



**ASSOCIATION OF REGISTRARS OF THE UNIVERSITIES AND COLLEGES OF CANADA
ASSOCIATION DES REGISTRAIRES DES UNIVERSITÉS ET COLLÈGES DU CANADA**

Creating an ARUCC Committee on Research

**Research Task Force Report
Submitted to ARUCC Executive
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Background:

The ARUCC Executive has identified a gap in Canadian research as it relates to the registrarial profession and strategic enrolment management. While a wealth of research exists in the American market, Canadian research in this area is in its infancy. The Canadian environment is sufficiently mature and unique to justify a necessary focus on improving membership access to high quality Canadian postsecondary student services research. The appropriateness of this focus was confirmed through member surveys and focus groups conducted in 2008/2009. As such, the Executive passed a motion to explore the creation of a Research Council.

Mandate:

The Research Council Task Force was struck to explore the creation of an ARUCC Committee on Research. The Task Force's mandate and deliverables included the following:

- ✓ To table a report for review and approval by the ARUCC Executive articulating the suggested scope, administrative framework and governance for the committee;
- ✓ To develop recommendations for the ARUCC Executive regarding the terms of reference for an ARUCC Committee on Research;
- ✓ To create principles to guide partnership opportunities with organizations and associations involved in registrarial and strategic enrolment management research and related initiatives as a means to further the research council agenda;
- ✓ To develop a list of appropriate research partners for approval by the ARUCC Executive;
- ✓ To provide a sustainable implementation plan for creating a Committee on Research for review and approval by the ARUCC Executive.

Committee on Research Terms of Reference

Purpose

- To foster and support research related to the registrarial profession, strategic enrolment management, and student access and success.
- To oversee and participate in research projects as identified by the ARUCC executive and/or the Committee on Research executive with the endorsement of the ARUCC executive
- To provide advice and feedback on research opportunities to the ARUCC executive

- To identify and recommend research projects and/or research partnerships for consideration and endorsement by ARUCC Executive including negotiating funding opportunities related to research that supports the profession.
- To act on behalf of ARUCC as the representative in approved partnerships with other organizations for the purposes of advancing evidence based research.

Governance

The Committee on Research reports to the ARUCC Executive. Regular reporting by the chair is required on the activities of the committee at each of the ARUCC executive meetings, which normally occur three to four times per year.

Principles

The following principles guide the work of the committee:

- Research opportunities and studies are meaningful and relevant to the membership.
- Research priorities or partnerships will be guided by collaboration and mutual benefit.
- The focus of research is of national interest and promotes evidence based research related to the registrarial profession, strategic enrolment management, student access and success at Canadian Post-Secondary institutions.

Objectives

The objectives of committee are:

- To create collaborative engagement and dialogue around potential priorities for research
- To identify potential research opportunities that are meaningful and relevant to the membership
- To disseminate research findings, studies, and related initiatives to the membership
- To create a one stop shop for research that is relevant to the membership
- To consolidate current research studies, information and findings in a centralized framework and/or vehicle that improves transparency, access, and capacity for the membership

Membership

The membership of the committee consists of:

*Chair

Vice-chair

Past-chair

Secretary/Treasurer

Communications Officer
Plus five members-at-large

The committee will consist of a total of ten members with at least one representative from each region to a maximum of three from any one region.

Length of Term - The Secretary, Communications Officer, and Members-at-large shall serve for one-year terms and may stand for re-election, but no member may serve for more than three consecutive terms in one position. The Vice-chair, Chair*, and Past-chair normally serve one-year terms, with the Vice-chair moving to Chair who then moves to the Past-chair.

Nominations – A call for nominations will occur prior to June each year**. Nominations will be made by the regional executives and/or the ARUCC Executive to the Chair of the Committee.

*The Task Force recommends that the chair be a member of the ARUCC Executive or that a member of the ARUCC executive be on the Research committee to facilitate communication and reporting back.

**The first call for nominations will be managed by the ARUCC Executive upon receiving and approving this report.

Roles and Responsibilities

The roles and responsibilities of each of the members of the Committee on Research are as follows:

Chair – to lead committee and chair meetings of the group; to be the primary representative for research committees (or contact for external groups seeking representation on research project committees); to be the spokesperson for the committee

Secretary/Treasurer – to develop costing proposals for new research opportunities for consideration by the committee; to produce action notes from each meeting; to compile the routine reports for ARUCC executive

Vice Chair – to support the chair as the need arises and to learn about the work of the committee in order to step into the role of chair

Past Chair – to support the chair and vice chair in the work of the committee

Communications Officer – to oversee the communication requirements of the committee including but not limited to the committee's library of research materials, infrastructure for dissemination of content to ARUCC members, relevant contact information, and other communication needs that may arise

Members-at-large – to provide a diversity of perspective to the work of the committee; to bring forward research needs from their respective members; to lead a specific research project(s) on an annual basis; and to support research projects as they arise.

Meetings and Agendas

A minimum of 2 meetings a year will be held, typically fall and winter or at the call of chair. In-person meetings will be restricted to occur around or during conferences to the extent possible. All other meetings will be held virtually to minimize costs. The committee will work within a consensus (see Appendix B) decision making model to the extent possible. Meeting expenses require pre-approval of the ARUCC Executive.

Review of Terms of Reference

The Terms of Reference will be reviewed annually.

Research Partners

Potential research partners should reflect the same philosophy and goals of ARUCC. This committee should create a means to assess and vet potential partners and make recommendation to the Executive of ARUCC for approval. Below is a list of principles to guide the committee in their work. Partners can come from either the public or private sector. A sample ARUCC MOU is attached to this report for the formalization of any research partnership arrangements (Appendix A).

Principles to Guide Research Partnerships

The committee will utilize the following principles to establish and guide work with research partners.

- Through the use of Memorandums of Understanding, create non-exclusive formal relationships with other organizations
- Develop mutually agreeable objectives and trust
- Develop an environment of information sharing and mutual networks
- Collaborate on joint funding requests
- Share responsibility
- Create transparency
- Monitor and evaluate the collaboration
- Disseminate the results across all organizations involved
- Apply results

- Share profits equitably
- Continuously increase research capacity
- Build on achievements

Implementation Plan

The implementation plan outlines tasks for the first year of the Committee on Research.

Task	Who	By When
Receive report	ARUCC Executive	June 2011
Announcement of committee to membership; call for nominations & selection of the committee	ARUCC Executive	Fall 2011
Hold first meeting	Chair	December 2011
Establish a framework and mechanism to disseminate research to members	Committee & Communications Chair	Spring 2012
Identify potential sessions/round tables for the ARUCC 2012 Conference	Committee	Fall 2011/Spring 2012
Participate in current research projects (e.g. PCCAT)	Appointment by ARUCC Executive	March 2012

Appendix A



Memorandum of Under

This Memorandum of Under (“MOU”) made and entered into this 14th day of April, 2010 by and between:

ASSOCIATION OF REGISTRARS OF THE UNIVERSITIES AND COLLEGES OF CANADA/ASSOCIATION DES REGISTRAIRES DES UNIVERSITÉS ET COLLÈGES DU CANADA represented by its President, Mike Sekulic, and hereinafter referred to as “**ARUCC**,”

and

<Name of organization>

NOW, THEREFORE, for and in consideration of the foregoing premises, the parties agree to the following:

Shared Goals and Objectives:

As our goal, both organizations agree to work in partnership to support ARUCC and <name of organization> goals that serve to assist developing countries in building capacity in higher education programs.

ARUCC/<name of organization> Joint Projects

<Name of organization> and ARUCC in their partnership may propose possible projects to one another that fit into their shared goals and objectives. The projects can be with tertiary institutions, ministries of education, etc.

When a project is proposed by one of the partners to the agreement and it is adopted by the other partner, the proposing partner becomes the lead partner in the project with the main responsibilities for running the project.

All project proposals that receive successful adoption by ARUCC and <name of organization> will be attached as an addendum to the signed MOU.

Volunteer recruitment:

As part of the ARUCC – <name of organization> partnership, each of the partners agrees to search for volunteers for any of the projects adopted by the partnership.

Marketing and Outreach

Media outreach where both ARUCC and <NAME OF ORGANIZATION> are referenced will be made in collaboration between both organizations.

Upon launch of the partnership, there will be information about <NAME OF ORGANIZATION> on the ARUCC web page and vice – versa and about the partnership. Content on each of the websites will be reviewed in collaboration with each partner.

If either party should wish to terminate this MOU, a written notice should be submitted one (1) month before the desired date of termination. Both parties shall be open to discuss any arising concerns related to the project.

IN WITNESS WHEREOF, Signed this day of April, 2010.

For ARUCC:

For <NAME OF ORGANIZATION>

Appendix B

The following provides a definition of how the committee will utilize consensus decision-making.

Consensus - a general agreement accepted by everyone involved in the decision-making process. Reaching consensus depends on the willingness of all participating to arrive at a cooperative solution. For the period of time consensus decision-making is in place, all participants act as equals.

Consensus may be seen as:

- unanimity - 100% agreement
- lack of dissension - those who disagree can live with the solution
- agreement by the vast majority - those who do not agree are willing to abide by the majority's decision.

Consensus does not mean total concurrence on all aspects of a decision. Consensus can be perceived to be reached when the participants agree to a package that addresses the entire range of issues and concerns of the participants, and that those issues and concerns are incorporated so that the overall decision is acceptable.

The responsibility of a participant dissenting is to demonstrate:

- how the issue is unacceptable on principle
- that the proposed decision will negatively impact his or her jurisdiction

If either condition can be demonstrated, it is the group's responsibility to address those concerns. If either condition can not be demonstrated, the dissenting party is expected to live with the decision, or withdraw from the dissent.