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1. Position Identification	
Position Number	991414
Position Title	Associate Registrar (Graduate Admissions & Records/Undergraduate Records and Graduation Services/ Curriculum and Calendar)
Department	Student Affairs
Reports to (title)	Registrar, Student Affairs
Classification Level	ME 12
Current Incumbent	
Date (last revised)	November 2020

2. Department Summary
<p>Student Affairs is committed to creating a vibrant and engaging learning community to inspire and enrich the lives of our students in support of the University of Victoria’s vision “to be a university of choice for outstanding students, faculty, and staff from BC, Canada, and around the world”. The Student Affairs portfolio includes: Office of the Registrar, Athletics and Recreation, Campus Services, Student Services.</p> <p>In working to achieve this vision, the Office of the Registrar (OREG) places students at the centre of operations and supports students to achieve their academic and life goals. Individual connections with OREG team members and services, as well as interactions with on-line services, contribute to students’ growth in knowledge, independence and confidence. Registrarial services strive to directly support students’ success in their university studies, campus life and subsequent life pursuits. The range of services provided by the units within the OREG appear at every point in the student life cycle, beginning with recruitment and admissions, all the way through to convocation. Members of the OREG team strive to be consistent in their interpretation, communication and application of regulations, policies and procedures while being both professional and respectful of the diversity and complexity of needs across the university campus. The OREG interacts with staff, students, faculty, university and external community members in order to assist in the delivery of core services that cross operational and departmental boundaries (e.g., registration, class and exam scheduling). It is important that students and our university colleagues are well-informed and well-supported by the OREG and the services offered.</p>

The Associate Registrar will oversee establishment and maintenance of mutually supportive working relationships with key Student Affairs and University partners including but not limited to Faculty of Graduate Studies, Associate Deans, University Secretary's Office etc.

3. Position Summary

Mandate or core purpose of role	<p>The Associate Registrar (AR) advances the University of Victoria's vision and mission through strategic leadership in student recruitment and registrarial operations and systems and policy administration.</p> <p>Reporting to the Registrar, the AR assists the Registrar and Deputy Registrar in the operation of the Office of the Registrar and works closely with the Registrar, Deputy Registrar and Associate Registrar. In the absence of the Deputy Registrar will assume responsibilities of the Deputy Registrar as required. May occasionally be required to act on behalf of the Registrar, if the Deputy Registrar is unavailable to do so.</p> <p>The AR provides direct leadership and strategic management, systems oversight and development for three units:</p> <ul style="list-style-type: none"> • Graduate Admissions and Records • Undergraduate Records and Graduation Services • Curriculum and Calendar <p>In addition, the Associate Registrars will collaborate closely to ensure seamless communication related to operations, strategic planning, renewal as well as technical support and development.</p> <p>Descriptions of the functions of the units are attached.</p> <p>These units provide a range of core services to graduate applicants, current undergraduate and graduate students, academic units and other campus operations that support the student recruitment, student experience, student retention and success and the academic mission. The services, operational processes and systems directly support graduate applicants as well as current undergraduate and graduate students. The AR aligns planning and goals with the planning and goals of the Registrar, the Student Affairs Vision and Purpose and the University's Strategic Framework and Strategic Enrolment Management plan, while upholding university regulations and paying careful attention to detail in order to ensure the accuracy of the student record.</p> <p>The AR is accountable for data integrity of student information in the database including admission, transcripts, graduation parchments, reports and through records management practices.</p>
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	The maintenance of data integrity is directly linked to the institutional reputation.
Summary of roles, functions and areas of focus	<p>The Associate Registrar leads critical functions and information systems required to support the academic mission which involve oversight of graduate admissions and records functions incoming exchange, assignment of transfer credit, admission policies, appeals, processing of test scores and administration of the electronic submission for academic performance of high school students within BC and Ontario, re-admission, outgoing exchange, academic standing/progression, graduation, curriculum review, University Calendar publication, maintenance of student academic records to maintain data integrity, summer session administration and convocation and parchment production. The position holds responsibility for core communications regarding academic matters through emails, web sites, published guides and group meetings.</p> <p>The Associate Registrar is a key resource, providing support and advice to the University community regarding policy and procedural matters and is a member of numerous Senate advisory and ad hoc committees.</p> <p>The Associate Registrar administers Senate approved University policy in a manner that is student-focused, fair and transparent.</p> <p>The Associate Registrar develops innovative strategies for continuous renewal of registrar policies, systems and practices that advance the University's strategic enrolment management initiative.</p> <p>The Associate Registrar is an engaged and active participant of the Student Affairs Council, provides support and counsel when requested to the AVP Student Affairs.</p> <p>This position plays a leadership role in advancing student systems to a new level of functionality.</p> <p>If the Deputy Registrar is unable to do so the Associate Registrar may occasionally act for the Registrar, as required; this may involve attending meetings as necessitated by scheduling or absence of the Registrar or Deputy Registrar from campus and making decisions that require immediate action.</p>

4. Key Responsibilities and Expectations	
Key Responsibility	Expectation
Strategic direction	<ul style="list-style-type: none"> Responsible for supporting the Registrar, Deputy Registrar and Associate Registrar in the development and implementation of a department wide strategic

	<p>plan to guide the operations of the Office of the Registrar in accordance with values agreed to by the Student Affairs Executive and the University’s Strategic Enrolment Management plan and Strategic Framework.</p> <ul style="list-style-type: none"> • Provides direct input to the preparation of strategies through an analysis of the internal and external environments through scanning, monitoring, forecasting and assessing information that can be measured against the capabilities of the units and interests of stakeholders. • Plans new initiatives through analysis of developing issues and emerging trends in provincial, national and international post-secondary education. • Initiates the constant review of University policies and operational processes to remove barriers for students and introduce efficiencies. • Manages unit resources to achieve the highest level of service provision to students and the University community. • Works collaboratively with members of the Student Affairs Council to support and advance the goals of colleagues and their departments and to serve students’ needs. • Develops and implements an overall organizational staffing structure that ensures the delivery of contemporary programs and services. Identifies and advances the student information systems functionality (Banner/Fast/CAPP/Infosilem) in order that the core administrative services are provided by the units within the OREG to students and campus users at a high level to meet the goals of the University Strategic Framework, Strategic Enrolment Management plan, and other high level university plans and initiatives as required.
Leadership	<ul style="list-style-type: none"> • Leads unit directors and managers to constantly evaluate, update and improve service delivery in order to serve the changing needs of “customers/clients”. • Initiates and encourages the development of new and innovative programs to better support student development and retention and support staff and faculty with their mandates. • Supports and provides functional leadership for systems operational issues that arise within Graduate Admissions and Records, Undergraduate Records and Graduation Services, and Curriculum and Calendar

	<p>for the functional development projects established through the Academic & Student Services Committee (ASSC) and Student Academic Systems Committee in order to stay competitive with other universities and provide a high level of service delivery through the student information system.</p> <ul style="list-style-type: none"> • Actively contributes to OREG Leadership meetings, Student Affairs Council meetings, inter-university meetings, senate, advisory and ad hoc committees to provide support and counsel regarding policy requirements, registrarial service trends and Student Affairs strategic direction. • Ensures reporting to and informational requests from external agencies are completed accurately and on time through coordination with other areas within the Office of the Registrar and University Systems. This results in increased opportunities for students when their data is included with that of other universities' students. Ensures unit staff follow departmental and organizational policies and procedures with regard to sound financial, data and human resource management which results in increased security of those resources (e.g., Confidentiality of Information and Protection of Privacy, etc.)
<p>Supervision and support of administrative and professional staff</p>	<ul style="list-style-type: none"> • Manages recruitment, retention and succession planning for all staff including developing and supporting opportunities for advancement in order to retain staff and plan for succession. Sets performance expectations that are consistent with those of the Division of Student Affairs, oversees and reports on performance plans to ensure staff are performing and developing satisfactorily. • Coaches and develops unit leaders so that they are continually planning and assessing the goals for themselves and their units in order to achieve the goals and vision of the Office of the Registrar. Leads a culturally diverse work force through continuous change and shifting priorities.
<p>Program and Service Delivery</p>	<ul style="list-style-type: none"> • Analyzes data regarding operational activities and assessment of unit services to inform strategic planning and monitor satisfaction with services provided to both students and the campus community. Evaluates and proposes changes to operational policy, and mode of service delivery in response to identified need and industry standard to ensure that the University of Victoria is responsive and competitive.

	<ul style="list-style-type: none"> • Provides support and counsel to emerging trends and initiatives in post-secondary education that are designed to meet the needs of students (e.g., increased student mobility). • Participates in determining administrative direction in the implementation of inter-institutional transfer credit, articulation and collaborative agreements. • This position serves as permanent secretary to the Senate Committee on Admission and Reregistration Appeals.
Finances & Asset Management	<ul style="list-style-type: none"> • Collaborates with the Registrar on budget formulation and allocation. • Prepares annual operational budgets to meet business plan objectives and to meet university requirements/ standards, monitoring and reporting on financial performance including responding to budget issues and adjusting priorities accordingly. • Works closely with the Registrar to monitor and track major revenue flow from Undergraduate applications and documentation. • Contributes to the development of a multi-year business plan including identification of revenue generation activities and forecasting.

5. Other Factors	
Decision Making	<p>In collaboration with the Registrar, Deputy Registrar and the Associate Registrar, the AR assists in making complex decisions on an on-going basis in the development and implementation of departmental budgets, policies, and procedures, the planning and implementation of major institutional and department projects related to enhancements, system upgrades and new self-service options and in regular assessment and reporting such as the annual preparation of the Registrar Risk Report compiled as part of the annual University Risk Register Report.</p> <p>Decisions that would typically require consultation with the Registrar may involve: initiatives that are assigned to the AR that require discussion of background issues, areas of legal and public relations</p>

	<p>sensitivity, items with a strong investment from upper university administration or changes that would have a major impact on a particular unit in OREG.</p> <p>The position of AR:</p> <ul style="list-style-type: none">• prioritizes development that impacts graduate admissions and records, undergraduate records, the management of curriculum and production of the academic calendar, which contributes to institutional reputation. There are many competing demands for development that must be considered in relation to the university's Strategic Framework and Strategic Enrolment Management plan, limited allocation of systems resources and impact to the operations of the Office of the Registrar and the support of students.• initiates and/or contributes to project development as a functional stakeholder. Decisions must be made regarding allocation of resources balanced against functional and operational requirements which affect service delivery.• accelerates the resolution of issues of data integrity that are related to institutional reputation.• evaluates requests that impinge upon privacy breaches and the appropriate protocol to be followed.• leads decision making related to the ongoing scheduling, timing and content of important communications to current and students , and collaborates with academic units regarding communications to students.• adjudicates exceptional student appeals and procedural matters and documents precedents that may be taken into account; however there is also a need to be cognizant of and respond to the changing environment and societal shifts that affect students.• improves service delivery based on thorough, proactive and strategic
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	<p>assessment, provides support and communications to university advisors and departmental administrative staff through regular meetings to discuss issues, concerns and current and potential system improvements.</p>
<p>Human Relations</p>	<p>Works internally with other members of the Division of Student Affairs portfolio, individuals and organizations involved with student programming, faculty, and other departments. These interactions relate primarily to collaborative and cooperative work.</p> <p>Leads unit directors/managers to meet the operational goals for the Division, department, unit and themselves by modeling open communication, providing supportive feedback, coaching, mentoring, recognition and performance evaluation to support behavior change through reframing and encouraging self-awareness.</p> <p>Initiates progressive discipline where necessary and provides appropriate support.</p> <p>Builds strong working relationships with administrators and staff across OREG, the Division of Student Affairs and the campus through direct, personal and open communication to establish reliable and timely channels of communication to support service to students, staff, and faculty and initiate administrative efficiencies.</p> <p>Works with faculties to support program enrolments through engagement with Associate Dean's and faculty as it pertains to curriculum development and delivery.</p> <p>Advises Deans, Chairs and campus administrators in decision making related to procedures, academic policy & regulations, sensitive, anomalous issues and/or student appeals.</p> <p>Engages with external agencies, in relation to service provision and information exchange such as</p>

	<p>Immigration Refugees and Citizenship Canada, Ministry of Education, Ministry of Advanced Education, Skills and Training, local, federal and international police, post-secondary institutions and private agencies, etc.</p> <p>Negotiates allocation of development and functional testing resources with University Systems administrators.</p> <p>Works internally with members of the campus community on strategic policy development, various committees, and special projects. Collaborates closely with the registrarial staff from BC and Canadian institutions and most regularly with UBC and SFU on matters of joint interest and concern.</p>
<p>Accountability</p>	<p>Interacts on a continuing basis with the Registrar, Deputy Registrar and Associate Registrar, and faculty and unit leaders to informally review progress on key initiatives. Meets with the Registrar, Deputy Registrar and Associate Registrar frequently to review departmental and unit goals. Consults, as required, on a daily basis to discuss issues and recommendations arising from the Registrar, Deputy Registrar and Associate Registrar's responsibilities to ensure a comprehensive understanding of developments.</p> <p>Contributes to the enhancement of the reputation of the Office of the Registrar, UVic and the Division of Student Affairs both on campus and to the external community through consistent provision of high quality service. Fulfills a role of authority on student admission and progression, the University operational policies and procedures that relate to activities provided by the Office of the Registrar.</p> <p>Responsible for human resource, budgetary, university and faculty policy, service provision and capital projects that relate to activities and initiatives within the department. Ensures best practice</p>

	<p>principles for accessibility, timelines, responsiveness, quality and relevance and in accordance with the values established by the Division of Student Affairs and the University Strategic Framework. In collaboration with the Registrar, Deputy Registrar and Associate Registrar, ensures academic regulations are reflected within respective areas of responsibility and related systems (Banner, Fast and Infosilem systems).</p> <p>Addresses the needs of staff in order to create a positive, productive, engaging and professional work environment.</p> <p>Consults with university administrators where significant issues have arisen or are anticipated to affect the overall operations of the department, division or institution.</p> <p>Supports the faculties in realizing the objectives of the institution's Strategic Enrolment Management plan.</p> <p>Represents the university on provincial and national associations and committees (BC Associate Registrars, Association of Registrars of Universities and College in Canada, Western Association of Registrars of Universities and College in Canada and their America counterparts AACRAO and PACRAO, etc.)</p>
<p>Financial and Resource Management</p>	<p>The AR has operating budget authority of \$3.9M year</p> <p>Prepares, administers, controls unit budget, monitors and allocates expenditures, assesses revenue and forecasts for budget adjustments.</p> <p>Signing authority: \$200,000. Delegated maximum dollar limit per transaction is \$100,000.</p>
<p>Supervisory Responsibility</p>	<p>3 full-time direct reports: (2 Directors, 1 Manager)</p> <p>30 full-time indirect reports</p> <p>6-8 part-time student work study positions</p> <p>Overall: 33 FT plus 6-8 part time = 41</p>

<p>Safety</p>	<p>Responsible for ensuring a safe and healthy working environment for all staff and UVic students as well as visitors who use departmental services such as supporting work-life balance, awareness and management of environmental sensitivities and attention to potential hazards in the workplace.</p> <p>Directly responsible for the secure maintenance, access to and storage of all academic records and the student information systems in which they are contained. These records support the production of the official university transcript which is the legal document used for multiple purposes such as to support admission to post-secondary institutions, graduate programs, to qualify for awards and funding, and to secure employment and other opportunities. A breach could lead to widespread and long term privacy and reputational consequences.</p> <p>Also responsible for the secure maintenance and storage of and accessibility to all academic records for David Thompson University and Notre Dame University (Nelson).</p> <p>Also responsible for ensuring the data and information are stored, accessed and destroyed in accordance with University Records Management and Privacy policies as well as provincial FOIPOP and International PCI regulations.</p> <p>Responsible to ensure that safeguards are in place and support is provided to the AR staff members who encounter threatening behavior, personal loss or exposure to infectious disease.</p> <p>Contributes to ensuring disaster recovery emergency operations policies are kept current through review process and are ready to be implemented if needed.</p>
<p>Equity</p>	<p>In collaboration with the Registrar, Deputy Registrar and Associate Registrar, the OREG Leadership reviews the</p>

	<p>departmental equity plan in consideration of the four designated equity groups (women, aboriginal peoples, members of visible minorities and persons with disabilities) and ensures it is followed.</p> <p>Ensures departmental policies, procedures and practices treat everyone fairly in all aspects of their employment and service usage.</p> <p>Contributes to the development of programs and services that foster a supportive and inclusive environment for students and university employees..</p>
6. Summary of qualifications and job specific competencies	
<p>Qualifications and experience</p>	<p>Master's Degree</p> <p>Minimum five years of directly related leadership experience with increasing levels of responsibility, in a Registrar's Office, 2 of which must have been in Graduate Admissions and Records. Knowledge of Graduate Admissions and Records functions, Registrar systems, practices, academic and administrative policies, regulations, procedures & functions within a fast-paced environment or an equivalent combination of education and experience.</p> <p>Knowledge of student information systems, calendar and curriculum management software</p>
<p>Key job-specific competencies</p>	<ul style="list-style-type: none"> • Dynamic, positive and energetic leader • Passionate about providing a continuous high level of student service • Open and transparent communicator who is politically astute, builds trust and inspired confidence • Consultative and reliable management style • Manages situations with patience, tact and resilience • Strategic and analytical thinker who is able to weigh the significance and impact of details when appropriate • Must have demonstrated skills and the ability to work under pressure, respond to competing demands and meet deadlines • Empathetic, sensitive and fair to staff and students • Able to build and develop cohesive and productive teams • Intelligent with creative problem solving skills • Sound and reasonable decision making • Adaptable and successful at managing and leading change • Educational professional with research/ presentation skills

	<ul style="list-style-type: none"> • Networking skills to build trusting and constructive relationships • Self-aware and reflective
7. Unusual working conditions	
<p>Dynamic environment with constant change, broad and complex responsibilities, competing priorities and a highly demanding work schedule that requires planning and vigilance in managing time and work life balance.</p>	

Undergraduate Records and Graduation Services

- Directs Undergraduate Records and Graduation Services unit in matters concerning maintenance of student academic records
- Implements and interprets university and faculty policy and regulations
- Advises administrators/university committees regarding regulations and appeals
- Directs assessment of academic standing for all undergraduate faculties
- Leads and directs student communication related to academic records
- Oversees assessment of re-registration and transfer/exchange credit evaluation
- Manages ongoing system development such as upgrades to convocation, parchment production, degree audit, introduction of online services
- Oversees identification and resolution of duplicate/mutually exclusive courses
- Oversees the assignment of With Distinction at graduation
- Oversees production of degree parchments for graduate, undergraduate and continuing studies credentials

Graduate Admissions and Records

- Contributes to and oversees decisions made regarding graduate specific policy and procedural matters.
- In matters that do not fall within the authority of the Director advises the FGS Dean and Associate Deans in decision making related to academic policies, sensitive and anomalous issues and/or student appeals and/or matters that may have a cross institutional impact.
- Establishes and maintains effective working relationships with FGS Dean, Associate Deans advising the Registrar of any issues or challenges arising.
- Participates on FGS committees as appropriate.
- Works with Dean of FGS and other key stakeholders on the development and implementation of SEM strategies and tactics.
- Oversees the development and implementation of GARO-specific strategies to achieve enrolment priorities with particular attention to recruitment, retention and success initiatives;

- Ensures that the graduate perspective is brought to light during consultations, feedback opportunities or implementation of new initiatives, policies or regulations.
- Identifies matters of strategic importance arising that require the attention of the Registrar

Curriculum and Calendar

- Manages the Senate Curriculum Committee schedule/processes
- Prepares curriculum material for Senate approval
- Manages update and production of annual calendars
- Edits and updates summer studies and off-campus online guides
- Coordinates departmental submission of winter and summer courses
- Provides advice and guidance to Deans, Chairs and Committees regarding curriculum, calendar and course timetable submissions
- Provides calendar policy and regulations interpretation as required, to various university stakeholders.