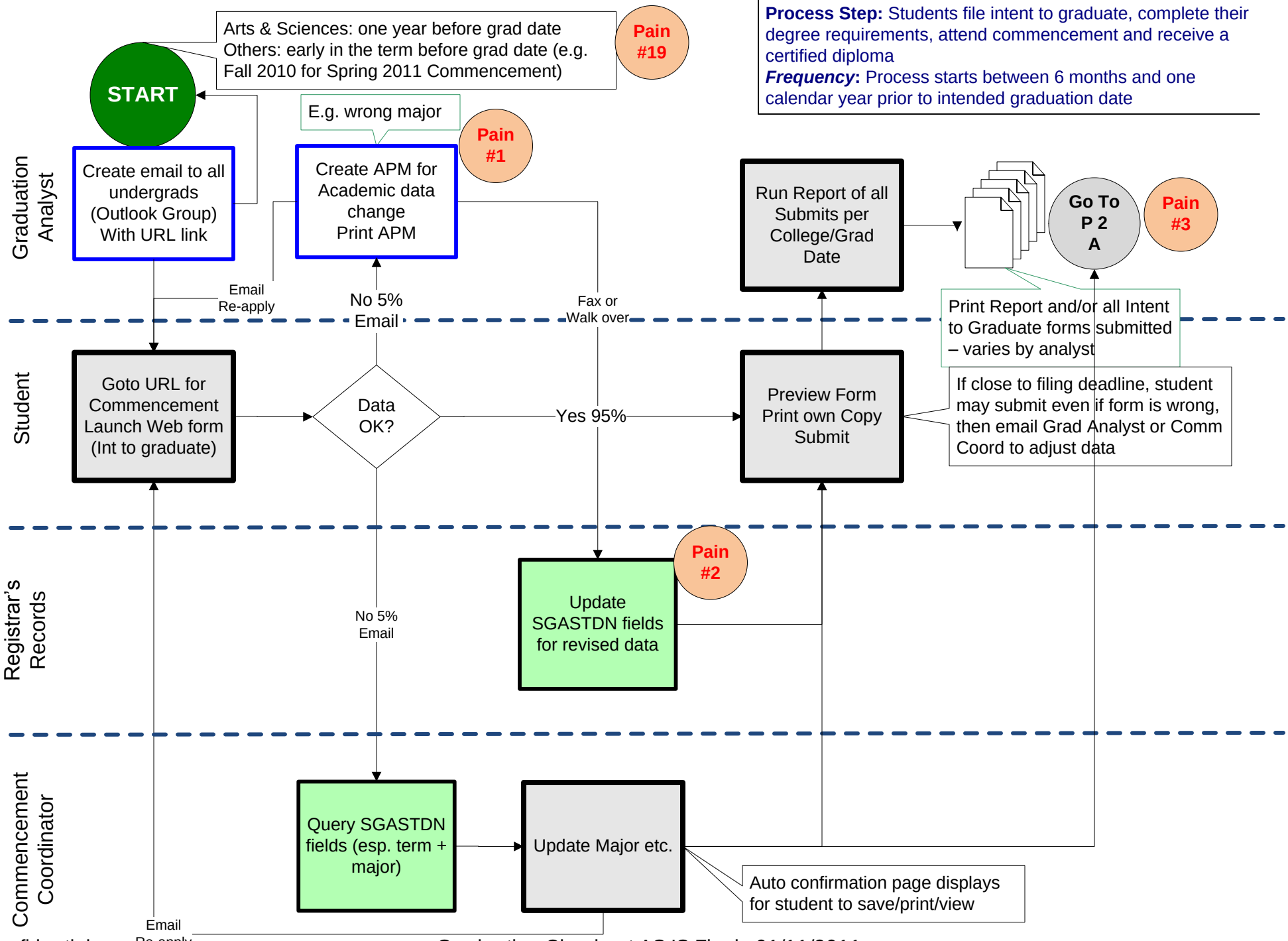
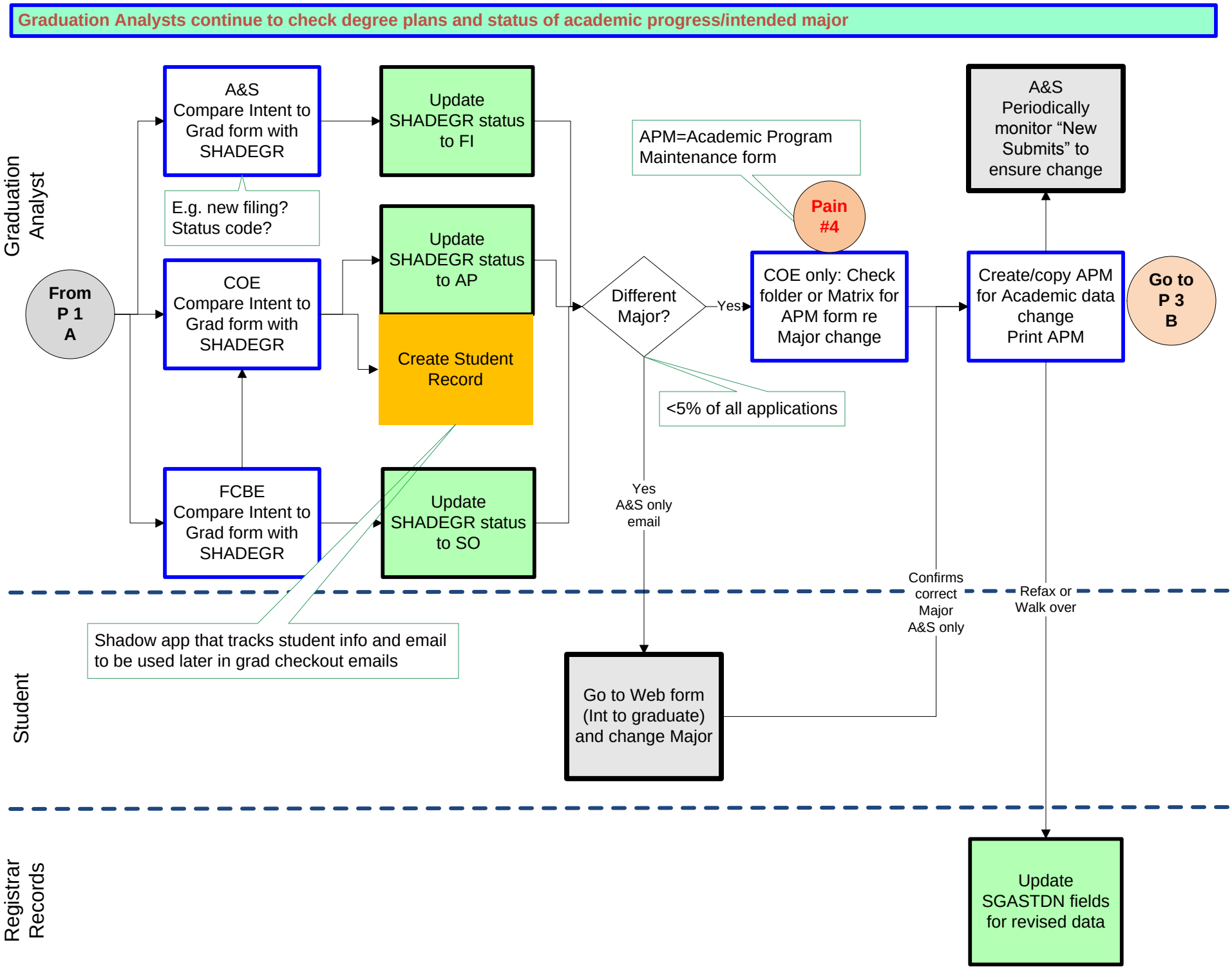
One to two Semesters in advance – Students file Intent to Graduate; Graduation Analysts check academic progress

Process Name: Graduation Checkout As Is

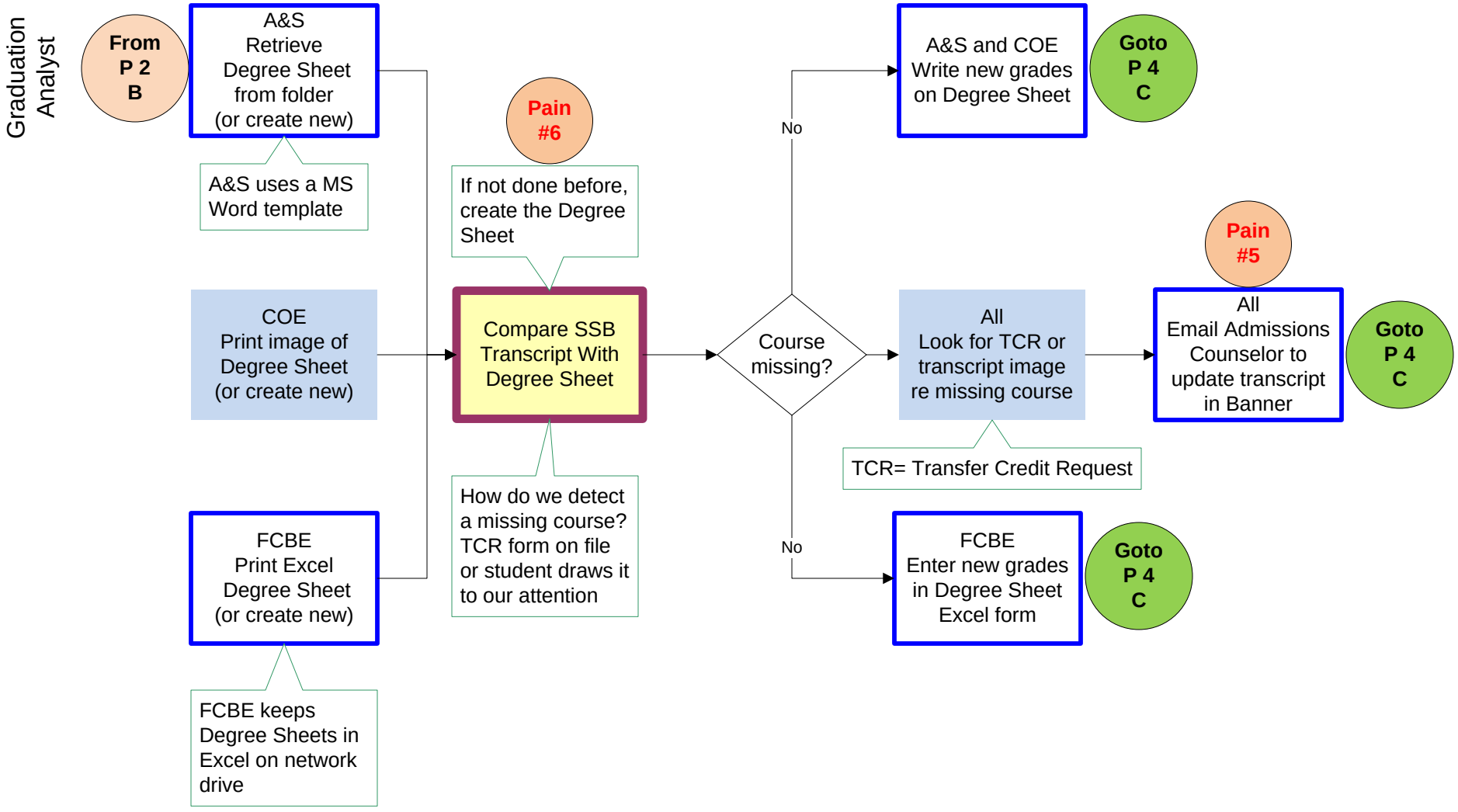
Process Step: Students file intent to graduate, complete their degree requirements, attend commencement and receive a certified diploma

***Frequency*:** Process starts between 6 months and one calendar year prior to intended graduation date

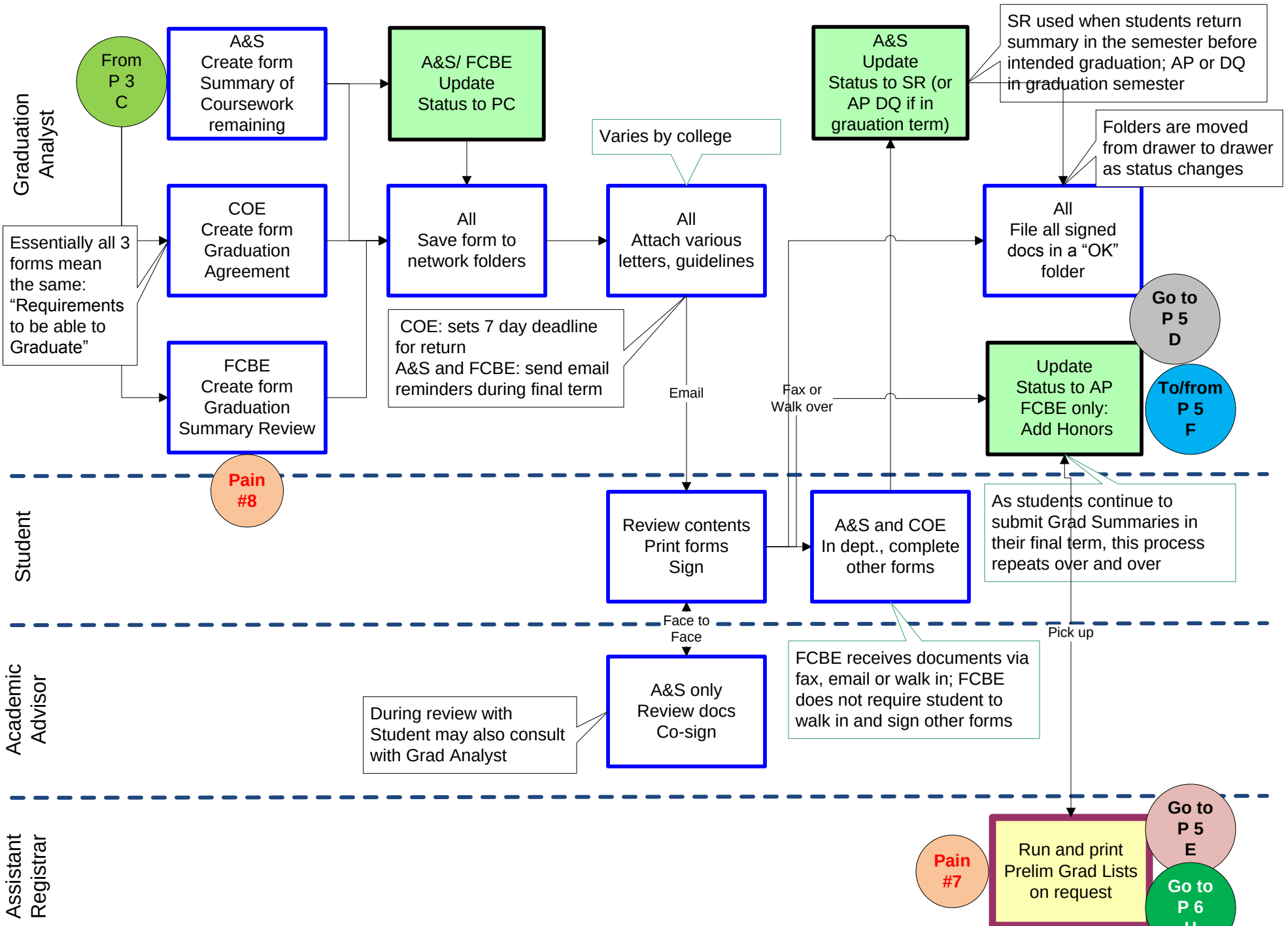



Graduation Analyst
Graduation Analyst continue to check degree plans and status of academic progress/intended major
From P 1 A
A&S Compare Intent to Grad form with SHADEGR
E.g. new filing? Status code?
COE Compare Intent to Grad form with SHADEGR
FCBE Compare Intent to Grad form with SHADEGR
Update SHADEGR status to FI
Update SHADEGR status to AP
Create Student Record
Update SHADEGR status to SO
Shadow app that tracks student info and email to be used later in grad checkout emails
Different Major?
Yes
<5% of all applications
Yes A&S only email
APM=Academic Program Maintenance form
Pain #4
COE only: Check folder or Matrix for APM form re Major change
Create/copy APM for Academic data change Print APM
Go to P 3 B
A&S Periodically monitor "New Submits" to ensure change
Confirms correct Major A&S only
Refax or Walk over
Student
Go to Web form (Int to graduate) and change Major
Registrar Records
Update SGASTDN fields for revised data

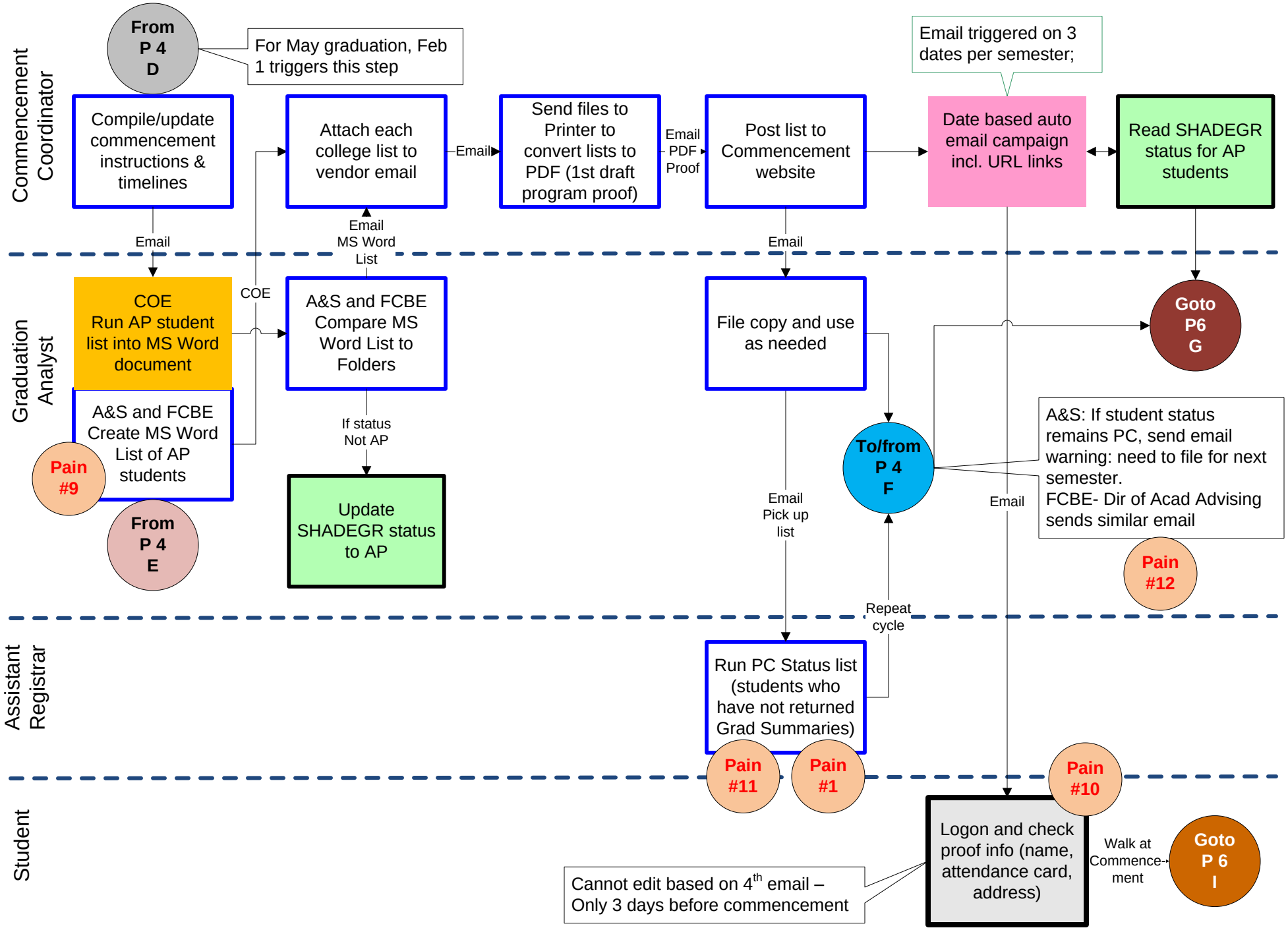
Graduation Analysts continue to check/gather information and create/maintain graduation lists

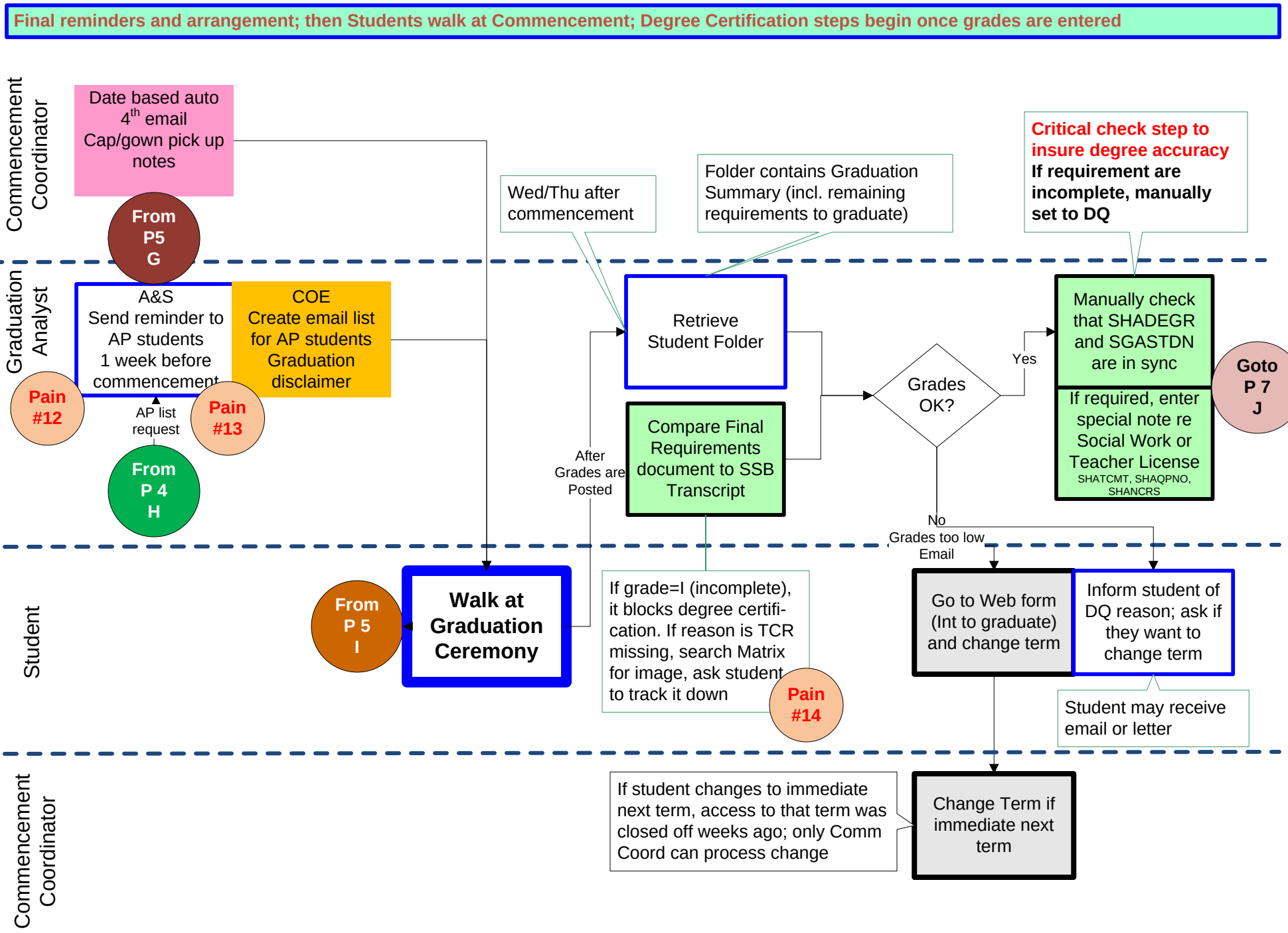


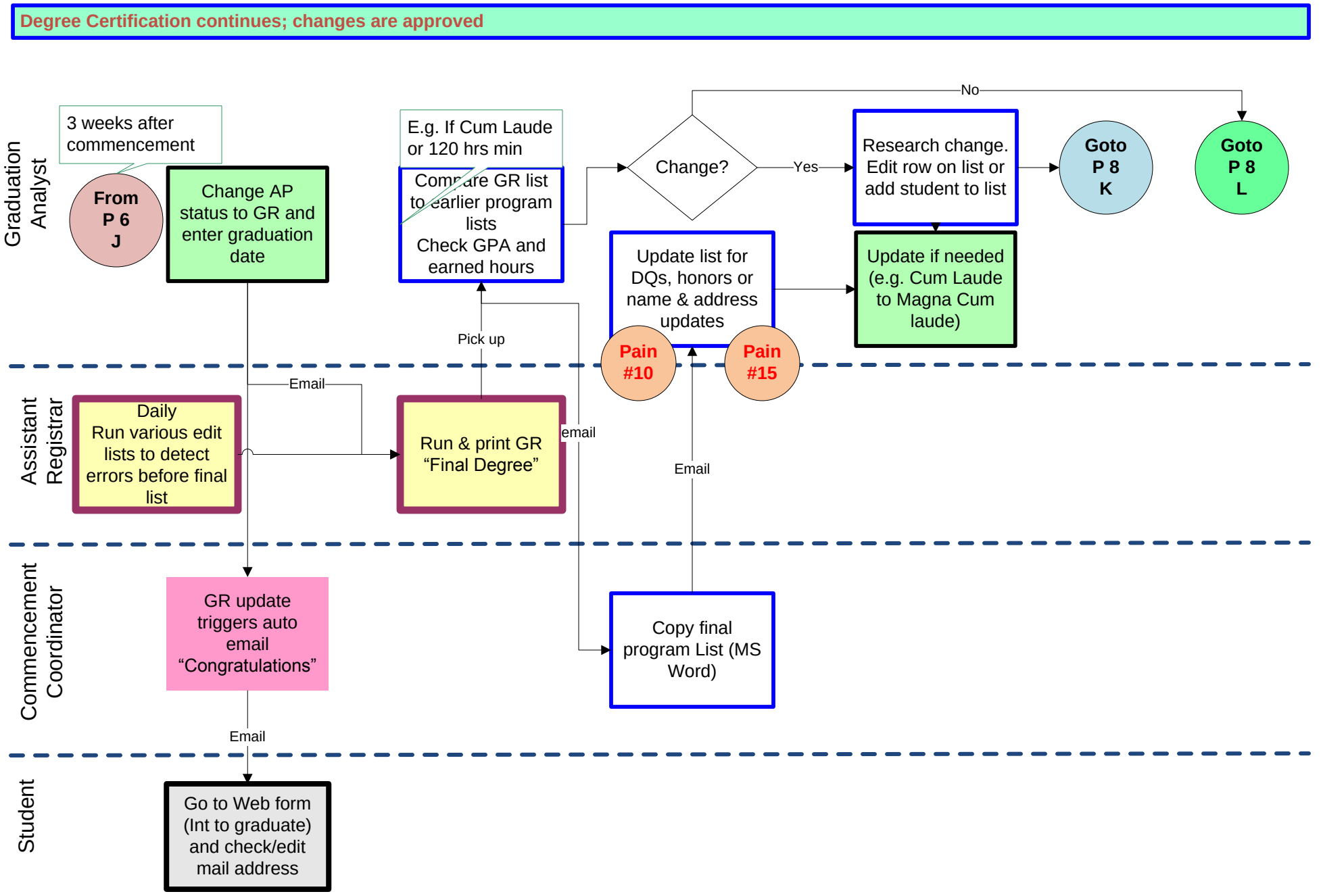
Students are required to confirm final degree plans

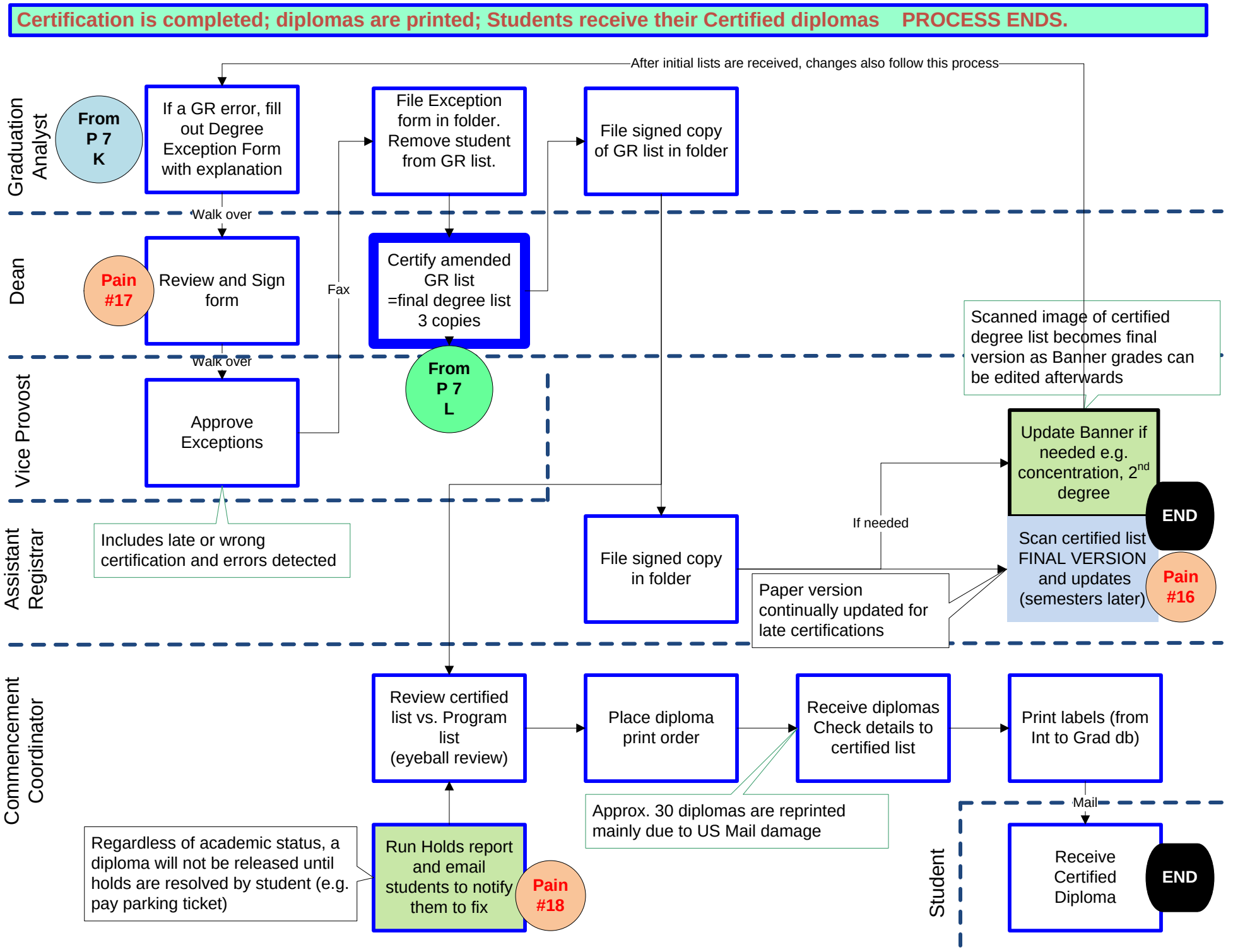


Graduation Analysts focus on final checkout steps; Commencement Day program lists are created/maintained;

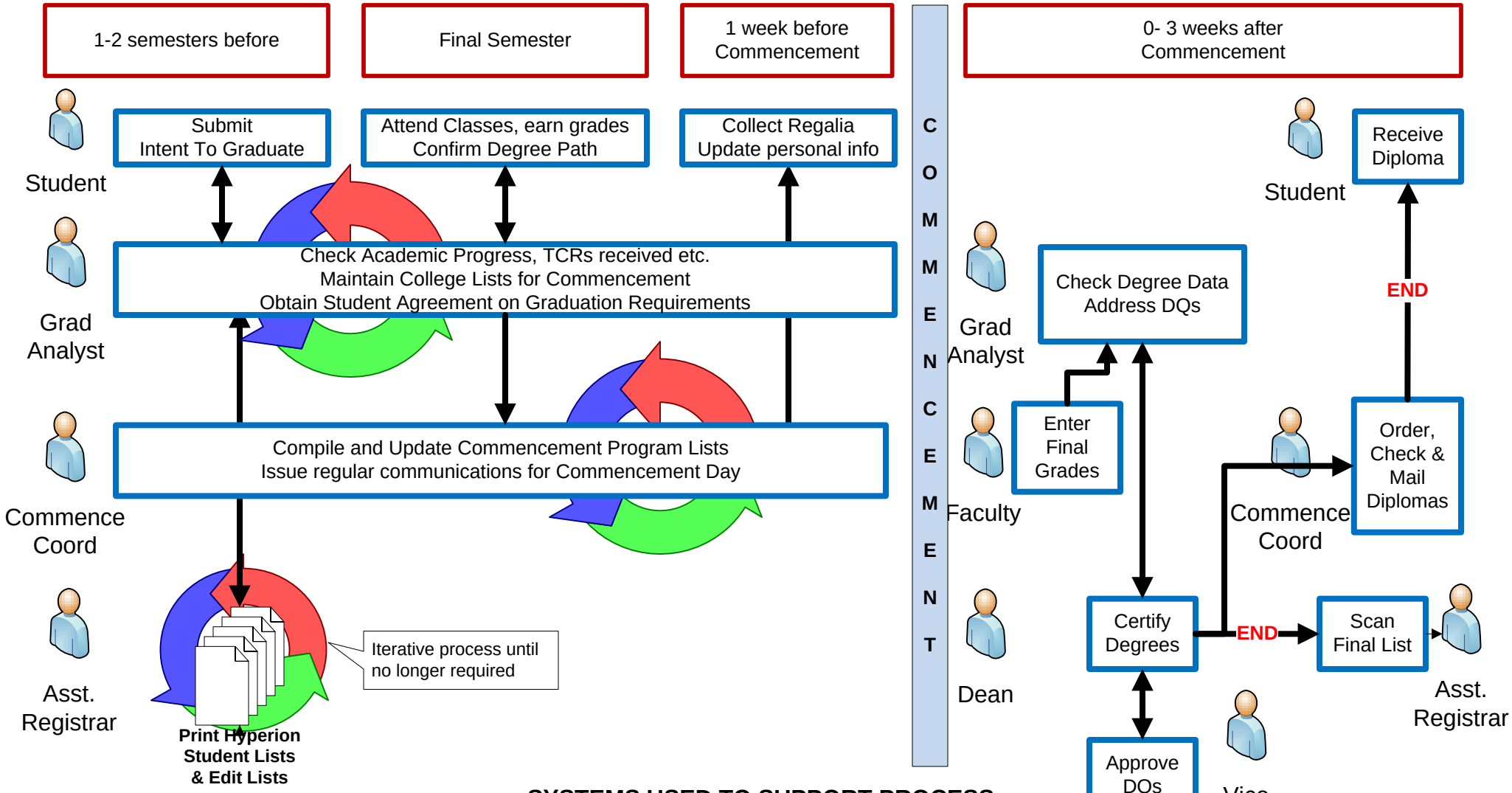



Final reminders and arrangement; then Students walk at Commencement; Degree Certification steps begin once grades are entered
Commencement Coordinator
Date based auto 4th email Cap/gown pick up notes
From P5 G
Graduation Analyst
A&S Send reminder to AP students 1 week before commencement
COE Create email list for AP students Graduation disclaimer
Pain #12
Pain #13
AP list request
From P 4 H
Wed/Thu after commencement
Folder contains Graduation Summary (incl. remaining requirements to graduate)
Critical check step to insure degree accuracy
If requirement are incomplete, manually set to DQ
Retrieve Student Folder
Compare Final Requirements document to SSB Transcript
After Grades are Posted
Grades OK?
Yes
Manually check that SHADEGR and SGASTDN are in sync
If required, enter special note re Social Work or Teacher License
SHATCMT, SHAQPNO, SHANCRS
Goto P 7 J
No
Grades too low Email
Student
From P 5 I
Walk at Graduation Ceremony
If grade=I (incomplete), it blocks degree certification. If reason is TCR missing, search Matrix for image, ask student to track it down
Pain #14
Go to Web form (Int to graduate) and change term
Inform student of DQ reason; ask if they want to change term
Student may receive email or letter
Commencement Coordinator
If student changes to immediate next term, access to that term was closed off weeks ago; only Comm Coord can process change
Change Term if immediate next term


Degree Certification continues; changes are approved
Graduation Analyst
3 weeks after commencement
From P 6 J
Change AP status to GR and enter graduation date
E.g. If Cum Laude or 120 hrs min
Compare GR list to earlier program lists
Check GPA and earned hours
Change?
No
Yes
Research change. Edit row on list or add student to list
Goto P 8 K
Goto P 8 L
Update list for DQs, honors or name & address updates
Update if needed (e.g. Cum Laude to Magna Cum laude)
Pain #10
Pain #15
Pick up
Email
Assistant Registrar
Daily Run various edit lists to detect errors before final list
Run & print GR "Final Degree"
email
Email
Commencement Coordinator
GR update triggers auto email "Congratulations"
Copy final program List (MS Word)
Email
Student
Go to Web form (Int to graduate) and check/edit mail address


Certification is completed; diplomas are printed; Students receive their Certified diplomas PROCESS ENDS.
After initial lists are received, changes also follow this process
Graduation Analyst
From P 7 K
If a GR error, fill out Degree Exception Form with explanation
File Exception form in folder. Remove student from GR list.
File signed copy of GR list in folder
Walk over
Dean
Pain #17
Review and Sign form
Fax
Certify amended GR list =final degree list 3 copies
Walk over
From P 7 L
Scanned image of certified degree list becomes final version as Banner grades can be edited afterwards
Vice Provost
Approve Exceptions
Update Banner if needed e.g. concentration, 2nd degree
END
Includes late or wrong certification and errors detected
Assistant Registrar
File signed copy in folder
If needed
Scan certified list FINAL VERSION and updates (semesters later)
Pain #16
Paper version continually updated for late certifications
Commencement Coordinator
Review certified list vs. Program list (eyeball review)
Place diploma print order
Receive diplomas Check details to certified list
Print labels (from Int to Grad db)
Mail
Approx. 30 diplomas are reprinted mainly due to US Mail damage
Regardless of academic status, a diploma will not be released until holds are resolved by student (e.g. pay parking ticket)
Run Holds report and email students to notify them to fix
Pain #18
Student
Receive Certified Diploma
END

OVERVIEW – GRADUATION CHECKOUT AS IS PROCESS



SYSTEMS USED TO SUPPORT PROCESS –
excl. paper forms and manual steps

Intent To Graduate -Web form & Database
Banner Student (Student information/Grades/Degree)
COE Custom Graduation Checkout Tracking Database
Matrix - Scanned Transcripts & Final Degree Lists/Edits
Hobsons CRM (email campaigns)

Please Read First:
The issues and pain points identified during the As Is Process Mapping workshop and the Analysis workshop are noted below. The issue is numbered and its Root Cause Analysis is in red text, preceded by the RCA prefix.

The impact of the issue (on time, efficiency, effectiveness, value added) is rated as HIGH, MEDIUM or LOW

Issues and Pain Points:

PROJECT GENESIS:
1. Graduation Analysts expend a very high level of effort to perform this process.
2. Students don't know where they are on their path to earning their degree.

THEMES:
1. Unnecessary steps in the process: manual reports generated by others; many forms are manual entry and require keying into system (APM, TCR); forms are paper based and delivered by hand or fax to recipients.

2. This process is dependent on other processes running on a timely basis and with timely, accurate and complete data (e.g. Academic Advising, TCR/ transcript updates, final grades).

3. Deadlines are not respected and there are no consequences. e.g.
-Students often do not heed instructions, follow procedures or adhere to published deadlines to submit information/return forms.
-Degree changes submitted after certification deadline impact the process of submitting accurate information to the Clearing House; may impact Fin Aid.

Specific Pains:

P1. Late filers cannot access that term's Intent to Graduate form once its access date passes. The online submission is disabled at the deadline date. This leads to appeals by students/families to deans etc. to condone late filing. Students who miss the deadline for Intent to Graduate (e.g. Nursing and CCFA) cause disruptions to their dept. The time to rectify can vary extensively. HIGH impact.
RCA: Students fail to follow repeated instructions, there are no consequences. There is no university wide email reminder sent to students potentially eligible to graduate re filing deadlines for Intent to Graduate form submission. While the Registrar's website and certain colleges display this on their webpages, the information is not initiated at the university level.

P2. Graduation Analysts are not able to update the student's academic errors (e.g. Major) in Banner SGASTDN. They have to complete an APM form and print/sign/fax or walk it over to the Registrar's office to enter the correction. Very time consuming. Students are advised to wait 48hrs for update to appear. HIGH impact
RCA: Catalog changes to a student's academic profile create the most APM changes. Complications re athletes, common market, veterans degree records maintenance (incl. regulatory compliance) mean that access is currently restricted to the registrar's office.

P3. Unable to print report displaying only changes since last run. Graduation Analysts waste time checking records that did not change. MEDIUM
RCA: Report not designed that way

Goto Pains and Issues 1.1

Pg 1 continued

P4. If SHADEGR does not match the program information displayed in SGASTDN (and on the Intent to Graduate form) differs, then the Analyst will re-fax/ walk over the APM to the Registrar's Records office for them to update Banner ASAP. .60-70% of the time due to catalog change. **HIGH**
RCA: SHADEGR does not talk to SGASTDN in a functional manner. Students do not readily detect that their major differs.
Polly to check why catalog defaults to current term on a major change: Reply: for re-admits, program defaults for the re-admitted semester. All other changes have to be applied by user deliberately. To follow up with Admissions to resolve.
NOTE by Polly Dennison: The catalog does not default to the current term when a major change is processed. The catalog term is copied forward or duplicated from the prior program which is being updated. I've checked validation tables in Banner and GTVSDAX to see if when a student is admitted or readmitted the catalog default can be changed so that it is not equal to the admit/readmit term. I've also spoken with Carol Laney in Admissions. We have no knowledge of how this can be changed as a system default. However, I'm not convinced that the catalog term has to be changed just so it displays fall since fall, spring, and summer are linked on STVTERM with the same academic year.

CONTINUED...

P5. Transfer Credit Requests (TCR) are often missing; Coursework is not entered into Banner promptly. At semester end/degree certification, it is HIGH impact.
RCA: Failure to complete the TCR process impairs the efficiency of this process (Students don't get all required approvals).

P6. The Degree Sheet is a manually prepared document (in Word or Excel).
RCA: The current Banner function (CAP) is unusable. So each college designed its own form. Always done it this way..

Pain#7: Grad analysts cannot print Prelim Grad Reports when they need them
RCA: Report access constraint – see quick hits for solution being implemented now.

Pain #8: The Summary of Graduation Requirements (what the student needs to complete for graduation) is inconsistent. University College offers a "Design your own degree" and needs to track experiential learning too.
RCA: COE needs to track licensure and other test score data that is not in Banner; always done it this way;

Pain #9: This MS Word list of AP students is typed up student by student from the AP folders stored in the "AP" fie drawer.
RCA: Text

Pain #10: Student cannot see full name details in SSB (e.g. suffix or middle names) ; causes them to request name changes
RCA: Banner limitation on SSB (but not in INB)

Pain #11. Occasionally a student may try to return graduation summary up to the day before commencement. Their name may not appear on the Program, however they will be able to walk (e.g. they are not disqualified for other reasons). LOW, but noise level is high when it happens (less than 5).
RCA: Student excuses/reasons vary for late filing.

Pain #12:. A&S needs to retype student email into Outlook (100 limit per email) as AP list is paper. Also, use maintain Outlook Groups of students in AP status by semester to be able to manage emails to them,
RCA: Source data is paper.

Pain#13: There is duplication of mail lists (Hobsons has a campus wide list and colleges manage their own list). LOW
RCA: Always done it this way; no options available. Hobsons is new and not all people can use it.

Pain#14: Incomplete grades are often entered to meet deadline (Monday after commencement); reasons vary, grade may be a false I and student is confused whether they have 3 weeks to get grade corrected or whether they have 45 days to turn in their coursework. LOW MEDIUM HIGH?
RCA: Text

Pain #15: the printed report is updated for 2nd Majors and last minute grade changes
RCA: Report does not show 2nd Major;

CONTINUED...

Pain #16: Staff have to rely on paper based lists, with handwritten changes, as the final certified list.
RCA: In Banner, the degree data is scattered (cannot answer phone calls easily re certification); no access controls over degree data (in GR mode); no way to track changes caused by errors detected, late grades posted, etc.

Pain #17: GR Exception form is online but must be printed, signed and walked over for signatures and submission. Delays caused my wrong delivery, misfiling etc.
RCA: No alternative to paper available; always done it this way. E-signatures not used. Banner Workflow limit.

Pain #18: Financial hold prevents release of a student's diploma. 100-125 per semester
RCA: Students forget that holds remain on their records

Pain #19: A&S start the process one semester earlier than other colleges mainly because the volume is too high to process them in time. In addition, starting earlier enables them to detect students who need to complete courses over multiple terms to graduate. Advisors do not consistently use the Degree Requirements worksheet to ensure student is staying on track. Advisor files tend to be private (not shared) and they are scattered around the campus.
RCA: The volume of students coupled with the paper based process and current inefficiencies has forced this college to start one semester earlier.

REASONS PROVIDED TO GRADUATION ANALYSTS FOR LATE FILING OF INTENT TO GRADUATE (from AS IS analysis workshop):
1. My advisor said I was "OK to graduate"
2. I thought my advisor did that
3. I did not know I had to file
4. Nobody told me of the deadline
5. I thought I had done it
6. I was out of town

Notes on AS IS Process:

INTRODUCTION:
Filing deadlines for Intent to Graduate submission are published on the Commencement Website well in advance.
The College of Arts and Sciences allows students to file up to a year in advance (due to large numbers). Other Colleges normally allow students to file 6 months in advance (e.g. end of Fall 2010 semester for May 2011 graduation)

PROCESS NOTES
Colleges use Graduation Status Codes in varying ways to suit their needs; the key Graduation Status Codes are AP and GR and the key Outcomes Status Codes are PN (Pending) and AW (awarded) as they are relied upon for registrar and financial aid decision making). Intermediate status codes do not affect anyone outside the college that uses these codes.

Page 5: University College maintains an Excel file for students; the AP students are copied/pasted into MS Word to send to Commencement Coordinator. This Excel file is created from a report obtained from the Intent To Graduate database (for students who file). Student records are color coded to track progress through the graduation checkout process. Univ College does not use Prelim Grad List reports.

Page 8: Banner is updated for certain additional degree information: Upon initial receipt of the certified degree list, the Assistant Registrar checks for additional majors and/or concentrations which are written in on the list. These are majors and concentration that are associated with a degree awarded for a **previous** term. (Example: BA with a major in ENGL awarded Fall 2010; returns to complete an additional major in HIST Spring 2011.) Since a student cannot be awarded a second degree with the same title as the previous one, the entries are made in Banner by our office as an "additional" whatever. Also, the Assistant Registrar checks any other items that may be written on the list to verify that the written data and Banner match.

In addition to the above entries, the Assistant Registrar updates Banner with any approved corrections, exceptions, additions, or deletions which are received by our office in the aftermath of receiving the certified degree list. These are compiled with the original degree lists and imaged as a batch. The imaging step usually occurs a couple of semesters after the award term to allow for receipt of changes

OTHER COLLEGES INFORMATION
Nursing
Uses a custom database and spreadsheets to help manage process.
Top pain: students not completing computer graduation checkout procedures
Common reason for late filing: Student forgot to complete paperwork

The following quick hit opportunities were identified during the AS IS phase.
These should be followed up and assessed as to how to implement (perhaps with refinements to the recommendations below) as soon as possible. The project team will also need to communicate the quick hits, their benefits and how to implement them so that they are sustained.

QUICK HITS:
To be validated and researched after workshops for ability to implement rapidly

1. If a student's late filing of Intent to Graduate is condoned (e.g. by Dean), instead of filing by paper, student should file online for the next semester and then Commencement Coordinator can edit semester online. Benefit: Data is in system just like on time filings; frequency can be tracked

2. Academic Program Maintenance Form (APM): either allow Graduation Analyst to update SGASTDN fields to correct data, OR, enable form to be saved and emailed to Registrar's Office (option to add to Matrix Doc Mgt System) for update. Benefit: eliminates printing and faxing/walking the APM to the Registrar's office; reduces cycle time and risk of lost paper forms.
NOTE from Polly Dennison re SGASTDN access: In addition to the Registrar's concern about opening up SGASTDN to the degree analysts due to certification of athletes, veterans, and the restrictions for common market, there is no value-based security to restrict changes being made by the individual analysts so that they are only changing majors, etc… for students they "own". This leaves subsequent law, graduate, or other undergraduate admission programs open to update which could impact registration and fees. Changes entered on SGASTDN also impact census reporting

3. APM form: the "effective term" should be the current term. Benefit: TBD
NOTE from Polly Dennison: The "effective term" cannot always be the current term due to certification of athletes, veterans, common market students and certain scholarship eligibility. I think the initial thought was that this would eliminate a problem with the Intent to Graduate program; however, a change was made to the code to extract the data from Banner differently so that the correct major is pulled.

4. Banner INB: the Intent to Graduate status codes should be based on future term. Benefit: TBD

5. COE can save effort in mailing the "Certification Disclaimer" to students (other colleges do not): instead, direct the student to the Commencement website which already contains this statement.

6. Investigate how to give graduation analysts access to run the Preliminary Graduation Report (for their college) when they need it.

7. **Add statement @ loss of fin aid to student? Cathy – not sure this reads right. Can you get clarity? Thanks**

8. Create LDAP list (and/or Hobsons) for students by college who are in AP status. Benefit: To avoid typing email addresses into communications that need to go to AP status students at regular intervals during process.

9. Graduation Analysts can request email lists >100 limit.

10 Asst. Registrar to email (who) on Wed/Thu after commencement that "grades are official." Cathy-can you get clarity? Thanks See Poilly's response:
Recipients:
Notify deans, chairs, Admissions (Carol, Gloria, Dru), Betty Huff, Financial Aid (Richard, Karen, Amy, Rachael Hall, Anthony Smith), Helen Johnson for Dining Dollars, degree analysts, and Karen Thurmond (for PACAA and AAN) that grading is complete, SSB transcripts are available, and each office can begin its regular EOT processing. Copy Registrar's Management Team and Registrar staff.
Text: The Banner Self-Service unofficial transcript has been turned back on. Please notify the advisors and staff in your offices. For those of you in the Student Financial Aid and Scholarship offices, you may begin your end-of-term processes. Degrees for this term may be entered. **Please Note:** Students who are academically suspended after (Term/Year) grades still show registrations for (Term(s)/Year) on their records. Those registrations will be purged in the additional grading processes that we will be running later today, unless those students have been granted an appeal to continue enrollment.

METRICS FOR AS IS Process:

METRICS:
Students filing Intent to Graduate each semester: Fall 2010= xxx Spring 2011= yyyy Summer 2011 = zzzz – Len to Add Vanessa's email
Students missing TCR details at degree certification: A&S=20; COE=5; FCBE=12; Other colleges:

Error rate in Intent to Graduate form: ~5%

Spring 2011 Commencement

College	First Filing	Second Filing	DQ Too Early	DQ Poor GPA	DQ Other Acad	Total Applied
FCBE/Business	230	10	10	6	4	260
Coll of Education	160	20	5	-	-	185
Arts & Sciences	325	100	50	25	100	600
CCFA	76	6		27		109
Nursing						
Engineering						
UC						
Law						
Graduate School						
Totals						

Trend of Number* of Certified Students (Graduated) by College or School	-	-	-	-	-	-	-	-	-
College	May-08	Aug-08	Dec-08	May-09	Aug-09	Dec-09	May-10	10-Aug	*Dec-10*
Arts and Sciences	324	112	215	326	139	220	374	109	*273*
Business	203	75	174	250	86	186	256	92	*249*
Communication and Fine Arts	134	30	92	181	26	83	167	27	*102*
Education	171	27	144	184	28	118	162	36	*157*
Engineering	41	3	21	53	3	32	48	8	*42*
University College	157	86	168	218	81	179	195	86	*170*
Nursing	74	24	66	87	33	47	82	38	*48*
Law	111	5	9	105	0	15	110	2	*12*
Graduate School	407	265	346	432	227	299	456	259	*413*
Total	**1622**	**627**	**1235**	**1836**	**623**	**1179**	**1850**	**657**	**1466**

Average Number of Graduated Students by College/School

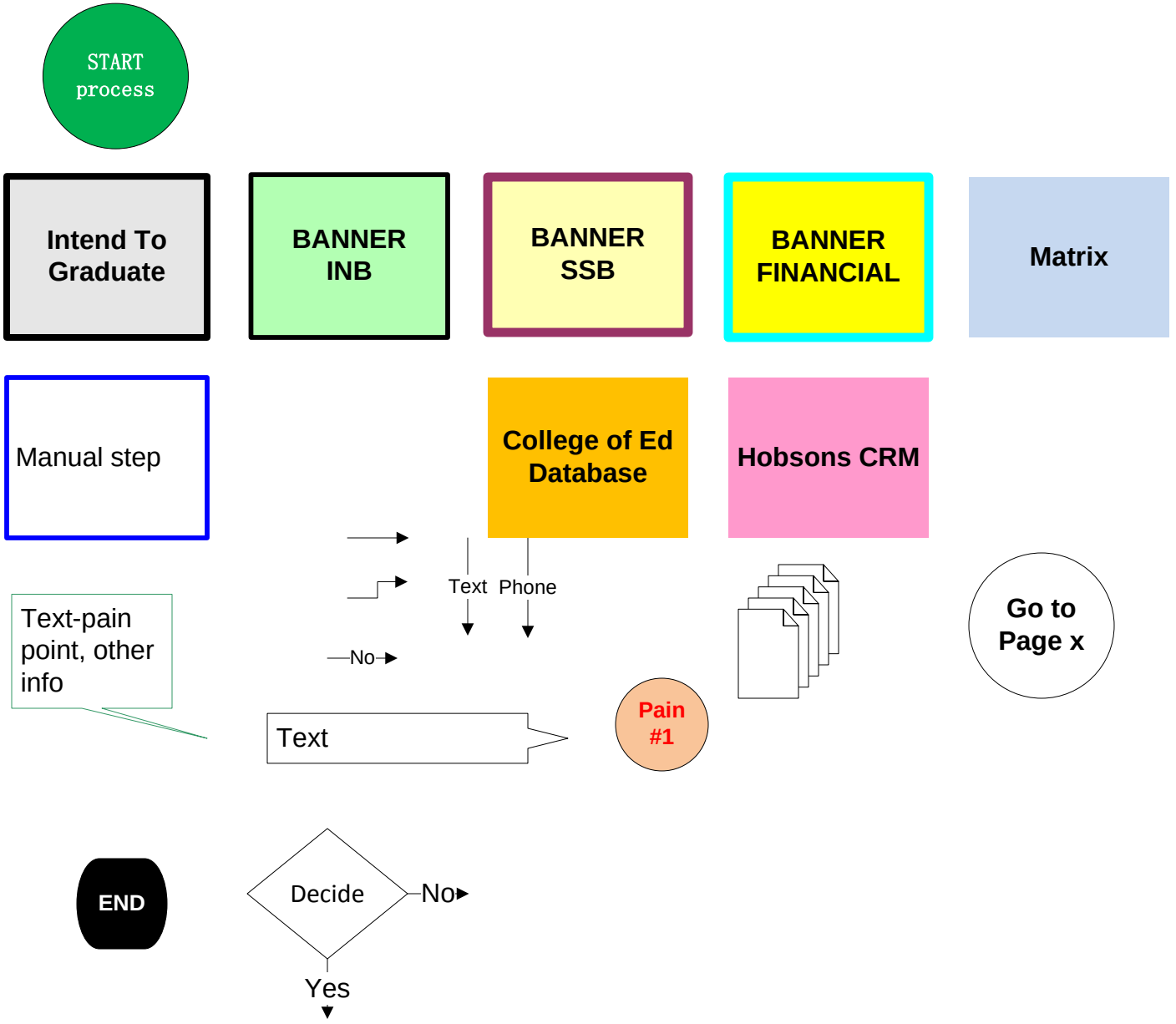
College	Fall	Spring	Summer
CCFA	83	167	27
Nursing	47	82	38
Engineering	32	48	8
UC	179	195	86
Education	118	162	36
Arts and Sciences	220	374	109
Business	186	256	92
Law	15	110	2
Graduate School	299	456	259
Totals	**1179**	**1850**	**657**

IDEAS

1. How to continually update the student's degree plan to reduce risk of delayed graduation
2. Implement procedural requirement for student and academic advisor to regularly validate degree/course data (e.g. at each advising session).
3. How can Admissions staff improve quality of data regarding choice of Catalog?
4. Are current filing dates for Intent To Graduate optimal? (e.g. are they too early, could they be changed?)
5. What behavior changes could improve students' ability to meet deadlines? (e.g. once we have dealt with those who did file on time and in full, we will then turn to those that are late, incomplete and that may mean……)

FOLLOW UP ITEMS:

1. Investigate use of, and access to, Awarded Degrees report for Graduation Analysts.
2. Polly-to look at APM processing times/delays (note: this was already followed up; college Grad Analysts to let Polly know if further APM delays occur)

Polly's response: an audit was performed by the Registrar's Office in which 301 academic program maintenance forms (randomly selected) were reviewed. 78% of those were processed the same day received. 14% were processed on the day after receipt. 8% fell into an "other" category. Of the 301 forms, 4 had multiples on file. 3 of the 4 were faxed to our office within minutes of the first submission. 1 of the 4 was faxed twice within a 24-hour period. I have contacted representatives from the colleges to discuss quality of service and had no alarming complaints. In addition, our office will be reviewing internal procedures in regards to ensuring data quality.

LEGEND TO ICONS/SYMBOLS