

Job Summary

Reporting to the University Registrar, the Associate Registrar, Academic Operations and Systems provides strategic and operational leadership in the development, delivery, analysis, and continuous improvement of student information systems, student records, registration management, academic scheduling, examinations, reporting, and ministry enrolment reporting within the Office of the University Registrar (OUR). This position plays a critical role in ensuring effective, student-centred services, while supporting academic program delivery, enrolment management, compliance with government regulations, and the university's strategic priorities.

The Associate Registrar oversees the management of student academic records and documentation, leads the development of academic schedules, coordinates exam operations, ensures the effective management of registration processes, and oversees the timely and accurate submission of internal and external reports, including those required by government and regulatory bodies. The incumbent is responsible for functional leadership and administration of the student information system (currently PeopleSoft Campus Solutions) and its integrated systems, ensuring the security, integrity, accessibility and appropriate use of student data.

A key member of the OUR Senior Management Team, the Associate Registrar, leads cross-functional initiatives to enhance service excellence, data stewardship, and process improvement across all OUR units. The incumbent collaborates extensively with academic and administrative partners, Information Technology Services (ITS), and external partners to ensure operational alignment and efficiency. The Associate Registrar maintains active involvement with professional organizations such as OURA, ARUCC, and OUAC to ensure Queen's University interests are represented and to support professional development for themselves and their team. The Associate Registrar also serves as Acting University Registrar as required, contributing to the leadership and direction of the OUR.

The Associate Registrar plays an important role in the University's commitments to Indigenization, Equity, Diversity, Inclusion, Accessibility and Anti-racism (I-EDIAA) by helping ensure that policies, procedures and student services are accessible, fair, responsive and inclusive for diverse student communities. This role contributes to the development and delivery of student-centered practices that support belonging, reduce systemic barriers and promote student success and well-being.

Job Description

KEY RESPONSIBILITIES:

Strategic Leadership and Collaboration

- Collaborate with OUR leadership to develop and implement strategic initiatives that advance divisional and institutional priorities.
- Ensure alignment of student information systems, records management processes, registration management, academic scheduling, exams operations, reporting, and ministry compliance with the goals of the OUR, Division of Student Affairs, and the University.
- Establish and maintain effective working relationships with the Vice-Provost (Teaching and Learning) portfolio, including the Centre for Teaching and Learning, to ensure registrarial systems, scheduling, and support align with evolving pedagogical needs and academic-integrity requirements.
- Foster a culture of collaboration, continuous improvement, and innovation across all OUR units.
- Lead and manage project teams comprised of institutional colleagues, fostering collaboration and resolving challenges to deliver student-centered services.
- Provide counsel to the Registrar regarding a wide range of issues, from student concerns to the impact of legislative and policy changes, to system and process development.
- Lead the implementation and continuous improvement of initiatives impacting systems, student records, registration, scheduling, exams, and reporting services.
- Serve as Acting University Registrar when required.

Systems Management

- Lead functional management of the student information system (currently PeopleSoft Campus Solutions) and related systems supporting admissions, registration, student records, financial aid, scheduling, exams, and reporting ensuring the accuracy, integrity, accessibility, and security of academic records and the registration process.
- Coordinate system upgrades, patches, enhancements, and testing activities in collaboration with ITS and external partners.
- Ensure the security, integrity, and effective use of student data across the OUR.
- Oversee the design, testing, and deployment of system improvements, ensuring impacts on operations, service delivery and the student experience are assessed across OUR units.
- Provide leadership to ensure that all OUR units are effectively leveraging technology and systems to support efficient, coordinated, accessible and responsive operations that meet the evolving and diverse needs of students, faculty, and staff.

Academic Operations

- Lead the development, preparation and submission of internal and external reports related to enrolment, student records, graduation, retention, funding, and ministry

compliance ensuring the accuracy, integrity and completeness of all reports.

- Oversee the production of official documentation (e.g., transcripts, degrees, credentials) and records retention in accordance with university policy and legislation (e.g., FIPPA).
- Act as the institutional expert in records, registration, and systems, providing expert advice to internal partners and faculties, and collaborating with provincial and national counterparts.
- Oversee the development, implementation, and management of academic scheduling, including timetables, room allocations, and scheduling support.
- Lead the planning and execution of exams ensuring accessible, equitable and student-centred scheduling and examination processes that meet institutional and faculty needs, in collaboration with academic units and service departments.
- Collaborate with institutional research and planning offices to support enrolment management, retention strategies, and strategic reporting initiatives.
- Continuously improve data quality, reporting processes, and access to actionable student information.
- Direct the planning and delivery of centrally scheduled examinations, including room assignment, conflict resolution, accessible accommodation processes, invigilation protocols, and secure assessment material handling
- Ensure that timetable design and room allocation decisions align with institutional priorities while supporting accessibility, student success and effective academic operations.
- Identify, recommend, and implement enhancements to workflows, service delivery, and digital processes.

Human Resources & Financial Management

- Direct the financial management of the unit's budget.
- Analyze statistical and financial information to establish the unit's annual operating budget.
- Plan, prioritize, and manage the work of employees, providing strategic and tactical advice, guidance and coaching. Identifies the need for staff resources, participates on staffing committees, and makes effective recommendations regarding employee selection.
- Manage performance by establishing performance standards, reviewing, and evaluating performance and conducting formal performance reviews on an ongoing basis.
- Assess staff training and development needs and support ongoing professional development opportunities that to improve and sustain successful performance.
- Investigate, address, and resolve employee/labour relations issues, including disciplinary matters. Make decisions or effective recommendations on matters involving possible discipline, discharge, and probationary termination.

REQUIRED QUALIFICATIONS:

- Undergraduate degree in relevant field required (Business, Public Administration, Education Technology, Information Systems); Graduate degree preferred.
- Minimum ten years demonstrated experience leading a large team of people in post-secondary systems and/or records management.
- An equivalent combination of education and experience may be considered.
- Progressive management and leadership experience in a complex, service-oriented environment.
- Expertise with enterprise student information systems (e.g., PeopleSoft Campus Solutions) and experience leading system implementations and upgrades.
- Strong project management skills with experience managing complex, cross-functional projects.
- Demonstrated ability to build collaborative working relationships across diverse teams.
- Working knowledge of accommodation legislation (e.g. AODA) and best practices for accessible assessment logistics.
- Knowledge of academic policies, student records regulations, enrolment reporting, and data privacy legislation.
- Strong communication, consultation, problem-solving, and analytical skills, with the ability to communicate effectively with diverse audiences
- Demonstrated ability to support accessible, inclusive, and student-centred practices in a post-secondary environment.

SPECIAL SKILLS:

- **Communication:** listens to others and expresses ideas orally and in writing, in a professional and effective manner to ensure that complex messages, recommendations and impacts are conveyed clearly and credibly. Readily shares information and knowledge with others.
- **Relationship Building:** develops and maintains relationships with individuals at every level of the university to support and achieve organizational goals and objectives.
- **Change Leadership:** facilitates the change process, by invoking change management principles and practices and recognizing and dealing with resistance to change.
- **Planning and Organization:** establishes a clearly defined course of action to accomplish goals and to organize work efforts in a complex environment with multiple competing demands, priorities and deadlines. Allocates time and manages resources effectively, ensuring accuracy.
- **Initiative:** demonstrates a continuous commitment to improvement and development and encourages the participation of others by demonstrating the value of appropriate

urgency and action.

- **Strategic Perspective:** understands the strategic direction of the organization and unit, and uses this information to develop responsibilities, tasks, goals, and Human Resource initiatives that align with long-term plans and growth.
- **Diversity Management:** demonstrated ability to work with diverse groups and commitment to indigenization, equity, diversity, inclusion, accessibility and anti-racism.
- **Leadership:** ability to inspire a diverse and high performing team to work towards shared objectives and optimize team effectiveness by engaging diverse perspectives and empowering others.
- **Student-Centred Service:** supports a student-centred service culture by assisting to establish service standards and develop strategies and policies to ensure standards are met.
- **Business Acumen:** carries out strategy with a clear understanding of trends and dynamics that affect the university and unit. Demonstrates business foresight along with the ability to integrate diverse perspectives.
- **Decision Making and Judgement:** superior judgement, tact and political acuity required to address sensitive topics and effectively manage relationships.
- **Collaboration and Teamwork:** fosters a culture of cooperation and encourages positive team dynamics to build synergies. Understand and enable diverse viewpoints and approaches to achieve objectives and goals. Gives and receives feedback regarding the impact of behaviour on the group.

DECISION MAKING:

- Determine and prioritize resource and budget allocation for team initiatives, applying equity considerations to ensure fair and accessible outcomes for all stakeholders.
- Make decisions on complex situations by having meaningful consultation, recommending solutions that balance competing priorities and reflect equitable and consistent application
- Assess and mitigate risk by providing advice, training, and coaching to management that reflects equity considerations and promotes fair and consistent practices.
- Determine content of correspondence, reports, proposals, and procedures, ensuring materials are accessible, consistent, and reflect equity-informed perspectives.
- Recommend changes to policies, procedures, and guidelines that advance fairness, consistency, and equity, and reduce barriers to accessibility.
- Determine when and who to consult in unusual situations that may set future precedents, prioritizing inclusive consultation to ensure decisions are fair, consistent, and equity-informed.
- Make consistent, fair, and transparent judgments on the application of policies and

procedures, accounting for factors that may affect accessibility or equity of outcomes.

- Prioritize time and duties within competing priorities to meet deadlines, applying an equity lens to ensure initiatives serving equity-deserving groups are appropriately prioritized.
- Decide on training and development presentation content, ensuring materials are accessible and build equity-informed competencies across the team.
- Evaluate job candidates and make hire recommendations using fair, consistent, and bias-mitigating criteria that support a diverse and inclusive workforce.
- Make recommendations on transfers and promotions based on fair and equitable assessment, ensuring processes are accessible and free from systemic barriers.
- Evaluate employee performance and determine appropriate coaching, training, or remedial action, applying consistent and fair standards with consideration for equity factors and accessible supports.