ARUCC

ASSOCIATION OF REGISTRARS OF THE UNIVERSITIES AND COLLEGES OF CANADA

ASSOCIATION DES REGISTRAIRES DES UNIVERSITÉS ET COLLÈGES DU CANADA

ARUCC Strategic Plan

Approved December 2023

Introduction and Acknowledgment

Since 1964, ARUCC has served as the voice and professional home of Canada's registrarial community, fostering collaboration, innovation, and leadership across the sector. Over five decades, ARUCC has championed initiatives that strengthen collective practice, including the Transfer and Transcript Guides, the national listserv and survey tool, and the ARUCC MyCreds® | MesCertif® National Network, which has positioned ARUCC as a national and international leader in digital credential exchange.

Recognizing the profound shifts in post-secondary education, including technological advances, evolving student expectations, financial pressures, and increasing accountability, the ARUCC Board initiated a comprehensive strategic planning process to reflect on the organization's role and renew its mandate for the future. This process was grounded in extensive consultation with members, associates, and partners through surveys, focus groups, and Board retreats.

The consultation was broad and inclusive, engaging hundreds of members from across Canada during a period still shaped by the COVID-19 pandemic. Despite the challenges of this time, participation was strong and engaged, demonstrating the community's deep commitment to ARUCC's mission and its future direction.

The Strategic Plan presented here is the culmination of that work. It establishes a renewed Mission and Vision for ARUCC and identifies three guiding pillars: Development, Community, and Advocacy, each with a clear North Star to guide collective action over the next five years.

We extend our sincere thanks to Melissa Padfield (Strategic Planning Lead), Norma Rodenburg, and Julie Green, whose leadership and commitment guided this thoughtful and inclusive process. We also thank the ARUCC Board, members, associates, and corporate partners for their valuable insights, feedback, and engagement throughout this journey. Together, we have charted a path that honours ARUCC's legacy while positioning it for continued relevance and impact in a rapidly changing environment.

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Mission

ARUCC is a member-driven association whose mission is to foster the advancement of the registrarial profession in post-secondary education in Canada.

Vision

ARUCC's vision is to be a global leader in the transformation of registrarial practices.

Strategic Pillars

1. Development

Growing individuals, organizations, practices

Relevant Aims and Objectives:

- To promote an awareness and advance policies and practices in the admission and transfer, registrarial services, enrolment management, academic planning, privacy, systems and reporting, and transcription practices amongst and between post-secondary educational institutions
- To advance the profession of the registrar, admissions, and enrolment management professionals through both active research as well as via the support of research.
- To promote and support research, policy studies and other investigations into the practice and management of registrarial service delivery and enrolment management.
- To recognize meritorious achievement on the part of both institutions and individuals.
- To own and steward the ARUCC MyCreds | MesCertif National Network

2. Community

Fostering connections, inclusion, access, representation, and equity

Relevant Aims and Objectives:

- To facilitate and promote the networking, communication and the exchange of information relevant to the profession and industry amongst the membership.
- To hold workshops, meetings, conferences, and other means of professional development - alone as ARUCC or in collaboration with other organizations such as CACUSS and PCCAT – in order to promote the professional development of our membership.
- To promote equity, diversity, inclusion and accessibility principles and best practices amongst our membership and through the activities of ARUCC.

3. Advocacy

Representing the voice of the Canadian registrarial community

Relevant Aims and Objectives:

- To provide leadership and a common voice for Canadian higher education as it pertains to the Canadian registrarial and enrolment management profession.
- To work collaboratively with other post-secondary affiliated groups in Canada to advance the practice of the profession within Canadian colleges and universities.
- To represent the collective voice of membership and of registrars for Canadian colleges and universities on a national and international level, as appropriate.

Overview of Priority Activity

The following overview provides the specific priorities and focus areas of the organization at the implementation of the strategic plan.

Definitions:

Strategic Pillar: A strategic pillar refers to a category of focus for the organization in order to aggregate like type activity and assess new opportunities for fit with the strategy.

North Star: A north star is the core goal of the pillar and serves to guide the choices and activities pursued to advance the development of the organization and its members.

Priority Outcome: The priority outcome is the highest priority deliverable in pursuit of the north star and in support of the strategic pillar upon launch of the plan.

Strategic Pillar	North Star	Priority Outcome
Development: Growing individuals, organizations, practices	ARUCC is the leader for growing registrarial competency and professional development in Canada.	Learning and professional development framework
Community: Fostering connections, inclusion, access, representation, and equity	ARUCC is an **inclusive and collaborative** association with strong member engagement.	Communications framework
Advocacy: Representing the voice of the Canadian registrarial community	ARUCC is **recognized** as an essential partner in the post-secondary education sector in Canada.	Constituent engagement

2025 Updated 5-Year Action Plan

Activity	Pillars			Enablers	
	Development	**Community**	**Advocacy**	**Assessment**	**Resourcing**
Priority Outcome	Learning and Professional Development Framework	Communications Framework	Constituent Engagement	Continuous Assessment and Adaptation	Sustainability
Launch (AGM 2023)	Validate with Membership				
Year 1 (2024)	**ARUCC Conference**				
	Identify the Operational and Resource Requirements Necessary to Execute the Work, and Secure Community Alignment and Commitment				
Year 2 (2025)	**ARUCC SEM Summit**				
		Communications Review		Identify Initial Staffing Needs	Hire Executive Director and Allocate Project Funds
	Draft Learning & Professional Development Framework	Develop Communications Framework	Initiate Constituent Mapping and Connections		Board Policy Review (Bylaws)
Year 3 (2026)	**ARUCC Conference**				
	Launch Learning & Professional Development Framework	Renew Website	Refine Constituent Mapping and Connections	Build Evaluation Framework	Contact Support for Projects
	Launch Initial Learning Opportunities	Launch Member Engagement Platform	Expand Key Partnerships		Develop a Business Plan with Long-Term Resourcing Needs and Revenue Streams*
		Plan Peer Review Network	Establish Criteria for Making Statements		Committee Structure Review
Year 4 (2027)	**ARUCC SEM Summit**				
	Review & Improve Learning Opportunities	Review & Improve Member Engagement Platform		Reassess Staffing Model	
	Develop Research Plan	Launch Trusted Network for Peer Review			
Year 5 (2028)	**ARUCC Conference**				
	Review Learning & Professional Development Framework	Review Communications Framework	Assess Constituent Engagement	Review and Renew Strategic Plan	
	Launch Renewed Awards Program				

*Include Projection of Revenue Sources such as Membership Dues and MyCreds