

The Western Association of Registrars of the Universities and Colleges of Canada

Executive Committee

July 1997 - June 2001

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(February 1998 – June 2001)

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WARUCC News

I trust that things in your office have finally slowed down to their normal hectic pace now that the frenzy of fall registration has passed. At one time, long ago, people in Registrar's Offices would be looking forward to a bit of a "lull" in activity in November and early December. This is now a thing of the past and offices tend to maintain their busy flow of activity throughout the entire twelve months of the year. I hope that you all enjoyed whatever holidays you had, and returned to your campuses refreshed and ready to face the challenges of a new year.

In the newsletter you will be given information about the upcoming WARUCC 2001 Conference (see the article by Mike Sekulic and the submission by Arunas Alisaukas). Mike has given assurances that the website www.ucalgary.ca/warucc2001 will, which currently shows the proposed conference set up, will be updated in the next month, as additional conference activities and information become finalized. As Arunas has indicated, this is your conference and if it is to meet your individual needs for personal growth and professional development, the Program Committee needs your feedback by December 15th.

In his article Mike also mentions the great conference ARUCC hosted in St. Andrews. I was pleased to see so many of my western colleagues there, participating in both the conference sessions and the social events. It was especially kind of our Atlantic hosts to order such wonderful weather for us! The

entertainment, provided by Barachois, was enhanced by our own Alan McMillan from Emily Carr Institute of Art and Design, assisting with a presentation of what the "Well Dressed Registrar" should wear.

The Executive will be meeting in Calgary on November 24th. There are a number of things on the agenda, a couple of which are possible changes to some of the Articles and By-laws of the Association, and possible candidates for the following three positions, Member At Large for Alberta, Manitoba, and Vice President (from Manitoba). If you are interested in any of these positions, please contact your Member At Large or any other member of the Executive. We will also be considering candidates for Honorary Membership and those for Service Awards. If you would like to nominate a candidate who has either retired or resigned from the profession, please contact your Member At Large.

We are currently working on the development of a WARUCC web site and hope to have it up and running in time to link it to the conference site, the ARUCC 2002 site, and the ARUCC site. Peter Dueck at the University of Manitoba is handling the logistics with the support of Richard Levine.

Don't forget to take a few moments and communicate your interests to the WARUCC 2001 Program Planning Committee.

Joan Fraser, President, WARUCC



WARUCC 2001 Calgary, Alberta

Registrar's Square Dance: New Partners, New Dances

July 1 to July 4, 2001

Stay on for the Stampede
July 6 - 16, 2001



visit our website
www.ucalgary.ca/warucc2001

Cowtown Hoedown Lowdown by Mike V. Sekulic

This summer's ARUCC 2000 conference was hosted by the University of New Brunswick (UNB), in lovely St. Andrews New Brunswick, provided an excellent opportunity to hear about best practices and experiences nation-wide. It also gave the WARUCC 2001 organizing committee an opportunity to promote our upcoming conference in Calgary, inviting our friends and colleagues from across Canada to join us July 1st - 4th, 2000. Promotional activity included a display prominently situated in the entrance way to the exhibitor's hall.

Inviting Our Eastern Colleagues

The WARUCC 2001 promotion included a display which featured a "get ready" draw. The prizes were designed to help persons get ready to attend WARUCC 2001. Third Prize, a box premium golf balls was won by **Morna Christian**, Registrar, Canadian Mennonite University, Winnipeg. Second Prize, a leather computer tote/satchel (generously provided by Mount Royal College) was won by **Assunta Fagnoli**, Undergraduate Coordinator, Concordia University. **Dave Hinton**, former Director of Admissions at the University of Calgary and now Acting Registrar UNB, this year's ARUCC conference host, drew the grand prize winner. His jaw dropped as he whispered to me that we had to re-draw — the Grand prize was won by **Brian Silzer**, Associate Vice President & Registrar, University of Alberta. Brian, ever the gentlemen, and claiming to already have a cowboy outfit, turned the prize over to table-mate and friend from the University of Moncton, **Noella Arsenault**. A total of 104 people entered the draw, many of them, including our winners, indicating they would be attending WARUCC 2001.



WARUCC 2001 Display at ARUCC 2000

Cowboy hat stickers found their way onto delegate name tags, while Calgary post cards, tourism brochures and fridge magnets made it into conference tote bags.



The Grand Prize Western outfit consisted of a fine white Stetson, a U of C Denim Shirt, a co-ordinating white T-shirt, a Silver Dollar bolo tie, and a stampede scarf. Noella will be able to come to WARUCC 2001 in style.

From left to Right, Mr. **Brian Silzer**, Registrar, University of Alberta, **Noella Arsenault**, University of Moncton, and **Mike V. Sekulic**, Coordinator, Enrollment Reporting, University of Calgary.



WARUCC 2001

Be sure to check the WARUCC 2001 web site to get the latest information on the conference. The planning committee has been busy working on the event, which is a little more than half a year away.

Planning Committee Members

Sandy Adair, Director/Registrar, Customer Services, Southern Alberta Institute of Technology (SAIT); **Arunas Alisauskas**, Registrar, Mount Royal College; **Joan Fraser**, (Co-Chair) Director, Centre for Learning Accreditation, Athabasca University; **Theode Kasper**, Admissions Advisor Bow Valley College; **Gary Krivy**, (Chair) Registrar, University of Calgary; **Susan MacKenzie**, Registrar, Alberta College of Art & Design; **Dorothy Robertson**, Office Manager, Registrar's Office, University of Calgary; **Fred Rosmanitz**, Acting Associate Registrar, Systems, University of Calgary; **Mike Sekulic**, Coordinator, Enrollment Reporting, University of Calgary.

Centrally located in downtown Calgary, the conference will be held at the Palliser Hotel. Arrangements have been made with the hotel for those wishing to stay on past the conference and partake in the Calgary Stampede, which starts on July 6th and runs to July 16th. A session only participation rate is available for those who wish to partake in select portions of the conference. The Monday morning keynote address will be given by Dr. **Tom Keenan**, Dean of the Faculty of Continuing Education, University of Calgary, radio host and commentator, and renowned speaker on technology and its impact on our world.



Grab Your Partners



Make sure to take in an evening of great food and entertainment in Calgary's own Heritage Park, a turn of the century frontier theme park located in Calgary. Leave the city behind and step into yesterday for a night you won't want to miss. Our special event begins Tuesday night, July 3rd, at 6:00 PM with the banquet starting at 7:00 PM in the Wainwright Hotel. We are making special arrangements for those who wish to come earlier and enjoy Heritage Park's many attractions.



Rodeo Promotions, a zany band of rodeo musicians and all around good-old-boys will provide entertainment and music you will remember. Just listen, sing-along, get up and dance or defend the pride of your school in our first ever chuck wagon championships. A big thanks to **Susan MacKenzie** of the Alberta College of Art & Design for uncovering this wonderful band of entertainers. Please be sure to indicate your attendance and if you will be bringing a guest to this adult function, as seating is limited and participants will be accommodated on a first come first served basis.

The Program

The conference planning committee, headed up by **Arunas Alisauskas** of Mount Royal College is busy putting together a program.

WARUCC 2001 Program Committee Members

Sandy Adair, Registrar, SAIT, **Arunas Alisauskas**, (Chair) Registrar, Mount Royal College, **Peter Haney**, Assistant Registrar, Admissions, University of Lethbridge, **Linda Hoover**, Registrar, Lethbridge Community College, **Theode Kasper**, Admissions Advisor, Bow Valley College.

You will find a program survey and request for submissions, which includes suggestions under various headings, enclosed with this newsletter. Please take some time to review this survey.

Golf Anyone?



What conference would be complete without an opportunity for out-of-town guests to sample one of Calgary's fine local golf courses. Join us the morning of July 1st for 18 holes of Golf. We are still working on arrangements, and as soon as a course is selected, we'll post the information on the web site.

Did you know that?

☞ AVC - Calgary is now called:
Bow Valley College

☞ AVC - Edmonton is now called:
Norquest College

☞ AVC - Lac La Biche is now called:
Portage College

☞ AVC - Lesser Slave Lake is now called:
Northern Lakes College

(AVC - Alberta Vocational College)

You're Invited

On behalf of the WARUCC Executive and the Local Organizing Committee, I would like to extend a personal invitation to you to attend the Biennial Conference of the Western Association of Registrars of the Universities and Colleges of Canada which will take place in Calgary, July 1-4, 2001.

The theme of the conference is the Registrar's Square Dance: New Partners, New Dances. For more information about the conference as it becomes available, I would invite you to visit our Web site: www.ucalgary.ca/warucc2001.

To assist us in preparing a program that meets your individual needs for personal growth and professional development, please take a few

minutes to complete the Call for Sessions Presenters/Membership Program Survey and return it to our Program Chair: Arunas Alisauskas.

Finally, if you are interested in being a program participant or making a presentation on a particular topic, please let us know, either by completing and returning the Membership Program Survey or by e-mail at aalisauskas@mtroyal.ab.ca or via the conference Web site: www.ucalgary.ca/warucc2001.

I hope it will be possible for you to attend the Registrar's Square Dance and very much look forward to seeing you in Calgary this coming summer.

Thank You, Gary Krivy

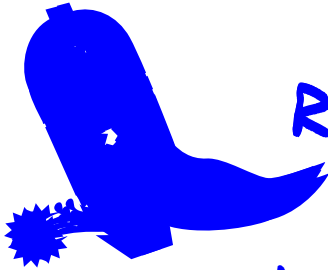
WARUCC 2001 BIENNIAL CONFERENCE

Call For Session Presenters/Membership Program Survey

Deadline Date: January 15th, 2001

Calgary, Alberta - July 1-4, 2001

www.ucalgary.ca/warucc2001



Registrar's Square Dance: New Partners, New Dances

To assist us in preparing a program that meets your individual needs for personal growth and professional development, please take a few minutes to complete this survey and return it by **December 11th, 2000** to:

Arunas Alisauskas, Registrar and Director of Admissions
Mount Royal College, 4825 Richard Road SW,
Calgary, Alberta T3E 6K6

Phone: (403) 240-6346 Fax: (403) 240-6740

Or provide your feedback directly by e-mail to:
aalisauskas@mtroyal.ab.ca

Program Participant

If you are interested in being a program participant or making a presentation on a particular topic, please let us know:

Your name:

Your institutional affiliation:

Your telephone and fax number:

Your e-mail address:

Your session topic:

Other interested presenters:

- 1.
- 2.

Suggested Sessions

A number of suggested session topics for the Registrar's Square Dance are listed below. Please circle those that would be of most interest to you:

Technology and Service

- New Developments in Web Technology and Web Applications
- Student Internet Portals
- Is Touch-Tone/IVR Technology Dead?
- Security Issues on the Web
- E-commerce in the Academy
- Academic and Administrative Applications of Web Technology: What is the Relationship?
- Electronic Data Interchange: Does It Have a Future?
- Implementing and Managing "Integrated" Enterprise Administrative Systems: The Good, the Bad, and the Ugly
- Document Imaging Systems: Where Are We At?

- ▶ Student Service Malls: What Are They? And Are They Good Things?
- ▶ Integrated Student Service: Delivery Models That Work and Don't Work
- ▶ Re-engineering Student Service Delivery

Other Topics that would interest you:

- 1.
- 2.
- 3.

Personal and Professional Growth

- ▶ Is There Life After “Registraring”?
- ▶ Retirement Planning
- ▶ Dealing with Difficult Students and Co-workers
- ▶ Addressing Diversity in the Workplace and in the Campus Community
- ▶ Conflict Management
- ▶ The Role of the Registrar Within an Integrated Student Service Delivery Model
- ▶ Managing Diverse Personality Styles in the Workplace
- ▶ Cross-Canada Check-up: Recent Developments Affecting the Profession
- ▶ The Role of the Registrar in the Institutional Enrolment Management Process
- ▶ Effective Partnerships: Personal, Professional, Institutional
- ▶ Workplace Dress Codes
- ▶ Preparing Office Manuals in the Digital Age
- ▶ Maintaining a Respectful Workplace

Other Topics that would interest you:

- 1.
- 2.
- 3.

Nuts ‘n Bolts

- ▶ Final Examination Scheduling
- ▶ Timetabling Challenges and Solutions
- ▶ Academic Record Fraud
- ▶ Graduation Challenges and Solutions
- ▶ Evaluation of Foreign Credentials
- ▶ Changing Trends in Foreign Qualifications
- ▶ Impacts of Freedom of Information and Protection of Privacy
- ▶ Legislation on Registrarial Operations and Student Records
- ▶ Prior Learning Assessment and Recognition: A National Status Report
- ▶ New Trends in Academic Misconduct

Other Topics that would interest you:

- 1.
- 2.
- 3.

Assistantships still available

In the last WARUCC Newsletter there was a notice that the Executive was still willing to consider applications for WARUCC Assistantships.

Unfortunately none of our Members At Large received any responses. We again encourage you to consider applying for a WARUCC Assistantship.

These were set up to assist members who are “engaging in Research, Education, or other Professional Activities that benefit themselves, their office, and/or the Registrarial Profession”.

Information about the Assistantships is published in this edition of the Newsletter. Please read the criteria and consider applying for an Assistantship. The one thing Assistantships were not designed to pay for was attendance at conferences. They are to be used to assist members in attending workshops and other activities (as outlined in the criteria) that will assist in their professional development.

If members have any questions about the Assistantships, I encourage you to contact your Member At Large for clarification. We would like to be able to award the money set aside for these Assistantships in this fiscal year.

Joan Fraser, President

Brandon University

Brandon University installed Dr. Louis Peter Visentin, former Vice-President Academic at UNB, as President and Vice-Chancellor on October 20, 2000. A molecular biologist, poet, and artist, he brings a broad understanding of and appreciation for the liberal arts to his role at B.U. His interest in recruitment, retention, and transition to the world of work should translate into some exciting new initiatives at B.U. in the near future.

Preliminary figures show an increase enrolment of 4.3 % this fall. Our newest programs, the Bachelor of First Nations and Aboriginal Counselling and the Master of Rural Development, are off to a strong start and should see their first graduates next spring.

A cross-campus committee is working on procedures for prior learning assessment and recognition.

Nominations for Honorary Membership and Service Awards

It is traditional that at each Biennial Assembly, Honorary Memberships and Service Awards are presented to members of WARUCC. I am inviting all of you to consider nominating worthy individuals for these special awards.

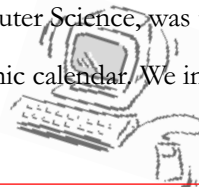
To be considered for an Honorary Membership individuals must have provided lengthy and dedicated service to the profession and have played an active role in the association, either as a member of the Executive or in some other significant way. This Award is granted to individuals who have retired or resigned from the profession. Service Awards may be granted to those members of the Association who have provided lengthy and dedicated service as a member of the profession. This Award is also granted to individuals who have retired or resigned from the profession. If you know of someone you feel should be considered for one of these awards, please forward the name of the individual, as well as a letter of support to your regional Member At Large by early February, 2001. The Executive will be meeting later in February to make the final selection and the awards will be presented at the WARUCC 2001 Conference in Calgary.

Joan Fraser



Left to right: Richard Levin, U of Manitoba; P. Dueck, U of Manitoba; Andre Boucher, College Universite de Saint Boniface; P. Alvestad, Brandon U.; L. Hogue, Assiniboine Community College; C. Girling, Kewatin Community College; M. Christian, Canadian mennonite University; C. Besner, Red River College; D. Bower, Brandon U.

The “summer vacation” project of Dr. G. Dueck, a professor in Computer Science, was the creation of an incredible user-friendly electronic calendar. We invite you to check out our newly designed



web site at: www.brandonu.ca



The University of Saskatchewan

Registration and Admissions

Registration has increased by 155 students (0.8%) overall to a total of 18,905, almost the same level as 1995. The number of degree students grew by a larger percentage (1.4%), while the growth in credit units of registration grew at a lower rate (0.2%).

The number of applications to direct entry programs declined slightly (2.0%) following after last year when there was a 10% increase.

There is a project underway that will collect and hold the voluntary disclosure by applicants of their aboriginal origin, of whether or not they consider themselves to have an on-going disability, and whether or not they identify as a visible minority. During December and January, current students will be asked to voluntarily disclose the same information.

Experience US

This “open house” has been moved from January into October. The participants spend one day on campus and the event is scheduled for two consecutive days. This year 3,700 grade 12 high school students attended along with about 250 of their parents and 120 counselors.

New Space

There is finally some hope of solution to the overcrowding and obsolete office arrangements available to this office. The University has committed to rent space for the Office of the Registrar in an extension to the Student Union Building. Of course that won't be available for at least 5 years, so some new temporary arrangements are being considered. We will point out that the one temporary World War II building was finally razed only 4 year ago.

Late breaking news

Ken Smith will retire as Registrar, effective June 30, 2001. He was first appointed Registrar in 1986 and had previously been Associate Dean and Associate Professor of Marketing in the College of Commerce at the University of Saskatchewan. He will remain at the university until December 2001 in a special administrative assignment.

New Plan

Work is well underway to table an Enrolment Plan. Under the direction of the Associate Vice-President [Academic], a committee including deans, students, student services personnel and the Registrar have been meeting to develop the plan. The enrolment plan is expected to describe the nature and number of students to be served. It is expected to provide a focus to planning by the Colleges and the numerous offices providing student service including groups as divergent as campus security, residence administration, the International Students Office, and the Office of the Registrar.

New View of the World

The University Council, our representative faculty council, has determined that the version of the Calendar held electronically, rather than the paper copy, shall become the “official” version. Council believes this change will allow approved changes to programs to come into effect more quickly and suggests that costs may be avoided if students look to the Internet to access information about programs and courses. The timetable for this change is still under development.

Personnel

Since mid-May Åsa Kachan and her husband have been enjoying the company of their new daughter, Gabriella. Laura Zink, from our Awards area, replaced Åsa for her maternity leave but in September was successful in the competition for a position in the College of Arts and Science. She is now the Programs and Project Officer there. Tonya Wirchenko, who previously recruited for Saint Thomas More College, first filled in for Laura in the Awards area and is now the permanent Awards Officer. In July, Cam Willett resigned as Director of Recruitment to return to an earlier career as a classroom teacher. Cora Schneider has been appointed to this position. Fiona Haynes continues to replace Jacquie Molaro in transfer credit evaluation and Calendar production, and Jacquie continues to hold her own against breast cancer.

University of Regina

The Details

Applications for admission for Fall 2000 - Up by 5.5% from 3551 to 3748.

Enrolments for Fall 2000 (compared with Fall 1999) * Full-time up by 2.29% from 8568 to 8764

- ▶ Part-time down by 6.89% from 3238 to 3015
- ▶ Credit hours up by 1.49% from 117,836 to 119,593.5 (down by 0.19% from 11,80.1).

Total enrolment as of October 4 (U of R Census Day): 11,779

Changes in ...

Registrar's Office Staff

- ▶ Glenda Good (replacing Bruce Dawson as Administrative Assistant, Registration & Records; Bruce has returned to Saskatoon)
- ▶ Susan Husum (replacing Gayleen Bailey as Admissions Officer; Gayleen has transferred to the Faculty of Arts)
- ▶ A position has also been transferred from Computing Services to the Registrar's Office to develop degree audit; the new incumbent of this position is Steve Weild.
- ▶ Staff Assistant Bev Liski (Ceremonies, including Convocation, production of the General Calendar, Council Committee on Admissions & Studies) will transfer from the President's Office to the Registrar's Office on November 1st.

Senior Administration

- ▶ New Dean of Education: Dr. Margaret McKinnon
- ▶ New Dean of Engineering: Dr. Paitoon Tontiwachwuthikul • New Dean of Social Work: Dr. Michael MacLean
- ▶ New Executive Director of University Relations: Ms. Barbara Pollock
- ▶ University Secretary Reid Robinson retires this year. His portfolio will be assumed by the Associate Vice-President Administration, Bob McCulloch.

Program and Policy

- ▶ New RTD (required to discontinue) policy, based on GPA rather than failed hours, takes effect for academic performance in 2001 Spring/Summer.
- ▶ Students who fail ENGL 100 three times will be required to discontinue indefinitely.
- ▶ Students who have been required to discontinue (at U of R or other institutions) and are seeking admission or readmission to the U of R will have to submit a written petition to their faculty of choice.

▶ New early conditional admission procedures: students can apply for admission any time during their grade 12 year; they can be considered when they have two 30-level (or, for schools on a fwl-year curriculum, all mid-term grades) in required subjects, and are registered for the remaining required subjects.

The Faculties of Fine Arts and Social Work will be following the new admission requirements of the Faculty of Arts, effective 2002. Fine Arts still has to be approved at Senate next March.

The Faculty of Engineering has dropped its seven-subject admission calculation, effective for Fall 2001 admissions. The admission average will be calculated on the six required subjects only.

University Extension became the Centre for Continuing Education on July 1, 2000. The position of Dean has been converted to Director, and a search is currently under way.

The Conservatory of Music and Dance will become the Conservatory of Performing Arts, effective January 1, 2001. The change of name has been approved by Senate but is still subject to Board approval in December.

There will be three Spring Convocation ceremonies, beginning in 2001. A ceremony on Thursday afternoon is being added to the two Friday ceremonies. The separate Certificates ceremony has been discontinued, and these awards are now made at Convocation.

The first Convocation-on Banner was concluded successfully on October 21. A major upgrade to Banner 4.2 was made successfully in August.



New programs:

Joint program with SIAST Woodlands leading to a B.Sc. in environmental biology (Science); B.Sc. in actuarial science (Science); Certificate in Pastoral Studies (CCE)

Program closures:

Admissions to the Certificate in Social Work have been closed, effective with Fall 2000 semester.

SIAST Report

Applications

Beginning in January 2001, all applications will be received and processed on a continuous basis for all SIAST programs except the Nursing Education Program of Saskatchewan.

Enrollment

Enrollments this fall show a marginal decline due to late withdrawals. Applications counts have increased marginally.

To improve student preparedness and retention, SIAST will be implementing an enrollment management strategy focusing on three predictors of success: academic, personal and career preparedness.

Registrarial Review

Joanne Bucklee, the former Registrar at Red Deer College, has been contracted to lead a process and organizational review of registrarial operations at the four campuses.

Virtual Campus



Barb Bremner has been named Director of the Virtual Campus. The mandate of the Campus is to facilitate delivery of programs and students services via new technology.

Banner Update

Banner 4 will be implemented this fall. Most rules for implementation of degree audit have been built and will be implemented soon. Work is beginning on use of Banner's web-based products including web for employee, web for faculty and web for student.

Change to Credit Units

A proposal to change the credit unit formula is being considered. Under the new proposal, credit units for all courses would be calculated on the basis of 1 credit unit for each 25 hours of instruction.

Tuition Fees

Tuition Fees increased by 9% effective July 1, 2000. Average tuition for a 36-week program is now \$2,500.00

Dean of Industrial Training

David Walls, formerly from SAIT, has been appointed Dean of Industrial Training.

New Facility at Wascana Campus

The former 8 centers have now been consolidated into the new facility at 4500 Wascana Parkway.



St. Peters College

This past summer St. Peter's College switched to a new program using Access for our student database.

Jeff Thoen, a former student at St. Peter's has been hired as our Student Liaison Officer.

Minister Glen Hagel was at St. Peter's College on October 16, 2000 for a press conference at which he announced a grant to the College from the Century Fund of \$185,000

The College was successful in our application for a Canada

Council Reading Series. John Steffler of Newfoundland, read his prose and poetry in October, Daphne Marlett of Vancouver, will read in November, and Myrna Kostash will read after Christmas.

Zima Junction Productions of Regina was at the College for the month of July filming the feature film "Solitude".

The Sage Hill Writers' Fall Colloquium was held at the College during the month of October. Thim Lilburn, on o four faculty, was the main instructor for the colloquium.

Alberta Report

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Elections loom, and money seems to be the hot topic in education in Alberta. The province has recently made \$210 million dollars available in one-time infrastructure funding grants to the \$1.1 billion allocated in Budget 2000. Many institutions will benefit from the infrastructure funding – but along with it comes an expectation to increase enrollment and respond to the access crisis for students seeking a post secondary education. Athabasca University will serve an additional 15,000 students by 2002. Lethbridge Community College will generate an additional 1000 FLE's by the year 2005 and use their new instructional building to house the additional classes. Construction is underway at NAIT for their new \$50,000,000 Information Community Technology Building scheduled to open in September 2002. The new building will increase NAIT's capacity by 11.1%

University of Alberta

Registrar Brian Silzer and International Education Specialist Monique Sauve have just returned from South America where the U of A project team met with several universities, schools and the Canadian Embassies.

Enrolment at the U of A continues to climb along with the number of students presenting admission averages in excess of 85%. These accomplishments are in line with the President's Key Strategic Initiatives. Brian reminds everyone to mark ARUCC 2002 conference on your calendar for June 23 - 26, 2002 in Edmonton.

NAIT

NAIT has implemented Call Centres for the Development Office, Career Services and the NAIT computer help line and the Registrar's Office with a corresponding decrease in the staffing in the Registrar's Office of 28%. Cost savings were used to fund the Call Centers. The impact has been improved customer service, and a large increase in enrollment. No lay offs resulted as all staff were given opportunities to work elsewhere within NAIT. The staff are being sought after by other areas on campus (and in more senior positions) due to their previous training and expertise.

University of Lethbridge

UNIVERSITY OF LETHBRIDGE is expecting LINC (Library Information Network Centre) to open in September 2001. This is big news for the library – but great news for the Registrar's Office as well in that it will increase the number of classrooms available for scheduling academic activities. Admissions Inquiry has been added to their voice response system adding to the options of Telephone Registration, Final Grades Inquiry and Convocation Bulleting already available to U of L students.

New Programs for the Province

- MRI (Magnetic Resonance Imaging), Bachelor of Applied Accounting at NAIT.
- Master of Arts – Integrated Studies (MAIS) at Athabasca University.
- AU is also offering new programs (3 and 4 year) BA's with a major in Political Economy and a new undergraduate certificate in Industrial Relations and Human Resources.

Dr. Lyle Oberg, Minister of Learning has announced high speed networking for learners. Every community that has a school, hospital, library or municipal office will be impacted with plans to implement the broadband Internet network technology within three years.

Campus Alberta is a major initiative from the provincial government. Initiated by Premier Klein, the new Minister of Learning has championed the concept and is working toward making learning opportunities more flexible and responsive to the needs of learners. We can look forward to more collaboration and transferability among Alberta's institutions. Stay Tuned!

Briercrest Bible College - Alberta

The Details

Enrollment for fall semester:

- Head count: 705 students are enrolled in courses at Briercrest Bible College, which is a 4% increase over 677 last fall.
- FTE: 674 students are enrolled in 12 or more credit hours, which is a 2% increase over 661 last fall.
- The average number of credit hours per students is 16, down from 17 last year.

New People

- Dr. Richard Neville** has joined the College after completing his Ph.D. in Old Testament studies at the University of Cambridge, UK. He is a Kiwi (from New Zealand) and move to Caronport from Florida.
- Edi Torrans** is helping out in the Registrar's Office while **Sally Carter**, our Assistant Registrar is on maternity leave. Edi completed a Bachelor of Natural Resources Science from University College of the Cariboo, and she is near completion of an MA from Briercrest Biblical Seminary.

Changes Roles

- David Guretzki**, who has attended some of these meetings with me in his role as Academic Dean, is on a student leave at McGill University doing a Ph.D. in the Religious Studies Department there.
- Dr. Wes Olmstead** has replaced **David Guretzki** as Academic Dean, and is doing very well in his new role.

New Systems Work

Over the past year, we have been researching computer programs that will do it all for us (the dream of technology) including payment of



fees, etc... We decided this past spring that we will build our own, and our Information Systems Department has hired a programmer to embark on this project. I can see you smirking even as I write this. Yes, it seems to be

consuming more of our time, and I am sure that time commitments will grow as it grows closer to completion. We've scheduled the system to be in operation for summer 2001 (a nice vague deadline). Our plan is to run the two systems concurrently through the fall semester and wean ourselves of the old system for winter.

Kwantlen University College - British Columbia



New Degree

Well we all survived another September start of the academic year. In the post-September "quiet" period we are keeping busy here at Kwantlen University College. Recently our Bachelor of Science in Nursing program received accreditation with the Canadian Association of University Schools of Nursing.

This is the national accrediting body for degree nursing programs in Canada. Our program, along with the other nine partners in the Collaborative Nursing program in BC (Camosun College, Douglas College, Langara College, Malaspina University College, North Island College, Okanagan University College, Selkirk College, University College of the Cariboo, and University of Victoria), made history in being the first non-research based institutions to receive this accreditation.

Changing Roles



Recently, the Office of the Registrar welcomed Anita Kranz to our second Admissions/Registration Coordinator position. Anita had worked for over 10 years at Simon Fraser University in progressively responsible positions within the Registrar's Office and spent the past year working in our Admissions department at Kwantlen.

Jody Gordon, Associate Registrar

Critics corner A book review...

Bruce Klatt, Shaun Murphy and David Irvine.
Accountability: Getting a Grip on Results,
2nd ed. Toronto, ON: Stoddard Publishing Co., 1998.

Reviewed by Grant McMillan, Registrar, Briercrest Bible College

Performance review time may be coming up in your office, and you might be asking yourself how you can give an honest review without getting sued or in trouble with your union (if you have one). But most of all, you're probably trying to get a better handle on how help your employees work more effectively, know their areas of responsibility, and how to help them know when they are achieving what you want them to. *Accountability: Getting a Grip on Results* may just be the book for you.

It is relatively short, only 117 pages in total, and in paperback is quite a reasonable price. The book has 11 chapters and a short but adequate bibliography at the back. The reader can divide this work into three main sections. The first covers the theory and principles of accountability, including the benefits, risks and what the authors call "the shadow side." The second is a practical introduction to how to draw up an accountability agreement and lists the implications of doing this, what the supervisor can expect from the process. The third section is lists 16 real-life examples of accountability agreements for everyone from a CEO to young adult job seeker.

The temptation in organizations such as institutions of higher education is to manage employees by time and qualifications rather than results. The authors contend that what we should be doing is trading resources for a set of desirable results. In our world of knowledge workers, it is more difficult to determine what desirable results are, than for a shopkeeper and shopper to determine what a fair deal is: "The terms of the employment transaction become fuzzier as the need for judgment and discretion on-the-job becomes greater. What product or result, exactly, is a 'knowledge worker' expected to deliver?" (p. 2).

The authors list six principles that form the basis for understanding accountability. These are: accountability is a statement of personal promise; accountability for results means activities aren't enough; accountability for results requires room for personal judgment and decision-making; accountability is neither shared nor conditional; accountability for the organization as a whole belongs to everyone; accountability is meaningless without consequences. A good portion of the book is devoted to explaining these six principles in greater detail.

Most books in this genre are not often known for their critical analysis. This book is an exception. The authors do a commendable job of evaluating the benefits, risks, and potential misuses of accountability agreements. This isn't an academic book, so there isn't much evaluation of how this practice fits into the larger philosophy of how to treat individuals; however, there is a good analysis of organizations, personal motivation, and the importance of nurturing the right kinds of behaviour in employees.

Theory is good and helpful, but, as with most good writers, these authors include seven practical elements they believe should be included in every accountability agreement. These elements are: a business focus statement; accountabilities; supports; measures; goals, consequences; and a plan to keep the accountability agreement current. There is a plan included for determining who should write up these agreements and how they should be implemented in different kinds of organizations. Practical examples are plenty and a template to help flesh out the theories allows flexibility.

This past year, our office went through some significant restructuring, and it gave us the opportunity to try these ideas. Each employee had the opportunity to have some input on the final written agreement that replaced their traditional job description. An interesting outcome of this process was that we were able to hire two people who had previously turned down offers of employment, because they saw that we were serious about committing supports and had clear expectations that they felt they could achieve. Implementing these ideas has freed up much of the time it took to "manage" employees. People now need less direction and are able to make decisions without so much input from the "boss." What has been critical to making this work is the requirement to fulfill promises to employees.

Obviously, this book isn't the answer to all your Human Resource problems. But what this book will do is give you the tools to support your people, and it will help you and them see where correction or discipline is necessary. In our situation, it gave a real sense of security in an unsettling time of restructuring. Best of all, it has permitted us to more with less, and allowed us more time to focus on what is truly important.



WARUCC Assistantship Criteria

The “WARUCC Assistantship Fund”, established for the purpose of creating Assistantships, will be awarded to staff of WARUCC Institutional members who are engaged in Research, Education or other Professional Activities that will be of benefit to the Registrarial Profession.

WARUCC has made a commitment of up to \$5000.00 annually to assist with the costs associated with professional development initiatives, to members of WARUCC. It is further proposed that the Assistantships are available to any registrarial employee of WARUCC. The Institutional member funds are intended to assist with costs associated with research, attending computer seminars, communications courses, personnel seminars, marketing and research, publication, management skills, team building skills, conflict management skills etc. The Assistantships are *not* intended to finance attendance at WARUCC conferences.

Eligibility Criteria

- ▶ Assistantships shall be limited to employees of a WARUCC Institutional member involved in a registrarial function for a minimum of two years.
- ▶ Applicants must have demonstrated to their Registrar/Director a clear and proven interest as well as a potential to make a valuable contribution to the registrarial profession. The Registrar/Director must endorse the application before the WARUCC Awards Committee can consider it.

Awards Committee

The Awards Committee shall comprise the four Provincial Members-at-Large and WARUCC’s immediate Past-President, who shall chair the committee. If a Member-at-Large applies for an *Assistantship* then that Member-at-Large abstains from the discussion and decision of granting the award.

Procedures

- 1 Applicants must have completed and submitted the application form April 30 to their Registrar/Director, who must endorse the application in writing for the application to be considered by the WARUCC Awards Committee. Late applications may be considered if funds are available.
- 2 The Registrar/Director is to submit endorsed applications to the Member-at-Large by May 15. Member-at-Large will ensure that copies of all endorsed applications are circulated to the other members of the Awards Committee by June 1.
- 3 The Awards Committee will review and consider all the award applications they have received and make recommendations. The Chair of the Awards Committee shall contact all applicants with a copy to the Secretary Treasurer and advise them of the results.
- 4 Where possible, no institution will receive more than one Assistantship at one time to ensure distribution across WARUCC institutions.
- 5 Assistantships will be in one installment, by cheque, to the recipient.
- 6 A summary of the applicant’s project, completed as a result of the Assistantship must be submitted to the recipient’s Member-at-Large within six months of the project’s completion. The recipient is encouraged to present the project’s results at the next WARUCC Conference as a conference paper for presentation or general circulation, in order to provide feedback to the Association.

WARUCC Assistantship Award Application

Name _____ Position held _____

Home Address _____ Years of Service in University/College position ____

Province _____

Postal Code _____ Telephone () _____

Amount of Funding requested _____ Applicant Signature _____

Institution Name _____ Date _____

Institution Address _____

Endorsed by Applicant's Registrar _____

Province _____ Postal Code _____ Date _____

Telephone () _____

Provide a brief description of proposed program and its costs:

Discuss how the proposed program relates to your duties:
