

REGISTRAR'S OFFICE

2018
IMPACT REPORT

**THE POWER
OF THINKING,
ASPIRING, AND
WORKING
TOGETHER**



DALHOUSIE
UNIVERSITY

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MESSAGE FROM THE REGISTRAR



Dalhousie's 200th anniversary year, like any milestone, has been an opportunity to pause and reflect as a community. It's a natural time to consider where we've come from and where we want to go next as we enter our third century.

While the Registrar's Office (RO), like the broader institution, has evolved significantly over time, it's nonetheless unwavering as a critical foundation for all facets of the academic experience at Dalhousie, from student recruitment through to convocation and beyond. Along the way, we support students and colleagues through hundreds of annual touch points and are committed to continually enhancing and improving our services with the success of students and partners in mind.

Dalhousie is going through a period of tremendous change. Balancing this change with the stability and reliability required of a Registrar's Office will be a tough exercise, but entering our third century we're feeling confident, energized, and up to the challenge.

Together as a team, and with input from across the campus community, we've recently completed a six-month strategic visioning process to clarify our mission, vision, and values, and give greater meaning and vitality to our work in supporting students and the academic community. We're excited to share the results in this report, which will give you a deeper understanding of who we are, what we do, and where we're going next.

In the year ahead, you'll begin to see our renewed mission, vision and values come to life. And none of that happens without you. We look forward to strengthening relationships, expanding collaborations, and many future successes — together.

Adam Robertson

Adam Robertson
University Registrar (Acting)



OUR **GOALS** ARE AMBITIOUS, AND THEY ARE SHARED

Our **mission, vision, and values** act as a collective north star, directing, leading, and inspiring the progress of countless university functions. Since the work of the Registrar's

Office is so far-reaching, our refreshed mission, vision, and value statements were conceived and written in collaboration and cooperation with key university stakeholders. Faculty, program administrators, Student Affairs, RO staff — many partners combined their creativity and capability to craft a bold and inspiring path forward.

MISSION

To be foundational in optimizing enrolment and student experience, ensuring effective academic decision-making, and celebrating individual and institutional achievements.

VISION

To be transformational leaders in advancing Dalhousie's academic mission and the registrarial profession.

VALUES

Respect

We respect each other, all students, and all partners in order to foster a culture of belonging that's grounded in diversity and inclusion.

Integrity

We are professional and demonstrate an ethical, principled, and transparent approach to our work.

Excellence

We maintain exceptional quality and accuracy in our decisions and processes.

Collaboration

We work proudly and effectively together and with partners to advance common goals.

Community

We are relationship- and service-driven and committed to developing meaningful connections with internal and external community members.

Innovation

We are committed to continuous improvement, new approaches and mindsets, and leading best practices in our field.

MEET THE REGISTRAR'S OFFICE

Like your body depends on its nervous system, Dalhousie depends on the Registrar's Office. The RO is the strong foundation of complex systems and structures that supports the delivery of outstanding services to students and colleagues. In this document, you'll find a detailed overview of the core RO services that help define the Dalhousie experience for prospective students, current students, and campus partners.



OUR LOCATIONS

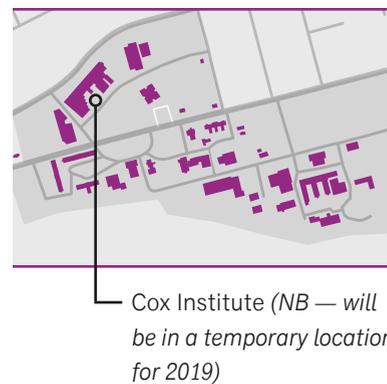
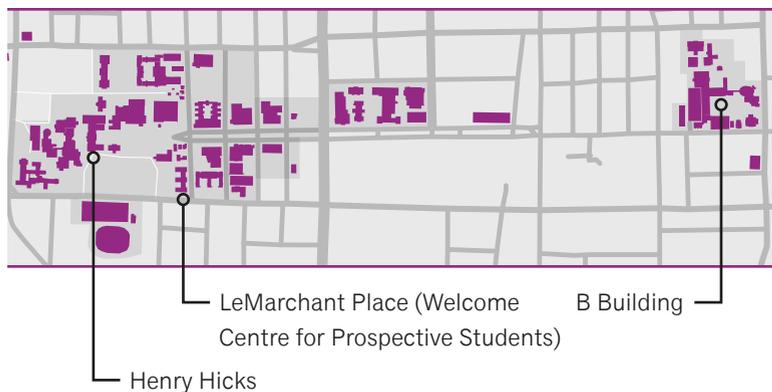
The RO is proud to offer four distinct full-service centres for prospective and current students, located on our Halifax and Truro campuses. These locations and the people within them support student success through in-person guidance and support on all enrolment-related matters.

ENROLMENT SERVICE CENTRES

Studley Campus

Sexton Campus

Truro Campus



WHO WE ARE

UNDERGRADUATE ADMISSIONS AND STUDENT RECRUITMENT UNIT

Working with prospective students, their supporters, and education stakeholders, this RO team is on the front-line, providing support, information, and advising on academic programs and admission requirements, application procedures, entrance awards, student supports, campus life, and transition services.

Student recruitment

Throughout their journey to Dalhousie, prospective students connect with our team of ambassadors on-campus, online, in their schools, and in communities across Canada and around the world. Through targeted initiatives, our recruiters attract, inform, and inspire the next generation of Dalhousie students.

Undergraduate admissions

Evaluates applications for admission with the goal of identifying and selecting highly-qualified and capable students, while meeting the university's enrolment targets in terms of program, level, and diversity.

STUDENT INFORMATION AND SYSTEMS UNIT

All aspects of the university experience are dependent on student information systems. This team works collaboratively within the RO and across campus to effectively manage student information, support technical and systems needs, and lead process improvements. The team has three areas of specialization:

Student information and systems operations

Provides support and oversight for student information and data management, data requests, and systems operations in support of essential RO functions.

Technology and systems

Supports the RO with hardware, software and in-house programs, systems and access support, and systems improvements.

Process improvements and business analysis

Works collaboratively across the RO, and with various stakeholders to review operations and implement improved solutions and processes. Produces official enrolment-related institutional statistics and reporting.



ACADEMIC REGULATIONS AND SERVICES UNIT

This team supports current students from registration through to graduation, and everything in between. They develop and execute efficient, effective, and straightforward procedures related to the following core functions:

Academic scheduling and registration

Produces and maintains a schedule of academic courses and exams with consideration to student, faculty, and space needs while ensuring course offerings and schedules facilitate efficient registration practices.

Registration and degree audit

Develops and implements processes to facilitate course selection and registration. Maintains the university degree audit system, which is used for effective registration, advising, and verification of degree completion.

Records and academic support

Ensures the accurate application of university regulations and policies in relation to student records, academic progression, and degree completion.

Convocation

Organizes and oversees all aspects of convocation ceremonies, ensuring they are celebratory, meaningful, and inclusive for everyone in our diverse community.

Transfer credits

Supports student mobility and degree completion through the assessment of course equivalencies and awarding of transfer credits.

Financial aid and awards

Enables student success through the administration of student funding sources like government loans, scholarships and bursaries, and through financial literacy programming.

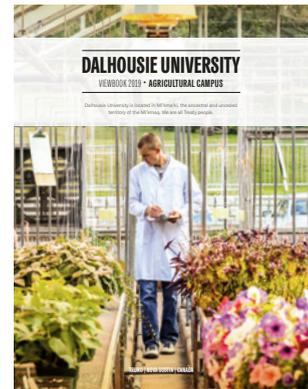
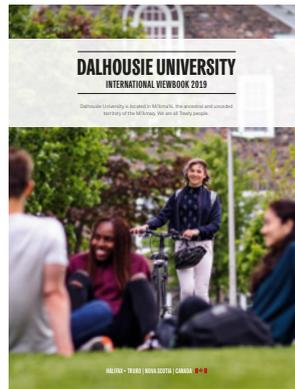
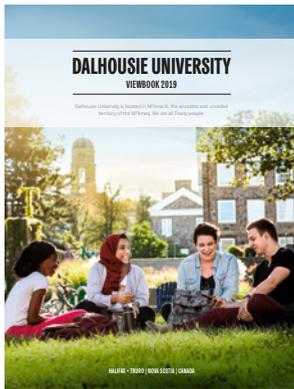
Processing support

Contributes to the successful operations of all RO functional areas through the accurate and efficient processing of support documents and through strong customer service via phone, email, and other channels.



IMPACT BY THE NUMBERS: PROSPECTIVE STUDENTS

The market for applicants is increasingly competitive and requires targeted, timely, and collaborative recruitment, marketing, and admissions initiatives to achieve optimal enrolment goals. Through the leadership of the RO, and in collaboration with campus partners, Dalhousie will continue to be a preferred destination for bright and capable future students. Here's a snapshot of the past year in the life of the recruitment and admissions team:



ON THE GROUND

11

Provinces and territories visited

28

Countries visited

VIEWBOOKS PRODUCED AND DISTRIBUTED

37,000 domestic

17,000 international

8,000 agriculture

APPLICATIONS

19,855

Undergraduate applications processed

OPEN HOUSES

2,325

attendees for Open House — Halifax in fall 2018

168

attendees for Open House — Truro in fall 2018

CAMPUS TOURS

1,700+

Campus tour guests welcomed in fall 2018
(From 10 provinces, 13 states, 12 countries)

ONLINE

480,550

of unique visitors to dal.ca/admissions

52,327

of unique visitors to dal.ca/connect

408,664

of unique visitors to dal.ca/programs

IMPACT BY THE NUMBERS: CURRENT STUDENTS

The diverse group of students who have chosen Dalhousie as the university to launch their academic journey requires a seamless and rewarding experience. The RO plays an important role in offering the meaningful and timely guidance and efficient services required for their success. Here's a snapshot of our enrolment numbers and the ways in which we've supported current students over the past year:



19,148

Total students enrolled

2,597

New students from high school

4,192

International students

\$2.4 million

Distributed in bursaries after assessing
3,000 applications

\$3.7 million

Awarded in scholarships, awards and prizes through
the entrance and in-course scholarship programs

2,000+

Students assessed for transfer credits

500+

Current student advising appointments

10,015

Course sections scheduled

1,300

Exams scheduled

1,000+

Waivers of academic regulations processed

28,000

Tax credits processed

1,500

Completed requests for data and information

5,155

Graduates across 20 convocation ceremonies

IT TAKES **EXPERTISE** TO MAKE A MEANINGFUL IMPACT

Dalhousie's goals are our goals. Every responsibility, project, and plan the RO executes is in the name of exceeding expectations set by the university's bold vision. As trusted resources to programs, departments, students, and faculty, we are proud of the adeptness with which we've tackled every challenge.

THE UNIVERSITY BENEFITS FROM OUR EXPERTISE IN:

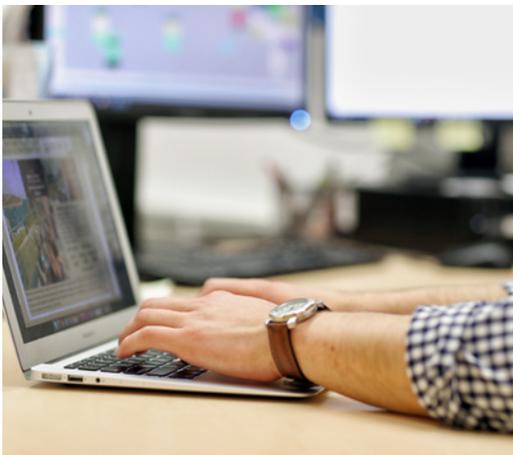
- › admission policies and best practices
- › domestic and international education systems
- › outreach and access strategies for target populations
- › niche and nuanced communication and marketing approaches
- › program and curricular development considerations
- › appeals and complaint resolution
- › recruitment target market potential (e.g. demographic, socio-economic, and mobility factors)
- › campus tours and large-scale special event logistics (e.g. open house, convocation)
- › classroom and space planning
- › financial literacy programming
- › academic regulation interpretation and application
- › degree requirement audit and verification
- › course equivalency and transferability assessment
- › student information systems
- › student data information and access support
- › student data custodianship and management
- › official student data and enrolment reporting
- › business analysis and process improvement



REWARDING COLLABORATION



Convocation is a particularly rich example of how our collective expertise can create incredible results. Convocation reflects years of hard work, aspirations and investments, and is an incredible moment during which to mark the transition from outstanding students to remarkable alumni. The success of these ceremonies depends on the combination of academic regulations, degree audits, event logistics, targeted communications, and systems, supported by the talent, expertise, and hard work of major units across the RO. And, of course, each year's events also depend on collaboration with program and administrative colleagues across the university — a truly rewarding partnership to celebrate the achievements of our students.



JOINT EFFORTS, SHARED **SUCCESSSES**

Advancing the academic mission of the university requires the collaboration and partnership of multiple stakeholders. The RO is motivated to make a difference. When efforts are combined, tremendous achievements are realized. Like the following:

ENROLMENT NUMBERS

The RO is proud to report that increased collaboration is leading to equally impressive enrolment numbers. As of December 1, 2018, the overall number of registered students at Dalhousie was 19,148, a 1.6% increase over 2017 and a new record for Dalhousie overall. In particular, our “new from high school” population has seen remarkable growth of 10.4%. These increases are being seen across many key markets, including Nova Scotia, Maritime Canada, and international target countries like India, Bangladesh, and Turkey. International applications to Dalhousie have increased by 57% in the past five years, with international students from over 115 countries now comprising 20% of our total student population.

Development of the university's strategic enrolment management plan is now underway. The RO will play a key role in developing and implementing integrated strategies and tactics to support further enrolment success.

SEM INTEGRATED MARKETING TEAM

This team was assembled to increase alignment and effectiveness of institutional academic planning, enrolment services and student supports, and communications and marketing efforts. A first, major initiative of the group has been a refresh of the current recruitment campaign, with a particular eye to relevant tactics for some of the university's target groups: international, under-represented and under-served populations.

TARGETED RECRUITMENT EVENTS

The RO worked with on-campus and community partners to host a record number of Indigenous and African Nova Scotian students on campus this year. The office also successfully hosted new yield initiatives across most faculties — held over the spring break period for domestic high schools — to complement open house efforts and provide a meaningful touch-point in the decision-making process. In addition, the office successfully hosted 12 virtual information sessions to better serve those in regions where travel is not possible.



NOVA SCOTIA TRANSFER CREDITS & ACADEMIC RECOGNITION SYMPOSIUM

In the spirit of collaboration and professional development, our transfer credit team hosted the first-ever Nova Scotia Transfer Credit & Academic Recognition Symposium, a privileged opportunity for professionals in the field to connect and share ideas, best practices and challenges. It was a resounding success, with attendance from all 11 universities and colleges in Nova Scotia.

NSCAT — ELECTRONIC TRANSFER OF GRADES

This cycle marked the first-ever successful electronic transfer of grades from Nova Scotia high schools, which has streamlined the application process for local students and reduced processing loads for the RO. Longer term, the success of this initiative will have application for electronic delivery and receipt of post-secondary transcripts and other types of academic credentials. This initiative will ultimately support the interests of a global agreement to increase student mobility.



COGNOS PROJECT

Dalhousie is currently implementing an institutional tool that will support improved reporting and accessibility of university data. Our business analysts are working to develop robust student data models to support the complex and critical student data required by the RO, departments, and senior leaders to make informed and effective decisions.

BANNER 9 UPGRADE

The Banner 9 Upgrade, a project within the Banner Transformation Program, boasts new functionality and services, improved integrations and processes, and a more intuitive platform for our Student Information System. Our team of business analysts is working tirelessly to move current processes into the new system with an eye to strategic priorities, key functions and services, and efficiencies.

A STRONG NETWORK CONTRIBUTES TO WISE LEADERSHIP

The RO belongs to network of industry leaders within our campus community and beyond. By regularly connecting with internal and external professionals, we maintain a currency of knowledge, gain new ideas, and foster strong relationships. Within our field, we provide leadership by seeking volunteering opportunities and contributing to the development of best practices and emerging trends. Below are some of the committees, working groups, and memberships that help the RO stay connected and enhance Dalhousie's profile.

INTERNAL COMMITTEES AND WORKING GROUPS

- › University Senate and Senate Sub-Committees (SLTC, SAPRC)
- › Strategic Enrolment Management (SEM) Executive
- › SEM Integrated Marketing Team
- › Associate Deans, Academic Council (ADAC)
- › Banner 9 Steering Committee
- › Cognos Steering Committee
- › Open House Steering Committee
- › University Communications Planning Group
- › University Web Steering Committee
- › University Social Media Working Group
- › Faculty Admission Committees
- › Faculty Curriculum Committees
- › Classroom Planning Committee
- › Dalhousie International Steering Committee (DISC) and International Coordination Committee (ICC)
- › IT Coordinators
- › Integration Team (I-Team)
- › Data Access Committee
- › Update Process Analysis Committee (UPAC)



PROFESSIONAL MEMBERSHIPS

- › AACRAO (American Association of Collegiate Registrars and Admissions Officers)
- › ARUCC (Association of Registrars of the Universities and Colleges of Canada)
- › AARAO (Atlantic Association of Registrars and Admissions Officers)
- › ARC (Atlantic Registrar Council)
- › PCCAT (Pan-Canadian Consortium on Admission and Transfer)
- › NSCAT (Nova Scotia Consortium on Admission and Transfer)
- › CAUBO (Canadian Association of University Business Officers)
- › CASFAA (Canadian Association of Student Financial Aid Administrators)
- › CEUG (Canadian Ellucian Users Group)
- › CBIE (Canadian Bureau of International Education)
- › CIS (Council of International Schools)
- › NACAC (National Association for College Admission Counselling) and regional affiliates: IACAC (International), NEACAC (New England)
- › EduNova
- › IB & College Board

A POWERFUL TRAJECTORY

The past five years have been marked by incredible achievement and transformation at Dalhousie. Enrolment success, in particular, has impacted on the scope, composition, and complexity of the work of the Registrar's Office. We're proud of how we've adapted to change and how we've supported students and partners along the way, but have no intention of resting on our laurels. The RO is defined by constant improvement and brings a spirit of energy and innovation to the challenges yet to come.

	2012/2013*	2018/2019**	% INCREASE
Total applications	23,708	28,892	22%
Domestic applications	18,063	18,197	1%
International applications	5,645	10,695	89%
Transfer applications	2,735	3,367	23%
Total accepted students	11,455	13,879	21%
Total registered students	18,268	19,148	5%
Total new students	5,314	5,408	2%
International registrations	2,452	4,192	71%
Campus tour visitors	2,692	6,150	128%
Open House attendees	1,739	2,493	43%

● 2013
● 2018

***2012/2013 Academic Year**
Admissions stats for Fall 2012 as of week 35 (September, 2012). Admission statistics exclude the Faculty of Agriculture as a complete and detailed set of application figures was not available. Registration stats for Fall 2012 as of December 1, 2012.

****2018/2019 Academic Year**
Admission stats for Fall 2018 as of week 35 (September, 2018). Registration stats for Fall 2018 as of December 1, 2018.

FORGING **AHEAD** WITH CONFIDENCE

The Registrar's Office is the foundation of people, processes, and projects required to successfully advance Dalhousie's academic mission, now and into the future. Our renewed mission, vision, and values provide a common framework against which to focus our efforts and inspire improvements and efficiencies in the delivery of our services. To that end, upcoming priorities for the office include:

- strengthening culture and morale in the RO through increased and deliberate focus on communications, health and wellness, professional development, and employee recognition.
- supporting strategic enrolment management initiatives including, but not limited to, integrated marketing, financial aid and awards, and pathway programs.
- reviewing and renewing academic policies impacting on access and admission, retention, and academic success.
- establishing an office-wide communication and outreach plan with faculties and advising units to increase awareness of RO services, enhance partnerships, and common goal-setting.
- leveraging the Banner 9 Upgrade and Cognos projects as privileged opportunities to review business processes and achieve operational efficiencies.

We are keenly aware that our future success will be driven by our values, with particular emphasis on close collaboration and open communication with all students and campus partners. Here's to making the kind of progress that until now we've only imagined. It's possible — together.





dal.ca/registrar

Our thanks to all who contributed to the development of this Impact Report, with special thanks to Jim Neale of Peak Performance Consulting, and Dr. Katherine Harman.