

WHAT IS WARUCC?

WARUCC PROVIDES:

- The opportunity for benchmarking, problem solving and professional engagement
- A forum for exchanging information on matters of mutual concern
- Leadership for the generation of ideas and the administration of professional development among its members
- A continuing review of the functions performed by the registrar and related student service professionals and the impact occasioned by technology and organization structures

WARUCC EXECUTIVE

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Simplification, inclusiveness and communication

A MESSAGE FROM THE WARUCC PRESIDENT

At the June 2011 WARUCC Biannual Meeting held in Saskatoon, we made two important changes to the constitution that will help fulfill our mandate to provide professional development and networking opportunities to our members. The first is a change in our mission statement. The second is a significant change to the membership fee structure.

A MORE INCLUSIVE MISSION STATEMENT

Our previous mission statement focused on the registrarial aspects of our work, but, as many have realized, those involved in WARUCC are active in many different areas within post secondary institutions.

The revision is a modest one, yet reflects the changing nature of the work performed by traditional registrar's offices and the related services offices that have developed over time—recruitment, financial aid, admissions, student support services and offices that support strategic enrolment management. We think those associated with WARUCC, or those considering to get involved, will be able to see themselves and their role in this more inclusive statement.

The mission of WARUCC is to support registrars and related student service professionals dedicated to student success.

A SIMPLIFIED WARUCC MEMBER FEE STRUCTURE

The WARUCC executive has eliminated individual membership fees. Effective March 2012, member institutions are charged an annual fee of \$100.

MORE COMMUNICATION AND VOLUNTEER OPPORTUNITIES

The WARUCC executive is dedicated to improve our ability to connect with members and to better facilitate the connections between members. One way we plan to achieve these goals is through improved use of electronic communications.

We also plan to provide WARUCC members more opportunities to take an active role in the development and the work of the association. Opportunities include volunteer positions on a variety of working committees and the conference planning committee. Please contact me if you are interested in learning more about this.

On behalf of the executive committee, we look forward to ensuring that belonging to WARUCC fulfills your expectations—enabling all of us to excel in the services we provide to our institutions and our students.

Neil Marnoch, WARUCC President

UMACRAO opens its doors to Canadian membership

By: Neil Marnoch

In addition to networking opportunities provided by our participation in registrarial organizations in Canada—through the Association of Registrars of the Universities and Colleges of Canada (ARUCC) and regional organizations such as WARUCC—many Canadians working in the registrarial and related fields have also connected to the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

AACRAO is a large organization that due to its large member base has permanent professional staff and is able to offer a wealth of resources, including publications, webinars and conferences. AACRAO also has an extensive network of regional associations formed primarily around states or groupings of states.

PACRAO, the Pacific region, has for many years included Western Canada as part of its regions, together with all the states in the Western area of the United States. Canadians have been quite active in this region and regularly take a turn hosting the annual regional conference. I was fortunate to participate on the program committee for the PACRAO Conference held in Calgary in 2010 and attended both the 2010 conference as well as the 2009 conference in California.

Although I was made to feel quite welcome by both our Canadian and American colleagues, it was quite noticeable that I was the only Canadian attendee east of Alberta, with the notable exception of Russell Isinger (University of Saskatchewan) who attended the Calgary conference.

Upper Midwest Association of Collegiate Registrars and Admissions Officers (UMACRAO) members represent institutions of higher education from Iowa, Minnesota, North Dakota and South Dakota—and now Manitoba, Saskatchewan, and northwestern Ontario.



More than a few people, myself included, wondered why of all the regional associations, were those of us in the central prairie provinces of Manitoba and Saskatchewan members of a Pacific regional organization and not one closer to home. The answer: PACRAO is the only AACRAO regional organization that accepts Canadians as members.

This led me to a discussion with Kristi Wold-McCormick who is the Registrar at North Dakota State University in Fargo, just a few hours straight south of Winnipeg. Kristi agreed that those working in the registrarial field in Manitoba, Saskatchewan and Northwestern Ontario would make a better connection to the Upper Midwest ACCRAO regional (UMACRAO) which includes the states of North and South Dakota, Minnesota and Iowa.

Kristi took the idea to her UMACRAO

executive and a formal proposal to open membership to those from Northwestern Ontario, Manitoba and Saskatchewan was approved at the UMACRAO annual meeting held in November in Sioux Falls, South Dakota. As a result of this change, it is hoped that those of us in these areas can build our networks with UMACRAO members to the same degree that members in Alberta and B.C. have with their PACRAO colleagues and that we can realize the benefit of the north-south relationship in addition to our western connections we have built through WARUCC.

You can never have enough friends to lean on. For more information, contact Neil at pres@warucc.ca.

Using consensus building to foster support for change

By: Anne MacMillan

In 2008 Anne MacMillan received an Assistantship from WARUCC to help support her master's program. In this article Anne discusses the topic of her research—consensus.

Consensus building brings disagreement to the surface to allow for an appreciation of all perspectives on an issue. It is not necessarily the easiest solution; however, it can effectively address resistance to change, which is often the reason change efforts fail.

According to Burgess and Spangler (2003), consensus building is a way that organizations can promote problem solving that encourages collaboration and widespread acceptance. Susskind and Cruikshank (2006) define consensus building as “a way for a group or organization to reach a nearly unanimous agreement, and then implement the agreement successfully.” They propose that consensus building has two essential parts: commitment to the course of action and a collective understanding of the rationale behind the decision.

Critics of consensus building often refer to the additional time and effort it takes to make a decision using this method. They also argue that it will be impossible to obtain 100% agreement from a committee or that it will undermine the leader's ability to make effective decisions.



While consensus building may not be the best approach in every situation, it is valuable when attempting to implement new processes that may be seen as contentious thereby resulting in significant resistance.

An example of a contentious situation at a post-secondary institution, and one that was proven to benefit from consensus building is the implementation of scheduling software. These implementations are viewed as a priority for management in order to optimize space and student access to courses; however, the change is seen as a threat to faculty who view it as intrusive on their scheduling practices.

MacMillan (2009) surveyed college employees and students to determine if consensus building was warranted for issues related to course scheduling. Students and employees indicated that they must be included as part of the stakeholder group in making decisions on all issues that would affect them. The selection of stakeholders is seen as a crucial step in the consensus building process to ensure that the committee has credibility. Stakeholders must be seen as representative of their group and should include members that may be against the proposed change.

Once a committee has been formed,

it is important to establish rules early on to determine how decisions will be made. One such rule is the percentage agreement that is needed in order to determine consensus. For instance, the committee may determine that 75% agreement equals consensus. Throughout the process, it is essential to ensure that all concerns are addressed and that varying opinions are considered in order to arrive at the best final solution.

Consensus building has the potential to create a supportive and trusting community allowing improved opportunities for growth and effective responses to issues. Those who chose to take the time to reach a decision by consensus will be rewarded by the improved understanding and support for the proposed solution.

REFERENCES

- Burgess, H., & Spangler, B. (2003). Consensus building. Retrieved March 5, 2008, from University of Colorado at Boulder, Beyond Intractability Web site: http://www.beyondintractability.org/essay/consensus_building
- MacMillan, A. (2009). Developing a protocol for consensus building at Langara College. (Master's thesis). Royal Roads University, Victoria, BC.
- Susskind, L. E., & Cruikshank, J. L. (2006). Breaking Robert's rules: the new way to run your meeting, building consensus, and get results. New York, NY: Oxford University Press.

Member at large UPDATE



CREATING A DYNAMIC STUDENT-FOCUSED SPACE

U of A strives to meet the registrarial and service needs for student success

The Office of the Registrar (RO) and its partners at the University of Alberta are striving to create a dynamic student-focused space, both physical and virtual, in order to provide exceptional service to meet the registrarial and service needs for student success.

In order to fulfill this vision the RO Project Team will focus on the following areas in building this cross-functional student service centre:

1. SERVICE PROVISION – Utilize student feedback to enhance administrative effectiveness, implement transformative ideas and augment the level and quality of service.
2. PHYSICAL/VIRTUAL SPACE – Reinvent a navigable space in our current location to accommodate a transformative service delivery model and create a future focused design for relocation in five to seven years. Complement this physical space with a technologically efficient and innovative virtual community.
3. STAFFING – Transform organizational structure to support a new team of dedicated staff empowered to provide a positive experience for students and visitors.
4. PARTNERSHIPS – Collaborate with the campus community to strategize and deliver complimentary and compatible services in the most efficient manner.
5. COMMUNICATION AND EDUCATION – Create an extensive communications plan to maximize service awareness for the campus community and beyond, and encourage continued student, staff and stakeholder engagement.

For more information, contact Pat.Schultz@ualberta.ca.



CHANGES AT MANITOBA INSTITUTIONS

- **Peter Dueck**, Executive Director of Enrolment Services at the University of Manitoba, will be leaving after 24 years of service. Peter is moving to Victoria to take on the role of Director of Admissions and Registrar at Royal Roads University.
- University of Manitoba President **David Barnard** believes the university's academic structure, that includes 20 faculties and schools and 78 academic departments, affects academic planning and decision making, results in the inefficient use of people, and hinders progress on the institution's Strategic Planning Framework. Dr. Barnard has asked the Provost and Deans and Directors of Faculties and Schools to identify viable options for reducing the number of faculties and schools from 20 to 13 by 2017.
- Effective April 1, 2012, international students in Manitoba with a study permit of at least six months will qualify for full coverage under Manitoba Health and will no longer be required to purchase private health insurance.
- **Marilyn Fraser**, Registrar at Winnipeg Technical College, has announced her retirement for the end of June 2012.

THANKS TO ALL WARUCC 2011 CONFERENCE SPONSORS

Thank you to the sponsors of the 2011 WARUCC Conference in Saskatoon.

The conference sponsors by level are:

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WARUCC Conference 2011

SAVE THE DATE!

The next WARUCC conference will take place in Winnipeg from June 24 to 27, 2013 at the Delta Winnipeg.



Member at large

UPDATE



BRITISH COLUMBIA

NAMES NOT NUMBERS

A student service transformation at UBC

The University of British Columbia is dramatically changing its student service model in an effort to better support students throughout their student experience. The analogy of this shift is best described as changing from a walk-in clinic model of service to a family physician model.

Beginning in June 2012, UBC Enrolment Services will assign an Enrolment Service Professional (ESP) to each incoming, undergraduate student. That ESP will stay assigned to that student for their entire student career at UBC. Each service professional will work directly with a portfolio of 250 to 300 students, and will be trained and authorized to provide a comprehensive range of ES services from recruitment to graduation.

WHY—OPPORTUNITIES

- Longitudinal relationship with students ability to look beyond the presenting concern
- Better integration of services and service models
- More inquiries answered effectively, over the course of a single interaction
- Enhanced ability to make expert referrals
- More opportunities for partnerships between ESPs and other student affairs professionals

HOW

As this new service model will transform how UBC interacts with students and prospective students, this project will involve substantial change to nearly all business processes, unit structures, training needs and roles.

Under the sponsorship of James Ridge, Associate-Vice President, and Registrar, and a project steering committee, Lisa Collins, Associate Registrar, is leading the initiative as the Project Director. To develop and implement the project, five cross-functional teams, involving staff across the organization, have been initiated. Teams include:

- Tools
- Training
- Organizational Process and Design
- Communications and Change Management
- Physical Space

FURTHER INFO

Project launch video: <http://vimeo.com/29157592>

Project Blog: <http://blog.students.ubc.ca/namesnotnumbers/>

Contact: Lisa Collins lisa.collins@ubc.ca

RENEWAL AND REBUILDING

An update from the University of Victoria

The Office of the Registrar has been involved in significant renewal and rebuilding of systems and processes since the transition to Banner in 2008.

Opportunities have been available for staff to be seconded to major projects as functional members of a dedicated team during planning, development, testing and implementation. This enabled staff to gain knowledge and experience of systems development and project planning. Recent projects focused on Academic Standing enhancements, Banner Relationship Management (BRM) and the creation of a new Transfer Credit System (TCS).

A highlight of recent project development work has been the adoption of the Agile methodology, which was very successfully used in the Academic Standing project. It left the functional and systems members lauding the power of the process. This methodology teaches the team to initiate projects with an articulated business vision. The team carefully plans the work in detail and releases items sequentially as opposed to waiting until the end of the project. The members of the team learned how to define and estimate the scope of a development item and then schedule it so that it can be released when the functional area requires it. They became adept at making allowances for change, accommodating for revised requirements and planning for changes as they arise. Due to the frequency and skill in planning, the team was able to respond to change with agility and were able to re-prioritize and review milestones frequently. Various reporting methods were used such as burn-down charts and sprint demonstrations for stakeholders and other functional users, however the focus was to provide functional deliverables frequently. Needless to say there were a whole lot of sticky notes used!

Having the systems and functional people working together on a daily basis in the same environment establishes a common understanding of the functional needs; frequent face-to-face interactions with functional users as well as the project team were the preferred method of planning which differs from other project management methodologies. This allowed for late breaking ideas and functional requirements to alter the project plan which ultimately allowed for a more suitable and customised product to be created.

This project methodology will be used in two upcoming projects involving online admission application and transcripts. Plans are currently underway to prepare the physical space and equipment as well as organize the agile methodology training.



SASKATCHEWAN

AN UPDATE FROM THE U OF S

STAFF CHANGES

The Student and Enrolment Services Division at the University of Saskatchewan welcomed two new directors: Alison Pickrell, formerly the Associate Vice President, Student Affairs, SIAST, has returned as our new Director of Enrolment Services; Dr. Peter Cornish, formerly a Director overseeing Counselling & Psychiatry, Academic Skills Programming, Wellness Programs, Disability Services and the Code of Student Conduct at Memorial University, is SEDS's new Director of Support Services. Tracy Spencer, formerly a Community Youth Worker with Corrections, Public Safety and Policing, is our new Student Affairs Case Manager (handling critical student incidents), and Terrie Fitzpatrick, previously a counsellor with SEDS, is our new Manager of student counselling services within Student Health and Counselling Services.

ENROLMENT RISES 2.9% AT U OF S

Overall enrolment at the University of Saskatchewan for the Fall Term saw a 2.9% increase over 2010, and enrolment is the highest ever recorded. For more information on our enrolment numbers, please visit <http://www.usask.ca/isal/university-reports/enrolment/enrolment-report-2011.pdf>.

RETHINK, RENEW, RELATE CONFERENCE

As co-chair of the WARUCC Biennial Conference Planning Committee, I would like to express my deep appreciation to everyone at the University of Saskatchewan, University of Regina, SIAST, and Briercrest College and Seminary who participated in the planning of the Saskatoon conference.

I also want to thank all those who attended the conference this past June. I think it was a success, and I hope all who attended had a great time in Saskatoon!

Submitted by Russell Isinger, University of Saskatchewan Registrar

WINTER GREETINGS FROM SIAST!

With Alison Pickrell's departure from SIAST to return to the University of Saskatchewan, Susan McIntyre has been covering the Associate Vice President, Student Affairs position in an acting role for this academic year.

SIAST is preparing three new programs for 2012/13 including Fabricator – Welder, Indigenous Peacekeeping, and Mining Engineering Technology. Programs in high demand continue to be Combined Lab and X-Ray Technology, Dental Hygiene, Medical Laboratory Assistant, Medical Radiologic Technology, Medical Laboratory Technology, Power Engineering Technology, Practical Nursing and the Saskatchewan Collaborative Bachelor of Science in Nursing program offered in partnership with University of Regina.

Submitted by Kathy Larsen, SIAST Registrar

2011 J. David McLeod Assistantship Fund recipients

Congratulations to this year's J. David McLeod Assistantship Fund recipients. We look forward to attending your presentation at the next WARUCC conference or reading your contribution in upcoming issues of WARUCConnects (an expectation of all assistantship recipients).

2011 RECIPIENTS

Shelly Graff	Jeff Suderman
Douglas College	Olds College

Stephanie Wood	Danielle Rudulier
Capilano University	University of Saskatchewan

ASSISTANTSHIP BACKGROUND

WARUCC Assistantships were created in 1991 to assist members undertaking professional development, research, education or other professional activities that will be of benefit to the registrarial profession.

In 2009, the Assistantship was renamed in memory of J. David McLeod, past WARUCC president, in honor of his outstanding contributions made to the development of the profession in Western Canada.

FOR MORE INFORMATION

WARUCC members will receive an email in the spring with information on how to apply for a 2012 assistantship. In the meantime, to learn more about the fund, please visit <http://www.warucc.ca/services.htm#WARUCC%20Assistantship%20Award%20Application>.