

A Tale of Three Departmental Reorganizations

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Book 1: Understanding the Need for Change (2014-2015)

- Internal reorganization; senior leadership changes
- Enrolment softening
- Demographic decline
- Changes to budget model
- Activation of SEM Steering Committee
- Development & approval of Academic Plan
- Impact of retirement initiative

Book 2: Collaborating to Effect Change (2015-2017)

- Senior leadership changes
- Changes to government policy signaled
- HR engagement to facilitate organizational development work
- Gap analysis
- Outcomes

Visioning Exercise Timeline

- Sept – Historical scan workshops
- Oct – Behaviour to goals mapping workshops
- Nov – Summary presentation & feedback
- Dec – Blocks to success & strategy development workshops
- Feb – Team retreat
- April – Working groups established
- May – Preliminary presentations to management
- June – Presentation to department

Recruitment & Admissions

Ontario
Secondary
School

Non OSS

International

Marketing &
Communications

Registrarial Services & Systems

Records &
Registration

Exams,
Scheduling &
Bookings

Brantford
Registrarial
Services

Systems &
Continuous
Improvement

Financial Aid & Services

Student
Awards

Service
Laurier

Choose
Laurier

Marketing & communication/brand awareness

Systems integration/continuous improvement/business process identification & documentation

Service across the student lifecycle/service standards/partnerships with students

Book 3: Embracing Change (2017 & beyond)

- Leadership development engagement with HR
- Relocation of Waterloo team
- Revitalization of working groups
- Integration of values & competencies/behaviours into position descriptions and performance evaluations
- Full implementation of shared service model
- Continued advocacy for resources
- Brand awareness

Thank You

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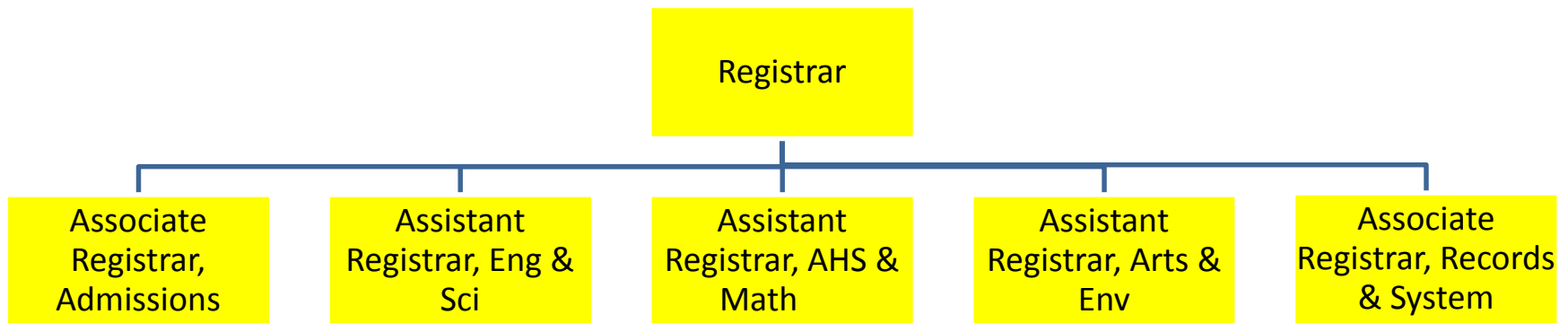
Chapter Two

Waterloo

Why Review?

- Personal observations
- Departures of Senior Staff
- Deloitte Audit

Previous Structure Admissions & Records



What It Was Not

- Cost-cutting exercise
- Reflection on any individuals

Consultations

- Deloitte
- External Reviewer
- Additional Consultations by Registrar
 - Direct reports, senior admin, associate deans, former registrar, colleagues at other schools

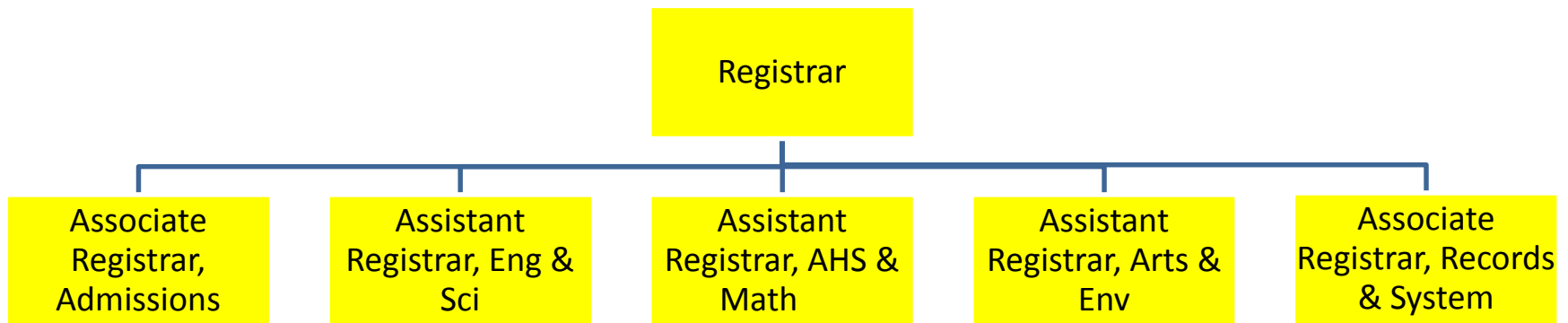
Principles

- Clarify roles and reporting lines
- Address workload issues
- Improve communications
- Realize efficiencies
- Improve service
- Create career pathing opportunities
- Consistency of policy, practice and process

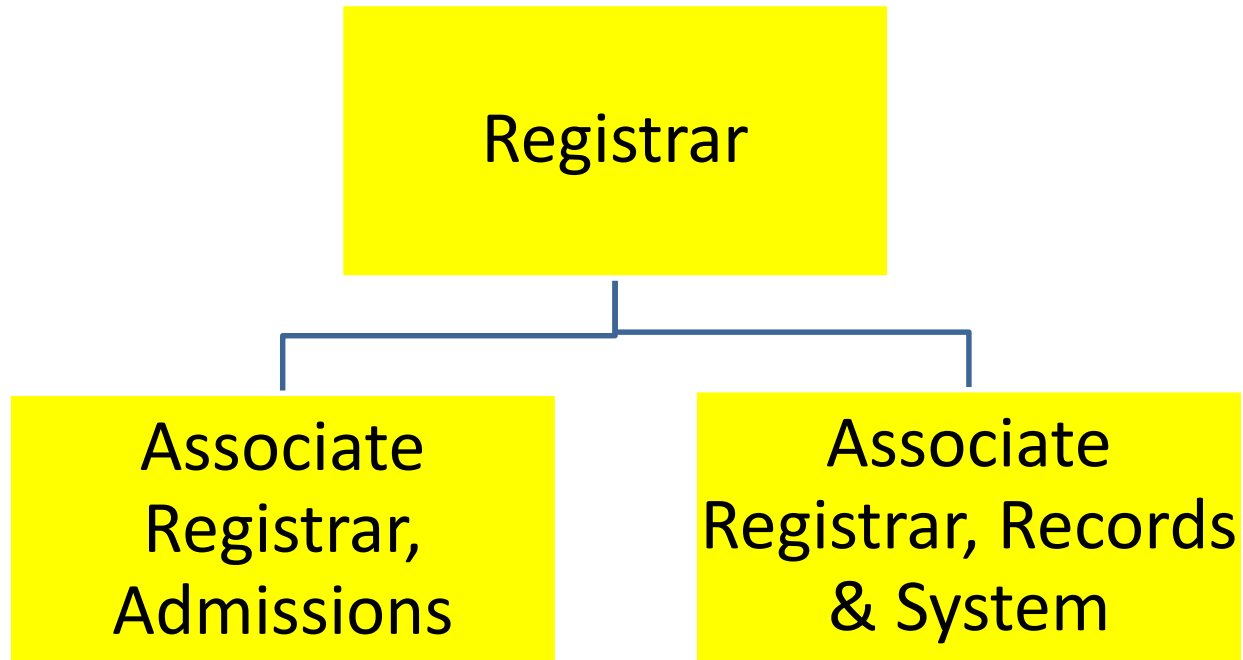
Process

- Consultations
- White boarding
- Human Resources
- Staff Relations Committee
- Communications

Previous Structure Admissions & Records



New Structure Admissions & Records



Hindsight

- What I would do differently
 - Quicker
 - Three extra consultations
- What went well
 - Consultations (overall)
 - Communication
 - Buy-in
 - Outcome

Inspire the Future: A Cultural, Physical and Organizational Transformation.

Office of the Registrar



Take Stock

Start socializing your vision

- 40,000 undergraduate & graduate students
- 70,000 continuing education registrations annually
- Zone Learning, Law Practice Program, ESL Institute

- 150+ staff (FTE, Term, Seasonal)
- Complete spectrum of highly engaged to not engaged
- Multiple points of contact for students
- Reactive not proactive

Get Ready

- Prepare and then support your management team
- Call an all staff meeting to announce the initiative

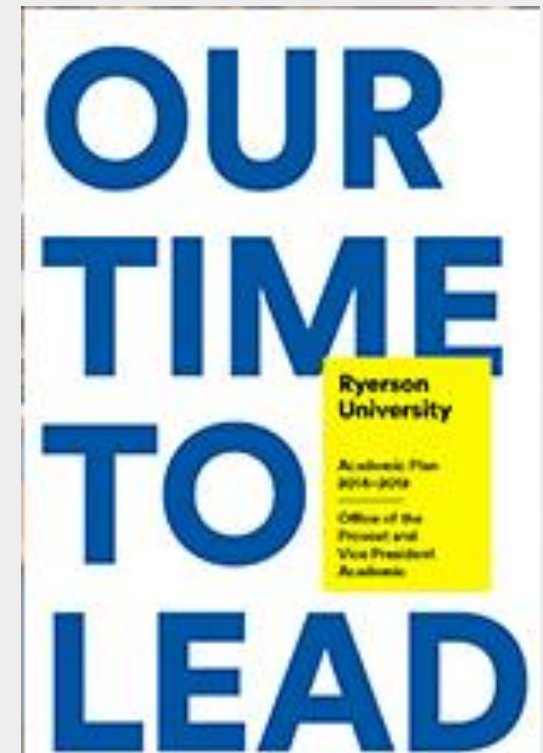
Invite Participation

“I want to invite you on a journey to envision the future of the RO at Ryerson University.

I am calling this journey of reflection, discovery, collaboration and empowerment, *Our Future - Inspired*”

Tie it to University Goals

“Enable greater student engagement and success through exceptional experiences”



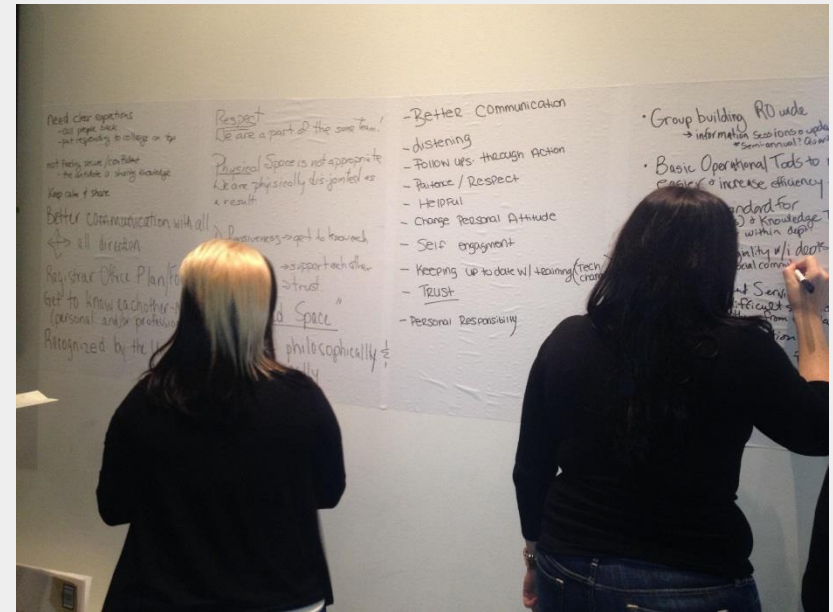
Plot Your Journey, Together

All Staff

- Kick-off breakfast
- 2 full-day retreats
- 3 ½ day retreats

Plus

- Manager workshops
- Unit specific work
- Unit collaborations



Build Consensus

Define your goals

1. Develop a vision statement and core values to guide and govern the work we do.
2. Cultivate a work environment built on staff engagement and empowerment and dedicated to excellent service.

Put it in Writing, Together

RO Mission, Vision and Values

Mission

The Office of the Registrar (RO) is proud to advance the Mission and Academic Plan of Ryerson University and safeguard the integrity of all policies and records through innovative services, systems and structures that support students and the academic community.

Vision

The RO team is committed to enriching all aspects of the academic experience at Ryerson University.

- We are passionate about providing excellent service.
- We recognize the importance of our jobs and our impact on each person we serve.
- We foster a campus culture characterized by collegiality and respect.
- We embrace innovative technologies and efficient processes that empower our campus and the higher education community.

Values

- **Collaboration:** We work willingly as a team toward shared goals.
- **Commitment:** We follow through on promises and responsibilities.
- **Integrity:** We act in an honest and principled manner.
- **Ownership:** We take responsibility for decisions and actions and focus on what *can* be done.
- **Respect:** We are considerate toward the entire Ryerson community.
- **Unity:** We are committed to working, growing and learning together as a team.

Work it, Together

Define how to live up to your shared values

Respect:

- I am attentive to anyone who needs my help
- I avoid passing judgment on my peers
- I communicate effectively with colleagues and the whole university community
- I do not participate in gossip
- I say hello and thank you to my colleagues and others
- I tackle the issue and not the person

Harness opportunities

- Think big.
- Share your vision - widely.
- Cultivate excitement for the ‘art of the possible’.

ServiceHub

One year into our change initiative, we secured financial resources to transform our service model.



Keep it alive

That's the challenge

What we're doing:

- Customized HR Programming/Coaching
- Huddles, Google Hangouts/Sparkchat
- Job Descriptions
- Job Expectation Documents
- Communication, communication, communication
- Monthly RO MeetUps

..... is a continued work in progress!