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WARUCC EXECUTIVE

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PAST PRESIDENT

Susan Husum, University of Regina

VICE-PRESIDENT

Karen McCredie, Capilano University

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David Wood, Mt. Royal University

TREASURER

Wesley Toews, Canadian Mennonite University

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Mark Johnston, University of Toronto

ALBERTA MEMBER-AT-LARGE

Ada Ness, University of Alberta

SASKATCHEWAN MEMBER-AT-LARGE

Barb Elich, Briercrest College and Seminary

MANITOBA MEMBER-AT-LARGE

Carol Girling, University College of the North

NEWSLETTER EDITOR

Meghan Trueman, University of Manitoba

WEBSITE ADMINISTRATOR

Kimberly Read, Capilano University

50 Years of Connecting, Engaging and Growing Forward

A MESSAGE FROM THE WARUCC PRESIDENT

The Western Canadian Registrars began formally meeting in 1963. The organization that resulted from this first meeting was first called the Western Canadian Association of Registrars of Institutions in Post-Secondary Education (WCAR-IPSE) and included members from both degree granting and non-degree granting institutions. When the national registrar's association also opened its membership to non-degree granting institutions in 1974 and became known as ARUCC, the western region changed its name to the Western Association of Registrars of the Universities and Colleges of Canada (WARUCC). Regardless of the name, the western registrars have been meeting on a biannual basis for the past 50 years. These meetings have served to provide opportunities to make a connection with individuals at other institutions, to share ideas, help solve problems together and to support the growth of the profession and, in turn, assist us as individuals to more effectively serve the needs of our institutions and our students.

WARUCC will celebrate 50 years of supporting registrars and related student service professionals and contributing to student success as we come together June 24 – 27, 2013 in Winnipeg, Manitoba. The theme of the 2013 WARUCC Biannual Meeting is **Connect – Engage – Grow Forward**. More information on the meeting can be found on our website (<http://warucc.ca/>).

Meeting every two years has been a major part of our support of registrarial professionals. WARUCC also provides support in the form of the **J. David McLeod Assistantship Fund**. 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, a former President of WARUCC, in honour of his outstanding contributions made to the development of the profession in Western Canada.



Biannual General Meeting June 24 - 27, 2013

Come together to learn and to share your ideas, experience and knowledge and contribute to the growth of others in our profession.

[Online registration](#) is now open!

Keynote speakers include: Four-time Olympic medalist, **Hayley Wickenheiser**; the **Honorable Justice Murray Sinclair**, Manitoba's first Aboriginal Justice; and Canada's most sought-after campus presenter, **Ken Steele**.

We look forward to spending time with you – please, introduce yourself!

In the spirit of connecting with each other, WARUCC wants to meet you. Please, introduce yourself and/or your office – tell us who you are, where you work, and what you do by submitting either a photo or short video. These photos and videos will be shown at the June conference, and will help us to get to know each other! Please submit to admin@warucc.ca.

Service Awards and Honorary Memberships: Nominations for these two types of recognition are due **May 6**. See page 2 for more details!

Breakout session proposals: The program committee is still accepting proposals, and has **extended the deadline to APRIL 15**. Proposals should include a 100-200 word abstract, and can be sent via email to: Colin Russell, Registrar, University of Winnipeg c.russell@uwinnipeg.ca.

Volunteer: If you would like to volunteer for the conference [contact us](#), and let us know what you would like to help with.

Conference Hotel: The [Delta Winnipeg](#) is located in downtown Winnipeg, and offers convenient accommodation for guests of Winnipeg. Reservations are now available. Rates starting at \$189. Phone 204-942-0551 (Toll Free Phone 888-311-4990), or [Reserve Online](#).

Welcome to Winnipeg! See page 9 for more information

The association has maintained a website, as well, for many years as way of connecting members and providing information about events. The **website** was recently re-launched with a new platform that provides enhanced services to members and the executive team using a software system called Wild Apricot.

Like similar organizations, WARUCC is a member driven organization that is developed and maintained by busy professionals who make contributions as an addition to their normal institutional duties. Wild Apricot offers a user friendly, easy to learn system that allows the executive members control over the website and to enhance services to members. Among its features, Wild Apricot is a Membership Management system that allows individuals to request membership, create and update profiles and takes a load of work off the association's executive in maintaining the member database, generating invoices, and processing renewals. Using this system we are able to set up credit card payments for member renewals and conference registrations - a convenient feature for members and executive alike.

One concern frequently voiced about the former website was the visibility of the membership and contact information. In an effort to help members easily connect with each other, the directory was publicly accessible. But this set up also made it easy for those not associated with WARUCC to spam the membership. The member directory is now available securely only to fellow WARUCC members. Members simply have to log in to the secure site to locate other

members by name, title, institution, province, etc.

While in the past members were able to send messages to the membership through a listserv, the new site includes email tracking features commonly found in customer relationship management systems. Approved senders can track email messages to determine how many people - and who - received and opened it and how many recipients clicked on any links that were included. The membership can easily be segmented as well for targeted messages - such as to all the members of a province or an email just to the lead members of each institution. It is easy to build a group around specific functions - such as the executive, a working or interest group and use the email features to send messages within the groups.

The site also includes event management features. The WARUCC Biannual meeting is hosted by a different province each year. Every host planning committee has had to re-invent the wheel each time by building a conference website and developing an online registration facility - rarely enabling self-serve registration and accepting credit card payment. The Wild Apricot based site provides these features and integrates the conference site within the WARUCC website.

Our biannual meetings have provided opportunities to connect and engage every two years, but how does engagement in

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

between meetings occur? The WARUCC Executive is currently exploring the possibility of using the blog and forum features embedded in the new website to further enhance engagement of its members with each other.

We are very excited by the functions and possibilities offered by the new website. If you haven't already done so, check out the site, at warucc.ca. Members who have not logged in yet can do so by entering your email and clicking on Forgot Password. This will allow you to set up a password and access the secure features of the website. Western Canadian professionals who are not yet members can become a member by clicking on the Join Us link and following the instructions. Others may just want to navigate the site to discover more about the association and what the site has to offer.

Neil Marnoch, WARUCC President

Have you been to our new website?!

If you have not yet been to the new website, you will need to set up a password! It's quick and easy - just enter your email address, and click on **Forgot Password**.



WARUCC Service Awards and Honorary Memberships

NOMINATION DEADLINE: MAY 6

These awards are given to individuals who have retired or resigned from the profession.

Service Awards are granted to those members of the Association who have provided lengthy and dedicated service to the profession.

Honorary Memberships are granted to those individuals who 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.

Please take the time to recognize deserving colleagues - use this [nomination form](#) (pdf) for both types of recognition.

Recipients will be notified in early May and invited to attend WARUCC 2013 in Winnipeg.

2012 J. David McLeod Assistantship Fund recipients

Congratulations to the 2012 J. David McLeod Assistantship Fund recipients. We look forward to attending your presentation at a future WARUCC conference or reading your contribution in upcoming issues of WARUCCConnects (an expectation of all assistantship recipients).

2012 RECIPIENTS

Lucille Otero

University of Saskatchewan

Barb Elich

Briercrest College and Seminary

Arvelle vanDyck

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 ON APPLYING FOR A 2013 ASSISTANTSHIP, SEE PAGE 5.

Projects? It's all in the Planning

By: Shelly Graff

In 2011 Shelly Graff received an Assistantship from WARUCC to help support her Applied Program Management Diploma program at Simon Fraser University. Shelly is the Operations Supervisor, Records & Scheduling, at Douglas College.

Planning. It's pretty basic to most activities. It involves working out "what you would like to do" and "how you are going to do it". This is true whether you are planning a simple project or a complex one. Project planning involves a multitude of activities such as identifying needs and opportunities, assessing resources needed to meet your objectives even anticipating potential problems and discussing test plans, choosing the best fit, or agreeing on what you can expect to achieve. Planning is essential in order to come to an agreement among all involved about clear targets and timetables for the work ahead.

Planning techniques can speak to many operational problems and opportunities, including streamlining your business practices and planning functional activities. Whether the priority is to automate pro-

cesses or explore new initiatives, smart planning can increase your chance of success. Planning helps you analyse and evaluate current needs and future challenges and give you the means to test out various possibilities, anticipate potential problems and prepare to resolve them. Good plans always allow flexibility to adapt in changing circumstances.

Project planning should never be done in isolation from those who have to implement the plans, or who will benefit from them. Successful projects involve all these groups in all stages of project planning and implementation. It is essential to find out what the stakeholders genuinely consider the problem to be, and the best way to tackle it. Consultation is done to increase the probability that a project will be implemented efficiently, effectively and successfully. Planning covers the first three stages of a project management cycle: describing the various stages for exploring the problem; planning, preparing, implementing and evaluating a project; and acknowledging that even though a project is finished, it may offer the basis for a new one.

All project planning should begin with an analysis of the current situation and define the problem or opportunity that the project is focused on addressing. The success of a project will depend on how accurately the problem is articulated and understood. Once a problem has been defined, planners need to consider possible responses. Brainstorming is an easy method for exploring needs and consider-

ing potential key solutions. The next step is to determine and clearly establish the project scope and objectives -- what to do and what not to do, stating the purpose and goals of the project followed and the specific objectives that will be met.

Once your objectives have been established, the next task is to decide what your team actually needs to do and how to do it. It's critical to establish a communication procedure to communicate what needs doing otherwise without this in place; the work is a series of unrelated task. Once you have a clear understanding of the project, you describe it in separate activities. If any of these are still too complex, break those down further so that the task is uncomplicated until you can manage. If you organize your project into simple tasks, you stop that overwhelming feeling you get and you'll find it will be easier to move forward, and monitor. Assign the tasks and resources to different people in your project team and, at the same time, rank these tasks so that they are completed in a rational sequence along with an estimating time these activities will take to do.

Who knows best? Ask your team! They should be involved in the planning of projects. Your team can provide information and ideas, and also allows them to feel ownership in the final plan.

Manager + Leader = Effective Administrator

By: Danielle Rudulier

In 2011 Danielle Rudulier received an Assistantship from WARUCC to help support her Master of Educational Administration program at the University of Saskatchewan. In this article, Danielle discusses one of her topic areas – management and leadership.

Administrators in today's society have a significant role to fulfill as they are expected to be a successful manager and leader within their daily tasks. The concept of manager and leader is difficult to distinguish, yet there are a few distinct differences, but also many similarities between the two. This article will discuss how effective administrators are to be a manager and a transformational and transactional leader.

Manager

Managers have a specific set of skills which enable them to be successful and effective in their role. Buckingham (2005) pointed out that managers have the ability to take the talent within their employees and turn it into effective performance (p.40). Recognizing the specific talent within each individual provides managers with insight on how to more effectively know the staff within the office. Employees admire working for managers who care about them as individuals and not merely about getting the job done. McCrimmon (2010) indicated that managers are the coaches, a medium for information, facilitators and developers of their employees. Buckingham (2005) commented that management can be compared to a game of chess, where chess pieces and employees move in different directions, while incorporating unique moves into the various management styles (p. 82). Effective managers are ones who embrace individuality in the office, while maintaining dignity and making decisions, often tough but necessary

Leadership

Leadership is something that can be learned, but is an essential quality in any administrator. The definition of leadership is wide spread and encompassing, but relates to empowering others to be their best

while working towards a common goal. Through a welcoming and non-threatening environment, leaders will be able to give the confidence employees need to reach out and seek to solve problems.

Bryant (2003) maintained that leaders are the individuals who manage knowledge effectively as leading is achieved through the aspects of creation, exploration, and sharing of knowledge (p. 32).

Transformational Leadership

Bryant (2003) described the transformational leader as an individual who can create a vision and challenge employees to reach common goals. Transformational leaders are able to stimulate their followers intellectually, providing them with the confidence to take risks, problem solve and find better solutions, while offering individual attention and encouragement to each person. Transformational leaders have positive influences on organizations through their commitment to collaboration, teamwork and positive outlooks. Nguyen and Sherif (2011) mentioned that once these leaders gain the trust of their followers, they will tend to do what is in the best interest of the group based on the leader. When focusing on a shared vision, values and relationships, followers will tend to be more interested in the change process; therefore, transformational leadership has the ability to affect process and achievement in an organization (p. 208)

Transactional Leadership

Transactional leadership tends to focus on more short term advances, yet contributes to the overarching perspective of an effective leader. Jones (2009) described transactional leadership to be an exchange

which takes place between the leader and the follower, as self-interest is a key component. Transactional leaders tend to stay within the organization, influencing change while operating under the current structure, culture and goals that have been established (p.25). Due to the fact that motivation in a reward situation can only last for so long, transactional leadership tends to bring short term changes.

Transformational and Transactional

Both styles of leadership exhibit their own unique qualities, yet effective leaders tend to use a combination of both as,

Transactional leaders...can supply solutions for immediate needs perceived by their followers. There is immediate satisfaction with such leadership but not necessarily long-term positive effectiveness in coping with the stressful conditions. What may be necessary are transformational leaders who evoke higher level needs, such as for the common good, and who move followers into a fully vigilant search for long-term readiness (Bass & Riggio as cited in Kim, 2010, p. 5).

As leaders balance the two styles, they will be able to create a more rounded vision of leadership while maintaining the interests of the organization and their followers.

Conclusion

An effective administrator will understand the differences of leader and manager, but realize the importance of incorporating the task manager with the visionary as a means of accomplishing organizational goals.

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DID YOU KNOW.... That WARUCC sponsorship is available to provincial bodies of the Association for local professional development activities?

For the purpose of hosting a Professional Development Workshop, applications for grants can be made to the provincial Member-at-Large. The proposed Workshop must be consistent with the goals and objectives of the Association, and the maximum amount of the grant is prorated on the basis of the number of Institutional memberships (in good standing) in that province. More information is available in the WARUCC Constitution, found at <http://warucc.ca/Default.aspx?pageId=1442265>.

2013 J. David McLeod Assistantship Fund applications

ELIGIBILITY

Assistantships shall be limited to Full and Full Voting members of WARUCC that have been involved in a registrarial or related function for a minimum of two years.

Applicants must have demonstrated to their Registrar/Director a clear and proven interest, as well as the 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. The Fund is not intended to finance attendance at WARUCC or ARUCC conferences.

APPLICATION PROCEDURE

Completed application forms must be submitted by the applicant to the applicant's Registrar/Director who must endorse the application in writing and submit to the WARUCC Past President by the deadline (for consideration of the Awards Committee). Late applications may be considered if funds are available. Received applications will be reviewed by the Awards Committee no later than June 30th. The Chair of the Awards Committee shall contact all applicants and advise them of the results with copies to the applicant's Registrar/Director and the WARUCC Treasurer. To download an application form click [here](#).

2013 APPLICATION DEADLINE: APRIL 30

WARUCC members will receive an email in the spring encouraging application for 2013 assistantships. In the meantime, applications at available at <http://warucc.ca/Default.aspx?pageId=1454441>.

AWARDS COMMITTEE

The Awards Committee shall comprise the four WARUCC Members-at-Large and the WARUCC Past-President who shall chair the committee. If a MAL applies for an Assistantship, then that MAL abstains from the discussion and the decision of granting the awards.

AWARDS

WARUCC will allocate up to \$5000 annually to support the Assistantship Fund. The specific number and value of awards made in any year depends upon the number of supportable applications and the funding requests associated with them. The funds are intended to cover the costs of an individual's professional development, for example the costs of course tuition, books and/or fees. The funds are not to be used for institutional activities. Where possible, no institution will receive more than one Assistantship at one time to ensure distribution across WARUCC institutions. An individual is responsible for covering their own costs and should submit their receipts directly to the WARUCC Past President once the individual has completed their course/activity or costs have reached the value of the award.

WARUCC Assistantship Fund recipients are expected to present at the next WARUCC conference in order to share their professional development with the association. An alternate way to share an experience would be to contribute to a WARUCC newsletter with a significant written entry. An individual must inform the Executive of the way in which they intend to fulfill this expectation prior to the funds being disbursed.

NEWS FROM THE PROVINCE

BCCAT Reports

The BC Council on Admissions and Transfer recently released two research reports: "A Survey of Movers: Students who move between BC Public Post-Secondary Institutions" and "Student Transfer, Success, and Mobility in BC Post-Secondary Institutions: A Synthesis of research."

The goals of the project on "Student Movers" were to:

- Provide useful information to post-secondary planners, advisors, and enrolment managers on the experiences of student movers.
- Assist institutions with their retention efforts.
- Find out if mobile students (a) expected and (b) received transfer credit when they switched institutions.
- Understand why students switch institutions when they do.
- Understand the extent to which the movement of students among institutions is a positive phenomenon and a good use of resources.
- Determine what institutions can do to facilitate student movement among institutions.

The full report can be found at: <http://www.bccat.ca/pubs/surveyofmovers2013.pdf>.

The report on student transfer success and mobility is a synopsis of what BCCAT has learned about admissions and transfer in the BC public post-secondary system. It incorporates recent and foundational research sponsored by BCCAT and that which others have done with BCCAT's support. The scope of the paper includes student experiences in entering and moving between post-secondary institutions, and their outcomes in terms of graduation and subsequent activities.

The full report can be found at: <http://www.bccat.ca/pubs/synthesisofresearch.pdf>

K-12 Student Assessment Review

A BC provincial advisory group has been formed to review student assessment in the K-12 system. The advisory group will "identify and develop guiding principles that can be used to inform future discussions and explorations concerning potential improvements to specific assessment tools and approaches, including the Foundation Skills Assessment (FSA)." The goal is to ensure K-12 students are best prepared for a rapidly changing, global environment. The implication for admission to post-secondary institutions in BC is not yet known. Additional information about this advisory committee can be found at <http://www.newsroom.gov.bc.ca/2013/04/advisory-group-on-provincial-student-assessment-formed.html>

INSTITUTIONAL UPDATES

UBC: New International College & Registrar vacancy

The University of British Columbia has created a new bridging program for international students. The program, referred to as International College, anticipates welcoming its first cohort of 300 students in August 2014, with expectations to grow progressively to 1,000 by August 2016. Former Associate Vice-President and Registrar, James Ridge, has been named Principal of the new initiative. A search is now underway to fill the vacated AVP and Registrars position.

UBC News Release: <http://www.publicaffairs.ubc.ca/2013/04/04/ubc-international-college-program-gets-board-of-governors-support/>

Capilano U opens new Aboriginal Student Centre

Capilano University has opened a new Aboriginal Student Centre. The goal of the new facility is to enhance the infrastructure of support for First Nations learners, improving the participation and success rates of students attending Capilano University.

The student centre is also home to the offices of the university's First Nations Student Services team who serve as advocates for Aboriginal learners, providing consultation on course selection and registration, and a variety of other support for students to achieve educational success.

<http://www.capilanou.ca/SortableContent.aspx?id=22226>

UFV implementing co-curricular record

At the University of the Fraser Valley (UFV), a cross-functional implementation team, including members from the Office of the Registrar, Student Affairs and Academic Affairs, is in full swing with the implementation of the co-curricular record (CCR) to recognize and validate student learning outside of the classroom. UFV is in the unique position of having already established learning outcomes, common to all academic programs. These 9 learning outcomes were then easily adopted into the non-classroom environment to recognize the holistic experience of student learning, in and out of the classroom, on the CCR. UFV's institutional learning outcomes can be found on-line at <http://www.ufv.ca/media/assets/educationaltechnologyservices/tandl/ILOs%20August%202012.pdf>

STUDENT CONNECT

Planning continues for a new student-focused Service Centre at the U of A

In the Winter newsletter, we introduced our goal of creating a new dynamic, student-focused space and our five areas of focus for implementing the new service delivery model. Since that time, the Project Team has been steadily making progress and is moving toward launching the new Service Centre.

The new initiative is called Student Connect. This name is clear on who it is for: students. They are front and centre in our name, while “Connect” alludes to becoming connected to a network or community. We connect students to resources, people and the entire University. This centre will transform internal processes and how the University of Alberta provides service to students, while delivering a quality experience unlike anything ever seen before at our University. This strategic initiative is indeed an organizational transformation – for both students and staff. It is a directed change that is intentional and consciously initiated through strategic thought, staff feedback and student input.

SERVICE DELIVERY MODEL PRINCIPLES

1. Prioritization of self service; wherever possible, services will be provided in a self service format
2. No physical lineups; eliminate physical lineups through a queuing system
3. Reducing the run around; focused on providing solutions, services and contact people for students
4. Expanding hours of service to makes us more accessible and flexible
5. Hire talented people who are engaged with students to increase our approachability
6. Streamline all communications/requests through a central point of contact

Note: Over 3000 students provided their feedback to help shape the above guiding principles.

PLANNING & MOVING FORWARD

There are three major plans to successfully launch Student Connect to the public by Fall 2013: Organizational Structure, Space, and Technology. All three plans incorporate continuous improvement concepts, recognize institutional constraints and processes, and support the direction of high staff involvement.

1. *Organizational Structure Implementation Plan:* The RO's organizational structure has been redesigned to support a 'Student First' experience and reflect the transformative new service delivery model.
2. *Space Implementation Plan:* The current Administration Building main floor will be improved to provide a space that creates a positive student experience.

3. *Technology Implementation Plan:* A queuing and ticket management system will serve as a single point of contact where requests are entered into the system and 'follows' the student until the request is serviced.

A cornerstone for the successful implementation of the project is the development and maintenance of key partnerships across campus. These partnerships allow us to connect services and strategically coordinate objectives in a way that provides students with the most effective and efficient experience possible.

For more information, contact jennifer.chai@ualberta.ca.

CHANGE AND DEVELOPMENT AT THE UNIVERSITY OF LETHBRIDGE

New faces arrive at the U of L

May 1, 2012 we welcomed Dr. Judith Lapadat as the new Associate Vice-President (Student). Dr. Lapadat comes to us from University of Northern British Columbia (UNBC) where she was a professor in the School of Education, College of Arts, Social and Health Sciences and the Chair of UNBC's Northwest Region. "The University of Lethbridge is going through an exciting phase of strategic planning and renewal; I have a background in program and institutional development, and am pleased to be able to take a lead role in expanding student services and the operations that support students, as well as in enrolment management approaches," says Dr. Lapadat.

July 1, 2011 we welcomed Don Hunt as the new University Registrar. Don took over for Leslie Lavers, who retired from the UofL after a 31-year career as the Registrar and Associate Vice-President Student Services. Don comes to us from Case Western Reserve University where he was the Deputy Registrar. "I'm excited to join such an energetic, committed group of individuals as we begin our journey to enhance our Student experience and fully leverage our resources to transform ourselves," says Hunt.

January 14, 2013 we welcomed Natasha Buis Deering as the new Director of Enrolment and Recruitment. Natasha comes to us from Lethbridge College where she was the manager of Academic Advising and Recruitment Services. "I am thrilled to be a part of such a dynamic and collaborative team at The University of Lethbridge; I'm excited to launch our journey as we build on the reputation and history of such an amazing University," says Buis Deering.

I.T. initiatives underway

At the University of Lethbridge we have been busy working on new I.T. initiatives that will enhance our ERP (Enterprise Resource Management) system and enable us to better serve our students. We are excited to be in the midst of implementing a University Portal – coming soon in Summer 2013! The goal of the project is to simplify processes and access to student information and the consolidation of commonly used services across the entire university. Input from the focus groups provided the basis from which the Portal and the associated services are being designed.

Submitted by Ada Ness, MAL AB



UPDATES FROM THE U OF R

mâmahohkamâtowin: a Cree word meaning “co-operation; working together towards common goals”

mâmahohkamâtowin - Our Work, Our People, Our Communities. This has been the strategic plan of the University of Regina since its inception 4 years ago and, as we launch into a new year, it keeps us on our course.

Of the many ongoing projects, two are of particular note. **The Academic Program Review** developed from one of the key statements in the strategic plan, which stated that in order to succeed, “the University must be selective in the programs it offers” and to achieve excellence, choices need to be made. The review is designed to help the university focus limited resources in ways that increase its program quality, its reputation, and its long-term institutional sustainability. This project is nearing its implementation stage. **The Timetable Renewal Project** will improve the way in which the University builds its master timetable. The project is guided by University stakeholders through a steering committee and the project team. The underlying goal is to optimize the utilization of the existing resources while responding to the needs of the University community, students, staff, and faculty.

Growing numbers

Increases have been seen in registrations and credit hours for both the fall and winter terms with the largest increases occurring in the international and aboriginal categories. Graduation numbers have shown increases as well, with the fall 2012 numbers up 16% over the previous year.

On the move

Human resource changes of note: Dr. John Metcalfe left the Registrar’s position for a new appointment at Queen’s University, and Bev Liski has stepped into the registrar’s role while a formal search for a new registrar gets underway; Dr. Esam M.A. Hussein has been appointed Dean of Engineering and Applied Research, replacing Dr. Paitoon Tontiwachwuthikul; Dr. Harold Riemer has been appointed Acting Dean of Kinesiology and Health Studies, and Dr. Judy White has been appointed Acting Dean of Social Work, replacing Dr. Craig Chamberlin, Dean of both faculties.

Conversations with the President

A new series of videos featuring President Vianne Timmons in conversation with some of the University of Regina’s best and brightest students made its debut in March. The six-episode series called “Conversations” will touch on such issues as student support, challenges of post-secondary education, campus diversity and the students’ favourite instructors. To view this series, go to <http://www.uregina.ca/external/communications/feature-stories/current/fs-03072013.html>.

GREETINGS FROM SASKATOON

Budget planning at the U of S

The University of Saskatchewan is facing a potential \$45 million dollar deficit in 2015/16 and has started a workforce planning and budget adjustment exercise. The cornerstone of the effort is **TransformUS**: two committees – one focused on the academic, the other on the administrative – will evaluate and rank all programs and services at the institution, with an eye to reforming many of them and eliminating the lowest ranked ones. The basis for the work is Richard Dickeson’s book, *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*.

In support of workforce planning and budget adjustment efforts, the Student and Enrolment Services Division has eliminated six positions and moved from

a three director model to two. Russell Isinger is now University Registrar and Director of Student Services. His portfolio has expanded to six units: Registrarial Services, Awards and Financial Aid, Student Central Support Services, Student Information Systems, Disability Services for Students, and Student Employment and Career Centre. Alison Pickrell is now Director of Enrolment and Student Affairs. Her portfolio has expanded to six units as well: Admissions and Transfer Credit, Aboriginal Students’ Centre, International Students and Study Abroad Centre, Undergraduate Recruitment, Student Health Services, and Student Counseling Services. Janelle Hutchinson is now an Associate Director, overseeing a central support unit for the division housing communications, reporting, assessment, planning, and finance responsibilities, as well as special divisional projects.

Growth amid change

Amid these challenging times, we are heartened that our recruitment and retention efforts continue to bear fruit. The University has 20,348 students enrolled in all degree and non-degree programs in the Winter Term, up 2.6% for undergraduates and 3.5% for graduate students, and we have seen five years of overall enrolment growth in both the Fall and Winter terms. Teaching activity (credit units) has also grown. The number of international students is up 6.8% over the same time last year, and we continue to see positive growth in the number of out of province students from Western Canada. Aboriginal students now comprise 8.5% of our student body. The institution is just finishing up its Strategic Enrolment Plan which will set enrolment targets for 2015/16 and outline business processes in support of the plan.

SIAST

Spring greetings!

We are pleased to share with you that SIAST is the tenth and most recent member of Polytechnics Canada. Our membership was announced in December of this academic year.

SIAST has unveiled a new and improved website (www.goSIAST.com); we invite you to take a look!

NEWS FROM BRIERCREST

New president

On March 4, 2013 Mr. Glen Werner, Chairman of Briercrest College and Seminary’s board, announced that Dr. Michael B. Pawelke has been chosen to be Briercrest’s next president. Additional information is available at www.briercrest.ca/president.

Above average

The National Survey of Student Engagement (NSSE) results place Briercrest above the 2012 average in several key categories. The results described in the following article: <http://www.briercrest.ca/bcast/news/article.aspx?id=1885&type=5>

New four-year B.A. degree programs

Briercrest offers four-year Bachelor of Arts, Psychology. For more information see <http://www.briercrest.ca/bcast/news/article.aspx?id=1831&type=5>.

Premier Brad Wall announced April 9, 2013 that Briercrest College and Seminary (Briercrest) has received authorization to provide a Bachelor of Arts in Humanities. For additional information please see <http://www.briercrest.ca/bcast/news/article.aspx?id=1921&type=2>.

ASSINIBOINE COMMUNITY COLLEGE

Ribbon cutting

A ribbon cutting ceremony was held recently to officially open the college's greenhouse. Unfortunately, the Premier of Manitoba was delayed due to the foggy weather, but nonetheless it was a special occasion. Kudos to all those who've worked so hard to make this facility a reality.

U OF MANITOBA UPDATES

Staff Changes

Jeff Adams appointed as Executive Director, Enrolment Services. Jeff is formerly Director of Student Recruitment and replaces Peter Dueck in this role.

Lisa Kachulak-Babey has been appointed as the Director of Student Recruitment.

The Registrar's Office has recently undergone a re-organization that included the appointments of three Associate Registrars: Lana Daman (Registration and Records), Gayle Gordon (Systems), and Sharon Banatyne (Academic Support).

New tools

Ad Astra was implemented and used for the first time to assign instructional spaces on the Fort Garry Campus for the 2012-2013 Fall/Winter Session. Astra Scheduler is currently being implemented for assignment of space for the health related disciplines at the Bannatyne Campus.

A new way for prospective students to learn about attending university has been introduced by the University of Manitoba. Using Hobsons software and branded as UMConnect, this new online recruitment tool allows students exploring admission to programs at the University of Manitoba to get help in planning their future through personalized web pages and communications. UMConnect also enables the University of Manitoba student recruitment office to communicate directly with potential students, learning more about their interests and providing information that is relevant specifically to them.

Hobsons is also the basis for a new online admissions system at the U of M. Apply Yourself is currently being used to receive Graduate Studies applications and will soon be used for all undergraduate applications.

RED RIVER COLLEGE

News and excitement from Red River College

Congratulations to the above team of RRC Culinary Arts students, who took top honours in the 2013 Manitoba **Mission: ImPULSEible** competition. Hosted by Pulse Canada at RRC's Paterson GlobalFoods Institute, the event aims to develop innovative food products containing whole pulses (the edible seeds of plants in the legume family) or pulse ingredients. Students present their products at provincial competitions where judges evaluate them based on sensory and health attributes, the innovative use of pulses, feasibility and marketability. RRC's won their provincial competition with a "Power Pulse Ice Cream Sandwich," comprised of lentil cookie and chickpea ice cream. They now move forward to the national competition in Calgary in June.

Red River College is proud to congratulate Karen Wall, Chair of Nursing, on her recently-awarded Queen Elizabeth II Diamond Jubilee Medal. Wall

was one of 30 individuals so honoured by the Canadian Nurses Association, who were given the medals by the Governor-General to recognize RNs who have demonstrated a strong commitment and dedication to the nursing profession and to health care in Canada.

Red River College played host to a team of delegates from Xi'an Siyuan University (XSU) in China — one of a growing number of post-secondary institutions that have struck international partnerships with RRC in recent years. The delegation was composed of the University's Chairman Zhou, Yanbo; its Director of Human Resources Guan, Zhongmin; Director of International Development Shou, Shiheng; and RRC's External Facilitator in China, Andrew Yang. While here, the delegation met with RRC representatives to discuss joint programming opportunities in business, language training, and construction and engineering technologies.

Representatives from Red River College participated in a Transfer Credit Summit hosted by North Island College along with several other Canadian colleges and military personnel to discuss prior learning credit for military people and their families.

CANADIAN MENNONITE UNIVERSITY

Under construction


Construction of a new Library and Learning Commons for CMU will begin this summer. The project will include a pedestrian bridge over Grant Avenue, connecting the campus built on its two sides and affording safe passage across that busy thoroughfare. The building will also house the university bookstore and a resource centre for the university, church and community. The capital campaign objective is \$12.6 M, and donors have already committed two-thirds of that amount.

UNIVERSITY COLLEGE OF THE NORTH

Open for business

The Pas Campus will be celebrating the Grand Opening of its new research library on April 25, 2013. The 18,000 square foot addition, named after the area's former MLA, the late Oscar Lathlin, is the culmination of a major construction project that has been on-going for more than two years. For the past year and a half students have been able to take advantage of the new family residence after UCN opened up 24 three and four bedroom units. Last September children of full-time students have been using the new 74-unit daycare centre. On April 25th all three projects will be officially opened.

Submitted by Carol Girling, MAL MB



Known for its friendly and welcoming spirit, Winnipeg is a diverse multicultural city with a rich and varied history.

Over the last decades, Winnipeg has developed into a cosmopolitan city complete with top-notch restaurants, swanky boutiques, exciting attractions and an arts and culture scene that bursts with talent and originality.

The [Winnipeg Tourism](#) website is packed full of resources, information and tips on creating a memorable experience.