UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING

FACULTY OF APPLIED SCIENCE AND ENGINEERING

STRATEGIC PLAN FOR THE REGISTRAR'S OFFICE: 2009 - 2012

DRAFT – VERSION 1.9

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OVERVIEW OF THE OFFICE OF THE REGISTRAR

The Faculty of Applied Science and Engineering is a leading engineering school in North America. The Faculty offers numerous undergraduate and graduate programs in engineering including civil engineering, chemical, electrical and computer engineering, engineering science, mechanical, industrial, mineral, and materials engineering. In addition, the Faculty also offers several graduate programs in most of the aforementioned disciplines including, but not limited to, aerospace studies, biomedical and biomaterials engineering, and environmental engineering.

The Dean is the academic head of the Faculty of Applied Science and Engineering. There are several administrative units reporting to the Dean including the Office of the Registrar. The Office of the Registrar is responsible for the administrative operations of the undergraduate program including admissions to first year and advanced standing, scholarships and awards, financial aid counselling, first year counselling, registrarial computing and student records, course file administration and scheduling, room reservation services, pre-registration/registration of some 4,500 + undergraduate students, international student exchange program, convocation, examinations, marks and grade reporting, space and facilities management of faculty teaching space, statistical data analysis and information system support. The Registrar's Office also supports Standing Committees of Council by providing information on policies, precedents, procedures and protocol for the efficient delivery of the business of Standing Committees.

The primary objective of the Registrar's Office is to provide high quality service to its stakeholders in a timely, efficient and cost-effective manner. The stakeholders include students, faculty, and departmental staff. Organizationally, the Registrar's Office is headed by the Faculty Registrar and reports to the Dean. An organization chart of the Registrar's Office is attached for information in Appendix A. The Office of the Registrar is comprised of nineteen staff members working in five distinct units, with the following responsibilities:

THE ADMISSIONS AND AWARDS UNIT

The Admissions and Awards unit is responsible for managing the undergraduate admissions process, and administering a variety of scholarships, grants and awards for the faculty. The two functional areas are described below.

- **ADMISSIONS** – Advising prospective students and applicants about admission requirements and procedures; maintaining current information about Canadian and international education systems and changes to curricula; processing admission and transfer credit decisions; awarding and arranging payment for admission scholarships; supporting recruitment events and assisting with development of recruitment publications; working with Information Systems staff

to update and develop new admissions tools for applicants and admissions committee/support staff; support incoming exchange students.

- **SCHOLARSHIPS, GRANTS AND AWARDS** – Administering scholarships, grants, awards, fellowships and loan program; providing recommendations and selecting scholarship candidates; financial aid counselling; providing administrative support to the Standing Committee on Scholarships and Awards; creating correspondence to recipients and donors; distributing student loan documents; arranging Faculty summer fellowships

THE SCHEDULING UNIT

The Scheduling Unit is responsible for producing timetables, scheduling examinations and producing the annual academic calendar for the faculty. The three functional areas are described below.

- **SCHEDULING** – Coordinating the pre-registration process (COS) to determine student demand, scheduling all faculty courses minimizing student course conflicts while also balancing room resources and instructor availability; maintenance checks and audits on room usage; managing the interchange of data to and from ROSI, RRS and Course Planner; management of the course database on ROSI

- **EXAMINATIONS** – Scheduling exams; coordinating Faculty exams including: informing professors of dates and locations

- **CALENDAR PRODUCTION** – Coordinating the annual production of the Academic Calendar

THE STUDENT SERVICES UNIT

The Student Services Unit is responsible for petitioning and appeals process, maintaining student records, administering exams, managing enrolment and registration process, and communicating messages with staff, students and faculty. The five functional areas are described below.

- **PETITIONING AND APPEALS** – Tracking petitions on database and preparing letters to students outlining Faculty response. Overseeing the collection of information relevant to appeals and petitions. Reviewing appeals to determine merit based on knowledge of appeals policies and precedents. Developing the Faculty's response to appeals that move forward to Governing Council. Providing support to Ombuds Committee based on knowledge of decisions issued by other Standing Committees of Faculty Council

- **STUDENT RECORDS** – Providing Registrarial analysis and reporting services: coordinating the collection of final course marks and performing marks accounting processes, including tracking of Practical Experience requirements, determination of sessional Dean's Honours List, degree eligibility and honours checking. Coordinating convocation and providing "Confirmation of Enrolment / Graduation" and "Registration" confirming letters and online grade reports

- **EXAMINATIONS** – Receiving and preparing exams; assisting in determining required number of invigilators; setting up and running the exam distribution room; coordinating final exam copies and final mark re-checks

- **ENROLMENT MANAGEMENT AND REGISTRATION** – Creation and ongoing maintenance of Program and Course inventory on ROSI and relational registrarial information systems of student registration records; coordinate acceptable humanities list; course enrolment management and registration issues; online course and option selection; re-enrols; T-Program registration; transfers (between full and part-time and between programs)

- **COMMUNICATIONS** – Communicating student services messages with staff, faculty and students; maintenance and development of websites; individual, mass-mail, and web-based correspondence with students regarding policies, procedures and deadlines

FIRST YEAR OFFICE

The First Year Unit is responsible for counselling and efficient delivery of services to first year students in relation with academic, financial and personal crises. The two functional areas are described below.

- **COUNSELLING** – Advises all first year students on matters related to the Faculty's academic regulations, interpreting policies for incoming and existing students on registration, promotion regulations, transfers, petitions, withdrawals, course changes, re-enrolments, etc.; authorizes the selection of first year electives; counsels first year students through academic and personal crises, directing students to appropriate resources; reviews all First Year petitions and makes preliminary assessments to the Faculty's Committee on Examinations

- **TRANSITION AND RETENTION PLANNING AND DEVELOPMENT** – Evaluates programs and initiatives regarding retention and transition; works closely with APSC departments and divisions to improve and encourage first year student engagement; coordinates the administration of the T-Program, including course and session schedules, authorizing applications, creating timetables and resolving conflicts; produces reports of the performance of students in the T- Program in the winter and summer sessions for the Chair, First Year and Registrar; coordinates First Year Survival Skills sessions; develops the content for and delivers summer orientation sessions for incoming students;

liaises with Faculty Recruitment and Admissions offices on matters related to recruitment and prospective students.

INFORMATION SYSTEMS UNIT

The Information Systems Office is responsible for utilizing information technology tools and applications to enhance the delivery of registrarial services for the Faculty. The two functional areas are described below.

- **APPLICATION AND DATA MANAGEMENT** – course teaching evaluations, data management and cross-system integration, maintenance of ROSI student records, scheduling and ad-hoc reporting and statistics

- **MAINTENANCE OF SYSTEMS** – maintaining information systems, where appropriate

(See further Information Systems processes in Appendix B)

RATIONALE FOR STRATEGIC PLANNING

Strategic planning is the process by which an organization develops the most desirable vision of the future, taking into account the constraints it is likely to work within and how it can realize that vision. Strategic planning emphasizes the analysis of the forces of change in an environment, both internal and external. The process engages the feedback of a cross-section of stakeholders to develop directions for the future, re-connect to the core mission, re-commit to the core values, and plan resources and measurable goals for new and improved initiatives designed to best serve students, faculty and staff.

This strategic plan focuses on the identification of key business issues and opportunities within the context of vision, mission and values. To translate the strategies and build on the initiatives currently undertaken by the Registrar's Office, an Action Plan is proposed. This plan will be used as a guide to plan ahead and set priorities for resource allocation to achieve the stated initiatives. These initiatives will be monitored to ensure that they meet stakeholder expectations.

VISION, MISSION, VALUES

VISION

The Registrar's Office will be a leader in Registrarial services supporting the Faculty's vision of global leadership among the world's best schools of engineering.

MISSION

The Registrar's Office will provide the foundation for success in academic and student life through the provision of services, programs and resources. To fulfill its mission we will:

1.   Develop and maintain expertise in Registrarial services in order to provide information and guidance to applicants, students, faculty and staff

2.   Establish and maintain partnerships with students, faculty and staff to respond to the diversity of the needs of those it serves

3.   Take a leadership role in embracing best practices and develop new services and technology

4.   Gather, develop and disseminate information to students, faculty and staff

5.   Maintain accuracy, integrity, privacy and security in record keeping

VALUES

The Registrar's Office's core values underscore and support its vision and mission to global leadership through its commitment to:

- Provide service that is knowledgeable, professional and accountable with consistency and transparency

- Continually evaluate and improve our services

- Be proactive, creative and innovative in our approach to our services

- Act as a role model, show integrity and maintain confidentiality

- Be welcoming, friendly, approachable and willing to help

- Build trust among ourselves and with the Faculty and University community through our competency and dependability

- Be respectful, fair, equitable and inclusive in service and in working with each other

- Support each other in a positive and collaborative way

COMMITMENT TO AND SUPPORT OF FACULTY VISION

"The Faculty of Applied Science and Engineering will be a leader among the world's best Schools of Engineering in its discovery, preservation and transfer of knowledge and technology through teaching and research." – Stepping UP – Joining the World's Leading Engineering Schools: Faculty of Applied Science and Engineering Strategic Plan 2004-2010.

The Registrar's Office supports the Faculty's vision by continuously exploring new ways to deliver services that help educate the next generation of engineers. By regularly reviewing and innovating registrarial functions, we are in the best position to coordinate the administration of undergraduate education so that world-class teaching and research may flourish.

GOALS, STRATEGIC DIRECTIONS AND ACTION PLAN

The primary goal of the Registrar's Office is to offer exceptional service to students, staff, faculty and other stakeholders in a timely and cost-effective manner. Specifically, the key goals are:

GOALS

- Ensure business continuity by investing in staff and technology; managing resources effectively; reviewing business processes to ensure efficiency, and documenting business procedures
- Offer exceptional service to staff, students, faculty and other stakeholders through continuous review and improvement of services, and focusing on enhancing communication / collaboration to support best practices
- Provide a vibrant work environment that encourages staff development and growth; promote a sense of community and caring; promote cooperation and appreciation for each other; design a work environment to optimize physical space needs

STRATEGIC DIRECTIONS AND ACTION PLAN

The Strategic Direction and Action Plan build on the planning framework. To translate the strategies and expand on the initiatives, this Action Plan will be used as a guide to plan ahead over the next two years, and set priorities for resource allocation. These initiatives will be monitored to ensure that they meet stakeholder expectations and are effectively delivered within the current resource-constrained environment. The key action items are outlined below.

1. COMMUNICATION PLAN

Develop a communication plan to promote the identity of the Registrar's Office and to provide timely and effective communication with staff, students, counsellors and faculty in a clear and concise manner.
- *Strategic Lead: Adam + Managers*
- *Planned completion: Ongoing*

How:	Lead:
Update organizational chart to include photos: Include a registrarial section in the Faculty newsletter	Adam to complete org chart – Jan 2009 Barbara to review the inclusion of registrarial section in newsletter – Feb. 2009

Set up LCD screens with scrolling Registrarial updates	On hold until after renovations
Initiate branding exercise for Registrar's Office	Adam to create templates for documents and e-mails – March 2009
Complete Website upgrade	Kate to review, consult and implement website – June 2009 Khuong to investigate alternatives should the need arise

2. INFORMATION/KNOWLEDGE MANAGEMENT

Address information and data needs to improve accessibility, accuracy and consolidation for applicants, students, staff and faculty.

- *Strategic Lead: Dan*
- *Planned Completion: Most by June 2009 Several of these initiatives indicated below will be ongoing to 2012 and beyond*

How:	Lead:
SQL Server platform upgrade to new hardware	Dan – Jan.-Mar. 2009
Migration from SQL Server 2000to SQL Server 2008	Dan – initial implementation – Jan.-Mar. 2009, migration of existing applications – mid-2009
Consolidated Repository of Registrarial Engineering data: Datamart v2	Sergei – Design and implementation of automated ROSI data collection feeds – Jan.-Mar. 2009 Alex - Infrastructure selection and implementation of automated non-ROSI data collection feeds – Jan.-Mar. 2009 Alex and Sergei – Design and implementation of automated non-ROSI data collection feeds – Apr.-June 2009
Secure (FIPPA friendly) report creation and distribution from new datamart	Alex – Evaluate, conduct cost/benefit analysis, and select distributed reporting technology; April-June 2009 Alex – Replace existing manual ROSI download feeds into the existing datamart with automated feeds from new repository. This will remove the need for manual ROSI downloads and make all the existing datamart's client reports and online services as current by appropriate scheduling of the underlying data feeds

	from ROSI; April -June 2009 Alex – Migrate existing datamart client applications and services from the old datamart to the new datamart – Summer 2009 and ongoing Alex – Acquire and implement new distributed reporting technology – July 2009 Alex – Identify and prioritize reports for automation; implement new and automate existing (currently manual) reports as per prioritization: Sept.-Dec. 2009 and ongoing
Create a collaborative procedures manual (wiki)	Helen to report on progress – January 2009 Adam to consolidate paper and offline procedures – January 2009
Improve degree tracking and consolidation	Dan – Jan.-Mar. 2009 and ongoing, subject to SIS timelines
Paperless Office – E-Cabinet	Dan, Helen – Technology review and selection – Jan.- Mar. 2009 Implementation of admissions files; Apr.-June 2009; student files: TBD, likely 2010
ROSI v2 consulting	Dan – Jan-Mar. 2009 and ongoing, subject to SIS timelines
Update Student Profile Form to bring it in line with E-Portfolio including revisions to academic qualification section to make it more meaningful for international students, and have the ability to pull data for statistical reporting	Sergei/Alex/Helen – Sept. 2009

3. RESOURCES AND EXPERTISE DEVELOPMENT

Develop our resources and expertise to become more knowledgeable, skilled, efficient and creative.

- *Strategic Lead: Managers*
- *Target Completion: Most by June 2009*
  Several of the initiatives indicated below will be ongoing to 2012 and beyond

How:	Lead:
Initiate an orientation program for new staff that includes an online manual and tour of the Faculty	Pierina with Lily, John, Jennifer, Adam – March 2009

Initiate Weekly Update	Managers to email Adam by noon each Friday to outline their area's weekly updates (Starting Nov. 2008)

Convene meeting with all staff in the Registrar's Office, about twice per term	Barbara to consult potential speakers for these meetings – for instance:
	    Vanessa from Advancement
	    Trevor from PDC
	    Lisa S and Carolyn from the Dean's Office
	    Catherine re: budget and space matters

Lunch and Learn
Staff led info sessions about roles/areas
	Tom to develop program for sessions – for instance:
	    -Darryl Weade: Access/Excel
	    -Ben Yang, cultural sensitivity
	    - Rocketshuttle functionality
	Lunch and Learns will begin in Jan. 2009

Create a central library of relevant publications/journals and related registrarial materials	Adam with input from Managers – June 2009
Implement a yearly career planning session and identify courses/training required	Khuong, Dan, Helen, Barbara, Leslie – June 2009
Review/assess skills and cross training needs Perform Evaluations regarding yearly goals, expectations and timelines	Managers to meet with staff to determine benchmarks and goals – June 2009

4. Manage applicant/student needs

Identify, prioritise, address and manage applicant/student needs including the diversity of the student body, high-need students and high-achieving students to improve the transition and retention of students.
- *Strategic Lead: Leslie and Helen*
- *Completion Date: September 2009*

How:	Lead:
Recognize all graduating students who achieve double honours in their fourth year	Barbara to consult with Advancement about a suitable event
Issue letter acknowledging a successful year for students who have made significant improvements	Adam to draft a message to double honours students – February 2009 and beyond
Market E-Portfolio to increase pool for scholarships	Pierina – has already placed a request to students to provide their e-portfolios in 2008-09 Cannon issues

	Adam will update poster – Jan. 2009
Incorporating the modified E-portfolio into the Student Profile Form to help us recognize exceptional aspects	Helen, Pierina – January 2009
Review and Evaluate Coaching program for International Students	Leslie -- September 2009
Review and Evaluate Mentoring program for International Students	Leslie -- September 2009
Implement Refresh program to assist students who have performed poorly in term 1F	Leslie/Lesley -- February 2009
Review and Evaluate Refresh program	Leslie/Lesley -- September 2009
Recognize outstanding applicants by sending offers of admission in Feb. 2009	Helen and team to implement – Feb. 2009
Promote International Student Exchanges by identifying workable/suitable institutions and programs	Barbara/Rosemary in collaboration with Vice-Dean Undergrad -- October 2009

5. ANTICIPATE SCHEDULING NEEDS

Plan and anticipate scheduling issues that balance space, and faculty member and student needs.

- *Strategic Lead: Tom*
- *Completion Date: September 2009*
  Several of these initiatives indicated below will be ongoing to 2012 and beyond

How:	Lead:
Initiate Calendar planning using new online calendar tool	Tom with Dan with SIS – Prepare for possible need to integrate new scheduling software into existing systems if U of T replaces Course Planner
Flag Approved CS/HSS	Tom (with Nick) to survey students in COS in March 2009 Nick will fix online HSS lists to be more readable Flag deadline – July 1st, 2009
Identify "bad" (9-6) schedules to proactively adjust if possible	Tom & Leslie – Will review student schedules before published on ROSI (late July/early August 2009)
Review and assess New Scheduling Software	Tom to prepare an Interim report, March 2009

6. CURRICULUM FLEXIBILITY AND PETITIONS

Adapt to the changing environment by bringing procedures in line with regulations to deal with curriculum flexibility and petitions to enhance the student experience and maintain standards of excellence.

- *Strategic Lead: Khuong*
  Several of these initiatives indicated below will be ongoing to 2012 and beyond

How:	Lead:
Review Deadlines, and Enforcement of Deadlines	Khuong to review with Counsellors: Jan.-Mar. 2009
Petitions (Decision Making)	Khuong to streamline process to decrease time at committee level: May-June 2009
Petitions (Applications and processing) -better tracking and clarity on requests	Khuong to oversee new online system implementation: Oct.-Dec. 2009
Review Rules and Regulations -with newer staff, input from students to develop a student friendly handbook	Leslie to consult with Counsellors and VP Communications for student input - May 2009

7. PHYSICAL SPACE, STAFFING AND STRATEGIC PLANNING

Promote operational excellence through a) creating a new improved physical space to embrace our student body, welcome our faculty and create a better working environment for staff, b) review our organizational structure and staffing and c) consolidate and build our team identity and performance.

- *Strategic Lead: Barbara*
- *Target Completion: June 2009*
  Several of these initiatives indicated below will be ongoing to 2012 and beyond

How:	Lead:
a) Renovations – Updates and planning	Barbara, June 2009
b) Update Org. Flow Chart, where appropriate	Khuong & Adam – Dec. 2008
c) Ongoing review of the Strategic Plan	Barbara on an ongoing basis

8. COLLABORATION AND KNOWLEDGE SHARING WITH THE FACULTY AND UNIVERSITY

Increase collaboration within the Faculty and the University to share knowledge and strengthen our response to students.

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- *Strategic Lead: Managers*
- *Target completion: June 2009*

How:	Lead:
Obtain new brand templates (letterhead, etc)	Barbara to implement
Encourage staff to be involved in standing committees, where appropriate	Encourage staff to attend Faculty Council meetings when appropriate
Standardize inter office templates (word, etc), email signatures	Adam – June 2009

CONCLUSION:

The Strategic plan has identified the key business issues, opportunities and initiatives within the context of the Vision, Mission, and Values of the Registrar's Office. A number of action items have been proposed to translate the strategies and build on current initiatives. It is expected that these initiatives will be monitored and updated on an ongoing basis, where appropriate, to ensure they meet the needs of the diverse stakeholders we serve.

APPENDIX A: ORGANIZATIONAL CHART

UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING

OFFICE OF THE REGISTRAR

Barbara McCann
Faculty Registrar

Tom Nault
Associate Registrar,
Academic Scheduling

Khuong Doan
Associate Registrar,
Student Services

Helen Bright
Associate Registrar,
Admissions

Pierina Filippone
Assistant Registrar,
Scholarships, Awards &
Financial Aid

Dan Pettigrew
Associate Registrar,
Director of
Administrative
Information Systems

Nicholas Robinson
Scheduling Coordinator
and RA

Linda Marsh
Exams & Petitions
Coordinator and RA

Rosemary Guido
Admissions &
Scholarships Co-
ordinator

Alex Tichine
Senior Programmer/
Analyst

Dianne Stathopoulos
Room Reservation
Coordinator and RA

Lily Pang
Admissions & Awards
Counsellor

Sergei Metropolitansky
Senior Programmer/
Analyst

Leslie Grife
First Year Counsellor

John Ng
Admissions & Awards
Assistant

Myrtle Millares
First Year Assistant

Tara Egan Wu
Admissions &
Recruitment Support

Jennifer Fabro
Information Assistant

Adam Fox
Communications
Coordinator

APPENDIX B: RELEVANT REGISTRARIAL STATISTICS

HISTORY

- Established in 1873 as the School of Practical Science, we became known as the Faculty of Applied Science and Engineering in 1906 when we joined the University of Toronto.
- In our 135-year history, we've been led by 13 Deans – our current Dean is Cristina Amon.

BY THE NUMBERS

- 4,400 undergraduate students
- 1,400 graduate students
- 219 faculty & 318 staff members
- 40,000 alumni
- 422 undergraduate courses offered

UNDERGRADUATE PROGRAM

- Our undergraduate engineering programs include:
    - Chemical Engineering
    - Civil Engineering
    - Computer Engineering
    - Electrical Engineering
    - Engineering Science
        - aerospace
        - biomedical engineering
        - computer engineering
        - electrical engineering
        - energy systems
        - infrastructure
        - nanoengineering
        - physics
    - Industrial Engineering
    - Materials Engineering
    - Mechanical Engineering
    - Mineral Engineering
    - Track One (General Engineering) First Year Program

UNDERGRADUATE STUDENTS

- Characteristics of the first year class for 2008-2009 (1T2)
    - 1,105 full-time students in first year
    - 22.4% female students

SERVICE DELIVERY

ADMISSIONS

TOTAL APPLICATIONS:

- 2006: 6383
- 2007: 6829
- 2008: 7185
- Two-year increase in applications: 12.6%

TOTAL OFFERS OF ADMISSION:

- 1998: 1756
- 1999: 2750
- 2000: 2687
- 2001: 2822
- 2002: 2965
- 2003: 3513
- 2004: 3094
- 2005: 3290
- 2006: 3276
- 2007: 3300
- 2008: 3107
- Ten-year increase in offers of admission: 76.7%

ACCEPTED OFFERS:

- 1998: 912
- 1999: 1051
- 2000: 1108
- 2001: 1150
- 2002: 1102
- 2003: 1278
- 2004: 1150
- 2005: 1347
- 2006: 1339
- 2007: 1346
- 2008: 1186

- Special Student requests: 50 in 2007-2008

- Letters of Permission granted: 40 in 2007-2008

STUDENT SERVICES

- Grades recorded in ROSI: Over 20,000 per term

- Mark rechecks: Administer 300-400 requests for arithmetic accuracy checks per term

- Requests for final exam copies: Fill 400-600 requests for exam copies per term

- Petitions: Oversee between 250-300 petitions for exceptions to Faculty policies and extenuating circumstances involving final exams each term

- Letters of registration confirmation: 1,934 letters produced in 2008.

SCHOLARSHIP & FINANCIAL AID

- Grant applications: Over 360 in 2007-2008 and 330 evaluated for 2008-2009

- Admission scholarships: 1,400 admissions scholarships were offered for 2007-2008

- In-course (2nd – 4th year) scholarships: Over 270 offers made for 2007-2008

- Graduating scholarships: 40 graduating students received scholarships in June 2008

- OSAP documents distributed each session: 1,500

INFORMATION SYSTEMS AND SERVICES MAINTAINED AND OPERATED

INTEGRATED ONLINE CREDIT CARD PAYMENT (OCCP) FOR VARIOUS PROCESSES AND SERVICES:

- 2008 calendar year: 9000 transactions totalling $1.5 million for admissions, student services, ECF, alumni, PDC, PEY, and survey camp

UNDERGRADUATE APPLICANT SERVICES (ANNUAL):

- Engineering Applicant Portal:
    - Program choice selection and essay submission
    - Previous academic information for high school
    - Applicant ePortfolio for extra curricular activity submission

- o Residence selection
- o OCCP for applicant fees
- o Personalized label generation for submission of supporting documents
- o Application status reporting
- o PREP web site: personal first year course information for new students

ADMINISTRATIVE PROCESSING FOR RO AND DEPARTMENTAL ADMISSIONS STAFF:

- ROSI data feeds into APSC admissions systems
- Residence selection lock management, reporting, export for processing
- Applicant portal:
  - o Content management
  - o Student search with application status report
  - o Management of supporting documentation
  - o Custom applicant scoring, searching and ranking for scholarships, etc.
- SPF Reader - application processing and decision support for Ontario and non-Ontario applicants
- Admission yield factor calculations based on historical yields analysis
- ASAP - Automated Student Admissions Processing for Ontario applicants
- Decision upload to ROSI from SPF and ASAP

ACADEMIC SCHEDULING SUPPORT:

- Annual
  - o Batch data manipulation and transfer of student, course, program, schedule, rooming, staffing and enrolments data (~100k records) between ROSI, CP, RRS, COS
  - o Online discrepancy and anomaly reporting system
  - o "Schedweb" online graphical and textual timetable information
- Sessional
  - o Exam schedule workflow report generation
  - o Exam schedule invigilation schedule requirements analysis and reporting

UNDERGRADUATE STUDENT SERVICES (SESSIONAL):

- Engineering Student Portal including:

  - o ePortfolio for scholarships and awards eligibility, including SkulePoints authentication
  - o OCCP for student request/service fees
  - o Online requests with OCCP (where relevant) for services: course mark recheck, exam photocopy, petition, re-enrol, program transfer, OSAP deferral
  - o Online registration with OCCP for programs: eSIP, PEY, survey camps, alumni events, outreach programs

- OCCP for ECF print quota purchase
- Online grade report and ranking
- Online refund collection
- COS: Student Course and (program) Option selection

ADMINISTRATIVE PROCESSING FOR RO AND DEPARTMENTAL STUDENT SERVICES STAFF:

- ePortfolio student search, reporting, departmental review
- Online workflow for request processing: mark recheck, exam copy, petition, re-enrol, program transfer, OSAP deferral
- online cash payment and refund processing
- Student graduation and Iron Ring data collection
- Dean's Honours List
- Marks accounting support

INSTRUCTOR SERVICES (SESSIONAL):

- Online COFM - Course Composition of Final Marks
- Electronic Mark Submission - all undergraduate and graduate courses

MISCELLANEOUS PERIODIC REPORTING AND BATCH PROCESSING:

- Maintain datamart of institutional and local data for integrated reporting such as:
    - CEAB support
    - Analysis and operational reporting for Departments, Faculty, U of T and external
    - Government count data