

## Job Description

---

<b>Job Title:</b>	Associate Registrar, Enrolment Services & Academic Policy
<b>Department:</b>	Office of the Registrar
<b>Reports To:</b>	University Registrar
<b>Jobs Reporting:</b>	Manager, Policy & Communications; Assistant Registrar, Records Operations; Director, Scheduling & Examinations
<b>Salary Grade:</b>	USG 15
<b>Effective Date:</b>	December 2018

---

### **Primary Purpose**

The Associate Registrar, Enrolment Services & Academic Policy is the senior executive in the Registrar's Office providing leadership for the strategic enrolment management of all currently enrolled undergraduate students and to all staff stewarding the students' academic records in accordance with government and university regulations. As such, the Associate Registrar is accountable for the systems, processes and office activities that guard the integrity and confidentiality of student records while ensuring academic policy and requirements are accurately and consistently applied. The Associate Registrar also oversees the scheduling of classes and examinations, student-initiated services related to their academic records, and classroom renewal projects. The Associate Registrar, is a position of influence when working with the Faculties and must maintain a productive working relationship with Deans, Associate Deans, and University College Principals/Presidents as well as their departments and administrative staff. The incumbent must also build and maintain strong partnerships with most academic support units on campus in order to deliver integrated services to the students and Faculties. The Associate Registrar, Enrolment Services & Academic Policy is a University representative to other Ontario Universities and the Ministry of Training, Colleges, and Universities.

### **Key Accountabilities**

#### **Provides Institutional Leadership and Facilitation Contributing to Outstanding Academic Programming**

- Directs the integration of multiple complex business functions within the Registrar's Office which include support for the design of curricular programs and plans, the policies and procedures to guide students' progress through the programs and plans, and the creation of course schedules that enable students to complete program and plan requirements in a prescribed length of time.
- Stewards the university's contract with the student, the Undergraduate Calendar.
- Provides strategic advice, leads, facilitates and influences any activities having impact on the student record in all six Faculties, Co-operative Education, and the Centre for Extended Learning.
- Acts as the voice of the Registrar' Office on Faculty committees during the development of new academic programs and plans from their inception through to their approval at Senate Undergraduate Council.
- Interprets complex academic records and the application of University and Faculty policies while representing an institutional perspective built on the knowledge of individual Faculties' similarities and differences.
- Determines implementation strategies, processes and policies within the Registrar's Office that support an optimal experience for students while preserving pedagogical integrity of new and existing programs, plans, and academic requirements.

- Reviews, identifies, develops and negotiates revisions to policy with the Associate Deans and their operational committees. Leads efforts to achieve harmonized policy for the governance of students' academic studies (progression, petitions, inter-faculty transfer, withdrawal etc.) in all six Faculties.
- Accountable to Faculties to establish expectations of service and support and regularly report on progress toward goals.

**Accountable for the management of all activities relevant to strategic enrolment management as pertains to the undergraduate student academic record**

- Stewards the integration of the complete academic record of a student which includes academic, co-op, and experiential requirements sourced in multiple campus systems.
- Resolves escalated or unique student requests through the interpretation of existing policies and consultation with the appropriate University resources.
- Ensures the integrity of undergraduate enrolment data used by IAP for government reporting and Student Financials which generates the majority of University revenue through government grants and tuition.
- Develops the strategy for data analytics and data modelling of current student enrolment to inform decision-making and planning related to student retention.
- Ensures compliance with federal (PIPEDA) and provincial (FIPPA) privacy of information legislation.
- Safeguards the integrity of the student record throughout the student life-cycle of enrolment, academic progression, academic advisement and graduation.
- Preserves the integrity of the degrees granted by the University of Waterloo.
- Advises Registrar regarding data requests and distribution of data.
- Authorizes requests for security access to the student information systems/records functionality.
- Ensures compliance with University document retention policies.

**Staff Management and Leadership within the Registrar's Office**

- Proactively fosters the development of strong, collaborative relationships among Records staff and their colleagues within the Registrar's Office and in the Faculties and academic support units where the delivery of Records services contribute to their success.
- Manages the RO team that is responsible for records, scheduling, and policy functions. The team is comprised of a large number of diverse individuals working in a fast-paced, changing environment. The Associate Registrar is responsible for all staff management functions including supervision, recruitment, training and development, performance management and evaluation, promotion, retention, and the application of discipline and termination, as required.
- Ensures the proper tools and systems support to carry out mandates related to records, scheduling, and policy. Works closely with the Director, Systems, Technology, and Data Analytics to encourage innovation and continuous improvement of tools and systems to improve service and efficiency for students and faculty.
- Participates, as part of the senior leadership team, in formulation, interpretation and implementation of policies affecting the Registrar's Office, in evaluation and planning for staff, and in budget planning.
- Plans, monitors, and administers a budget of over \$500,000.
- Able to act as Registrar designate during the Registrar's absence.

**Accountable for a vibrant student experience when interacting with Records staff and systems**

- Collaborates with the Secretariat, the Equity Office and AccessAbility to ensure all aspects of the student experience, while engaging with the Registrar's Office, are compliant with university policy and legislation.
- Leads, reviews and implements new approaches to meet needs of campus stakeholders, including the Federation of Students and the Faculty Association.

## Job Description



- Formulates solutions to unstructured problems associated with student appeals, non-standard processes, exceptions to policy and student record data requests from internal and external sources.
- Oversees and guides the scheduling and administration of examinations and business practices, creating a schedule that is conflict free for all students in examinations the Registrar's Office administers.
- Defines the Records and Scheduling business systems objectives that will support the continuous improvement of services to students and staff. Establishes success measures for continual service improvement for our students.
- Defines the goals and objectives for the teams that align with the strategic plan for the Registrar's Office and the University. Directs the plans, priorities, and processes to achieve those goals and objectives.
- Directs the preparation of the master schedule of classes through a complex process of Faculty consultation, student demand collection, and system integration.
- Monitors the ongoing analysis of classroom utilization and provision of data for classroom planning.
- Applies innovative solutions, grounded in institutional policy and practice, to novel situations presented by faculty or students (e.g., seeking solution for co-curricular student records)
- Ensures the effectiveness of all current student and university community communications from the Registrar's Office relevant to the student's academic record, including but not limited to notification of important academic dates and documentation for administrative and instructor reference.
- Oversees all web development and maintenance of the Registrar's Office and Quest websites.

### **Builds Consensus**

- Collaborates with the Director, Systems to ensure that business process and system function are aligned for optimal productivity, and to seek innovation in process and practice supported by technology.
- Determines student record and scheduling system project objectives. Negotiates the priority of these projects with peers from other business areas all supported by the same Student Information System (i.e., admissions, student awards, graduate studies, student finances, online learning, and institutional planning).
- Actively participates as a member of Senate Undergraduate Council, and its sub-committee Undergraduate Operations.
- Participates as a member of the Provost's Advisory Committee for Timetabling, responsible for providing recommendations for scheduling improvements based on data driven evidence.
- Represents the Registrar's Office on the Mathematics Faculty Computing Office's OAT Board, advocating a collaborative evolution of Faculty and advisor services with sound data management practices.
- Collaborates with Graduate records and communications staff in the evolution of the Student Records processes and systems and other student tools used to interact with our offices.
- Partners with Co-operative Education, WatPD, Edge, and Career Action to deliver records administration to support continually evolving Experiential Education programs.
- Collaborates with peers at other universities, and is a member of ARUCC, to remain abreast of best practices in the field.

## **Required Qualifications**

### **Education**

- University degree or equivalent combination of education and experience

### **Experience**

- 8 -10 years of progressively responsible experience in a post-secondary environment, including significant experience working with academic policy and records, preferably in a Registrar's Office.
- Demonstrated leadership and managerial experience, with highly developed human resource management abilities.
- Proven success in a dynamic work environment attributed to strong project management and change management.
- Evidence of "big data" management and analysis to enable data driven decision making that provides clear direction for office processes and student services.

### **Knowledge/Skills/Abilities**

- Proven ability to build strong, working relationships within the office and with Faculties and administrative staff.
- Knowledge of university governance, processes, and structures related to academic programming
- Demonstrated level of competence and professionalism appropriate to represent the Registrar's Office to the university community and peers from other institutions. Excellent strategy development and ability to lead throughout execution in an environment of change and ever increasing demand on staff resources.
- Superior analytic skills, resulting in innovative solutions to complex problems.
- Excellent oral and written communication skills, consistent with the expectations of a post-secondary educational institution.
- Knowledge of process improvement strategies (e.g., LEAN) and the ability to motivate engagement in the application of these strategies.
- Ability to identify, accurately evaluate and mitigate risks in all aspects of the role.
- Student Information System experience is an asset.
- Advanced MS Office.

### **Nature and Scope**

- **Contacts:** This position is one of seven management positions reporting directly to the Registrar, including the Associate Registrar, Admissions; the Director, Marketing and Undergraduate Recruitment; the Director, Student Awards & Financial Aid; the Director, Student Service Centre; the Director, Systems, Technology, and Data Analytics; and the Executive Officer. The Associate Registrar, Enrolment Services & Academic Policy must maintain a productive working relationship with managers and staff in the Registrar's Office. This position works directly with Deans and Associate Deans, University College principals/presidents, Co-operative Education, the Centre for Extended Learning, the Student Success Office, the Equity Office, and AccessAbility. The Associate Registrar, Enrolment Services & Academic Policy must also work effectively with the senior managers at other Ontario Universities and the Ministry of Training, Colleges, and Universities.
- **Level of Responsibility:** The position is responsible for overseeing the integrity of undergraduate student data, which directly drives revenue through tuition collection, government reporting, and strategic enrolment management. This position must champion and implement policy change, negotiating with Faculties for centralized decisions. The position is also responsible for the development enterprise-wide business protocols and processes to deliver a superior level of services and experiences for students, staff, and faculty. The position is required to assess the needs of the campus relative to undergraduate student and faculty academic services, determining systems and procedural solutions based on best practices and data-driven research. The position acts as the authoritative voice of the Registrar's Office on several institutional committees and project teams (e.g., Accessibility committee, Fall Break Committee, The OAT Board, Co-operative Education Outcomes

---

Working Group, Business Continuity, etc.) and informs the Registrar of the outcomes and actions being taken.

- **Decision-Making Authority:** Accountable for decisions related to the operation of services related to scheduling, timetabling, examinations, student record maintenance, and student communications. Works directly with the Registrar and University committees to address necessary changes resulting from strategic plans, academic policy, University-wide initiatives, and government legislation. This position acts autonomously to manage the success of the Records, Scheduling, and Academic Policy teams, using LEAN techniques to identify opportunities and measure success. Shares accountability with senior campus partners to resolve crisis situations and communicate in a timely fashion contingency plans for students, faculty and/or staff (e.g., cancellation of examinations, scheduling changes due to room damage by flood or fire, unexpected Student System failure etc.).
- **Physical and Sensory Demands:** Minimal demands typical of an administrative position within an office environment
- **Working Environment:** Regular working hours, some evening/weekend work required. Minimal travel. The incumbent must be aware of the periods of higher stress experienced by Records and Scheduling staff in the normal course of a term. Deadlines are firm and failure to meet an academic progression deadline, government reporting deadline, or convocation deadline is not acceptable. Extremely high standards for accuracy are required. There are regular audits of our practices and exceptions made must be substantiated by complete, documented audit trails. Given the scheduling of classes and examinations impacts students, faculty, and staff three times a year, schedules are never perceived as perfect by all three client groups. Competing faculty requirements and use of Faculty-developed software requires a high degree of diplomacy in order to maintain faculty relations. There is minimal exposure to disagreeable or uncomfortable environmental conditions. This role can involve exposure to emotionally disturbing experiences and/or interactions with people who are upset, angry, abusive, aggressive, unstable or unpredictable (e.g. students or parents who have escalated an issue, staff or faculty upset with a decision), irregular and/or high volumes, multiple and/or tight deadlines beyond one's control, and interruptions (e.g. phone calls, e-mails and unplanned but urgent support requests at different times of year).