

FALL/WINTER 2021

# WARUCC UPDATES

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## Message from the President

### Mike Becir

Reflecting on the past 6 months the WARUCC community has hosted a successful BGA virtually, continued to find new and different ways of connecting with our community and re opened many of our institutions for in person and hybrid learning!



A few reminders for the community - I'm pleased to announce that our WARUCC website will be undergoing some structural changes in the month of November - so please do check back to see the fresh new look. Also if your institution has any job postings we can help advertise, please don't hesitate to reach out to your provinces Member at Large and they'll help facilitate getting that information posted on our WARUCC website.

Further, I'm pleased to announce that we will be starting a quarterly lunch and learn/webinar series as a way to help support and connect members of the WARUCC community both with engaged dialogue and learning opportunities for all levels of staff within our offices. UBC will be hosting the first session in March 2022. Please feel free to email me directly with any learning items or discussion topics that may be of interest to you and your teams and we'll bring those forward and use that as a foundation in determining the topic and format of our first session. Further details to follow in the new year.

On behalf of the entire WARUCC Executive, thank you so much for your institutions continued support and all the best during the remainder of the 2021/22 academic term!



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# Alberta Update

## Amy Dambrowitz

University Registrar  
University of Calgary

The fall meeting of the members of the Alberta Registrars Association on October 29 had members tackling topics ranging from the immediate issues of managing the pandemic to the possibilities presented by the MyCreds system.

The pandemic continues to dominate much of our work. Many Alberta institutions have enacted vaccination mandates, including required proof of vaccination. This has led to challenges with collecting and validating documentation, considering exemptions on medical or human rights grounds, and ensuring that those attending campus have met the required standards. Like our colleagues across the country, we have all learned a great deal about the technical challenges and technical solutions available to navigate vaccination mandates.

Alberta institutions are all operating in a new policy environment. In May, the Government of Alberta announced [AB2030: Building Skills for Jobs](#). The initial focus for this work is in several areas of interest to registrars including:



- Increasing opportunities for students to access Work Integrated Learning
- Developing a provincial framework for the development for microcredentials
- Expanding apprenticeship opportunities
- Improving pathways for transfer credit
- Changes to postsecondary governance and finance models

Changes have already begun to roll out, including reduced times for provincial program approvals and funding for micro-credential pilots.

Our budget challenges continue. Most Alberta PSIs have faced significant reductions in their provincial grants over multiple and have seen reductions in workforce as a result. At the same time, there has been new flexibility to increase tuition through the Alberta Tuition Framework, but that will come to an end for domestic students in 2022-23.

We're also thinking about digital systems. Work is underway to understand how the missions and functions of the Alberta Post-Secondary Application System (APAS) can be aligned to best support applicants and institutions of all sizes.

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This is in line with the stated goals of AB2030 which include “Empower[ing] student decision-making by streamlining and simplifying the post-secondary application process.”

We have been celebrating with our students. Fall convocation season has begun with all different types of ceremonies being

created to fit the needs of the institution, including some in-person events. A colleague shared how good it had felt to see smiles in the graduands’ eyes again (over the tops of their masks!) as they crossed the stage last month. I hope you’re smiling just thinking about it.

## Persistent Tension in Academic Leadership and How to Make it Productive

**Melissa Padfield, Vice Provost and University Registrar, University of Alberta**  
**Norma Rodenburg, Interim Deputy Registrar, University of Alberta**

From “Persistent Tension in Academic Leadership and How to Make it Productive” by M. Padfield and N. Rodenburg, *Academic Impressions*, 2021, <https://www.academicimpressions.com/blog/persistent-tension-in-academic-leadership/>. Copyright [2021] by M. Padfield and N. Rodenburg. Reprinted in part with permission.

### Leadership is hard

Let’s face it, leadership is hard and exhausting. Leadership was hard before the Covid-19 pandemic, and the additional complexities that leaders have been facing over the past year have been significant. Leaders at all levels are increasingly finding themselves making more decisions more quickly, with more significance, and with less information. The risks we are managing have increased. Our teams are looking to us for vision and guidance while we manage all of this new complexity and challenge.

And we are doing all of this while working at our kitchen tables and in virtual meetings. We have had to acquire a whole new set of skills to lead in a remote or hybrid environment literally overnight. Leading teams and managing ourselves during these conditions is not for the faint hearted and it necessitates that we build our toolkit to tackle leadership in new ways. Now we are starting to look to the future with hope and optimism, knowing that some things will never return to the way they were before the pandemic. They can’t, and in many ways, they shouldn’t. Acknowledging and validating that the work of leading is hard right now (and really always was) is an important truth we can’t overlook, and by doing so we can make space and open the door to new ideas, new supports, and new approaches.

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One of the things that makes leadership so hard is that it is full of persistent and multiple tensions wherever you look. Effectively navigating and balancing the tensions we face is no small task but if we take the time to thoughtfully approach the tensions we face not only can we mitigate the negative side of tension we can actually make them productive!

#### **4 steps to unlocking the productive power of leadership tensions**

Reframing tensions from things that are hard and overwhelming to things that can be productive and supportive of our leadership style is the key to unlocking their power. As Dodd and Favaro (2006) established, the vast majority of leaders notice these tensions however, most struggle to manage them effectively and they can often feel like an issue to solve. We suggest that even though it may seem counterintuitive, tensions don't need solving; they rather need to be harnessed so they can enhance and contribute productively to your leadership practice and organizational objectives.

We can unlock the potential of the tensions we experience by working through 4 key steps:

##### **Identify the tension**

What is the polarity you are trying to manage? Capture this tension in words that resonate with you and have meaning to your context. Think about how this tension fits into your current state.

##### **Inventory each side of the tension**

Spend some time identifying the pros and cons of each side of the tension you are facing. Where is there flexibility and what items remain static? What is the best-case outcome for this situation? What risks are present here? What additional information do you need?

##### **Choose a balance and look for feedback cues**

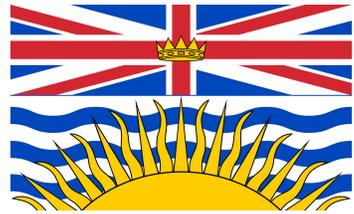
Once you have defined the tension and identified the pros and cons of the tension you are faced with, use this information to inform your decision as to what side of the tension will serve you best in this situation. When sharing this approach with your team, watch for feedback cues to see if your approach is resonating and adjust as necessary.

##### **Experiment and reflect (plan, do, check, act)**

Give yourself permission to be flexible and to change your approach if the information you are receiving justifies a different direction. These tensions are not black and white issues to solve, they require careful management that may require us to change and adjust along the way.

Check out the rest of the article and explore what these four steps look like in practice with some real world examples: <https://www.academicimpressions.com/blog/persistent-tension-in-academic-leadership/>

# B.C. and Yukon Update



The BC Registrar’s Association (BCRA) recently held their Fall 2021 bi-annual meeting. The meeting was held in two parts and is being held virtually as a result of ongoing COVID issues.



BRITISH COLUMBIA REGISTRARS ASSOCIATION

Highlights included elections for all open positions which included discussions regarding whether these positions are for life. The elections reaffirmed the existing leadership; Bert Annear – President, Paul Campo – Vice President, Fred Jacklin – Secretary, David Johnson – Treasurer and added Brier Albano as newly elected Awards Committee Chair.

The primary discussion was regarding the EDI research proposal that was commissioned. With the collaboration of BCCAT, EPBC and the BCRA, we have been able to hire Mercier Research Incorporated to provide a report on Exploring Data Collection to Support Equity, Diversity, and Inclusion in BC Public Post-Secondary Institutions. The proposed research will be expanded beyond simply data collection and will consider appropriate collection and use of EDI data.

The research began this fall with hopes to provide final result in the spring. The first stage involves reviewing existing literature and Interviews with BC Institutions. The research is looking at practices in sectors outside education and is considering international literature and data. A second major area of discussion were the updates and ongoing developments of EPBC, the provincial application centre.

In addition, we discussed reviewing the BCRA constitution, implementation of Ministry mandated gender options on applications, Student Aid BC module upgrades, credit versus non-credit courses in Continuing Studies or Continuing Education, microcredentials, and graduates' names on convocation programs.

## **Bert Annear**

Registrar, University of Northern British Columbia



# Reinforcing New Beginnings

## Jen Crothers

AVP Student Progression & Registrar  
Northern Alberta Institute of Technology



I've been thinking about the upcoming post-pandemic era as an opportunity for a new beginning, one where our teams will not transition to the way things were, but to a new iteration that represents the best of our history and what we've learned during the pandemic. One thing I want to take with us into our new beginning is an agile philosophy – finding opportunities to test ideas out on a smaller scale, understanding where we can take risks in our work and continuously improving based on what we learn. Over the past year, our team has engaged in this process so many times out of necessity without even realizing it.

As a leader, how can I make this agile philosophy an intentional part of our culture? I'm using a frame from Bridges and Bridges (2016) to reinforce our new beginning:

### 1. Be consistent

It's critical that messages we send about our new beginning aren't conflicting. Creating an agile culture requires us to be clear about where we can take risks

and where it won't make sense to apply. We need to ensure our teams have a common language and understanding about our approach.

### 2. Ensure quick success

Transitioning through change can impact morale and team effectiveness. Ensuring and highlighting quick successes using an agile approach will help to reinforce messages of consistency and keep teams energized.

### 3. Symbolize the new identity

How can you find ways to symbolize the new beginning you want to make? For me, it meant embedding an agile philosophy as an important pillar in our strategic plan and helping our team visualize how essential it is to our future.

### 4. Celebrate the successes

Think of ways to celebrate when your transition is achieved, understanding there will always be some degree of unfinished items. I'm planning a virtual get-together when our teams complete agile

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## New WARUCC Executive Members

The WARUCC Executive would like to welcome our newest members:

- Jennifer Crothers, Northern Alberta Institute of Technology – Vice-President
- Amy Dambrowitz, University of Calgary – Alberta Member at Large
- Stephanie Penner, Canadian Mennonite University – Manitoba Member at Large

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training, and continuing to showcase agile approaches our teams use in our portfolio newsletter.

I hope you'll find this a useful tool as you consider what your teams and work look like into the future. How might you use it for a new beginning?

Bridges, W.B. & Bridges, S. (2016). *Managing transitions: Making the most of change* (4th ed.). Da Capo Press.

## 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.

WARUCC allocates \$5,000 annually to Assistantships and in 2021, the recipients are:

- Heather Mitchell, UBC
- Rella Ng, Douglas College

The deadline for submitting applications for the 2022 Assistantships is May 15, 2022. Application forms can be accessed at the following URL:

<http://www.warucc.ca/Assistantship>

## WARUCC Service Awards & Honorary Memberships

In 1993, the Western Association of Registrars of the Universities and Colleges of Canada (WARUCC) began a Service Awards program to recognize exceptional achievement in the field. Service Awards and Honorary Memberships are announced at the biennial general meeting of the association.

Find out more at :

<http://www.warucc.ca/Service-Awards-Honorary-Memberships>

## Share Your News

Do you have something to contribute to the next issue for this newsletter? An update on a project, a provincial initiative, an interesting professional development opportunity in past or future, or a personal perspective on an issue? Send your contributions to:

Inga Wheeler, BC Member-at-Large

Email: [bcmale@warucc.ca](mailto:bcmale@warucc.ca)



# Manitoba Update



Greetings from Manitoba,

As with 2020, many of the updates in this Manitoba report are responses to ongoing pandemic conditions in our province. Taking many of the processes developed and lessons learned in 2020-21, in Manitoba we were excited to begin the new school year. For many institutions, it meant a return to seeing some students in the halls again. It was good to feel the buzz of excitement on campus.

Beginning in summer, the discourse around vaccine mandates started changing and post-secondary institutions across Canada began announcing mandatory COVID-19 vaccination policies. Manitoba was no exception. In late August, Assiniboine Community College (ACC), Brandon University (BU), Canadian Mennonite University (CMU), RRC Polytech (RRC), University College of the North (UCN), University of Manitoba (UofM), and University of Winnipeg (UofW), all announced mandatory vaccination policies for students, staff, and faculty accessing on-campus classes and services. These late announcements meant we all had to develop and roll out vaccine verification policies and procedures three weeks prior to the start of classes. Rollout differed between institutions: UofM attached a vaccine verification sticker to student IDs and CMU linked it to student ID prox card access to campus.

The vaccine verification policies developed are as varied as the fall 2021 course delivery models. Université St. Boniface and Booth University College are offering all courses through remote learning for the fall 2021 semester. The other universities and colleges are offering a mix of in-person and online classes dependent on class size, instructor, and class availability. Other COVID-19 protocols, such as masking, remain in place.

Pandemic or not, the good work continues. Now for some non-COVID-19 related news!

Red River College recently changed its name to RRC Polytech and announced a new strategic plan for 2022-2026. "The new name recognizes RRC Polytech's evolution into a unique post-secondary institution that blends deep, knowledge-based learning with applied, hands-on experience, and highlights the important role our graduates play in growing Manitoba's economy as our province recovers from the pandemic and looks to the future."

Exciting things are happening at Brandon University. Coinciding with the beginning of the pandemic, BU embarked on a multi-year ERP implementation, moving from a 40+ year old homegrown legacy system to a suite of Products from Anthology (formerly Campus Management). The implementation

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teams are admittedly operating at present somewhere in the “valley of despair”/“pity city” emotional phase of the project (<https://www.isixsigma.com/implementation/change-management-implementation/developing-black-belt-change-agents/>), but given the magnitude of the change and the benefits to be gained when the new system is live, everyone continues to cling to optimism and push forward! The system go live date is still under discussion. BU also hired a new Provost and VP (Academic). Kofi Campbell joined BU in August 2021, coming most recently from a VP Academic and Dean position at Renison College (affiliated with University of Waterloo).

Canadian Mennonite University is in their second year of implementing and using Slate as their CRM. The Enrolment Team loves Slate and is continuing to develop functionality. The only limits seem to be internal time resources to further develop the system. Right now our students are treated to a “Ferrari” ride when they apply using Slate and get stuck with a jalopy when they go to register. Registrar’s Office hopes to upgrade the SIS soon as it is nearing end of life. Is it wrong to look at BU longingly and wish our Registrar’s Office was also in the “valley of despair”/“pity city”?

On Tuesday, November 2, the Faculty and Librarians who are a part of the University of Manitoba Faculty Association (UMFA) at University of Manitoba went on strike. Issues at the heart of the strike are wages, retention, and recruitment. Some classes that are being taught by instructors who are not members of the UMFA continue and university services are still available. Our thoughts are with the Registrar’s Office, students, faculty, administration, and staff during this difficult time. Hopefully by the time this newsletter is published the strike will have ended and all classes will be back in session.

As the weather turns colder, sending out warm wishes to all our colleagues in Western Canada.

Stephanie Penner, WARUCC Manitoba Member at Large, Registrar, Canadian Mennonite University  
Contributions from Andrea McDaniel, WARUCC Secretary, Registrar, Brandon University

## WARUCC Conference



2023

Plans are underway to host our next WARUCC conference live and in person in Vancouver, British Columbia! Please mark this conference down in your future calendars and budget asks and we’ll get more details out in early January 2022 including the official save the date notice!

# Quarantine Bursary: supporting return to campus from abroad

## Heather Mitchell

Associate Director, Student Support & Advising  
University of British Columbia

Many students returning to campus this September from international locations found themselves with a big bill to pay – the cost of quarantine upon entering Canada by air. Prior to August 9th, students who were not vaccinated with Canada’s four approved vaccines, were required to quarantine in a hotel for 3-days, followed by 11 additional days in self-isolation. The 3-day hotel requirement has since been removed, however students continue to need to quarantine for a total of 14 days depending on their vaccination status.

For many students, this amounts to hundreds if not thousands of dollars, with some paying premium prices when hotels began to sell out for the end of August and early September. The University of British Columbia (UBC) launched a “quarantine bursary” in July and invited any student to apply if they were subject to quarantine measures and had financial need. Enrolment Services administers the funding, with Enrolment Services Advisors leading the adjudication process.

The majority of bursary recipients have study permits, however up to 25% are permanent residents or Canadian citizens. Themes relating to financial need that emerged from reviewing over 3000 applications to date, include:

- Plane tickets at double or even quadruple the normal cost as airlines ran on reduced capacity even during the busy rush back to campus.
- Travel bans from India to Canada meant that students needed to travel via complex and lengthy routes.
- Prolonged disruption to family incomes during the pandemic leading to reduced family support.
- Students subject to fraudulent rental schemes.
- Costs of meal delivery services such as Uber Eats significantly overran budgets.

So far UBC has supported students from 75 countries arriving for classes this past September and will continue to offer the bursary for January arrivals.



## MyCreds: Western Canada Update

ARUCC's MyCreds™ National Network continues to roll out at a rapid pace across the country to provide students and alumni access to a secure, online, password protected learner credential wallet. To date, 21 institutions have onboarded to MyCreds™ and over 100,000 learners have been provisioned with their very own virtual credential wallets. They join a community of over 2M learners worldwide on the global network. Western Canada is making significant progress in adopting the platform's innovative technology. In this region, the following institutions have launched on MyCreds™ or are in the process of active onboarding:

### **Launched:**

*Alberta:* Bow Valley College, Medicine Hat College, NAIT, Olds College, SAIT, University of Calgary, University of Lethbridge, University of Alberta

*Manitoba:* Red River College,

*Saskatchewan:* University of Regina

### **Coming soon:**

*Alberta:* Burman University, Lethbridge College, MacEwan University, Mount Royal University

*Saskatchewan:* First Nations University of Canada

For a briefing document  
that provides an overview  
of MyCreds™, contact:

[info@aruccnationalnetwork.ca](mailto:info@aruccnationalnetwork.ca)

Many institutions and organizations are also participating as formal receivers on the network including the BC Teachers Certification Branch, Law Society of Alberta, Saskatchewan Professional Teachers Regulatory Board, and Booth University College, among others. These organizations are provisioned with their own receiver portal to receive official documents from across Canada and around the world and enable management of incoming learner records.

To learn more about MyCreds™, visit [mycreds.ca](http://mycreds.ca) or contact [info@aruccnationalnetwork.ca](mailto:info@aruccnationalnetwork.ca).

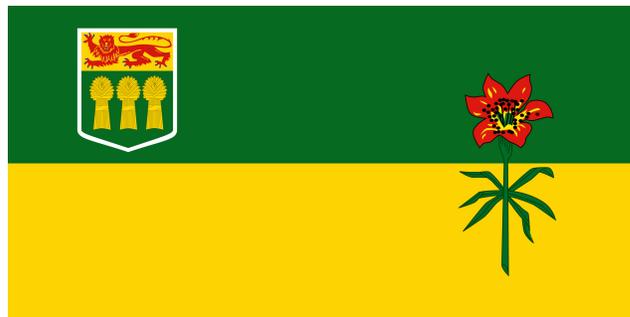
# Saskatchewan Update

**Lianna Lillies**

Saskatchewan Polytechnic

The Saskatchewan post-secondary landscape has certainly changed over the last 8 months. Transitioning from a daily office routine to one that requires to work from home, the implementation of quick and fast strategies to facilitate the remote learning environment, temporary policy and procedure changes, and learning to work in new and different ways.

COVID. Who knew that when we all gathered in Regina for WARUCC in June of 2019 that we would be facing these kinds of challenges? Yet we are still finding the time to move our Saskatchewan Initiatives forward.



We are currently conducting a feasibility study on the implementation of technology to help us track and map student mobility options in and out of the province.

Here at the U of R, we are making good strides in our goal to centralize transfer credit. A project that has been interrupted on several occasions from external influences that required us to refocus our attention, COVID being one of them.

# ARUCC Update

ARUCC recently held successful Community Check-in Sessions. Input was sought on the ARUCC Constitution and By-Law Changes (Sep. 20, 2021), followed by lively discussions on Equity, Diversity, Inclusion and Access (Oct. 18, 2021). The EDIA session aimed to continue the conversations started at the ARUCC virtual conference in June 2021 and focussed on EDIA in the context of the registrarial profession. ARUCC is forming an EDIA Working Group to serve as a forum for the advancement of transformative efforts to promote and meaningfully embed a focus on EDIA within the work of the registrarial profession in Canada. Then most recently, members met to discuss Professional Development (Nov. 15, 2021). If you missed it, it focused on identifying the needs, opportunities and challenges facing PD within the registrarial profession in Canada.

The 2022 Biennial Conference will go ahead face-to-face in Niagara Falls, ON June 19-22, 2022 with the theme *Thriving in a Time of Disruption*. We hope to see you there!



# EducationPlannerBC

## **Karen McCredie**

Executive Director, EducationPlannerBC

EducationPlannerBC (EPBC) is pleased to share our annual update with WARUCC. The challenges of the past few years have highlighted the value of electronic communication, data exchange and online processes. EPBC has supported our BC public post-secondary institutions through their turbulent time with expanded transcript exchange, document uploads and applications.

All BC high school transcripts are now moving electronically to our post-secondary institutions with the unique ability for the post-secondary institutions to 'call back' for updates during critical application processing timelines. This ensures that the post-secondary institution can work on their timeline to best support their strategic enrolment management priorities.

Over the last half of 2021 EPBC has brought both UBC and UVIC on to the centralized application while also piloting our EPBC 3.0 platform that is designed to allow even greater flexibility for institutions to develop rules-based questions and expand on the unique experience desired for their applicants. EPBC 3.0 will roll out to other institutions beginning in 2022 and we are excited for value that brings to all applicants to BC institutions.

Like many of your institutions, EPBC has launched our fall engagement and recruitment activities and anticipate that we will present directly to over 10,000 students, parents and high school counsellors again this year. Our engagement and advertising campaigns are presented in a variety of languages and are offered across the entire province to ensure access for all British Columbians.

## WARUCC TEAM

### **President**

Mike Becir  
University of British Columbia

### **Past President**

Jeff Adams  
University of Manitoba

### **Vice-President**

Jennifer Crothers  
Northern Alberta Institute of  
Technology

### **Secretary**

Andrea McDaniel  
Brandon University

### **Treasurer**

Edward Aaron Cunningham  
University of British Columbia

### **British Columbia Member-at-Large**

Inga Wheeler  
Okanagan College

### **Alberta Member-at-Large**

Amy Dambrowitz  
University of Alberta

### **Saskatchewan Member-at-Large**

Vacant

### **Manitoba Member-at-Large**

Stephanie Penner  
Canadian Mennonite University

### **Western Representative to ARUCC**

Mike Becir  
University of British Columbia