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A Warm Thanks...

Joan Fraser and Janet Denford completed their tenure on the WARUCC Executive, and Marnie McFarlane is no longer Editor of WARUCC News. The current Executive expresses its sincere gratitude for their service

Joan served as Alberta Member-at-Large, Vice-President, President and Past President over a contiguous eight years. In that time, she made an invaluable contribution to every aspect of WARUCC's activities. Under Joan's leadership and advice, WARUCC improved its level of service to its member institutions.

Janet served as Secretary/Treasurer for two years. In that time, she made an invaluable contribution in two very significant ways: she helped restore the financial health of the organisation, most importantly by tirelessly working to retrieve funds that went missing when an earlier treasurer became ill and documentation disappeared; and she was fully prepared for and provided meaningful input at every WARUCC meeting she attended with particular focus on tightening the constitution, bylaws, policies, and procedures of the organisation. Following Janet's tenure, WARUCC is now poised to better serve its member institutions.

Marnie served as the WARUCC Newsletter Editor for several years. With Marnie's creative input, WARUCC produced an appealing communication vehicle that provided more interesting, useful and accessible information to its member institutions. Marnie was instrumental in the move from print to an electronic newsletter.

It is an aphorism that we all grow as individuals from involvement in pan-institutional organisations such as WARUCC. However, experience demonstrates that such personal development has a professional resonance that benefits our respective institutions and I trust that Athabasca University, the University of Regina, and Kwantlen University College are all stronger for Joan, Janet, and Marnie's involvement in WARUCC.

Thanks to all of you for helping to advance the wider registrarial profession.

Did you know...

Every calendar's days are numbered.

WARUCC Call for Assistantship Applications

The “WARUCC Assistantship Fund”, established for the purpose of creating Assistantships, will be awarded to the 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 annually to assist with the costs associated with professional development initiatives of the members of WARUCC. Further, the Assistantships are available to any registrarial employee of a WARUCC Institutional member. These funds are intended to assist with costs associated with research, attending computer seminars, communications courses, personnel seminars, marketing and research, publication, management skills etc.

Please submit your applications to your respective Registrar/Director, who must endorse the application in

writing for the application to be considered by the WARUCC Awards Committee. The Registrar/Director is to submit endorsed applications as soon as possible to the Member-at-Large (Jody Gorton – BC); Mike Sekulic – AB; Claude Lang – SK); Larry Hogue – MB) who will circulate all applications to the Awards Committee.

Here’s the link to the small print:

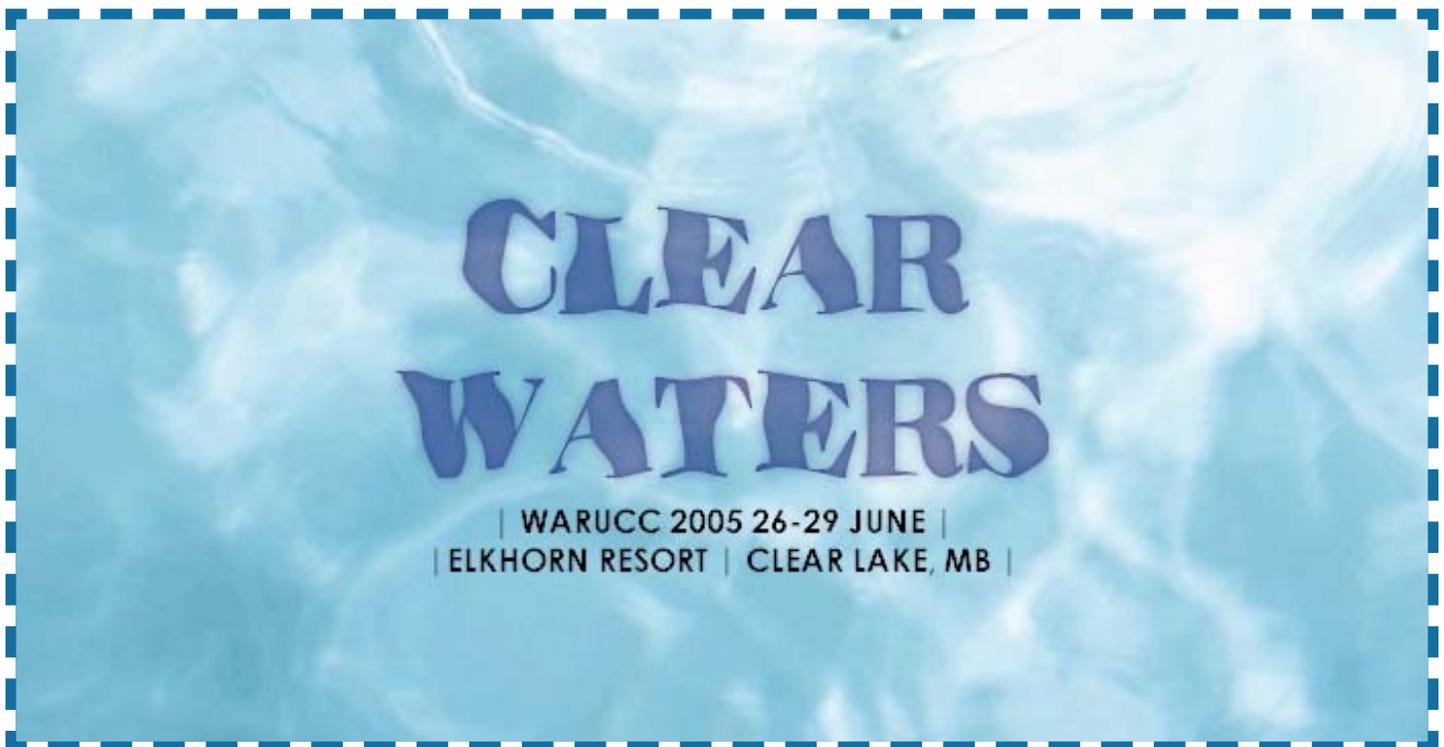
<http://www.athabascau.ca/warucc/assist.html>

Here’s the link to the website application:

<http://www.athabascau.ca/warucc/appform.html>

We typically are not swamped with applications, so the possibility of receiving an Assistantship is usually quite good.

Apply now!

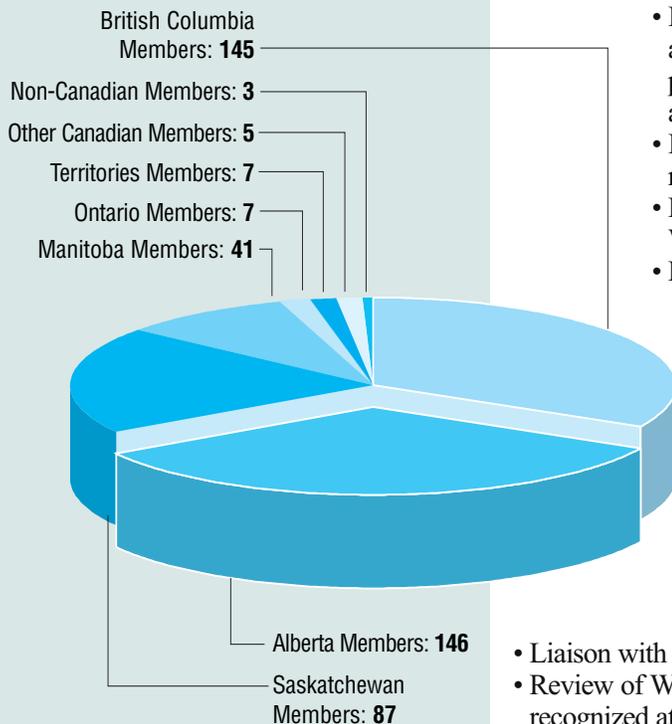


Membership Report

TOTAL MEMBERSHIP

As of November 2003 membership stands at 441—up 1.6% from June 2003.

MEMBERSHIP BY ORIGIN



An increase from 73 to 79 full voting members indicates growth in the number of institutions actively engaged with WARUCC.

President's Message

Thanks to the “Registrars in Hot Water” Organizing Committee for a professionally rewarding and personally enjoyable conference last June! It was great to see many familiar faces again and to welcome so many new people to their first WARUCC conference. The Manitoba members of WARUCC are looking forward to rising to the new bar for success set in Moose Jaw. Photos from last June’s conference festivities are further ahead in this issue.

Your executive is working on a number of items raised for attention from the last annual general meeting (AGM) and the Executive meeting that immediately followed:

- Membership dues were changed and invoices issued for the current year
 - Corporate membership is being updated following the Moose Jaw conference
 - Institutions in the Yukon Territory, North West Territories and Nunavut are being invited to indicate their satisfaction with working through provincial members at large (MALs) to the south to gauge the need for a northern region with its own MAL
 - Invitations to join WARUCC are being extended to a number of non-member institutions
 - Procedures for the assessment and awarding of assistance to first-time WARUCC conference attendees
 - Procedures for ensuring the accountability of assistantship award holders
 - Reports for the next AGM on the effective operation of the Association
 - Ways and means to bring new members forward to serve on the Executive Committee
 - Archiving of WARUCC records both physically and electronically
 - Review of the WARUCC Newsletter format
 - Remaining informed of any national efforts to establish a best practices template or guide for inter-institutional partnerships/joint programs
- Liaison with ARUCC regarding funding opportunities for any projects it undertakes
- Review of WARUCC history to ensure that any milestones for the Association are recognized at the 2005 conference
- Efforts to effectively recognize the contribution of members who have completed a period of service with the WARUCC Executive
- Improving the WARUCC membership database to improve the accuracy of the listserv and directory and to enhance the level of service provision

If you have questions about the action points described here or ideas about other services or products WARUCC might provide to its members, please contact your MAL, or me directly at mcleod@brandonu.ca or 204-727-7314.

Dr. J. David McLeod, President, WARUCC
Director of Enrolment & International Service
Brandon University

Strategy, Integration, Alliances

Report from the Strategic Enrolment Management Conference
November 2002

Dr. J. David McLeod

*Director of Enrolment & International Services
Brandon University*

The American Association of Collegiate Registrars and Admissions Officers annually organises a Strategic Enrolment Management (SEM) Conference. In 2002, I received a \$1900 Assistantship from the Western Association of Registrars of the Universities and Colleges of Canada to attend the twelfth SEM conference in San Diego.

I attended this professional development conference with

two principal goals in mind: to learn a few specific and immediately applicable tricks of the trade, and to be reinvigorated for the enrolment management enterprise itself. I recalled learning a lot at the SEM conference I had attended in 1998 and coming away with the view that the presenters there were evangelical in their assertions about the value of enrolment management as an activity. On this occasion, I was not disappointed even though, since 1998, I have significantly more experience in enrolment management.

Following is a brief report on the conference sessions I attended.

Everything you want to know about life in enrolment management

Opening Plenary Session: Richard Whiteside, V-P for Enrolment Management & Institutional Research, Tulane University

Summary: There is no 'normal' in the Enrolment Management profession. Change is a constant. Enrolment managers must be flexible and adaptable, which brings them into a cultural conflict with the prevailing university penchant for stability and constancy. Therefore, political skills are as important as content comprehension. While we market the university to prospective students, we need to market EM to faculty.

The keys to effective business process analysis

Best Practices Session: Tom Dibble, Director of Special Projects, AACRAO

Summary: EM work is heavily process dependent. A process is any group of activities that starts with a demand, adds value to it, and provides output back to the customer. This session was about determining what our current processes are. Some of the major hurdles to change are structures. Processes are structures of patterned behaviour. Reviewing processes is the same as advocating and effecting change. Choose a process to review based on its importance to the customer. Processes may be measured in terms of their effectiveness/quality (meeting customer needs and expectations), their efficiency (minimizing resources used), and their adaptability (handling one-off requests effectively and efficiently).



Increase retention through effective target marketing

Best Practices Session: David Fant, President, Market Mapping Plus

Summary: As part of determining your optimal enrolment you need to define your target market. This is usually done geographically. Key to success is to focus on your market niche: need to learn what that niche is. In developing long-term strategy, you need to compare your student population demographics with the overall population from which you recruit students. If your students are mostly low income, you want to know not how many households there are in your recruiting area but how many low-income households there are.

Redesign, relocate and reconfigure: Creating integrated services in higher education

Plenary Session: Diana Oblinger, Senior Fellow, EDUCAUSE

Summary: If you do not think about the future, you cannot have one. Speaker presented a view of the future that described coming students as having an info-age mindset. In summary, students of the future would: privilege trial and error or experimental learning; be comfortable with e-learning; be customer-service expectant. To meet the demands of the future, higher education will need to embrace service integration. More generalists will be needed at the expense of specialists.

The graduate students success centre: A model for retention

Best Practices Session: Pamela A. Demartino, Assoc. Provost for Student Affairs, Scott Wibbert, Senior Advisor for Graduate Student Affairs, and Sean Chung, Technical Co-ordinator for Graduate Student Affairs, University of Maryland.

Summary: This presentation concerned efforts made by a college to improve the retention rate for graduate students studying at a distance. Success has been achieved through the employment of a block of tele-advisors armed with computerized student advising records and empowered by a proactive advising attitude. The advisor serves as the main point

of contact for students and so there is a great focus on customer relationship management. A number of lessons were learned along the way: information technology was instrumental in determining success; telecommunications system had to be able to handle the call volume; human resource issues were paramount too (training, morale, job definitions, etc.).

Knowledge management as a productivity tool for enrolment services: Real or hype?

Best Practices Session: Michelle Sharp, President, Edge Consulting and Gaylea Wong, Associate Registrar, University of British Columbia

Summary: Knowledge management is a business process to control intellectual assets. These are so important to those working in the educational sphere. Where capital assets depreciate; intellectual assets appreciate. The core problem is that we cannot make our knowledge available to clients if we don't ourselves know what we know. Organizations could benefit immensely from developing ways and means to share with others, more of the tacit knowledge that individuals possess. There is no silver bullet; a number of things can be done to enable knowledge management. Key is to develop trust and sharing rather than the hoarding of knowledge.

A glimpse of emerging 21st century SEM

Plenary Session: Michael Dolence, President of Michael Dolence and Associates

Summary: A now familiar presentation by Dolence that society and its learners have changed forever and traditional universities are destined for the dustbins of history. More and more distance education, pick and mix, and universities run by businesses are changing higher education. To survive, enrolment managers need to focus on aligning their institutions with the new realities. This means that SEM must be integrated with the academic domain more than ever before. Common frames of reference, language and models need to be developed for both the SEM and academic domains.

Put your plan to paper

Best Practices Session: Michael Dolence, President of Michael Dolence and Associates

Summary: The SEM plan is a key instrument in successful SEM. Therefore, you need to plan to develop a plan. Planning is a way to synchronize our efforts and jettison some things on our to do lists with permission. Imagine a triangle with each point being a) what we want to do; b) infrastructure; c) talent. Truth, or what we ought to do lies somewhere in the middle.

Professional development opportunities for enrolment managers

Best Practices Session: Robert Bontrager, Asst. Provost for Enrolment Management, Oregon State University

Summary: I attended this session knowing that I was responsible for leading the organization of the 2005 WARUCC conference. I wanted to know what the developing PD needs of the enrolment management community were as they compared to my own priorities. Main points of interest were: a) the importance of technology and the EM enterprise; b) SEM for counter staff; c) enrolment management experiences abroad (esp. UK). There was also a conversation about political skills, managing and developing staff, convincing provosts and presidents that EM is important enough to support.

The art of entrepreneurship in enrolment management

Plenary Session: Eric Button, Entrepreneur and President, BioEmerge Partners

Summary: Entrepreneurship means being able to pursue a business opportunity with limited resources and therefore it was a close match with the enrolment management

enterprise in higher education. The presenter stated that it was a myth that entrepreneurs are born arguing—it is a learned skill. The ten key elements of entrepreneurship are: create a vision, communicate a vision, develop a business plan, invest in the plan, focus on a couple of goals, be persistent, beat the competition, leadership (communicate the vision; never delegate the vision), manage change.

Organizational integration and enrolment success

Best Practices Session: Susan Groghan Ikerd, V-P for Enrolment Management, Converse College and Edwin B. Harris, Assoc. Provost for Enrolment and Academic Services, Saint Louis University

Summary: Success comes from integrating key organizational variables: a) mission sets the tone for the institution and speaks to values b) goals set the institutional direction c) strategies provide specific means to achieve goals d) resources make strategies possible e) communication allows organization to operate rationally f) assessment keeps organizations and people on course.

Higher, faster, stronger

Plenary Session: Jim Black, Assoc. Provost for Enrolment Services, The University of North Carolina at Greenboro

Summary: A closing conference presentation intended to excite attendees about what is possible upon their return to their institutions, drawing upon a long list of axioms in the EM field such as: the importance of institutional image, staff performance and staff satisfaction as key performance indicators, be a strategic thinker, be resilient, exploit tension between vision and reality, focus on what is really important, transcend boundaries, create alliances, develop organizational learning, manage moments of truth, understand that it is really about changing culture, and become a catalyst for change.

AACRAO's SEM conferences are very professionally organised with high quality presentations. Tremendous value can be taken from such events when a team of participants attend from the same institution.

University of British Columbia

EDUCAUSE Award

This year, the University of British Columbia (UBC) won an EDUCAUSE Award for Excellence in Administrative Information Systems for our Student Self-Evaluation and Self-Admission program. This award recognizes innovative and noteworthy applications or practices that use information technologies to improve administrative processes with creativity, efficiency, and effectiveness worthy of emulation. UBC receives about 30,000 applications for undergraduate admissions each year and admits about 8,000 new students. Low customer satisfaction among applicants and high staff frustration forced us to take a new look at our admissions process via a business process re-engineering initiative in 2000. With the goal of "transforming the experience of becoming a student at UBC," a nine-person team set out to address the goals of dramatically improving speed and quality of service to prospective students, increasing early offers of admission to outstanding students, and reducing the processing work involved in admissions.



Left to Right front: Richard Spencer, Executive Director, e-Business; Marianne Schroeder, Assistant Registrar, Student Relations & Strategic Initiatives; Audrey Lindsay, Associate Registrar and Director, Student Systems; Brian Silzer, Associate Vice-President and Registrar.

Back: Second from left: Ted Dodds, Associate Vice President, Information Technology; third from left, Leo Fernig, Project Manager, Student Systems; fourth from left, Dr. Neil Guppy, Associate Vice-President, Academic Programs.

With the new web-based student self-evaluation and self-admission system, high school students in British Columbia can evaluate themselves against UBC's admissions criteria to see if they meet admissions requirements for their degree program of interest. Admissible students can confirm their interest and admit themselves directly on the Web. Students who might be conditionally admissible can enter a more detailed admissions process.



B.C. UPDATE

Inadmissible students receive guidance on missing prerequisites or grades that must improve, obtaining that valuable feedback early. This dramatically reduces frustration for applicants and unproductive overhead processing for admissions staff.

The self-admission system is part of a larger customer service redesign effort—the overall goal being to present students with a seamless solution that integrates all the

activities that prospective and admitted students must undertake to begin their undergraduate degree program at UBC. We are expanding the system to encompass students from outside British Columbia, and will eventually expand to college transfer applicants.

Staffing

Helen Samson was hired on November 1, 2003 as Assistant Registrar, pro tem, Undergraduate Admissions to replace **Rosalie Vlaar (formerly Philips)** who will be on maternity leave until January 2005. Helen began her career at UBC in 1996 as the Coordinator of Student Services in the Faculty of Forestry, following the completion of her Bachelor of Science (Natural Resources Conservation) degree. Previously, Helen was a Senior

Loans Officer with a major national financial institution. During her tenure at UBC, Helen has been working towards completing her Masters degree in Education and expects to graduate in May 2004.

Electronic Fund Transfer

UBC students can now pay many university bills, including housing payments and tuition fees, online through Electronic Fund Transfer (EFT). It's like using a debit card on the Web.

For the initial setup procedure, students must go online to our Student Service Centre, enter their banking information

and download and print a legal agreement. They must sign the agreement and return it to us along with a void cheque. After that, they are all set up to pay their fees at their convenience through EFT.

Future possibilities include a scheduled pre-authorized debit arrangement and payment of awards to the student by direct deposit.

Angela Runnals, Assistant Registrar and Director of Communications University of British Columbia



B.C. UPDATE

Did you know...

North Americans will spend an average of 6 months waiting at red lights.

June 13-16 • Winnipeg • Manitoba • le 13 au 16 juin



Conformément à notre thème, **Au centre de tout**, nous anticipons un congrès qui verra des professionnels des affaires étudiantes venant d'établissements postsecondaires de tout le Canada se réunir au cœur de notre continent,

dans le but de partager leur enthousiasme pour des nouvelles idées et initiatives visant des manières d'améliorer l'expérience éducative axées sur les étudiants que nous nous efforçons de favoriser.

In line with our theme, **At the Centre of it all**, we are looking forward to a conference in which Student Affairs colleagues from Canada's post-secondary institutions can join together at the heart of our continent to share their excitement about new ideas and initiatives that focus on ways to enhance the student-centred educational experience we are striving to promote.



CACUSS 2004 Hosted by/
Le congrès ASEUCC 2004 est organisé par



UNIVERSITY
OF MANITOBA

Brandon University
Le Collège universitaire de Saint-Boniface
Red River College
University of Winnipeg

Call for papers deadline: February 16, 2004.
Watch for further details www.cacuss.ca

La date limite pour soumettre un projet de communication est le 16 février 2004.
Consultez le site www.cacuss.ca pour obtenir de plus amples renseignements.

WARUCC *news*



WARUCC

Temple Gardens Mineral Spa • Moose Jaw SK • June 22-25

2003



News from Saskatchewan

University of Saskatchewan

Changes afoot at St. Thomas More College

This past summer saw most of our college facilities undergo a major facelift, with two areas getting a complete overhaul.

All of our hallways and entrances were renovated to be brighter and more welcoming areas. Our Art Gallery received new lighting and paint. But our old faculty lounge on the third floor underwent the most dramatic change as the roof was removed, and a totally new facility was constructed. The new third floor now is a classroom and a new boardroom. These two rooms can also be combined into a very spacious dining/reception/meeting room. A small staging kitchen was also constructed on the third floor to accommodate the catering of events in this new room, now called the Fr. Swan csb, Corporation Room.

The old Board room on the second floor was upgraded to accommodate the new faculty/staff lounge called the Chelsea Commons. This new facility was well received by all the staff at STM. Other construction items this past summer included upgrading washrooms in the main student area and on the third and fourth floor to accommodate wheelchair accessibility. The summer of 2003 was known around here as the summer of dust and noise, but we are happy for the changes and improvement in our environment.

On the staff side of college business, **Lynn Freistadt**, who served in the Dean's office for many years resigned and left the college during the summer. He has been replaced by **Diane Tait**. She is the Assistant to the Dean at STM.

Diane had previously worked in the Dean's office in the faculty of Law at the University of Alberta and was presently working in a law office in Saskatoon when we were able to secure her services to STM. We also have a new Assistant Dean in **Dr. Patti McDougall**. She is primarily working with student issues in our Dean's office. **Dr. Brian Chartier** is serving as Acting Dean for this year as **Dr. Wilfrid Denis** is on administrative leave for this year.

STM also saw an increase in enrolment as we went over the 2000 mark for the first time in our history. Our course enrolment also went to over 10,000 3 credit unit equivalents for the first time. Needless to say, there is little room in our classes and our faculty are very busy. We are in the process of new faculty hiring in the area of Economics, Philosophy and Psychology. This is part of the continuing faculty renewal process that most post-secondary institutions are undergoing. More departments will be advertising next year as this process of renewal continues.



SASKATCHEWAN UPDATE

ARUCC Update

Greetings to Members of WARUCC! As your representative to ARUCC, I would like to bring some items your attention.

“Contact”, the ARUCC Newsletter, will be published April 1. The deadline for submissions for this issue was March 1, 2004. For those who have submitted newsletter articles—thank you!

The ARUCC executive meeting will be held in March.

Mike Sekulic
University of Calgary

ARUCC National Conference
The Service Transformation Summit
Fairmont Chateau Laurier Hotel
Ottawa, Ontario
June 27 - 30, 2004

www.arucc.ryerson.ca

Change is everywhere at the University of Saskatchewan!

Under the capable leadership of **Lea Pennock**, and her project team, the University of Saskatchewan is well on its way to a successful Banner implementation. Staff from the various functional units have been heavily involved in Business Process Analysis, and Banner training. Prototyping for each module to be implemented is also beginning. The modules of the system are scheduled to go live during 2004 and 2005.

The U of S is officially launching two new services to students in March as part of our focus on transforming service delivery. Student Central in a new in-person service center located in the atrium of the Administration Building where any student, undergraduate or graduate, can get assistance from service associates knowledgeable about a wide range of campus supports and services. We are also launching our new web portal, PAWS, *Personalized Access to Web Services*, which will allow students to view academic information online, request and pay for transcripts online, view relevant announcements and access a wide range of information which has been redesigned, reorganized and made more interactive. Once our new student information system is up and running, PAWS will provide the gateway for secure access, by students, faculty and staff, to the Banner Student and Finance systems.

We're trading spaces. Major space changes are underway at the U of S that have resulted in a temporary relocation of some of our units. In January, Recruitment and Admissions staff left their space in the

“Once our new student information system is up and running, PAWS will provide the gateway for secure access, by students, faculty and staff, to the Banner Student and Banner Finance systems.”

Administration Building to move to the Williams Building on Cumberland Avenue. They are due to return to campus when renovations to the

College Building, one of the campus' signature buildings and a designated heritage site, has undergone its extensive renovations.

It is expected to reopen by September 2005 and will be home to, among other things, admissions, recruitment, student records, and student awards groups.

There are new faces around campus! **Laurie Pushor** joined the U of S in as Director of Enrolment in January 2004. Laurie comes to us from St Francis Xavier University and replaces **Alison Pickrell**, who became Registrar at SIAST

last summer.

*Asa Kachan
Registrar*



SASKATCHEWAN UPDATE

Saskatchewan Institute of Applied Science & Technology

Never a dull moment at SIAST! I am excited to report that we have recently implemented a number of student self-serve products. Students can view and print their T2202A tax forms, grades, and unofficial transcripts through Campus Pipeline.

Instructors were introduced to Campus Pipeline grade entry and grade book, and we hope to have all on-campus programs using these products by the end of the academic year. An on-line application for admission was up on the website January 26th, allowing applicants to apply online for all SIAST diploma and certificate programs. The application form feeds directly into Banner – staff have already commented on the time savings. Web registration development is underway and presenting a few challenges.

The Registrar, Assistant Registrar (SIS) and four Campus Assistant Registrars are working diligently toward establishing common processes and procedures across the four SIAST campuses for all Registration Services interactions—from application through graduation. All SIAST programs are going through a review process whereby they will align to a common educational framework—this process has added significantly to our workload. A common credit system, grading system (60% pass), and credential lengths are part of the realignment process.

SIAST has recently implemented new special admission regulations. Applicants who do not qualify for regular admission will automatically be considered for special admission. SIAST has adopted ACCUPLACER as its official placement assessment tool and it will eventually replace the other tests currently used at SIAST.

ACCUPLACER will be able to test applicants abilities in English and mathematics and each program is in the

process of validating and establishing cut scores for admission. The policy also allows for applicants with previous successful postsecondary work to be considered without high school standing.

The Student Affairs & Services Division has recently unveiled the beginnings of its new Student Success Strategy. The strategy focuses on three major components of student success: academic, career and personal preparedness. Students will be able to assess their preparedness in these key areas using specially designed SIAST web pages. They will be referred to appropriate campus and community supports as needs are identified.

Congratulations to **Blaine Jensen**, Dean of Students! He has recently accepted a position as Vice President, Educational Services at Douglas College. In the wake of his departure, the title of Dean of Students will be replaced with “Associate Vice-President, Academic & Student Affairs.” This position will report directly to the Vice-President, Programs. SIAST will begin a search for this position in the very near future.

*Alison Pickrell
Registrar*



SASKATCHEWAN UPDATE

Did you know...

A Local Area Network in Australia is the LAN down under.

News from Manitoba

ASSINIBOINE COMMUNITY COLLEGE

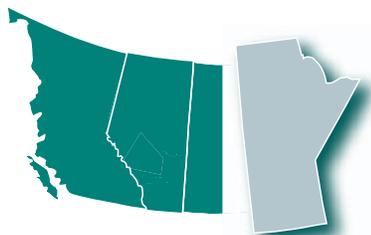
Assiniboine Community College draws new vice-president from Toronto

Assiniboine Community College is pleased to announce the appointment of Joel Ward of Oakville, Ontario as its new Vice-President Academic.

Mr. Ward joins Assiniboine after a 10-year career at Ontario's Sheridan Institute of Technology and Advanced Learning where he was the Associate Dean of Sheridan College's School of Business. He has an extensive background in program development, curriculum development, teaching and technology-enhanced learning.

"His strong commitment to teaching and learning impressed the Search Committee, as did his demonstrated management abilities," said Brent Mills, President. "Joel's references were exceptionally strong and supportive of his application. I truly believe that he will be a strong addition to our College."

A successful entrepreneur, Mr. Ward began his career with Sheridan in 1990 and was promoted to Associate Dean, Sheridan School of Business in June 2000. Over the past decade, he has made a dynamic and vital contribution to the Sheridan School of Business. His most recent accomplishments include the launch of an E-commerce Management diploma program, the



MANITOBA UPDATE

"I am pleased to be joining Assiniboine Community College. I have a passion for excellence in teaching and learning and I hope to be able to contribute to this already strong Manitoba college. My family comes from Brandon and for me it is like coming home. When I came to visit Brandon, during the interview stage, I fell in love with the community and the people here. It is a very special place in Canada."

—Joel Ward
Vice-President Academic
Assiniboine Community College

introduction of laptop computing for over 4000 students and faculty, conversion of business curriculum into an on-line format, and the development of a program designed to enable at-risk students to successfully complete their programs of study.



Larry Hogue
Manitoba MAL

Most recently, Mr. Ward represented the Ontario College system and was appointed to the Academic Bargaining Team in faculty union negotiations on behalf of the College Compensation and Appointments Council.

Mr. Ward has a Master's Degree (Education) from Brock University and a Bachelor's Degree (Education) from the University of Saskatchewan. He has International teaching experience in China and Pakistan and recently received an Award of Merit for Leadership Excellence from Sheridan.

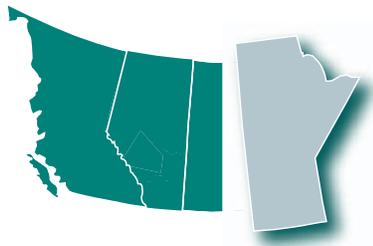
"I am pleased to be joining Assiniboine Community College. I have a passion for excellence in teaching and learning and I hope to be able to contribute to this already strong Manitoba college. My family comes from Brandon and for me it is like coming home. When I came to visit Brandon, during the interview stage, I fell in love with the community and the people here. It is a very special place in Canada," said Ward.

ACC began the recruitment process for a new Vice-President when Dr. Earl Davey accepted a position at Tyndale College & Seminary in Toronto earlier this spring.

New Land and Water Management Diploma announced Assiniboine Community College

Manitoba Government News Release

BRANDON—In an effort to further protect the province’s natural resources and promote research in water management, Advanced Education and Training Minister Diane McGifford has announced funding of \$252,800 for a new land and water management diploma program at Assiniboine



MANITOBA UPDATE

Community College (ACC)

“Manitoba is seeing an increasing demand for specialists in sustainable agriculture and natural resources management,” said McGifford. “This College Expansion Initiative will help to enhance our ability to be stewards of the environment and protect the quality of rural land and water resources. We are pleased to work with ACC in delivering this program.”

Speaking here on behalf of McGifford, Scott Smith, minister of transportation and government services, said that he was pleased that the program is being offered at ACC.

“Since this program is focused on rural land and water issues, it makes sense that the program be offered at ACC,” said Smith. “I am particularly pleased because this program will enable rural people living in Westman an opportunity to access training close to where they live.”

The new two-year diploma program was designed in response to numerous requests from groups and individuals in the agriculture and conservation sectors.

The course was offered for the first time in September, with a program capacity of 30, including part-time students.

Graduates of the program will have the knowledge and practical skills they need to monitor and evaluate the overall health of rural land and water supplies.

As part of their course work, students will plan and manage projects and complete a practicum component for on-the-job experience.

“Protecting our valuable water and land resources while sustaining our agricultural industry is important to the future health of our province,” said ACC President Brent Mills. “This new program will be attractive to those who are interested in a career that combines an appreciation for agriculture and rural enterprise with a concern for sustaining and enhancing land and water resource quality.” Smith noted the new program complements other provincial water and land management initiatives such as the Livestock Stewardship Initiative and the Riparian Tax Credit program which encourages the elimination of tillage and the limitation of grazing and watering by livestock on lands adjacent to rivers and streams to help with flood erosion control.

“Our government is committed to promoting sustainable agriculture to ensure the integrity of our environment,” said Smith. “Last August, our government passed the Drinking Water Protection Act which enshrined the protection of our province’s water resources into legislation. Today’s announcement builds upon our commitment and provides greater support for environmental research.”

“Under the College Expansion Initiative, our government is working with the province’s four colleges to offer new and expanded programs to meet the needs of employers in Manitoba’s growing economy,” said McGifford.

Did you know...

Acupuncture is a job well done.

ALBERTA NEWS

New Post-Secondary Legislation in Alberta

As 2003 ended the Alberta Legislature passed Bill 43. The new Post-secondary Learning Act combined and updated 4 previous Acts that governed Alberta's post-secondary institutions - the Universities Act, the Colleges Act, the Technical Institutes Act, and the Banff Centre Act.

Expansion of Degree Granting

Significant features of the new consolidated Act include a mechanism to give more institutions degree-granting status. The Campus Alberta Quality Council will review proposals from both private and public institutions wishing to offer degrees, and the council will make recommendations to the Minister.

Tuition Fee Policy

The Tuition Fee Policy has also changed, though the exact changes await the implementation of regulation which will define more precisely the workings of the new policy. The previous policy limited tuition increases such that tuition revenue could not exceed 30% of net operating expenses. The new legislation retains the rules relevant to institutions where this is the case, but allows an institution to exceed the previous 30% cap under a different set of guidelines. Such institutions shall not increase tuition more than CPI plus two per cent - up to a maximum of five percent total. Under both scenarios there have been changes concerning what "charges" are to be considered "tuition fees" for the purpose of calculating the application of the fee regulations.

Student Associations.

The new Act gives the Minister the authority to intervene in the affairs of a student association in the case of financial irregularity

The regulations supporting Bill 43 are being finalized and are expected to receive cabinet approval early in the new year, after which the bill will be proclaimed into law.

ATHABASCA UNIVERSITY

by Teresa Wylie

Assistant Registrar, Admissions

Athabasca University has undergone staffing changes and James D'Arcy is now the Acting Assistant Registrar, Registration Services and Diana Sheilds is now the Coordinator of Registration Services.



FAIRVIEW COLLEGE

Agri-Future conference

By Deb Craig

Communications Officer

"The Canadian farmer is educated and it's largely because of programs like this." That's according to Terry Drabiuk of the Northern Alberta Institute of Technology (NAIT). Drabiuk was speaking to over 100 area producers and participants at the opening of the Agri-Future 2004 Conference at Fairview College on January 16th.

ALBERTA UPDATE

Agri-Future 2004 featured some internationally known speakers and a wide variety of seminars, all with a global perspective on agricultural marketing and strategies. The recent discovery in December of a second Alberta-bred cow with BSE was on everyone's mind.

Praises for the Canadian system

One of the keynote speakers was an American. Steve Kay, editor and publisher of the Cattle Buyers Weekly and contributor to many magazines, is widely recognized as both an expert and an impartial observer of the beef trade. He addressed the issue of BSE's impact both in North America and globally "I really want to tell you I'm amazed and humbled by the resilience of the Alberta producers and those across the country. I think it's a tribute to your survival skills that you're here today."

Kay says the good news is that BSE is truly a North American issue and that the US industry now recognizes this. "Canada and the United States must work together more than ever before. We're in the BSE boat together."

The bad news, says Kay, is that while he feels the newest case of BSE does not undermine Canada's status as a BSE

minimal risk country, the cattle trade to the US will be further delayed. "I don't know when but I'll be realistic and say I think it'll be sometime in the third quarter." Kay says his real concern is that "the USDA may not be able to definitively conclude its investigation as the CFIA did."



Kay had nothing but praise for the Canadian Food Inspection Agency, and gave kudos to Canada's mandatory identification system as well. "Lack of identification is a big issue (in

ALBERTA UPDATE

the United States). We don't have the identification systems in place you do. I'd give a C-minus grade to the USDA. The CFIA did an excellent job of closing every door to doubt." He went on to recount the number of cattle disposed of by the USDA due to lack of identification, and the large number of animals that are still unaccounted for.

"The Canadian case was a huge wake-up call for all of us south of the border. We are significantly under-prepared in our ability to trace cattle," stated Kay. He added that US government money had been promised some time ago for an ID program but none has ever appeared, even for pilot projects. "In the meantime, identification is not mandatory."

In spite of the economic impact, Kay warns that the BSE issue has now become mired in US election year politics. Some politicians are calling for closure of the border, others are lobbying for 100 per cent testing of animals. "Whatever will bring them the votes."

No Global Warming?

Another keynote speaker at Agri-Future 2004 was Dr. Tim Ball, a well-known climatologist in Canada and professor at the University of Winnipeg. "Farmers are more aware of the environment than anyone else. They live there. Their children play there and they work there." Ball expressed his concern with media attention on scientific speculation. "Something gets printed in the newspaper three times and then it's accepted as law. There's a big difference between what you're hearing and what science actually knows."

One of Dr. Ball's areas of expertise is the impact of climate change on human history. He was able to show several instances over the past 1000 years of history where global

warming had already occurred—then ended. "The climate is always changing. Rapidly, dramatically and naturally. We need to start realizing that." He also showed that there is a 97 per cent correlation between 17- to 22-year solar cycles and climate change. "The cycle is at a peak right now. As the sun is settling down, we'll have wetter weather again. The weather is now changing for the better." He expects the next drought won't occur until at least 2020.

UNIVERSITY OF ALBERTA

by Marjorie Morris

Assistant Registrar - Communications

Associate Registrar & Director of Enrolment Management Appointed

Gerry Kendal has been appointed to the position of Associate Registrar and Director of Enrolment Management, effective March 1, 2004.

Gerry has been with the U of A since 1974, first as the APO in one of the departments in the Faculty of Education, and since 1989, in various functions, including Director of Undergrad Student Services, enrolment management and other special projects for the Dean of Education. He was secretary to the Administrative Information Systems Steering Committee and has just been elected Chair of that committee."

Rhodes Scholar

The University of Alberta is proud to announce that Miss Marcia Reinhart, has been awarded a Rhodes Scholarship for two years of study at Oxford University. Marcia has received numerous awards for her academic achievements including the Dean's Medal in Physiology and the Walter H Johns Graduate Fellowship. She is currently working on her Master of Science (Thes) degree in Neuroscience, and will begin her studies at Oxford in September 2004.

People Soft & Bear Tracks

In mid-November, the University of Alberta went live with an upgraded version of PeopleSoft version 8. This upgrade incorporated the human resources and student administration applications, including Bear Tracks, the U of A's interactive web registration system. While for the most part, the

functionality of Bear Tracks did not change, improvements were made to terminology and navigation within the system. Students played a key role in the user testing phase for this upgrade and will continue to participate in future customizations to the Bear Tracks system.



ALBERTA UPDATE

UNIVERSITY OF CALGARY

Christmas in Calgary

Christmas 2003 saw the Office of the Registrar and the Admissions Office, University of Calgary, launch an all-out effort to capture the vaunted “Jingle Bell Award”. As a team and morale building exercise, Dr. Margaret (Peggy) Patterson, Vice President, Student and Academic Services, launched the competition among units in 1999. The office with the best Christmas Decoration has its name inscribed on the Jingle Bell Award plaque.

The friendly competition took a strange twist in 2003 when the award mysteriously went missing. While looking for the award Franeen Dubreuil, Application Centre Supervisor, came across this taunting photo.



What to do? Was someone teasing?

A series of photos, showing the award in various places, appeared around the office. Tempers grew short, speculation became rampant, and everyone was a suspect. But that didn't stop the competition, as the pictures following plainly show.



Diane Domanko works the front desk as a student peers into the ginger bread factory decorations which have overtaken the Office of the Registrar.



Admissions created an elaborate starry Christmas display for staff and visitors, complete with Frosty Sr. and Jr.



Marion McMurren, the chief baker for the Gingerbread gang, is happiest when she's cooking. Marion loves to bring in tasty treats and this writer is very happy when that happens.



Kathy Brownlee, Assistant Registrar, stirs a hot coco. It's a tough job managing a ginger bread factory, but someone's gotta do it!

By Mike V. Sekulic, Coordinator, Enrollment Reporting

Ode to our Jingle Bell Award

by the Admissions Office

At first we assumed the award was just lost,
We contemplated replacing it, pissed at the cost.

We searched all around and interrogated a few,
Insulting many while we searched for a clue.

You see, our Jingle Bell Award had gone missing one day,
We did not notice until Peggy sent an e-mail to say,

That Christmas was fast approaching and for all to prepare,
The Jingle Bell Challenge was open to all who would dare.

So, after we panicked and put out the call,
No one had the coveted Award, by God,! we were appalled.

And then one day, someone just happened to see,
Our award had been taken hostage, the photo was key.

Our jingle bell award was beside a bottle of rum,
There was the award, stolen by someone.

"Having a jingling good time," is what the caption said,
We could hardly believe our eyes as we read.

Admissions had been had by someone quite clever,
To find the culprit has become our greatest endeavour.

You wouldn't believe the next photo we got,
The award's in the snow, and we're left quite distraught.

The note says, "I shall return when the time is right",
May this soon end our ongoing plight.

Our hat's off to you, you've stumped us so well,
We'll never take for granted our beloved Jingle Bell.

But just so you know, the more the snow flies,
We'll find you out and you'll lose your disguise!

We look forward to having the award back here,
We hope we've made our feelings quite known and quite clear.

We hope our award has enjoyed its great flight,
Merry Christmas to all and to all a good night!

Final Words to the Culprit...

So, the applications are now piling high,
If the award doesn't show soon, the Faculties will cry,

So, if you could muster getting it back,
We'll just give you a very gentle SMACK! WHACK!! And some FLACK!!!

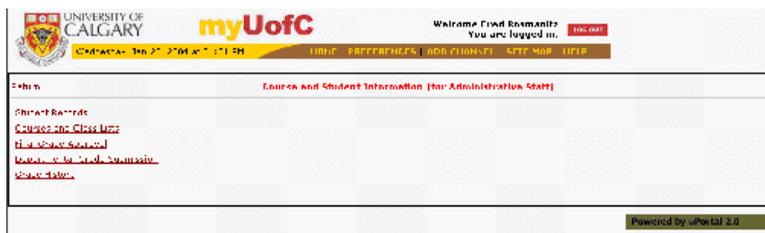
Admissions launched a contest in the hopes of flushing out
the cruel culprit, charging \$1 per official guess in a 50/50
draw. In the end, the award appeared as mysteriously as it
had disappeared and the identity of the guilty party remains
a mystery to this day. A random draw saw the prize money
go to Teresa Thoreson, of the Financial Aid & Awards
Office.

On January 21, after much anticipation, the winner was
announced and Admissions won for the 3rd year – no doubt
in small part to the high-jinx and drama that preceded.

Web-Enabled Grade Collection System – 93% Acceptance Rate!

by Fred Rosmanitz, Associate Registrar

As initially reported in the Fall issue of Contact, the University of Calgary has developed a new grade collection, and approval system which was prototyped this past summer with more than 120 instructors.



Developed together with the IT department this new application is being referred to as e-Grades. The trial runs went extremely well and as a result e-Grades was put into production for the 2003 Fall Session grade collection process.

System Description

The system allows instructors to log on to the U of C Portal and work with the classes which they taught. They are presented with a data entry form (class list) for their class(es). These class lists are integrated with the central SIS system, so that all Withdrawals and Deferred Final Grades appear appropriately. The instructor has the choice of entering each grade individually (the form is designed for fast entry) or they can upload the grades from a spreadsheet, Blackboard, or any application which can produce a file in one of the standard formats. At the University of Calgary, the grades for every class must be approved by the appropriate Department Head before they are official and can be uploaded to our SIS.



ALBERTA UPDATE

The approval process was also automated and designed and incorporated into the eGrade process. Each Department Head logs onto the portal and is presented with a summary page of all their classes which require approval. The summary page shows a grade distribution histogram for each

class and the ability to drill down to the student individual grades.

All the displayed classes can be approved with one mouse click or individual

classes can be approved or not approved. Additional administrative screens can be accessed, including the grade lists for prior sessions.

Sess	Course	Section	Enrol
F03	ENGL 231	LEC_05	40
F03	ENGL 231	LEC_06	39

Implementation Experience

Our approach for this inaugural live session was to meet with each academic Department Office to demo and train their staff. Each Department Head had the option, for this first year, to remain with the paper-based system, if necessary. However our experience was that, of the over 50 Departments we have on campus, only one chose to stay with the paper process for this first go-round. (A very few other unique classes needed to be handled manually due technical considerations). This acceptance was good news since it seemed to validate our system design process. However we were a little apprehensive as we approached the grade collection period.e-Grades was the first major application to go live in the new University Portal and it would involve literally every academic staff member and hundreds of administrators. We were on full alert and prepared to send out a SWAT Team (OK, a SWAT person or two) to any instructor's office who was encountering difficulty. However, our apprehensions dissipated as the process progressed. In the end, things went very smoothly

we were able to handle questions in the normal course of our day without any "house calls" or many telephone calls. Whew!

Of the almost 91,000 grades which were assigned to students for the 2003 Fall Session, over 84,600 or 93% of them went through the portal and e-Grades. This exceeded our expectations for this first session by a considerable margin. And, we already have the decision from the last "manual" Department that they too will use the system for next session!



ALBERTA UPDATE

UNIVERSITY OF LETHBRIDGE

U of L Leads Alberta EDI Initiative

In its most recent round of Access Funding announcements Alberta Learning awarded \$220,000 to the University of Lethbridge to lead an EDI feasibility study. Two other institutions will participate in this project.

By the end of the project, the partners will have (a) chosen a data format for electronic data interchange (EDI), (b) defined the data elements of postsecondary transcripts in relation to the schema of the chosen EDI system, (c) written code to enable their student information systems to submit data to or receive data from the EDI, and (d) operationalized transcript exchange among the participating institutions.

Did you know...

A plateau is a high form of flattery.