



# Canadian Registrar 101



# Welcome

- Introductions
- **Stefanie Ivan**, Registrar, Grant MacEwan College
- **Kathleen Massey**, Executive Director Enrollment Services & Registrar, McGill University
- **David Hinton**, Registrar, UNB Fredericton
- **Jody Gordon**, Associate VP Student Services & Registrar, Kwantlen Polytechnic University
- **David Johnston**, Acting Associate VP Enrolment & University Registrar



# Overview

1. Purpose - Stefanie
2. Historical & Current Roles in Canadian institutions – Stefanie
3. Changing role of the Registrar – Kathleen
4. The importance of Data & Research – Jody

# Overview, con't.

5. The role of the Registrar in Academic Policy/Governance – David H.
6. Technology in Registrarial Affairs – David J.
7. Wrap up and Questions – All

# Background & Purpose

- Pre-conference workshop at ARUCC 2006
- Growing number of retirements in the field
- Lack of formalized training outside of conference sessions
- “R.O. as training ground” phenomenon
- Opportunities to grow the “profession”

# Historical Roles

# Historical Roles

- Role emerged in late 12 century
- The “bedel” or “beadle”
- Oxford 1446 made position of “Registrar”

# Historical Roles

- Registrar at Oxford developed and enforced policies, kept lists of graduates, was responsible for official documents and records of the same
- Not until late 1800s that most institutions had a Registrar

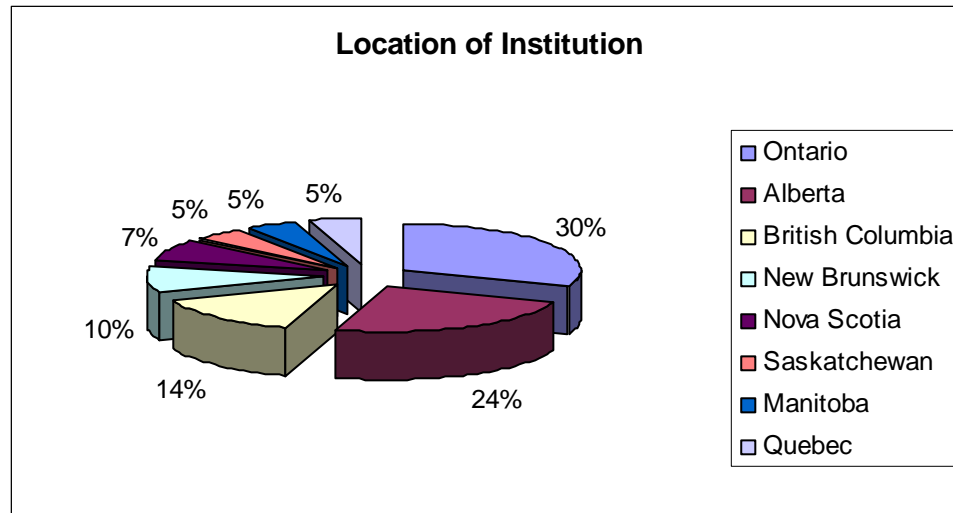


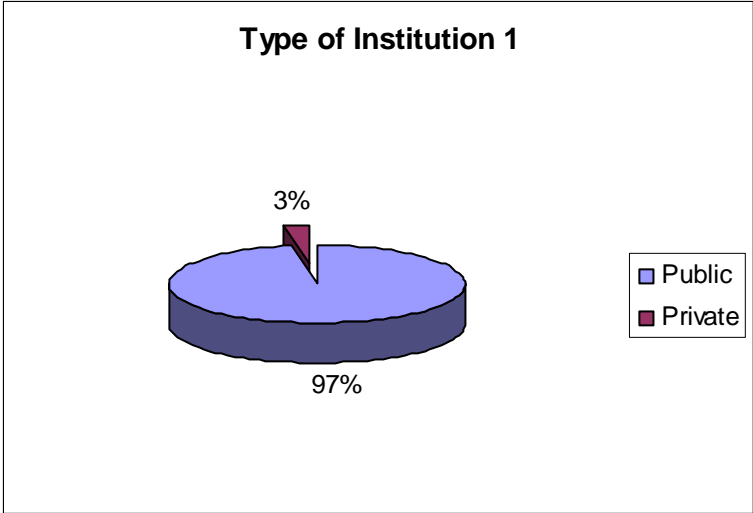
# Current Roles



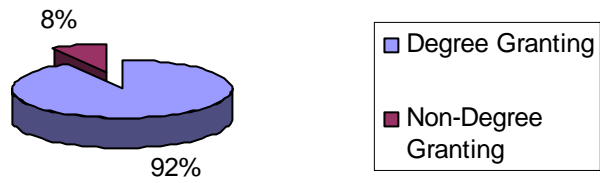
# Current Roles

- With permission of AACRAO, replicated their Registrar survey with Registrars in Canada
- Received 43 responses

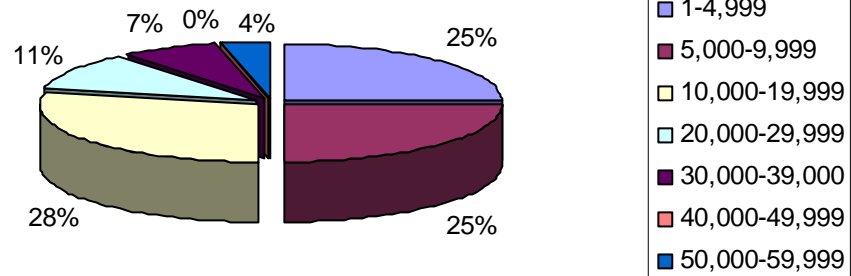


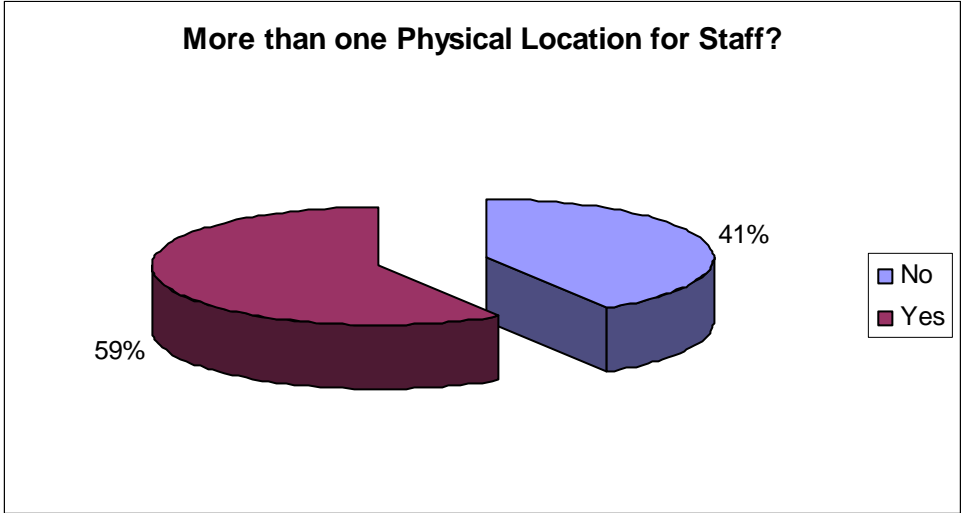


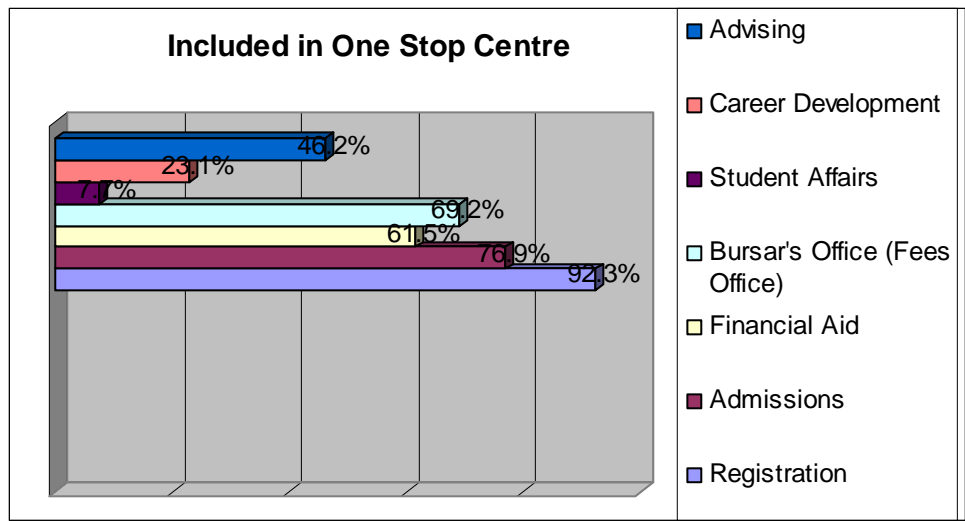
### Type of Institution #2



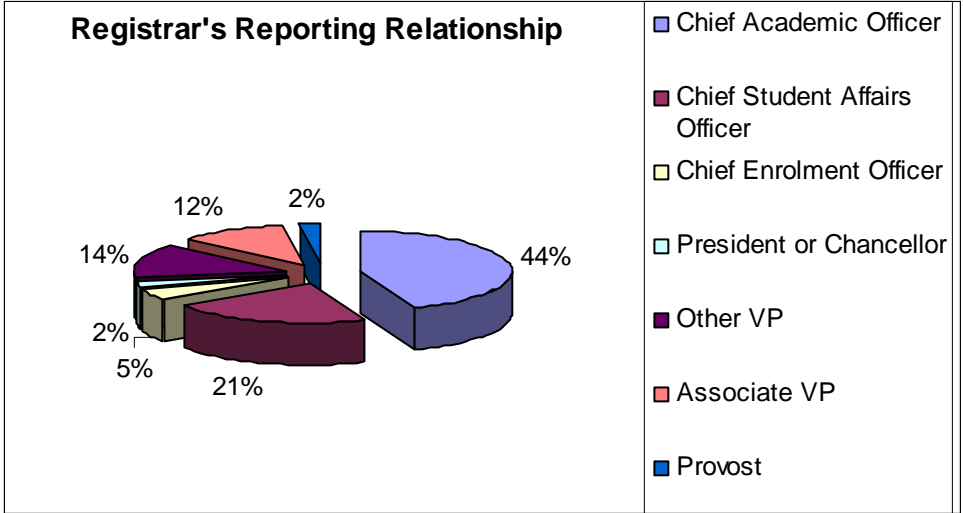
### 06 07 Credit Headcount



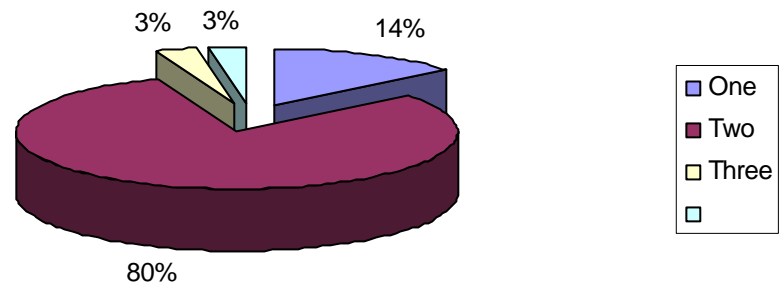


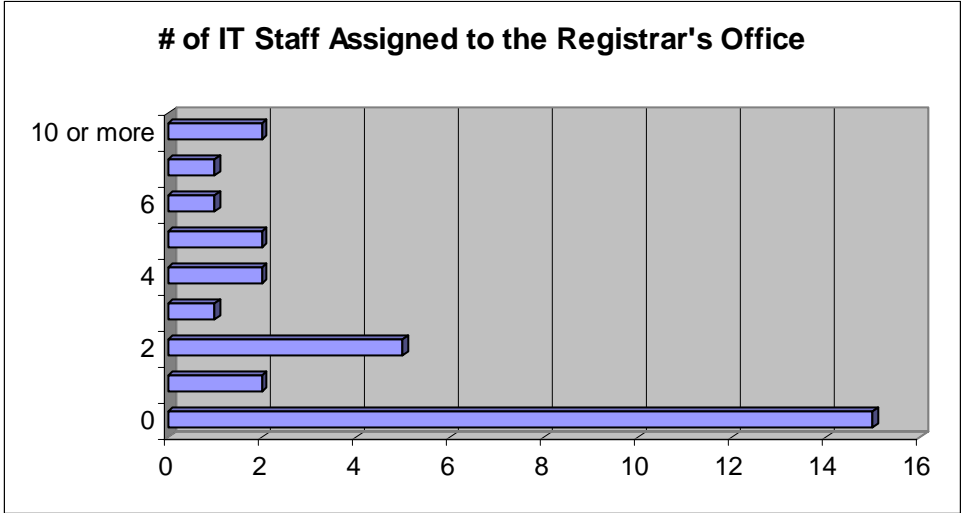






### Registrar's Reporting Levels below the President





# Functions of Reg. Office

Probation/suspension	71.9%
Advising	37.5%
Degree Audit	78.1%
Permanent record storage and maintenance	96.9%
Academic schedule development	87.5%
Final exam scheduling	84.4%
Classroom scheduling	84.4%
Facilities scheduling for events	40.6%
Master curriculum records of approved programs & courses	81.3%
Coordinate consortium registration for your institution	68.8%
Process student withdrawals	96.9%
Produce official transcripts	100.0%

# Functions, con't.

Administer course evaluations	21.9%
Coordinating of academic calendar publication	81.3%
Commencement/Graduation/Convocation	81.3%
Credential printing	87.5%
Credential mail out	93.8%
Government enrolment reporting	71.9%
Institutional research	18.8%
Transfer articulation	78.1%
Athletics compliance	65.6%
Non-credit or outreach registration	34.4%
Admissions	78.1%
Recruitment	46.9%

# Function by...

	Web	Phone	Fax	Mail	Face to face	Outsourced
Registration	27	7	9	10	17	0
Course offerings	22	0	0	4	5	0
Confirmation of enrolment	16	4	14	19	14	0
Non-degree student application processing	15	1	9	17	14	1
Provide enrolment status and deferment information for financial aid students	7	3	7	13	14	0
Credential verification	3	10	12	21	15	0
Transcript ordering and mailing	15	5	20	21	22	0
Computer-generated degree audit reports to students and/or advisors	12	0	1	3	4	0
Residency classification	5	1	3	4	7	0
Address changes	23	2	13	13	14	0
Withdrawal policies	16	2	8	10	10	0

# Functions by...con't.

	Web	Phone	Fax	Mail	Face to face	Outsourced
Classroom scheduling	14	5	3	2	9	0
Graduation process	17	2	8	10	11	0
Changes in major	13	3	9	14	16	0
Grade processing	23	3	5	10	8	0
Readmissions	17	1	10	17	15	0
Non-program student registration	10	5	9	11	15	0
Transfer course evaluation	9	2	9	15	10	1
Exchange student registration	20	2	9	11	10	0
Visiting student registration	20	1	8	11	11	0
Athletic eligibility	5	2	6	8	13	0
Academic appeals	5	4	12	16	14	0
Fee appeals	5	3	10	18	16	1
Training (FOIP, student system) for faculty and staff	10	2	0	0	18	0

# Changing Roles



# Changing Roles

- Over the past 15 years, the role has changed from:
  - ...gate keeper to facilitator
  - ...operational to strategic
  - ...general leadership and knowledge of the academy to advanced skills in multiple areas
  - ...facilitator of manual process to technological processes

# Changing Roles

- Traditionally rewarded for administrative efficiency and accuracy of records
- Now rewarded for:
  - ...outstanding service to students
  - ...strategic thinking
  - ...strategy implementation
  - ...ability to implement & manage change

# Changing Roles

Sample title changes in the last 10 years:

Registrar or University/College Registrar

to

Associate or Assistant Vice President and  
Registrar

- possibly reflective of the more strategic role



# Changing Roles

Portfolio has changed in Canada:

Then:

- records, timetabling/scheduling, registration

Now:

- often combines recruitment, admissions, registrarial and records, scheduling, graduation
- may also include student accounts, financial aid and scholarships, academic advising, orientation

# Changing Roles

Evolution of the role as professional:

Then:

In the past, tenured academics were often appointed as the registrar.

- faculty member with no prior background
- In some institutions, it was strictly a 'faculty' or 'academic' position

# Changing Roles

Evolution of the role as professional:

Now:

- More typically a professional with significant experience in student service or enrolment management
- Educational requirement: Often a masters or PhD
- Often not an academic or faculty position; Increasingly rare for a faculty member to be appointed
- Focus on advanced strategic skills, leadership, communication, technology

# Changing Roles

Characterized by the need to:

- manage and lead fast-paced change
- leverage a broad range of technologies
- be media-savvy, with advanced PR and communication skills
- respond effectively to increasingly complex demands for service from clients
- be more nimble and flexible, abandoning emphasis on purely administrative goals

# Changing Roles

- Organizational re-design, training needs, performance management
- Influenced by:
  - ...Introduction of new systems and technologies; fast evolution of technologies
  - ...New service expectations of our communities
  - ...Models involving integration
  - ...Reductions in budget, requiring doing more with less



# Changing Roles

- Managing performance
  - ...Flex time
  - ...Greater access and independent use of technologies (inappropriate technology use)
  - ...Leads to very specific requirements for policies to govern behaviour and a heightened level of trust
  - ...Manage and monitor outcomes

# Importance of Data and Research

# Importance of Data & Research

- Registrar as both leader and partner in the strategic decisions of the institution.
  - Influence over enrolment decisions.
- Our areas (whether called Registrar's Office, Enrolment Services or Student Services) are typically the largest areas that support students.
  - Meeting the needs of our students outside of the classroom.
- Data plays a key role in both enrolment management and quality student services.

# Importance of Data & Research

- Rearview Mirror
  - Focus is on what has happened.
  - Counting the past to inform the present.
  - Static. Counts activity.
  - Statistics.
- Windshield View
  - Focus is on what will happen.
  - Measuring the past and present to predict the future.
  - Dynamic. Interprets trends.
  - Analytics.

# Importance of Data & Research

## What Analytics Measure

Optimization	What's the best that can happen?
Predictive Modeling	What will happen next?
Forecasting	What will happen next if these trends continue?
Statistical Analysis	Why is this happening?
Alerts	<b>What actions are needed?</b>
Query/Drill Down	<b>Where exactly is the problem?</b>
Ad hoc Reports	How many, how often, where?
Standard Reports	What happened?

# Importance of Data & Research

## Sources of Data

### INTERNAL SOURCES

- Schedule/Timetable
- Course Supply/Section count
- Available Faculty
- Room Inventory
- Historical Enrolment data

### EXTERNAL SOURCES

- Applications
- Registrations
- Students' program and course needs
- Course load
- Student availability

# Importance of Data & Research

- Windshield View of Data – Student Centred Scheduling
- Enrolment Demand Analysis – Measurement of historical trends in enrolment and aggregating data drawn from the academic history of current students, then overlaid with our degree audit system (program completion rules).
- Can influence our undergraduate timetable to better reflect actual course needs and wants of our “customers.”
- People don’t just buy products or services, they buy results and results are measured in terms of that which is desired by our “customers.”

# Importance of Data & Research

## Value Equation\*

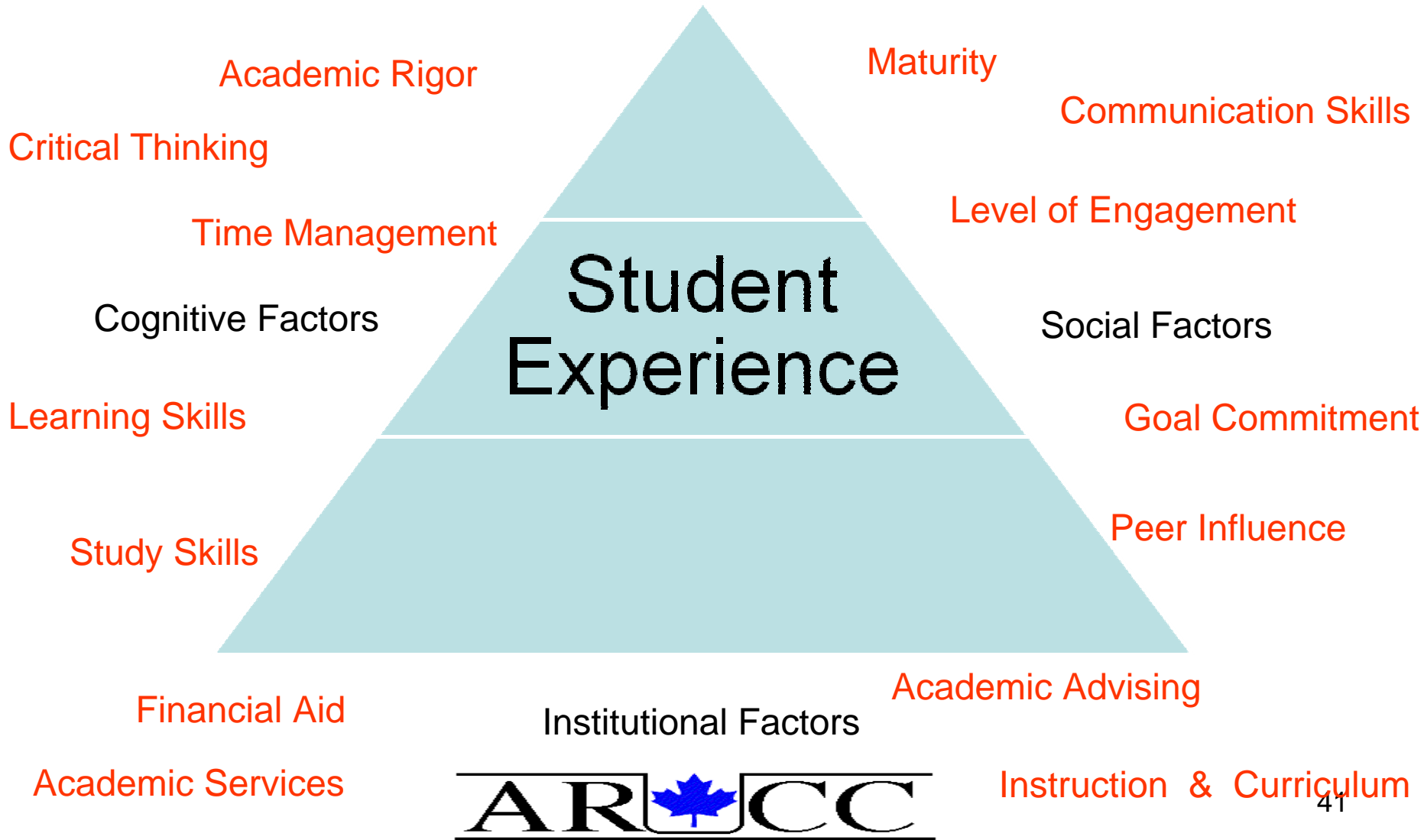
$$\text{VALUE} = \frac{\text{RESULTS} + \text{PROCESS QUALITY}}{\text{COST} + \text{EASE OF ACCESS}}$$

$$\text{Student Value} = \frac{\text{Courses Needed Offered} + \text{Retention} / \text{Timely Graduation}}{\text{Less Empty Seats} / \text{Tuition Revenue Up} + \text{Access to courses when/where/how needed}}$$

\*As adapted from J.L. Heskett as cited in *Managing for Outcomes* by Wayne Sigler (2007)



# Sphere of Influence over Student Success



# Academic Policy/Governance

# Academic Policy/Governance

***Working in different worlds***

***...apart***

# Faculty advising session with student...



- I would like to help you with your problem
- ***BUT***
- the Registrar's regulations won't allow it.

# Academic Policy/Governance

## Policy Matters

Academic Policy

**vs**

Academic Regulations



# Academic Policy/Governance

- Governance

Senates/Faculties & Collegial Process  
*vs* Administration & Business Process

# Academic Policy/Governance

## Policy & Governance together...

Senates/Faculties  
Collegial Process

Administration &  
& Business Process

Academic Policy

Regulations

# Academic Policy/Governance

- ***Working in different worlds...with  
INTEGRITY AND CONSISTENCY***



# Academic Policy/Governance

## Metaphors to think about...

*Leading the way in  
different worlds*



*Finding your way in  
different worlds...*



# Technology in Registrarial Affairs

# Technology in Registrarial Affairs

- Student Information System
  - Related support systems
- Student Self Service application(s)
- Web Based Information Systems
- Using Technology to Support Staff

# Technology in Registrarial Affairs

- Changing Technical Landscape
- New Media
- Changing Expectations
  - Service 24 x 7
  - Communication
- Planning For a Future We Can't See

# Wrap Up/Questions

- It's your turn!

# Thank you

- Your feedback is greatly appreciated!