

 McGill



### Overcoming Financially Challenging Times With Communities Of Practice

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Enrolment Services

ARUCC 2014  
June 17, 2014

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### About us McGill University and Enrolment Services

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**McGill University**



- Located in Montreal, Quebec, Canada
- 2 campuses:  
Downtown  
Macdonald
- 40,000 students  
27,000 undergraduate  
9,600 graduate
- Decentralized: 11 faculties and 85 departments

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**Enrolment Services**

- Enrolment Services (ES) is a large and varied office (~120 staff) with a wide range of responsibilities:
  - Service to prospective and current students (Service Point)
  - Admissions and recruitment
  - Records management
  - Reporting
  - External relations



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Today's Agenda

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**Today's Agenda**

- Our story!
  - What challenges we faced
- The unit formerly known as 'The Records Unit'
- A new unit is born!
- A new vision
- Ideas for coping with budgetary changes
- Lessons learned



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Our story!

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Our story!

- 2010 - Integration with the Faculties of Arts and Science
  - Student records responsibilities (along with staff) moving to ES
- 2012 - Integration with Graduate and Postdoctoral Studies Office
  - Records and Registration responsibilities (along with staff) moving to ES
- 2012 – Bill 100
  - For every departure only 50% of the position could be retained – Our unit lost 4 staff

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Our story – cont'd

- 2013 – Budget cuts
  - McGill University budget cut \$38 million over 2 years (FY13/14)
    - \$19 million was an in-year cut
- 2013 - Voluntary retirement program
  - To meet the budget cuts
  - 11 staff in ES – 6 in our Unit
  - Positions were not replaced
    - Hiring and Rematch freeze

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**Our story – cont'd**

- 2013 - ES Reorganization
  - To cope with the retirements
  - Bringing communities of practice together
  - Impact on our Unit
    - Integration with Documentation Center
    - Integration with Exams Office



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**The Unit Formerly Known as  
'The Records Unit'**

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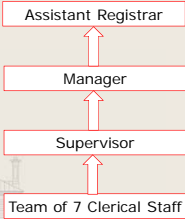
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**The Unit Formerly Known as  
'The Records Unit' - Cont'd**



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**The Unit Formerly Known as 'The Records Unit'**

- Total number of staff: 10
  - 3 managers, 7 clerical staff
- Admission and Records management
  - All undergraduate records
  - Some graduate records
  - Support for 11 faculty Student Affairs Offices
- Predictable Peak periods
  - August and September
  - January
  - May



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**The Unit Formerly Known as 'The Records Unit' - Cont'd**

- Types of work:
  - Transcript integrity – all changes/corrections
  - Admission application changes
  - Course approval and registration for Quebec interuniversity transfers
  - 'Minerva' Helpline
  - Streamlining and automating processes
- Volume:
  - Approx. 25,000 undergraduate students
  - Approx. 30,000 applicants
  - Approx. 10,000 transactions per month



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A new unit is born!

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**A new unit is born!**

- *Management of Academic Records and Examinations*
- Following the integrations, retirements and the ES reorganization
  - Fall 2013 - a new unit was created
- Total number of staff: 28
  - 11 managers, 17 clerical staff



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**A new unit is born! – Cont'd**

- Admission , Records, Document and Exam management
  - All undergraduate records
  - All graduate records
    - Includes Postdocs and Research Trainees
  - Support for 11 faculty Student Affairs Offices (UG) and 85 departments (GR/PD)
- Ongoing Peak periods!
  - Only downtime is July



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**A new unit is born! – Cont'd**

- New types of work:
  - Student Affairs Office for Arts and Science records
  - Student Affairs Office for graduate records
  - File review for Postdocs and Research Trainees
  - Document imaging – admission and student
  - Exams management
- Volume:
  - From 25,000 to approx. 40,000 students
  - From 30,000 to approx. 40,000 applicants
  - From 10,000 to approx. 50,000 transactions per month (excludes document imaging)



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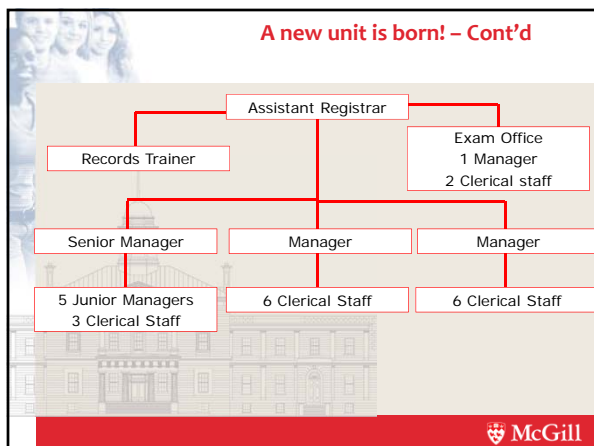
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**A new vision – cont'd**

- Sustainability: we moved to a paperless model
  - Created e-student files
    - Critical for integration with other units, i.e. Arts and Science
  - Implemented applicant document uploading
- Efficiencies: process review and streamlining
  - Replaced paper forms with web ones – quick win!
  - Service email accounts (e.g. studentrecords@)
- Agility: cross-training
  - Moved away from the one-person expert model
  - More hands on deck!



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**A new vision – cont'd**

- Standardization: training and documentation
  - An absolute must for cross-training
  - Created a knowledge base of all procedures
  - Group vs. one-on-one sessions
- Communication:
  - Weekly team huddles
  - Weekly/monthly Working Groups with our partners (Arts, Science and GPSO)
  - Repeat, repeat, repeat!



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**A new vision – cont'd**

- Prioritization: Work Distribution Council
  - Weekly meetings with core team
- Preparing the task list and schedule for coming week on Thursdays
- Staff can view their upcoming work schedule on Fridays



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**MONDAY**

	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00	16:00-17:00	17:00-18:00	18:00-19:00	19:00-20:00	20:00-21:00	21:00-22:00	22:00-23:00	23:00-24:00	24:00-01:00
Provost's Office	0	0	3	4	5	1	6	5	2	0	0	1	3	5	4	2	2
Provost's Office	0	3	1	1	0	0	0	0	0	0	0	1	1	1	2	2	0
Provost's Office	1	1	2	1	2	0	2	2	0	0	0	0	0	1	2	1	1
Provost's Office	0	3	0	0	0	0	0	0	0	0	0	1	3	5	5	5	3
Provost's Office	1	1	5	5	5	1	4	5	5	0	0	3	5	5	5	3	2
Provost's Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provost's Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provost's Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Staff Schedule Summary (Staff 1-10) for Monday:

Staff	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00	16:00-17:00	17:00-18:00	18:00-19:00	19:00-20:00	20:00-21:00	21:00-22:00	22:00-23:00	23:00-24:00	24:00-01:00
Staff 1		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 2		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 3		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 4		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 5		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 6		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 7		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 8		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 9		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal
Staff 10		RU	RU	RU	Team Huddle	Meal	Meal	Meal	LUNCH		RU	RU	WT	WT	Meal	Meal	Meal




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Category	Task	SME	Staff Assigned this week	Priority	Expected Turnaround/Completion	Status
Convocation	Diploma Checking Spring 2014 Convocations - Starts on 26 May 2014	HE/CS	SP, RV, RU, LA, JK, SU, PP, LC, RS, RW, FI, CL, MM, MT	High	4-Jun-14	
Convocation	Printing Duplicate Diplomas - Backup for Service Point	HE	HE, CS, SP, RV	Medium	1-2 days	
Email-Review/Decision	Monitoring lul@mcgill.ca inbox	CS/SJ/SP	RV, SP	High	daily	
Email-Review/Decision	Monitoring permcode@mcgill.ca inbox	RV	RV, SP	Medium	daily	
Email-Review/Decision	Student Records email folders	FL	FL, RV, SP	High	daily	
Email-Updating	Grad Student Records email folders - Course Changes, Language Req't, Transfer Credits, Repeated Courses, Extra Courses, Student Status Change - daily review and processing	RV/SJ/CL/PP/MM, SJ/SP	MT, SU	High	daily	
Email-Review/Decision	Grad Student Records email folders - Double Program, Leave of Absence, Reinstatement, Program Changes, Supervisor Changes	RV/SJ/CL/PP/MM, SJ/SP	MT, SU	High	daily	




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**Lessons Learned**




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**Lessons Learned 1**

- Be agile: successes of cross-training
  - Creates an environment for succession planning
  - Provides transparency
  - Enables knowledge transfer
  - Strength in numbers
- Create trust: change management is a must – repeat, repeat, repeat!
  - Not everyone is going to embrace change
  - Identify your champions & use them!
  - Introduce professional development and career planning sessions
  - Ongoing communication and a consultative approach



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**Lessons Learned 2**

- Reflect: process review can help save work
  - Important to review current practices
  - Determine efficiencies
  - Identify redundancies
- Standards: training and documentation are key
  - Require a designated resource
  - Build a common knowledge base
  - Anticipate unbalanced learning curves
  - Ensure that verification is built into your process



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**Lessons Learned 3**

- Be creative:
  - Brainstorm ways to help the university cope with budget cuts
  - E-store (transcripts, duplicate diplomas...)
- Cooperation: team building opportunities
  - Annual retreat (combine learning with fun)
- Rethink tools used to process work:
  - Use of email to create workflow vs an imaging tool
  - Pdf-fillable forms



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**Lessons Learned 4**

- Plan: reorganizing while an integration is underway is not easy!
  - Ideal is to prepare for the integration in advance
  - Building trust within the team can be challenging when questions are unanswered



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**Questions**



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**Thank you and enjoy the rest of the conference!**

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