



*The Spelman & Johnson Group*

**Position Specification  
Registrar  
University of California, Riverside**

**History and Background**

The roots of the campus date back to 1907 when the California State Legislature established the Citrus Experiment Station to conduct research on the agricultural problems of Southern California. Graduate work was conducted early in the station's history, and today, graduate education is central to its mission. In 1948 the Regents approved the establishment of the College of Letters and Science. Necessary legislation was passed by the Academic Senate in 1951, and the college opened for classes in February 1954. The Riverside campus was declared a general campus by act of the Regents in 1959, with a mandate to develop appropriate areas of study. In 1960, the Graduate Division was established, and graduate and professional programs were added. The University of California, Riverside was recently designated a Hispanic Serving Institution (HSI).

The 1,200-acre park-like Riverside campus of the University of California is located approximately 50 miles east of Los Angeles in the heart of inland Southern California. The campus continues to expand, with a number of buildings being constructed or remodeled. These include academic settings such as laboratories, libraries, and performing arts studios, as well as housing and recreational facilities. Prominent features of the campus include the 161-foot carillon tower, the Botanic Gardens, and acres of citrus groves.

The University of California, Riverside is within easy driving distance to most of the major cultural and recreational offerings in Southern California, and the Riverside community is steeped in a rich cultural heritage offering a dynamic mix of arts, entertainment, and outdoor opportunities. The city of Riverside has a population of just over 300,000 residents and is about an hour drive from desert parks (i.e. Joshua Tree National Park), the mountains and ski resorts, and the ocean with its Southern California beaches.

**The University of California, Riverside – Mission Statement**

University of California, Riverside is a research university committed to the creation and transmission of knowledge at the highest level, and to the translation of that knowledge for the public good. Our comprehensive programs and services, excellent faculty and staff, and vibrant and attractive physical environment are designed to: provide a high quality learning environment for undergraduate and graduate students; advance human knowledge and accomplishment through research and scholarship; enhance the public good through community service and initiatives; seek preeminence among U.S. research universities, recognizing UCR's quality in every area.

## **The Student Body**

### Enrollment:

16,826 students enrolled in fall 2006

14,743 undergraduates

2,083 graduate students

Enrollment is projected to grow to about 22,000 students by the year 2015.

California residents comprise 98% of UC Riverside students. Of new students, 2,988 (77%) entered as freshmen, and 897 (23%) entered as transfer students.

### Ethnicity:

African American 6.5%

Native American 0.3%

Chicano and Latino 23.2%

Asian/Asian American 39.0%

White/Caucasian 20.8%

Other ethnic 2.3%

Unknown/decline-to-state 7.9%

Of bachelor's degrees awarded, 58% are completed within four years, 35% within five years, and 7% within six years.

## **The Academic Program**

The University of California, Riverside has three undergraduate colleges (The Bourns College of Engineering, The College of Humanities, Arts, and Social Sciences, and The College of Natural and Agricultural Sciences), and four preprofessional programs (Medical and Health Careers, Prelaw Studies, Teaching Careers, and the UCR/UCLA Thomas Haider Program). UC Riverside offers 79 majors, 50 minors, 17 credential programs, 40 Master's programs, and 37 Ph.D. programs.

## **An Overview of Enrollment Management**

LaRae Lundgren, Assistant Vice Chancellor, Enrollment Management

- Betty Benzor, Director, Early Academic Development Programs
- Merlyn Campos, Interim Director, Undergraduate Admissions
- Patricia Daly, Director, Enrollment Management Communications
- Teri Eckman, Interim Director, Enrollment Management Systems
- Emily Engelschall, Director, Undergraduate Recruitment
- Sheryl Hayes, Director, Financial Aid
- Vacant, Registrar, Office of the Registrar

Enrollment Management reports to James Sandoval, Vice Chancellor for Student Affairs.

## **An Overview of the Office of the Registrar**

Vacant, Registrar, Office of the Registrar

- Vacant, Payroll/Personnel/Budget Coordinator (search in progress)
  - Lucy Del Toro, Assistant Registrar – Internal Records
    - Josie Hernandez, Internal Records Supervisor
      - Stacey Livaudais, Student Affairs Assistant II
      - Monica Taylor, Student Affairs Assistant
    - James Fox, Data Analyst
    - Margaret Stewart, Scheduling Analyst
      - Vacant, Scheduling Assistant (search in progress)
    - Cheri Schillreff, Course Specialist
  - Renita Kearney, Assistant Registrar/Residency Affairs, Officer External Records
    - Kendra McCann, External Records Supervisor (Temporary)
    - Kendra McCann, Transcript Assistant
    - Angela Gardner, Verifications Assistant
    - Vacant, Records Assistant (search in progress)

## **Office of the Registrar Mission Statement**

To deliver accurate, prompt, courteous, and fair service to all students and all constituents of the University, consistent with its educational mission. To take a leadership role in the accurate and efficient management of data in the primary functional areas of the office: registration, student academic records, course and classroom scheduling, classroom utilization, publications production, and data distribution.

## **An Overview of the Position**

The Registrar at the University of California, Riverside must be an experienced student academic records professional. The position is responsible for the accurate management of a wide variety of student academic records, as well as policy development, long-range planning, and support of student and academic affairs.

The Office of the Registrar provides comprehensive support of students and the institution, and responsibilities include but are not limited to:

- Maintaining the academic calendar and schedule of classes
- Facilitating student name and address changes
- Completing degree audits for students including university, major and degree audits/requirements
- Verifying student status for such things as employment, student loans/grant, and references
- Managing distribution of diplomas
- Updating and maintaining the schedule of student fees and tuition
- Coordinating and supporting leaves of absence, including the Planned Educational Leave Program (PELP) and Planned University Leave Program (PULP)
- Facilitating readmission processes
- Supporting students' petitions for state residence classification
- Coordinating application for special academic programs such as Education Abroad Programs, Inter-campus Visitor programs, Simultaneous Enrollment options, and Cross-Registration programs (at University of California, California State University, and California Community College institutions)
- Maintaining student records such as grades and transcripts
- Publishing the on-line General Catalog of University of California, Riverside
- Administering withdrawals from the University

## Responsibilities of the Position

The Registrar provides vision, leadership, and management oversight for all major activities within the Office of the Registrar. Reporting to the Assistant Vice Chancellor of Enrollment Management, the Registrar oversees registration, class scheduling, grade reporting, degree evaluation, and other responsibilities related to student records. The position is responsible for the accurate management of student academic records, as well as policy development, long-range planning, and support of student and academic affairs. It will be important for the Registrar to analyze enrollment trends and act strategically in support of a rapidly growing campus population. As the primary liaison to Enrollment Management Systems, the Registrar ensures efficient use of student information systems, implements the development of in-house technology, and serves on the Student Information System (SIS) Advisory Committee. The Registrar has two direct reports and oversees a diverse staff of sixteen full-time employees, numerous student assistants, and manages an \$850,000 annual operating budget. The Registrar is a highly visible department representative, collaborating and sharing information with a broad group of internal and external stakeholders.

Additional responsibilities include:

- Provide vision, innovative/progressive leadership, and strategic direction to the Registrar's Office;
- Provide a strong and relational style of office management;
- Support, train, guide, and motivate staff to meet department goals and build on past success;
- Maintain a very close and collaborative relationship with Student Affairs and Academic Affairs and partner in setting direction for the office;
- Maintain strong working relationships with deans and faculty, and work within a system of faculty-driven, shared governance;
- Provide structure and direction for processes and procedures, and develop uniform organizational practices;
- Oversee maintenance of registration-related web sites and applications;
- Understand course availability needs and finesse class schedules where appropriate;
- Manage outcomes assessment and benchmark progress in measurable terms.

## Characteristics of the Successful Candidate

The successful candidate will ideally possess the following qualities/attributes/experiences:

- A bachelor's degree (master's degree preferred) and experience in progressively responsible positions dealing with the management of student academic records;
- Demonstrated evidence of strong leadership, interpersonal, and management skills;
- Strong analytical skills to research and analyze empirical data/information in support of enrollment management, student affairs, and academic affairs;
- Knowledge of management information systems and operational computer systems designs, techniques, and applications;
- Ability to create a work environment in which new ideas are solicited, evaluated, and implemented;
- Stellar written and oral presentation skills;
- Knowledge of federal privacy laws associated with the management of student academic records;
- Knowledge of faculty governance systems and an ability to work collaboratively with faculty;
- Strong business skills including financial management, analysis, budgeting, and forecasting;
- Ability to work effectively within the University to develop informal, cooperative relationships among diverse, multifunctional departments;
- A customer-service orientation in meeting students' expectations and requirements;
- Ability to shape an environment in which inclusion and diversity are fostered and affirmed;
- Ability to set priorities to achieve objectives, and manage multiple and diverse assignments/projects;

- A successful record of administration including assessment, strategic planning, and the ability to manage systemic change.

Additionally, the following characteristics and attributes were consistently identified by various stakeholders as important components of the director's position at the University of California, Riverside:

- Outstanding supervisory skills with a commitment to the ongoing training, development, and recognition of staff;
- A leadership style that is engaging, genuine, egalitarian, creative, and relationship-based;
- Proven ability to strategically, and collaboratively, manage change;
- Excellent problem-solving skills;
- The ability to oversee and guide both short- and long-term project management;
- A seasoned professional style that is theoretically strong and sophisticated, with knowledge of current trends and best practices in registrar's offices;
- A thorough understanding of FERPA and the ability to train staff members about FERPA privacy obligations and protocol;
- The desire to maintain open lines of communication with supervisory staff and think both critically and creatively with other directors in the Enrollment Management leadership team;
- A willingness to take risks and try new approaches as the Office of the Registrar needs to adapt to a rapidly growing campus;
- As UC Riverside has the most diverse campus population in the University of California system, a strong understanding of multicultural issues and the ability to shape a department that emphasizes and supports diversity and inclusion of staff and students is very important;
- Understanding faculty senate regulations and participation in academic senate meetings;
- Though key technological components are managed by another office, the Registrar should have a good basic understanding of technology and information systems;
- The Registrar will be the "public face" of the Office of the Registrar, and therefore needs to be confident and comfortable in a wide variety of settings;
- Flexibility and the ability to adapt to changing campus dynamics;
- Solid facilitation and negotiation skills;
- As expectations will be diverse (and high) from many constituent groups, the Registrar needs to be resilient and able to weather discussions, debates, and disagreements – and help others understand that there are often competing priorities;
- Someone who is OK with mistakes, and carries a "we can fix that" mentality;
- Someone with high ethical standards and professional integrity;
- A student-oriented style and an attitude of student customer service;
- A good sense of self and a good sense of humor.

### **Likely Priorities and Challenges of the Position**

Solid supervisory skills will be essential to managing the Office of the Registrar. The staff and direct reports are strong and competent individuals, and need greater authority/autonomy to manage their areas of responsibility. It will be important for the new Registrar to delegate key responsibilities to appropriate management team members in order to a) make the best use of staff skills and competencies, b) free him/herself to spend more time developing a strategic vision for the office and institution, and c) allow greater time to connect with colleagues across campus.

The University of California, Riverside is the fastest growing university in the University of California system. The new Registrar will need to be nimble, creative, and focused in providing leadership and strategic thinking/planning during this rapid growth period.

Organizational change is occurring within Enrollment Management, and responsibilities are shifting. Many campus stakeholders have conducted business primarily by using established relationships. Although the maintenance of relationships will continue to be important, faculty and staff need to be redirected in an attempt to reinforce the functionality and expertise of each office within Enrollment Management.

As the university grows, the importance of solid, streamlined, and seamless services needs to be emphasized. A significant amount of new academic policy is being developed, and the Registrar will need to adapt and help manage the change in a progressive fashion. Also, as the number of students increases, the Registrar needs to work with faculty to anticipate/predict what students want and need in terms of course availability.

The Office of the Registrar will be a part of a move to a new Student Academic Services building in December of 2008. The goal of the new facility is to provide students with a “one-stop-shop” opportunity. The Registrar will need to plan for the move and manage logistical implications.

Additional priorities and challenges include:

- In her supervisory role, LaRae Lundgren, Assistant Vice Chancellor of Enrollment Management, will be able to provide detailed UC system information to the new Registrar, but needs someone who has excellent, intrinsic management skills.
- As the Student Information System is managed outside of the Registrar’s Office, it will be important to develop a close and collaborative relationship with the Enrollment Management Systems Director.
- Staff members are eager for robust, inclusive, and consistent leadership. The new Registrar will need to be a strong organizer with excellent staff management skills.
- Develop a comprehensive outline for staff training and development.
- Review staff structure to ensure the best possible services, and outline organizational change where appropriate.
- Increase interaction and collaboration with key campus constituents.
- Work thoughtfully, yet assertively, with academic departments and faculty who are resistant to change. Conversely, some faculty may not understand how much structure there is behind certain management models, and when they expect quick and easy changes the Registrar may need to provide faculty members with insights as to the details behind various management systems.
- The Office of the Registrar web sites and applications are highly visible and require a high degree of “usability.” It will be important for the Registrar to consider web page navigation and how an uninformed student or member of the campus community will be able to successfully use all web sites and applications.
- Strive for transparency; students and faculty value procedures and protocols that are intuitive and seen as “open” to the campus community.

### **Measures of Success for the Position**

At an appropriate interval after joining the University of California, Riverside, the following items will define success for the Registrar:

- The Registrar will have learned departmental/institutional systems, and positive relationships will have been built within the university. It is important for the Registrar to be well known on campus, and outreach activities are very important.
- Staff will see the new Registrar as an excellent and consistent supervisor, and the Registrar will have created a group of loyal and dedicated employees. Further, the Registrar will continue to redefine/refine office roles of the Registrar, Associate Registrar, and Assistant Registrars to better support the office and the academic community.
- The Registrar will have demonstrated the ability to provide vision, innovative thinking, progressive leadership, and strategic direction to the Registrar’s Office, and will have outlined short- and long-term goals for the office;

- The Registrar will have established solid processes in support of students and faculty (e.g. students getting into classes and moving steadily toward graduation), and will also encourage/press for change when necessary (e.g. creative scheduling options, etc.).
- An understanding that, while the sanctity of student records is paramount, the use of student data extends beyond the Office of the Registrar, and is operationally essential to other offices within Student Affairs and Academic Affairs as they conduct their business and work to support student success.
- A perception by the campus community that the Registrar is responsive and willing to engage in healthy dialog about the future of UC Riverside.
- Increased levels of staff and student retention.

### **Benefits Overview**

The University of California, Riverside provides a complete benefits package and includes:

- Medical & Dental Plans offering a wide selection of plans for employees and employees' families
- Comprehensive Vision Plan
- A Health Care Facilitator program
- Flexible Spending Accounts
- Legal Plan providing a wide range of legal services
- Life Insurance provided at no cost to most employees, with additional insurance available for self and family members at a small premium
- Disability Insurance – both short-term and supplemental disability insurance
- Accidental Death and Dismemberment Insurance
- Retirement and Savings Plans including a state retirement plan, 403 (b), Defined Contribution Plan, and other savings plans

For complete information regarding UC Riverside benefits, please review the UC Riverside Human Resources website at <http://www.humanresources.ucr.edu/default.asp?content=Benefits/aboutBenefits.htm> and University of California system site at <http://atyourservice.ucop.edu/>.

### **Application and Nomination**

A resume with accompanying cover letter should be submitted as a Word or PDF document to UC Riverside Human Resources at <http://humanresources.ucr.edu/jobs/>. Review of applications will begin immediately, and will continue until the position is filled. If you have questions about this position or would like to make a nomination, please call Peter Rosenberg at 360-738-0075.

#### **SJG – The Spelman & Johnson Group**

University of California, Riverside – University Registrar  
Peter W. Rosenberg, Search Associate

**Visit the UC Riverside website at [www.ucr.edu](http://www.ucr.edu)**

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