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# UBC ENROLMENT SERVICES REVIEW

January 8-10th, 2018

Charmaine Hack, University Registrar, Ryerson University

Melissa Pool, University Registrar, McMaster University

Walter Wong, University Registrar, University of California, Berkeley

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## Executive Summary

This committee would like to commend the UBC Enrolment Services unit and the leadership provided by the University Registrar, Kate Ross. Kate has earned tremendous respect across the university and her influence and leadership have been critical in setting the tone for her organization. The Enrolment Services team has set clear goals to support the university's academic mission and is well-regarded by its constituents and stakeholders. The Enrolment Services team are experienced and knowledgeable in their portfolios and the area has been successful in achieving their goals, including meeting enrolment targets. Of note is the work that has been done to increase the participation of under-represented student populations, partnered with providing a seamless service experience to these students from recruitment throughout their university career. The Registrar and Associate Registrars have shown leadership not only within the university but external to the university, particularly in the EducationPlannerBC initiative. Additionally, there has been a thoughtful, deliberate focus on professional development to well position staff for changes ahead.

There are challenges ahead for this team. Most significant is the crucial role it will play in the upcoming Integrated Program. The replacement of the student information system as part of a larger systems renewal will require significant resources and there will need to be an appropriate allocation to provide subject matter expertise to the project, while continuing to ensure regular operations are maintained. This critical look at resources should include planning to support the Registrar as she takes on project sponsor duties. The Enrolment Services team has already completed important foundational work on processes, for which they were commended by the ERP vendor, in preparation for the replacement of the SIS. However, important work on data governance and data integrity issues will also be critical for the project's success.

The Integrated Program will consume significant resources at the university. In this context, the capacity for other projects needs to be carefully assessed in order to best position all projects for success. Notably, there are opportunities in Academic Scheduling to improve classroom utilization and assist in capital planning. Enrolment Services in conjunction with senior university administration needs to carefully consider available capacity in order to determine what is feasible in the short term, and what projects may need to be held until there is the necessary organizational capacity.

The following is a summary list of recommendations:

1. There is a need for the development of a cross campus Marketing Council to better support a coordinated approach and align initiatives for the marketing component of recruitment, with central communications on both campuses.

2. The Integrated Program should thoughtfully dedicate resources to systems development and data conversion while providing sufficient resources to ensure that ongoing student services maintain a high level of service delivery.
3. UBC should add a resource to the Student Aboriginal Enrolment Initiative portfolio to build upon the good work that is already in progress.
4. The university should hire a deputy registrar to allow Kate to fully delegate her day-to-day responsibilities in key registrarial areas.
5. The leadership of the university should be vocal with its support of the Enrolment Services team for the Integrated Program and limit non-IP projects that would require major systems or process changes during the project implementation phase.
6. Resource planning discussions should continue to consider possible solutions to ensuring both the project and home offices will be adequately staffed.
7. Work should continue on data integrity issues to ensure data is as clean and robust as possible. Data governance work on data definitions and standards will be critical to the success of data conversion for the new project.
8. A measured initial approach of making easily obtained incremental scheduling improvements that don't require significant organizational change is recommended.

In three days of intense meetings, the review team learned a lot about UBC's ES division and were impressed. The following report adds context for the few recommendations made.

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## **Introduction and Purpose**

In July 2017, Dr. Herbert Rosengarten, External Review Coordinator for the Office of the Provost and Vice-President, Academic at UBC contacted three individuals (listed below) to comprise a review team that would visit UBC from January 8-10, 2018. The external team included:

- Charmaine Hack, University Registrar, Ryerson University
- Melissa Pool, University Registrar, McMaster University
- Walter Wong, University Registrar, University of California, Berkeley

A full itinerary can be found in Appendix I, but to summarize, the external team met with more than 70 constituents across both campuses. These included senior administration, Faculty Deans and Associate Deans, the Enrolment Services executive and as well as Associate Directors and Managers, Senate and Student Representatives. In preparation for the review, the review team was provided with an extensive self-study completed by Enrolment Services. The team was further informed by written submissions solicited from the broader university community and follow up emails from meeting participants when further exploration of topics was necessary.

The purpose of the review, as stated in the Terms of Reference, was “to review and evaluate UBC Enrolment Services, with an emphasis on governance, achievements, relationships and the challenges and opportunities it faces. To advise on strengths and changes Enrolment Services and the University should consider to ensure the unit: (a) meets the needs of students, faculty, staff, alumni and the province’s post-secondary system and (b) supports the mandate and strategic plans of both UBC campuses and the university as a whole.” The team was further guided to consider the following:

- *Governance, Organization and Administration*
- *Mandate and Effectiveness*
- *Relationships*
- *Infrastructure, Resources, and Environment*
- *General*

For the complete Terms of Reference please see Appendix II.

## **I. Governance, Organization and Administration**

The Enrolment Services team is well-organized and well-aligned to support the university mission. The individual units have a high degree of cooperation and collaboration and it was noted that this unit has been successful in breaking down unit silos and working collaboratively across all facets of the organization. Given the complexities inherent in governance, organization and administration, there are specific areas that warrant discussion and are as follows:

### Recruitment, marketing & prospective student engagement:

The complexity of a large, multi-campus university inherently causes challenges for outward facing units, as audiences rarely align neatly to internal organizational structures. This is particularly evident in functions such as marketing and student recruitment, which organizationally may be distinct, but whose audiences frequently blur and blend. A concern regarding the alignment of marketing to recruiting, and coincident to that the alignment, of international student recruitment to domestic recruitment was raised in a number of meetings.

Participants clearly stated that there are differences between the Vancouver and Okanagan campuses that call for distinct, strategic approaches. It was suggested that greater attention to those distinctions is warranted. One example is in domestic recruitment, where the geographical origin of students may be significantly different; the Okanagan campus drawing from a more diversified set of geographical areas with the Vancouver campus drawing largely from British Columbia. In addition, the growth rate and future growth rates of faculties at Okanagan, a relatively new and growing campus, may differ significantly from Vancouver.

The concerns raised point to a potential for misalignment in messaging inefficiency and a redundancy of effort that could result in potential ineffective allocation of resources, and lost opportunities to harness synergies across both domestic and international recruitment agendas. Additionally, it was noted that the resource investments between international marketing and recruiting were significantly higher than domestic resources. The concern over the alignment of these structures has been previously noted, including in the review of the International Student Initiative where it was recommended that there should be one recruitment team. The alignment between recruiting, its support structures (i.e. marketing), and admissions is critical to effectively and coherently manage recruitment through admissions.

In short, the separation of the two areas is not ideal. While the review team feels that the consolidation of the two areas would be optimal, it was also felt that the timing of this should be after the new systems implementation work is complete. Simply put, the Registrar and the Enrolment Services division are entering a period of significant organizational change, and the consumption of any internal capacity beyond fundamental operations and that which will be required by the Integrated Program, should be avoided. This being said, an interim measure to support improvement and increased synchronization could be achieved through the establishment of structures designed to provide a greater coordination of efforts. At many universities this is done through a Marketing Council.

Recommendation: There is a need for the development of a cross campus Marketing Council to better support a coordinated approach and align initiatives for the marketing component of recruitment with central communications on both campuses.

## **II. Mandate and Effectiveness**

There is much to be commended in the day to day operations of the Enrolment Services unit. As noted above, the units function cohesively and are clear in their expected deliverables. There is a strong leadership team that have worked together to deliver effective services.

The next few years will see considerable change in Enrolment Services due to the Integrated Program. However, given the number of new projects already underway, e.g. the CRM and the changes in the admissions process, the team is already engaged in understanding, measuring and improving processes. The changes to the admissions process have demonstrated this on a number of levels. In discussions with external stakeholders, UBC was lauded for its leadership in understanding and aligning processes to be ready for the new provincial curriculum and for the support for EducationPlannerBC. This leadership has been critical in moving these initiatives forward and UBC's engagement has prevented others from throwing up barriers.

Internally, the changes made to admissions assessment and processing also points to an effective organizational culture that understands its mandate and is poised to innovate, effect and manage change. The admissions team and in particular, the Associate Registrar, consulted widely with constituents on the changes and provided in-depth data and trend analysis to assure the constituents of the robustness of the new model. The team managed timelines effectively and so are ready to implement a year ahead of the new curriculum as the province has pushed out provincial implementation timelines.

The critical success factors of the admissions changes: leadership, subject matter expertise, a consultative, collaborative approach and data driven decision-making are core characteristics of the Enrolment Services area. The Enrolment Services team are knowledgeable in their service areas and evidence the ability to continuously improve services over time. This can be seen in the creation of the Enrolment Services Professional (ESP) function as UBC Enrolment Services created a new service model for students and have continued to refine its processes over time.

In traditional student systems, student records are the largest component of a student system whether measured by modules, lines of code, users, or downstream interactions. It was apparent during our interviews that Admissions and Recruitment is a priority and that Enrolment Services is well positioned to provide the support that the campus needs in this area. We heard much less about student records, student finance, and basic day-to-day operations. That may be a credit to the Enrolment Services staff who have demonstrated a forward thinking, service-oriented approach to their work. The Enrolment Services self-study identifies current strengths (ongoing review of business processes, conversion of paper forms to electronic processing), while citing current limitations (aging system). The new student system will provide new opportunities that may be significantly different than those offered in the current environment. And, the student records area may not have had the “benefit” of the ongoing external feedback that is a central component of the admissions environment. As such, it is easy to underestimate the resources that will be needed during the systems implementation.

Recommendation: The Integrated Program should thoughtfully dedicate resources to systems development while providing sufficient resources to ensure that ongoing student services maintain a high level of service delivery.

### **III. Relationships**

It was clearly evident in meetings with a number of constituencies that the Enrolment Services team and in particular Kate Ross have worked diligently and successfully to build relationships across and between both campuses. The strength of these relationships contextualized any discussions of challenges. Enrolment Services boasts a positive environment in which solutions are made through a high degree of collaboration amongst groups ranging from faculty offices, senior administration and operational groups from all areas of campus. Participants from student affairs units clearly expressed strong support for Kate Ross, in her role as University Registrar, as well as the working relationship with the Enrolment Services staff. At the same time, there was a distinct sentiment that the organizational structure changes implemented at UBCV and UBCO have at times, created a transactional relationship, rather than a partnership,

and a desire was expressed for a deeper collaborative relationship that would provide an opportunity to include more discussions about how to match admissions strategy with student services, or how to use more stories about the actual student experience in recruiting. It was noted that one of the challenges is that, unlike Ontario, in British Columbia there is not an ancillary fee for student services that would support the demands of enrolment growth.

UBCO does not have Enrolment Services Professionals, so the service model for UBCO needs to be different than UBCV. The co-location of staff in Enrolment Services and Student Affairs is viewed as a positive. As one participant noted, “The advising office and the Registrar’s office needs to be intimate.”

Cross-Campus Relations - Several participants cited Kate’s leadership as an important contributor to improvement in relations between the Okanagan campus and the Vancouver campus. Many participants also cited the Enrolment Services unit as a model of cross-campus collaboration with respect to the Okanagan and Vancouver campuses. At the staff level, the commitment to collaboration across campuses was evident and clearly articulated. Some staff members have worked on both campuses. In addition, administrative structures such as effective use of video-conferencing with available resources, regularly scheduled meetings, and running meetings like projects help to support the commitment. It was noted at UBCO that from a planning perspective, a closer link between Enrolment Services and planning is needed, and that better information and better use of analytics will be important for future facilities planning.

#### Aboriginal Services:

One of the most encouraging aspects of the review, was the success on both campuses in improving the relationships and streamlining services to support the university’s academic mission in the recruiting and retention of aboriginal students. On the Vancouver campus, specific recruiting initiatives had been halted until it was felt that the appropriate services had been aligned to ensure a seamless experience from recruiting to application to the student services available upon the student’s arrival. Services for aboriginal students should not require favours or special treatment but should be embedded in the routine fabric of student services. These changes were made and recruiting activities have once again commenced. Similarly, on the Okanagan campus, the integrated approach to ensuring aboriginal students’ needs are embedded in the core service model was evidenced by the ongoing collaboration of the Aboriginal Programs and Services area with the Enrolment Services area.

A concern was raised regarding whether there were sufficient resources in Enrolment Services to support university goals for aboriginal students. There is one position, the Associate

Director, Strategic Aboriginal Enrolment Initiatives, for the UBCV campus and no dedicated position at UBCO though it is noted that support is provided by the Aboriginal Programs and Services area as mentioned above.

Recommendation: UBC should consider adding a resource to the Strategic Aboriginal Enrolment Initiatives portfolio to build upon the good work that is already in progress.

The work of the Senate and Curriculum services team also deserves mention here. The committee spoke to areas supported by these staff and there was great appreciation for the hard work and effort the staff undertakes to support the work of the Senate. Additionally, the institutional memory of the group is also highly appreciated. By virtue of Senate and Curriculum Services reporting into Enrolment Services there is a high degree of integration between the development of policies and their implementation.

We found a high level of agreement that the structures for decision making about student policies are in place and operating smoothly. We also heard that faculties and administrative staff actively participate in a highly collaborative way. Participants did, however, identify some concerns. First, the volume of admissions appeals creates a challenging workload for Senate members. Efforts are being made to better communicate appeals guidelines to students, but this is something to monitor as the workload for staff and faculties continues to grow and the need for expertise to support the Integrated Program consumes additional capacity. Second, some participants cited a natural tension in policy decision making between “hands versus hearts” alluding to strict interpretations of policy versus a deeper understanding of students’ needs or challenges. Such tensions are common on University campuses. During our visit, we observed a recognition on the part of Student Affairs staff that Enrolment Services had student interests at heart and that differences were relatively minor and, indeed were based on differences in the roles and responsibilities represented by staff, rather than a major difference in commitment to student service. Third, we heard a suggestion that Enrolment Services staff and, indeed, UBC staff, would benefit from greater knowledge about laws and regulations intended to support diversity and service to diverse populations.

A common thread in this discussion was a suggestion that a high functioning CRM (Customer Relationship Management software) application could serve as an important resource for students and staff and that an effective system could reduce the number of unnecessary appeals to decision making committees. Whether by improving the content and effectiveness of existing CRM tools or pursuing a new CRM as part of the Integrated Program, there was a high level of agreement about the potential benefits of CRM technology. We concur and recommend that the institution prioritize this work.

### Student Perspectives:

One of the highlights of our visit was the opportunity to meet with a number of students on each campus. They were thoughtful, engaged and articulate. Every student in attendance openly shared experiences and demonstrated a clear commitment to the future of UBC.

The students were uniformly pleased about the student services they have received at UBC. While we may have been speaking to a somewhat biased sample of mature students in their final year of study, and each of whom was serving the campus as an ambassador or student worker, they were all open about their experiences and the experiences of their peers.

They all agreed that services were accessible and that their experiences with staff were very positive. Students cited the ease of the registration process and the campus's attention to financial wellness. In addition, one student cited the ease of ordering transcripts and very much appreciated the ease of identifying addresses for graduate programs where she was applying. Students also responded that they had a positive experience communicating with their Enrolment Services Professional (ESP) via email. The students were very helpful in providing suggestions for service improvements. Students' understanding of the system is that they need to be proactive to access services. The following is some specific feedback from student representatives on a variety of subjects:

- More tutorials through online videos or instructions would be appreciated for how to add and drop classes and other basic services. Students were confused about how wait lists worked for enrolment in classes.
- At UBCO, students stated that there are no clear instructions about how to access services. One student noted that students may be overlooking services on the first floor because usually they do not see very many students there. Also, mention was made of the change to a peer mentor program that had been mandatory but is now moving to an opt-in model.
- At UBCV, clearer guidance about when to direct questions to an ESP and when to address questions to academic advisers would be appreciated;
- They believe that more online services are needed, particularly when students are taking classes away from the central campus. Students at UBCO also stated that they could not order transcripts to be picked up in-person, whereas students at UBCV are able to do so.
- The Degree Navigator program is not well utilized. One student noted that her field was not operational in degree Navigator. Another student was unaware that the tool was available.

- Students at UBCO expressed concern that when they google for due dates or other UBC information, they typically get the Vancouver campus website. They noted the difference in the study periods between campuses, as one reason why this is more than an inconvenience. While not an Enrolment Services' responsibility, the Provosts may be interested to know that students at UBCO found the logon to the library system to be confusing and somewhat illogical with respect to campus identification.
- Not surprisingly, when asked about the future, students want more mobile applications and services.
- A few students submitted comments. Some were highly complimentary. A few expressed concerns about services delivery. Kudos to Enrolment Services for their commitment to high quality service. Reviewing the few critical comments may provide some insight into further service improvements.

It was very helpful for the students to share their input with the review team, but it is also important to note that the Enrolment Services unit also has created channels for ongoing student input and feedback and embedded those channels in their unit, most notably in the form of the Enrolment Services student advisory committee. This provides an important mechanism for students to help promote student focused projects and to help shape student services.

#### **IV. Infrastructure, Resources and Environment**

In most instances the topic of infrastructure quickly led into a conversation around the need for a system renewal and the plans for the Integrated Program. The Integrated Program is covered in depth below, but first, the review team offers a few general comments about Infrastructure, Resources and Environment. The committee noted an obvious and intentional focus on developing an organizational culture that will benefit the unit, particularly in times of significant change. This is demonstrated in the work completed to define the mission, and values for the group, it is demonstrated in the ongoing dedication of resources to promote and manage professional development for staff and most importantly, it is evidenced by the supportive, collaborative environment in which shared goals and robust, yet informal networks provide strong links that permeate throughout the unit. The unit is to be commended for the work it has done to provide an organizational culture which will help it reach its full potential in terms of strong leadership, a cooperative and supportive atmosphere, and a readiness to understand and embrace new systems and technologies.

In addition to organizational culture, there were also many conversations regarding resources. Concern was expressed in a number of meetings as to whether there would be

sufficient resources to manage everything that would be expected. There have been conscious attempts to build capacity, but the number of special projects underway seems to quickly consume that capacity. Additional concerns were raised about spreading the expertise of subject matter experts too thinly. This is a particular concern in UBCO, where a smaller ES team means an even greater consolidation of knowledge into fewer staff. This will need to be addressed prior to secondments for the Integrated Program.

With respect to the adequacy of physical space, it was noted that the team is constrained by the space available, which when possible should be addressed. In the meantime, the team has adapted to their surroundings and are working within the constraints of their current space. (i.e. offices have been collapsed and everyone works in an open environment).

#### Integrated Program:

The Integrated Program is a major initiative for the Enrolment Services team and indeed the university. The Enrolment Services division has already begun extensive preparation and is positioning themselves to be successful. There are a number of concerns already recognized by the team that bear close attention. They are as follows:

**Leadership** – Given the well-developed relationships Kate has built over her tenure she is in an excellent position to take on a project sponsorship role. As noted earlier, she has the confidence and trust of a broad constituency at the university which will be critical in ensuring the necessary resource input, alignment and support, as the institution will need to focus a significant amount of its resources on this project. However, this will mean a considerable pull on Kate’s time and energy. Plans are underway to support Kate through a national search for a Deputy Registrar for the Vancouver campus. This will be essential to alleviate some day-to-day registrarial activities and provide Kate the necessary bandwidth to devote to the Integrated Project. On a positive note, Kate indicated that she felt project responsibilities were clearly scoped and delineated, which will be important to keep her as the project sponsor, focused on the necessary activities.

**Broad Constituency Input** – The committee probed in every meeting whether those in attendance felt that they had the appropriate level of input to the project. There was consistent agreement that yes, there was a high degree of collaboration and opportunity for input to the project.

**Resourcing** – There are well-founded concerns expressed in a number of areas regarding the ability of the Enrolment Services department to provide the necessary secondments and other inputs into the Integrated Program while also continuing to support the day-to-day activities that are critical to ongoing operations. As the knowledge base for these positions is highly

specialized, it is not possible to simply hire duplicate resources. Resource capacity and secondments requires careful planning to understand how to reinforce home department resources while still sending the right resources to the project.

Institutional and Departmental Project Prioritization – The committee heard that the Enrolment Services unit has been actively engaged in a number of new initiatives including changing the Broad-Based admissions processes, which will facilitate admissions processing in light of the changes coming to provincial curriculum and participating in the introduction of a new CRM (customer relationship database). As currently planned, these activities will have launched prior to the implementation work beginning on the new Integrated Program. However, there are still initiatives or priorities that could compete for resources and efforts such as a major initiative to change academic scheduling processes or work being done on data governance. To best position the Enrolment Services department for success on the Integrated Program, the leadership in Enrolment Services and the senior leadership at the university will have to carefully consider a possible moratorium on projects until the IP has been implemented and is somewhat stable. The IP project will impact not only those on the project but will also demand significant time of non-seconded project resources as these individuals will still often be asked for input, advice and may also be asked to support activities that support the project. For example, data clean-up, data conversion and new configuration activities may be completed by non-project resources, as was the experience at a reviewer’s institution.

#### Recommendations:

The university should execute the plan to hire a deputy registrar to allow Kate to fully delegate her day-to-day responsibilities in her key registrarial areas. This will facilitate a greater separation of Kate from registrarial duties and create greater capacity for Kate to focus on project sponsorship, rather than a ‘delegation to existing resources’ model from which there would be inevitable draws on Kate’s time.

The leadership of the university should support the singular focus of the Enrolment Services team for the Integrated Program and limit non-IP projects that would require major systems or process changes during the project implementation phase. In particular, although the team may implement some quick, easily accessible changes to the academic scheduling processes, major changes should wait until there is greater capacity for a significant project.

Resource planning should continue discussions to ensure both the project and home offices will be adequately staffed. Solutions may include reconfiguring work assignments, rehiring recent retirees, increased cross-training of staff, lengthening casual or part-time assignments, etc.

## V. General

### Data

There was strong consensus that data quality, data timeliness and data availability needed significant improvement. At the most basic level, the institution does not have an agreed upon approach to counting students, nor does it have the confidence that the data used to create counts are accurate or consistent. This is especially troubling given that target management of enrolments is a high priority for UBC and for the faculties and the provosts in particular.

### Data Governance

We understand that the campus is moving forward to develop a stronger data governance structure in light of the upcoming Integrated Program. A fundamental role of the new governance model will be to support the integration of HR, finance and student data to support data consistency, data integrity and data security across systems.

One of the issues raised during our meetings is that staff based on the Okanagan campus do not have adequate access to student data in existing systems, nor access to data in the student systems from the Vancouver campus when a comparative perspective is needed. It may be the case that access is pending the development of appropriate policy or necessary provisioning tools. Whatever the reasons, the institution may need to provide more transparency to the provisioning process and may consider provisioning decisions that more effectively represent the needs of staff to complete their assignments and to use data to better inform decision makers.

Recommendation: It is essential that work continues on data integrity issues to ensure data is as clean and robust as possible. Data governance work on data definitions and standards will be critical to the success of data conversion for the Integrated Program.

### Academic Scheduling:

Class Scheduling: Effective class scheduling is essential to universities for many reasons. It enhances the student experience by facilitating conflict-free scheduling of desired classes and supports student success through optimal class distribution (e.g. not an excessive number of back-to-back classes). It also optimizes the use of university resources through effective room allocations and supports the efforts of university capital and resource planning. Finally, it can also support the university research mission by protecting meaningful blocks of research time for instructors.

There are opportunities to improve the academic scheduling processes at both campuses of UBC to more effectively capture the benefits listed above. As understood, the current scheduling processes at UBCV are highly decentralized and room allocations are based on historical usage patterns as well as personal preferences of instructors. It was noted that this can be very stressful for staff where, in absence of a robust room allocation framework including schedule optimization, rooms are instead allocated based on negotiations or ‘back-room’ deals. Additionally, a new scheduling system was implemented in 2014 requiring a ‘tier system’ for room scheduling due to system capacity constraints. As with many new software implementations, there are opportunities to better understand the Scientia software functionality and to evolve processes to take advantage of that functionality. There is a critical need at both campuses to better understand classroom capacity and utilization to facilitate long-term strategic planning. If the needs and usage of current space are not well optimized, then additional capacity potential can be obscured.

Class scheduling requires a collaborative effort across the university. Vital components of a mature scheduling process include in-depth curriculum knowledge to understand which courses are best scheduled conflict free, adherence to scheduling patterns, a complete room inventory including important room characteristics, a robust software solution combined with scheduling expertise to realize the benefits of system and importantly, the willingness of campus stakeholders to accept academic schedule optimization. The latter can be best supported with well-defined scheduling policies regarding the parameters under which academic time and room assignments would occur. While some elements of all of these components are in existence, the maturation of the scheduling processes at both campuses will take considerable organizational effort and will require significant change management to be fully realized.

As indicated there is an opportunity for a maturing of scheduling processes at both campuses, though there are some variations in the current state and needs at both campuses. The Okanagan campus currently has a more consolidated scheduling process where curriculum and process knowledge reside in central areas. On the Vancouver campus, the curriculum knowledge resides in department offices requiring a more collaborative approach to scheduling inputs and therefore optimization. There appears to be an opportunity for the Okanagan campus to explore scheduling opportunities more quickly and with less disruption to current practices. UBCO has gone live with new functionality in Scientia today that will streamline processes, remove duplication of work, and create better utilization of space.

Recommendation: The University should carefully assess the potential for scheduling improvements and weigh the opportunities against all project priorities which may be in competition with it, particularly the Integrated Program. A major scheduling process change

will require input, effort and acceptance from all academic areas of campus. It will require Enrolment Services subject matter experts who will likely also be supporting the Integrated Project and managing their day-to-day activities. Attempting both at the same time may have negative impacts on both projects in competing for resources and buy-in, particularly at the Vancouver campus. A more measured initial approach of making easily obtained incremental scheduling improvements that don't require significant organizational change is recommended.

**Exam Scheduling:** In addition to discussions about class scheduling, there were also concerns expressed over the timing of the release of the exam schedule and the impact it has particularly for international students in making travel arrangements for the winter break. Desire was expressed to have the schedule available at the start of term.

In the committee's experience, exam scheduling is usually done one of two ways: 1) an exam time is allocated according to the class schedule timing and thus is known when students register for a course. 2) exam scheduling is undertaken once class registration has been completed, in order to consider the actual student enrolments and to optimize the schedule to reduce exam conflicts, and to provide exam schedules that promote student success. There are benefits and drawbacks with both methodologies and both are commonly used in different university settings. Indeed, both methods are used at the different universities represented on the committee. Much of the conversation focused on the discussion of the models and as such, the committee did not have time to delve into whether there were opportunities for improvements in the current model.

### Other

We received some comments about support for distance education and how to develop systems flexible enough to accommodate distance education. We did not have time to delve into this topic, but it may warrant additional consideration depending on the institutions vision with respect to distance education.

### **VI. Conclusion:**

Over the course of three days, the review team met with an extensive group of stakeholders for the UBC Enrolment Services review. It quickly became evident that the Enrolment Services team, under the leadership of its Registrar, Kate Ross, had developed a consultative, collaborative organization, that works closely with internal and external constituents to achieve its goals. They have a strong, committed organization and have laid the groundwork to build a high functioning team; developing vision, mission and values statements and putting a

deliberate, thoughtful focus on the professional development of staff. They have created an organizational culture that is poised to innovate, effect and manage change. This culture, combined with their strong relationships and subject matter expertise provide a solid foundation with which to meet upcoming changes and challenges.

Upcoming changes and challenges flavoured all discussions with stakeholders. In particular, the changes and challenges expected with the Integrated Program contextualized not only our conversations with stakeholders, but many of the recommendations made by the review team. The complexity and enormity of such an undertaking will have significant sway over strategy, priorities and the deployment of resources for the next few years. Its impact will be felt across the university and it will consume a significant amount of institutional focus as the project moves from planning, through to implementation and beyond. The university and in particular Enrolment Services seems to be keenly aware of this and have begun preparations to position itself for success. Positioning resources for this initiative will be one of the most challenging aspects of the preparation. The plan for a deputy registrar is an important step to create capacity for Kate Ross to assume project sponsorship duties. Managing the deployment of staff for the project while ensuring the day to day registrarial operations are still maintained will also be challenging and will require a thoughtful, flexible approach.

As mentioned the Integrated Program will consume much of the institution's capacity for organizational change. And so, while there are other opportunities to improve organizational alignment or operations, (e.g. recruitment and marketing or academic scheduling) these opportunities should be measured so as not to exceed the institution's capacity and potentially jeopardize gains made in any of these areas.

The upcoming years will be challenging, but much has been done to prepare and the Enrolment Services team is ready to respond. The review team wishes you the best in your endeavours.

### Acknowledgements

We would like to thank Andrew Szeri, Provost and Vice-President Academic and Deborah Buszard, Deputy Vice Chancellor and Principal, Okanagan Campus for inviting us to undertake this review and with providing us with clear guidance about their expectations. We would also like to thank Kate Carr and Judy McGuigan for their administrative support and a seemingly endless supply of food and drinks, including some of the best cookies we've eaten in quite a while. We very much appreciated the active participation of the UBC community that took the time to meet with us in person or share their thoughts in writing. Their invaluable contributions

account for the substance of this report. Lastly, we want to thank Herbert Rosengarten for serving so enthusiastically as our host and guide.

## APPENDIX I:

### ITINERARY REVIEW OF UBC ENROLMENT SERVICES 8-10 January 2018

<b>Monday, 8 January: UBC Vancouver</b>		
<b>8:15-9:15</b>	<b>Breakfast meeting with Provost and AVP</b> <ul style="list-style-type: none"> <li>• Andrew Szeri, Provost and Vice-President Academic</li> <li>• Pamela Ratner, Vice-Provost and AVP, Enrolment and Academic Facilities</li> </ul>	McLean Family Boardroom, Koerner 753
<b>9:15-10:15</b>	<b>AVP Enrolment Services and Registrar</b> <ul style="list-style-type: none"> <li>• Kate Ross</li> </ul>	Koerner 753
<b>10:15-10:30</b>	<i>Break</i>	
<b>10:30-11:30</b>	<b>UBC Vancouver Deans</b> <ul style="list-style-type: none"> <li>• Kaila Mikkelson, Assistant Dean, Student Affairs and Academic, Allard School of Law</li> <li>• Carol Jaeger, Associate Dean, Academic, Faculty of Applied Science</li> <li>• John Innes, Dean, Faculty of Forestry</li> <li>• Susan Porter, Vice-Provost and Dean, Graduate and Postdoctoral Studies</li> <li>• Blye Frank, Dean, Faculty of Education</li> <li>• Gage Averill, Dean, Faculty of Arts</li> <li>• Ricky Yada, Dean, Land and Food Systems</li> <li>• Shahin Shirzad, Assistant Dean, Admissions, Faculty of Medicine</li> </ul>	Koerner 753
<b>11:30 – 12:30</b>	<b>VP Students and Executive Team</b> <ul style="list-style-type: none"> <li>• Louise Cowin, VP Students</li> <li>• Carol Naylor, Assoc. Director, Student Development &amp; Services</li> <li>• Andrew Parr, Managing Director, Student Housing &amp; Hospitality Services</li> <li>• Debbie Harvie, Managing Director, Univ. Community Services</li> <li>• Kavi Toor, Senior Director, Facilities, Recreation and Sport Partnerships</li> </ul>	Koerner 753
<b>12:30 – 1:00</b>	<i>Lunch</i>	Koerner 753

1:00 – 2:00	<b>AVP Enrolment Services Executive Team</b> <ul style="list-style-type: none"> <li>• Andrew Arida, Associate Registrar and Director, Undergraduate Admissions &amp; Student Recruitment &amp; Advising</li> <li>• Chris Eaton, Assoc. Registrar and Director, Senate &amp; Curriculum</li> <li>• Darran Fernandez, Assoc. Registrar and Director, Student Support &amp; Advising</li> <li>• Judy McGuigan, Exec. Assistant to AVP Enrolment Services &amp; Registrar</li> <li>• Jenny Phelps, Assoc. Registrar and Director, Transformation</li> <li>• Teresa Tsang, Director, Student Financial Services</li> <li>• Annie Yim, Assoc. Registrar and HR Director, Student Records &amp; Systems Management</li> <li>• Stuart Bourhill, Program Director, Integrated Program</li> </ul>	Koerner 753
2:00 – 3 :00	<b>Enrolment Services Associate Directors, Vancouver-based</b> <ul style="list-style-type: none"> <li>• Paola Baca, Assoc. Director, Domestic Admissions</li> <li>• Mike Becir, Assoc. Director, Student Support &amp; Advising</li> <li>• Cicy Guimond, Assoc. Director, Student Financial Services</li> <li>• Jeff Hsiao, Assoc. Director, Student Financial Support</li> <li>• Raymond Kaan, Assoc. Director, Scheduling and Student Records Management</li> <li>• Jason Kwok, Assoc. Director, Student Systems Management</li> <li>• Heather Mitchell, Acting Assoc. Director, Student Support &amp; Advising</li> <li>• Sam Saini, Assoc. Director, International Admissions</li> </ul>	Koerner 753
3 :00 – 4 :00	<b>Enrolment Services Managers, Vancouver-based</b> <ul style="list-style-type: none"> <li>• Ashley Elchuk, HR Business Partner</li> <li>• Kyle McCleery, Academic Governance Officer</li> <li>• Coby Thurmeier, Learning &amp; Engagement Specialist</li> <li>• Oana Toma, Manager, Scheduling Services</li> </ul>	Koerner 753
4:00 – 4:15	<i>Break</i>	
4:15 – 5:15	<b>Student representatives</b> <ul style="list-style-type: none"> <li>• Priyanka Lopez, ES Student Advisory Committee</li> <li>• Stephanie Remekes, ES Student Advisory Committee</li> <li>• Kaveel Singh, ES Student Advisory Committee</li> <li>• Hanna Murray, GSS VP External</li> </ul>	Koerner 753
5:15-5:45	<b>Chairs, Senate Committees (UBCV)</b> <ul style="list-style-type: none"> <li>• Peter Marshall, Chair, Senate Curriculum Committee</li> <li>• Kin Lo, Senate Admissions Committee</li> </ul>	Koerner 753

<b>Tuesday, 9 January: UBC Okanagan</b>		
<b>9:30 – 10:30</b>	<b>Deputy Registrar, and Director of PAIR, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Fred Vogt, Deputy Registrar</li> <li>• Stephanie McKeown, Director, Planning &amp; Institutional Research</li> </ul>	Campus Admin room 101
<b>10:30 – 11:30</b>	<b>Associate Provost, AVPs, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Ian Cull, AVP, Students</li> <li>• Rob Einarson, AVP, Finance &amp; Operations</li> </ul>	Campus Admin room 101
<b>11:30 – 12:30</b>	<b>Enrolment Services Assoc. Directors and Managers, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Nancy Adams, Manager, Admissions &amp; Awards</li> <li>• Leanne Isaak, Assoc. Director, Student Recruitment &amp; Advising</li> <li>• Erin Shannon, Assoc. Director, Enrolment Services</li> <li>• Adrienne Vedan, Director, Aboriginal Programs &amp; Services</li> <li>• Stephanie Oldford, Academic Governance Officer</li> </ul>	Campus Admin room 101
<b>12:30 – 1:00</b>	<i>Lunch</i>	Campus Admin room 101
<b>1:00- 1:45</b>	<b>Student representatives, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Gillian Hardy-Legault, Student Ambassador</li> <li>• Camille Losier, Senior Student Ambassador</li> </ul>	Campus Admin room 101
<b>1:45 – 2:30</b>	<b>DVC and Principal, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Deborah Buszard</li> </ul>	Campus Admin room 101
<b>2:30– 3:15</b>	<b>Provost &amp; Vice-Principal, Academic, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Cynthia Mathieson, Provost &amp; Vice-Principal, Academic</li> <li>• Patricia Lasserre, Assoc. Provost, Enrolment &amp; Academic Programs</li> </ul>	Campus Admin room 101
<b>3:15 – 4:15</b>	<b>Faculty Deans, UBC Okanagan</b> <ul style="list-style-type: none"> <li>• Trudy Kavanagh, Assoc. Dean, Barber School of Arts &amp; Sciences</li> <li>• Susan Crichton, Assoc. Dean, Faculty of Education</li> <li>• Gordon Binsted, Dean, Faculty of Health and Social Development</li> </ul>	Campus Admin room 101
<b>4:15 – 4:45</b>	<b>Chairs, Senate Committees, UBC Okanagan</b>	Campus Admin room 101

<b>Wednesday, 10 January: UBC Vancouver</b>		
<b>9:30-10:15</b>	<b>SASI and HR/Finance Sponsors</b> <ul style="list-style-type: none"> <li>• Jennifer Burns, CIO and AVP, Information Technology</li> <li>• Ian Cavers, Assoc. Dean, Academic, Faculty of Science</li> <li>• Alex Bayne, Managing Director, Workplace Learning &amp; Engagement</li> <li>• David Shorthouse, Director, Academic Initiatives, Office of the Provost</li> </ul>	Koerner 753
<b>10:15-11:00</b>	<b>Directors and Principals</b> <ul style="list-style-type: none"> <li>• Linc Kesler, Director, First Nations House of Learning and Senior Advisor to the President on Aboriginal Affairs</li> <li>• Karen McKellin, Exec. Director, ISI</li> <li>• Simon Bates, Academic Director, CTLT</li> <li>• Neil Guppy, Acting Principal, Vantage College</li> </ul>	Koerner 753
<b>11:00 – 11:15</b>	<i>Break</i>	
<b>11:15-12:00</b>	<b>Secondary and post-secondary colleagues</b> <ul style="list-style-type: none"> <li>• Kathy Denton, President, Douglas College</li> <li>• Rob Fleming, Exec. Director, BC Council on Admissions &amp; Transfer</li> <li>• Sandy Corrado, High-School Counsellor, Kelowna Sr. Secondary</li> </ul>	Koerner 753
<b>12:00 - 12:45</b>	<b>Associate Deans</b> <ul style="list-style-type: none"> <li>• Sunaina Assanand, Assoc. Dean, Student Success, Faculty of Arts</li> <li>• Bhushan Gopaluni, Assoc. Dean, Education &amp; Professional Development, Faculty of Applied Science</li> </ul>	Koerner 753
<b>12:45 – 2:45</b>	<i>Break and discussion</i>	
<b>2:45 – 3:45</b>	<b>Second meeting with AVP Enrolment Services &amp; Registrar</b> <ul style="list-style-type: none"> <li>• Kate Ross</li> </ul>	Koerner 753
<b>3:45 – 4:00</b>	<i>Break</i>	
<b>4:00-5:00</b>	<b>Exit meeting with the Provost, DVC, AVP</b> <ul style="list-style-type: none"> <li>• Andrew Szeri, Provost and Vice-President, Academic</li> <li>• Deborah Buszard, DVC and Principal, UBC Okanagan</li> <li>• Pamela Ratner, Vice-Provost and AVP, Enrolment and Academic Facilities</li> </ul>	Koerner 753

## APPENDIX II:



THE UNIVERSITY OF BRITISH COLUMBIA

# Review of Enrolment Services, 2017/18

## Terms of Reference

**Preamble:** Reviews of the various academic, administrative, and operational units of the University of British Columbia are extremely important and demonstrate the university's commitment to ensuring that its programs and services are of the highest quality. In light of this commitment, and to support the consideration of the appointment of the Registrar and Associate Vice-President, Enrolment Services to an extended term, a review of Enrolment Services is scheduled for the 2017/18 academic year.

**Purpose:** To review and evaluate UBC Enrolment Services, with an emphasis on governance, achievements, relationships and the challenges and opportunities it faces. To advise on strengths and changes Enrolment Services and the University should consider to ensure the unit: (a) meets the needs of students, faculty, staff, alumni and the province's post-secondary system and (b) supports the mandate and strategic plans of both UBC campuses and the university as a whole.

**Terms of reference:** Without limiting its overall mandate, the Review Team should examine and give consideration to the following items, evaluate their current state, and advise on any necessary or desirable changes.

1. **Governance, Organization, and Administration:** Review and evaluate the mandate, governance, organizational structure, leadership, operations and administration of Enrolment Services, with particular attention to:
  - Appropriateness of the present organizational structure and reporting relationships to support fulfillment of the unit's mission at a faculty, campus, and system level.
  - Procedures in place to establish priorities for the unit and to allocate resources in support of those priorities.

- Whether there are functions currently within Enrolment Services that could or should become the responsibility of other areas and whether there are functions within other areas that could or should become the responsibility of Enrolment Services.
2. **Mandate and Effectiveness:** Describe the strengths and achievements of the unit, and identify opportunities to implement improvements in service, processes, and accountability with particular attention to:
- The effectiveness and efficiency of the unit's operations, including the expertise within the unit to undertake the roles and functions ascribed to it.
  - The unit's role in driving innovation and continuous improvement in its areas of responsibility and across the broader university.
  - External referencing and benchmarking.
  - Budget and financial management processes and whether they can be improved to enhance planning and managerial initiative.
3. **Relationships:** Review and evaluate Enrolment Services' working relationships with the faculties, academic departments, both Senates and their committees, other university service units, students and student groups, alumni, and the provincial postsecondary system, with particular attention to:
- Responsiveness to and engagement with stakeholders, including current and prospective students, faculty, staff, and alumni.
  - Areas of communication between Enrolment Services and the faculties and areas that could benefit from greater attention.
  - Facilitation and support of both Senates and their committees.
  - Mechanisms for embedding and strengthening student-centred approaches and improving responsiveness to students.
  - Role in helping Aboriginal students, faculty, and alumni meet their goals.
  - Working arrangements with the International Student Initiative with respect to recruitment, marketing, and communications.
  - Role taken with respect to planning, communicating and operating within the BC higher education system.
4. **Infrastructure, Resources, and Environment:** Review and evaluate the workplace environment and culture of the unit, with particular attention to:
- Adequacy of human resources.

- Financial and physical (e.g., space and equipment) resources.
- Support for staff development at all levels, and equity in opportunities for career advancement.
- Organizational culture and morale of staff.
- Recognition of the increasingly diverse nature of student, staff, and faculty populations, and success in adapting to the changing nature of post-secondary education both at home and abroad.

**5. General:** Provide other advice, as appropriate, relative to the general purpose of this review.