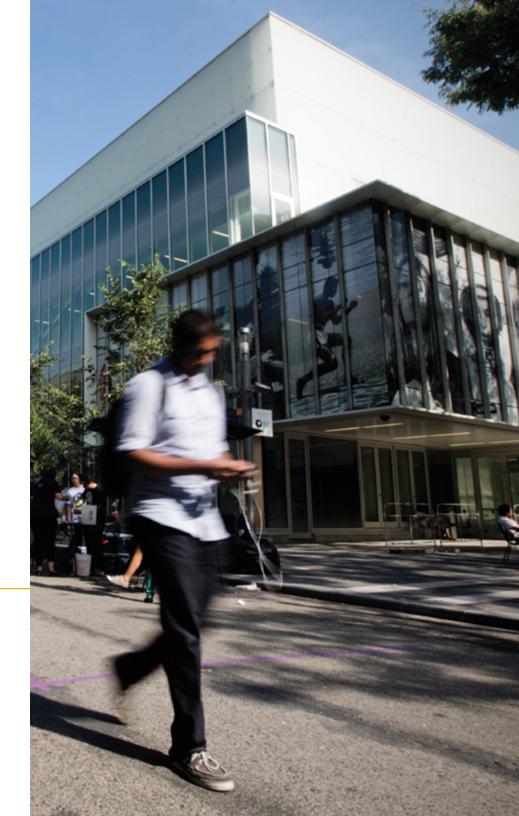


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RO Mission, Vision and Values

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.





AS VALUED ADVISORS TO SENIOR LEADERS, PROGRAM DIRECTORS AND CHAIRS, AND FACULTY AND STAFF, THE OFFICE OF THE REGISTRAR HELPS MAKE RYERSON'S BOLD VISION POSSIBLE, VIRTUALLY EVERY ACTIVITY WITHIN THE RO REQUIRES COLLABORATION, PARTNERSHIP AND LIAISON WITH PROGRAM AND ADMINISTRATIVE DEPARTMENTS ACROSS THE UNIVERSITY.



It is a time of cultural, organizational and physical transformation in Ryerson University's Office of the Registrar (RO). In our inaugural Impact Report, we aim to foster a broader understanding of what we do, where we're headed, and how we strive to improve the procedures and services that support every facet of university life.

OUR TRANSFORMATION IS being shaped with input from everyone in the department. We recently completed a year-long process during which we clarified our mission, articulated our vision and created value statements that will guide us forward. As the 2014-2015 academic year begins, we will see our plans and intentions begin to take shape.

Our commitment to collaboration, innovation and creativity pervades every aspect of our work. Balancing ongoing change with the stability and reliability that Ryerson needs is a complex process, but we embrace it as our challenge every day.

The RO plays a role in every aspect of the student experience from pre-admission through to graduation and beyond.

Along the way, we support students

through thousands of touch points and work constantly to enhance and improve our services for them.

Our focus on comprehensive service and support for students has also led us to an exciting new initiative: the OneStop.

A new unified space that will be located – along with Food Services – in what is now The Hub (Jorgenson Hall – 1st floor), the OneStop will be a scalable, tech-savvy and expert-rich environment for all front-facing student services at the RO. It will put an end to separate counters, multiple line-ups and inefficient hand-offs. The new centralized, integrated space is a simple and powerful solution that will set a new standard of excellence in front-line student service.

Every member of the Ryerson community is an RO client. We take this responsibility seriously and are eager to further strengthen our collaborations with you.



Charmaine K. Hack University Registrar OUR COMMITMENT TO COLLABORATION, INNOVATION AND CREATIVITY PERVADES EVERY ASPECT OF OUR WORK.

Get to Know the RO

The Office of the Registrar provides the bedrock of innovative systems and structures required to support the university and deliver exceptional services to students. The systems, structures and services of the RO have to keep pace with and anticipate change because every initiative and program at Ryerson is reliant on our support. The RO impacts every stage in a student's experience of Ryerson – from prospective students and applicants to current students and graduates. Here is a snapshot of our core functions.

Business Systems

We oversee and support the development and maintenance of mission-critical systems for the Registrar's Office and ensure the integrity of Ryerson's Administrative Management Self Service (RAMSS), the university's Student Administration System (SAS) that uses Oracle's Campus Solutions (CS). We plan and direct all bundle, patch/fix and upgrade activities, investigate and help resolve CS system issues and oversee CS enhancements. The critical systems we manage house the university's core student and academic data that are frequently mined for research, strategic planning and legislated reporting.



"If it weren't for OSAP, I would not be able to be attend Ryerson University – it is a big factor in achieving my full potential and goals. And it can be a daunting process to fund your education solely on your own, with lots of worry about meeting the early deadlines for tuition and residence payments. Working through the Registrar's Office, I found that my experience with OSAP this year was very smooth and fluid! The process was clear, the people were supportive, the wait time was short and the money went straight into my account. I am extremely grateful to the RO for helping me to benefit from the OSAP program!"

Madalyn Fewster, 2nd Year Ryerson Student



Curriculum Management: Curriculum Advising, Transfer Credits and Undergraduate Publications

Curriculum Advising provides professional, expert, curricular and related academic policies and regulations advice, based on Senate-approved program requirements. In support of student academic progression and graduation, we develop, test and maintain the Academic Advising (SAS) modules and online self-service tools for the delivery of Ryerson's Academic Advisement Report, the cohort-based program curriculum degree audit. We liaise with other Ryerson departments, professional associations and regulating bodies, universities and government agencies regarding confirmation of curriculum requirements and graduation eligibility of students.

The Transfer Credits Unit facilitates and manages the student transfer credit application and faculty evaluation of external post-secondary courses processes. The unit also maintains a comprehensive, program-specific database of transfer credit equivalencies for most Canadian institutions and works with the Ontario Council on Articulation and Transfer (ONCAT) to make equivalency information available to prospective applicants and students.

Undergraduate Publications reviews, updates, maintains and archives all program, curriculum and course changes provided by the academic community in preparation of publication of the annual undergraduate calendar and its plainlanguage companion, the Student Guide.

Enrolment Services and Student Fees and Student Financial Assistance

We provide comprehensive service and support to the Ryerson community in the areas of fees, enrolment, withdrawals, verification of enrolment, tax receipts and refunds, as well as much of the front-facing service for the RO. We help students plan for and meet educational expenses while attending university. We provide information and access to financial resources. scholarships, bursaries, awards and grants from internal (university and donors). government (federal and provincial) and external organizations that support student success and university affordability. We coordinate the delivery of the Ontario Student Assistance Program (OSAP), as well as the Student Access Guarantee (SAG), Work Study and Research Assistance Programs.

Student Records and **Operations Support**

We protect the integrity, security and confidentiality of all current and historical student records. In accordance with Senate policies, Student Records and Operations Support provide expert advice and support to academic department administrative staff and faculty regarding Senate policies and procedures, grading, student record updates, academic continuance and SAS functionality. We submit enrolment data and other relevant student academic information to the Ministry of Training, Colleges and Universities (MTCU) each term. This data is used by the Ministry to administer funding to the university as well as for planning and statistical purposes.

The Student Records Unit updates records, posts grades, calculates standings, processes academic continuance, verifies degrees, and issues transcripts and other documents for undergraduate, graduate and The G. Raymond Chang School of Continuing Education students.

The Operations Support Unit provides comprehensive support to academic departments and faculty for SAS functionality and supports students with RAMSS self-service functionality. The unit develops, tests and maintains the Student Records SAS module, core, new and customized functionality as well as the online self-service tools for students.

Undergraduate Admissions, Systems and Data Analysis

Together with Undergraduate Client Services, Communications and Recruitment, we are responsible for meeting the university's enrolment targets. We process and assess applications for admission to Ryerson's undergraduate degree programs to determine and select the most highly qualified and competitive candidates while meeting the university's enrolment targets. We communicate admission decisions to applicants and maintain the highest degree of client service. We collect and analyze admissions data in order to improve our functions and policies and increase the retention of our most highly qualified applicants, and we ensure the integrity and security of all admissions data that is collected, analyzed and stored in the Student Admissions SAS modules. We also authenticate, index and image all supporting documents sent by prospective students, assign entrance scholarships and administer the Ryerson Test of English Proficiency.

Undergraduate Client Services, Communications and Recruitment

Together with Undergraduate Admissions, Systems and Data Analysis, we are responsible for generating a highly qualified robust applicant pool and converting prospects to registrants. We provide front-line support, information and advising on undergraduate program choices, admission requirements, application procedures and the selection process. Our representatives are often the first point-of-contact for prospective, current and former students, applicants, parents and guidance counsellors. We respond to in-person, telephone, email and social media inquiries and connect and share information through various print, digital and social media platforms. We are also responsible for the Undergraduate Admissions and Recruitment and RO websites and collaborate with various campus colleagues to digitally connect incoming students with the resources and departments they need. We develop and implement international and national school outreach, campus tours and large-scale special events - both on and off campus. We collaborate extensively with internal and external stakeholders to develop new strategies for recruitment and to market Ryerson positively and competitively.

University Scheduling

We create class, student, instructor, facility and exam schedules by using the university's resources to enhance the student learning experience, maximize student access to courses, accommodate a range of pedagogies and support the academic mission of the university. Our knowledge of the characteristics, capacities and availability of classroom resources is an essential part of determining the right schedule supply. Providing customer service and individualized assessment helps us establish the right fit for any given request.







Prospective Students

The digital revolution has changed the way people interact and has created an expectation for instantaneous service, constant feedback and 24/7 access. The market for applicants is highly competitive and requires increasingly sophisticated recruitment, communication and admission processes. Personal contact is essential, and every interaction people have with Ryerson is measured directly against the competition. Prospective students gravitate to social media and digital resources that provide rapid responses, and there is enormous pressure to automate systems so that RO staff can spend more time in live, personalized interactions with would-be Rams.



THE MARKET FOR APPLICANTS IS HIGHLY COMPETITIVE AND REQUIRES INCREASINGLY SOPHISTICATED RECRUITMENT, COMMUNICATION AND ADMISSION PROCESSES. PERSONAL CONTACT IS ESSENTIAL, AND EVERY INTERACTION PEOPLE HAVE WITH RYERSON IS MEASURED DIRECTLY AGAINST THE COMPETITION.

55,261

prospective students met across Canada

105,000 841,512

admissions handbooks produced and distributed

visits to ryerson.ca/undergraduate/ admission

assigned in entrance scholarships



In Person

- 55,261 prospective students met across Canada
- 15,000+ international prospects met in 15 different countries
- 105,000 admissions handbooks produced and distributed
- 34,182 visitors for campus tours and recruitment events
- 450+ Ryerson volunteers participate at the Ontario Universities' Fair (OUF) and Discover Ryerson Days
- 100,463 personal interactions (Undergraduate Client Services counter, telephone and email)
- 1,715 counseling sessions for prospective students and applicants



- 80,872 questions asked/answered via ask.ryerson.ca
- 1,204 questions answered on Facebook (/RyersonUAR)
- 7,818 mentions on Twitter (@RyersonUAR)
- 62.096 views: 41.206 minutes watched on YouTube (/RyersonUAR)
- 2,120 downloads of admissions iPhone and iPad Apps (RU Admissions)
- **55,498** visits, **41,407** unique visitors and 82,148 page views on blog site (why.ryerson.ca)
- **841,512** visits, **375,655** unique visitors and **3,204,972** page views to ryerson.ca/ undergraduate/admission



In Demand

- 80,000 applications for admission
- #1 university in Ontario for first-choice applications to available places
- 27,000+ offers of admission
- 9.000+ new students enrolled
- 6.1% of international applicants admitted and enrolled
- 1,500+ Ryerson Tests of English Proficiency administered
- 200,000 documents authenticated, imaged, indexed and matched to student applications
- \$3.8 million assigned in entrance scholarships
- Top 10 home countries of international students: Saudi Arabia, Egypt, Nigeria, USA, UAE, China, Hong Kong, India, Pakistan, Turkey, Bangladesh



BY THE **NUMBERS**

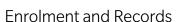
Current Students

Ryerson students have varied backgrounds and professional interests and want customized interactions and rapid responses to meet their individual needs. There are close to 39,000 full-time students, 70,000 individual Chang School course enrolments and 9,000+ new students annually at Ryerson. They form a diverse and multicultural group that is driven to succeed, focused on starting something new and expecting the university to meet its needs.

full-time students

individual Chang School course enrolments

new students annually at Ryerson



- 25,000 online enrolment appointments
- 97,726 student records submitted to MTCU
- 12.193 Web ID Activations
- 8,740 Operations Support email interactions
- **8,504** Chang School certificate registrations
- 4,450 Ryerson student IDs produced and processed
- **320,566** payments to student accounts
- 20,583 refunds/adjustments
- **55,750** T2202A tax receipts



- 13,646 students received OSAP funding
- 94% of OSAP eligible students received early confirmation of their funding
- \$139.5 million in government funds issued
- \$21 million in university funded scholarships and bursaries issued to over 10,000 students

Transfer Credits

- 19,000 transfer credit applications
- **36,000** established equivalencies in Ryerson's transfer credit database
- 47.061 transfer credit rules maintained in Ryerson's database



Classes and Courses

- 2,900 active undergraduate courses
- 690 edits plus 2,000 course changes in the official University Calendar
- 10,000 discrete coding requirements establish the schedule each year
- 10,135 classes scheduled with **1.267** instructors
- 95,000 individual course requests from students scheduled
- one of the highest classroom utilization rates in the province at 91% for classes of **160+** students
- management of over **130** seated classrooms









Grades

- 27,197 transcripts issued
- 117,500+ grades processed
- 29,955 academic standings posted
- 9,598 grade revisions manually processed

Program Requirements



• 851 individual fields are checked annually per major across 146 majors = 496,984 individual fields checked to ensure the system represents every program at every level

Graduation and Convocation

- 7,500+ undergraduate and certificate applications for graduation audited
- 200+ active programs and plans managed and maintained in SAS
- Materials prepared for 18 convocation ceremonies; seven different programs and inserts produced
- 200 graduation award documents reissued and amended

\$139.5m in government funds issued

320,566

payments to student accounts

117,500+

grades processed



Expert Resource

The RO helps to make Ryerson's bold vision possible. Every program, department and faculty in the university is dependent on us to help bring its vision to life. We are valued advisors to senior leaders, program directors and chairs, faculty and staff.



Areas of expertise include

- Program development and curricular structure/change
- New program launch
- Targeted admission and recruitment strategies
- Student success predictors
- Reporting and data mining
- Client service best practices
- Appeals and complaint resolution
- Self-service degree audit
- Grades processing
- Classroom utilization
- Global educational qualifications

Here is one illustration of the role the RO plays as an expert resource.

Spotlight: Systems Support

Each day, the entire university community uses systems that are managed, developed and maintained by the RO. We are constantly searching for ways to improve these systems to make the university's processes more efficient and effective, streamlining numerous contact points for students and faculty such as enabling electronic submission and sign-off for calendar copy. We also research and develop the infrastructure to manage leading edge ECM (Electronic Communications Management) to manipulate documents online, go green, reduce paper and develop workflow processes.

The most well-known system we manage is Ryerson's Administrative Management Self Service (RAMSS), the university's Student Administration System (SAS) that uses Oracle's Campus Solutions (CS). RAMSS integrates Ryerson students, faculty and staff with internal and external structures and is the central focus of the Business Systems unit in the RO.

Ongoing Innovation

We are always looking for ways to improve services, systems and structures through responsiveness and foresight. Our mission is to innovate in support of students and the academic community, and one part of our vision is to embrace new technologies and processes that empower the campus.

BROADER: expansions



- National and international expansion of online presentations and admission seminars for prospective students
- Expanded collaborations with faculties and programs to heighten and differentiate the recruitment process
- Increased tracking of emerging trends regarding client-preferred digital and social media platforms
- · Continual enhancement of digital resources for clients and prospective clients: ask.ryerson.ca, blog and social media presence, iPhone and iPad apps, website redesigns
- Struck a social media steering committee to facilitate coordinated campus-wide guidelines and best practices

- Deployed telephone-recording technology to ensure client service excellence and assist in staff training
- Expanded use of analytics and metrics to understand admission data
- Dozens of admission systems worldwide researched for trends, best practices and potential enhancements

FASTER: efficiencies



- 80,031 student OEN records individually validated to eliminate any discrepancies between Ryerson student profiles and government records
- The new ECM (Nolij) enabled the online processing of 2.5 million documents and enhanced self-service options for students
- Provided applicants with user-friendly online access to track their application status and view admission communications by integrating two external vendor systems with SAS and reduced postage costs by \$150,000 in the process
- Document requests (e.g., proof of enrolment, transcripts) moved to RAMSS which has shortened wait times from five business days to one and has enabled students to track their requests online

- Optimizing staffing schedules which has doubled student support during peak hours
- Additional training for staff cut processing time in half for fee refund requests and an online solution for further efficiency is in progress
- Graduate student funding available a month earlier than usual
- Online registration for Chang Certificates enrolled students within one to five days instead of six to 12 weeks
- Ongoing optimization of technological systems and processes including 134 maintenance and 122 enhancement changes



The digital revolution has changed the way people interact and has created an expectation for instantaneous service, constant feedback and 24/7 access. This transition has required a tectonic shift in the Office of the Registrar. We have responded by innovating, inventing and envisioning new ways of providing essential supports. As a result, services are being automated, communication and access are increasing and the entire university community is more connected than ever before.

Initiatives and Collaborations

Virtually every activity within the RO requires collaboration, partnership and liaison with program and administrative departments across the university. The RO is also a key player in the development and support of new and on-going initiatives that advance Ryerson's Academic Plan.

Nolij

RO Business Systems has led the implementation of Nolij, an electronic document management system that transforms the handling of incoming transcripts and documents and enables paperless workflow in Undergraduate and Graduate Admissions, Transfer Credits and Student Records.

ONCAT Course-to-Course Transfer Guide and C2C Interface

Ryerson is a provincial leader in transfer credit volume and administrative efficiency in transfer credit processes. Ryerson was in the first round of institutions to participate in the Ontario Council on Articulation and Transfer's (ONCAT) Course-to-Course Transfer Guide. The Transfer Guide allows prospective transfer students to determine which courses may be transferrable to other institutions and allows students to search for courses at other institutions that may apply toward their current program.

Law Practice Program (LPP)

Launching in fall 2014 and in partnership with the Law Society of Upper Canada, Ryerson will enrol law school graduates into a new Law Practice Program. The Business Systems division of the RO is leading the development of a customized enrolment portal for the 300+ anticipated registrants.

"How to Launch a New Program"

In consultation with Communications, Government and Community Engagement (CGCE); Computing and Communications Services (CCS); Vice-Provost Offices (Academic and University Planning) and the RO management team, the Communications unit launched this much-needed resource as part of the RO website overhaul.

Blackboard "Fetch Grades" Process

The Student Records and Operations Support unit, in partnership with Computing and Communications Services, launched a new functionality for professors and instructors to efficiently move grades from Blackboard into RAMSS. This has eliminated the need to individually enter each student grade. For winter 2014, over 15,000 grades were updated through the new "BB Fetch" grades process.

Teaching Assignment Integration (TAI)

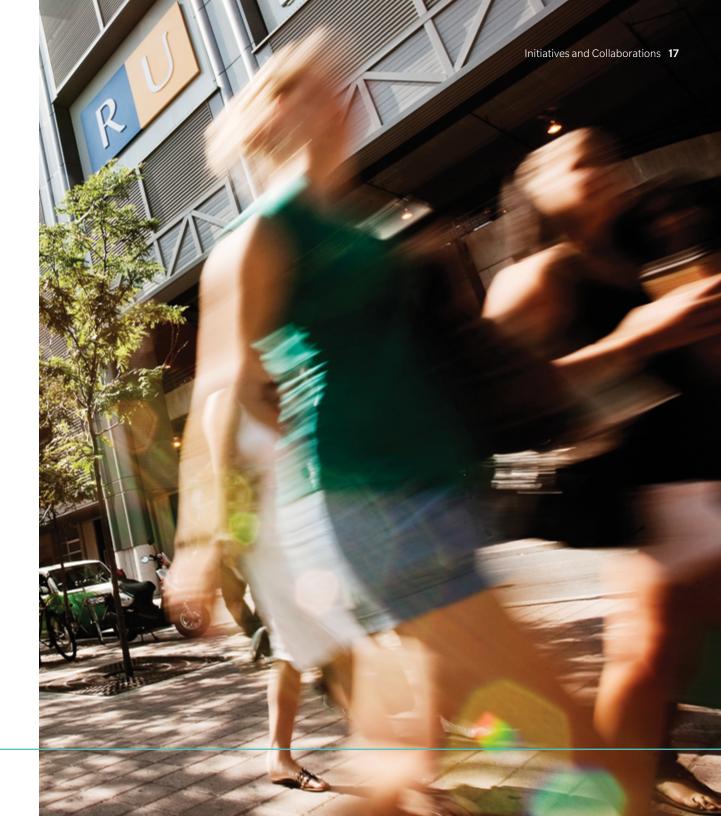
In support of Ryerson's TAI, University Scheduling and Business Systems have engaged in extensive testing of a new system that is aligned with existing scheduling systems and processes. Also, to enable better reporting and more efficient scheduling for the Ted Rogers School of Management within the TAI, the Curriculum Management division is re-aligning the SAS and reporting hierarchies.

Admission Tuition Deposit Receipts

Enrolment Services and Student Fees, in partnership with Business Systems, created a custom application enabling newly admitted students to receive an automated confirmation that Ryerson has received their required tuition deposit – reducing anxious calls from new students worried that their deposit has not been received in time.

Online Payment for Non-Academic Requirement Fee

Enrolment Services and Student Fees, in partnership with Business Systems and Undergraduate Admissions, created an online payment process for applicants to Ryerson for Non-Academic Requirement fees to reduce lineups for fee payment and acclimatize new students to the online payment process.





Feasibility Study on International Document Authentication

Undergraduate Admissions has joined representatives from every other Ontario university in a Ministry Productivity and Innovation Fund study to determine the feasibility of a provincial collaboration to use a third party vendor for the submission and authentication of international transcripts and documentation with a goal of reducing the risk of fraud and applicant misrepresentation.

RAMSS Self-Service Enhancements

Business Systems, in consultation with stakeholder RO divisions, successfully developed, tested and implemented a new RAMSS self-service functionality to allow students to request a confirmation of enrolment or third party letter, to generate an OSAP confirmation of enrolment and to accept or decline an offer (Grad Studies).

Major Government Reporting Enhancements and Modifications

In consultation with the University Planning Office (UPO), the RO implemented major government reporting enhancements and modifications, such as BIU Tracking (GRAD), USIS graduate reporting, the Education Source and Room Usage Reports.

English as a Second Language Foundation Program

A collaboration between Undergraduate Admissions and Recruitment, The Chang School and the Faculty of Arts, this program is the first of its kind for Ryerson. Designed for academically qualified international applicants who do not meet the minimum English proficiency requirements, it combines intensive English language and academic instruction, preparing students for an undergraduate program.

Ryerson-York Exchange Program

A collaboration between Ryerson University and York University to pilot a new, innovative approach to enhance student mobility, access to courses and transfer of credit.

Zone Learning

In collaboration with key campus stakeholders including the Digital Media Zone (DMZ), Offices of the Provost and Vice-Provosts and several Faculties, the RO developed customized processes for the unique and complex structure of Ryerson's Zone Learning initiatives so that Zone enrolments are official Ministrylegislated reporting submissions.

Spanning the Gaps

In partnership with the Spanning the Gaps program, the RO facilitates and supports the progress of marginalized youth and adults toward admission in an undergraduate degree program at Ryerson.

Ryerson University Social Media Partnership

The RO partnered with Student Life programs; Alumni Relations; the Digital Media Zone; University Advancement; Communications, Government and Community Engagement; and The Chang School to increase collaboration and social media awareness between departments and create a smooth transition to digital accounts for incoming students.

Varsity Athlete Recruitment and Admissions

In partnership with Athletics, the RO works closely with a joint-report athletic liaison and Ryerson coaches to recruit and retain high-calibre athletes as part of Ryerson's Academic Plan.

"The goal of Spanning the Gaps is to increase participation in post-secondary experiences by young people and adults who might not otherwise have access to them. The program is based on the belief that education can break the cycle of inter-generational poverty and social exclusion, transform lives, create a civic society and contribute to social cohesion and stability. None of this would be possible without the partnership and support of the Office of the Registrar. The RO team believes in the power of higher education and works tirelessly to help marginalized students realize their potential."

Rona Abramovitch, Senior Advisor and Founder, Spanning the Gaps

Professional Engagement and Leadership

The RO provides leadership and expertise by learning and demonstrating best practices and by regularly connecting with other internal and external professionals.

Internal Committees and Working Groups

The RO staff regularly act as content and process experts and advisors and serve on a wide range of academic, governance and administrative committees.

- Aboriginal Education Council
- Academic Standards Committee
- Academic Policy and Governance Committee
- Action Awards Committee
- Church Street Development Accessibility Advisory Group
- · Convocation, Awards and Ceremonials Committee
- Curriculum Implementation Committee

- Enterprise Resource and Planning **Advisory Committee**
- Idea Partners (Soapbox)
- Partnership with Student Life programs, Alumni Relations, DMZ, CGCE and CE
- Ryerson University Social Media **Steering Committee**
- Student Financial Literacy Research Project
- University Senate
- University Strategic Communication Committee
- Zone Learning Operational Planning Group

External Contributions and Memberships

Given the complexity of systems, policies and practices in the registrarial profession – including external influences such as changing legislation, technological advances, market forces and demographic shifts - it is critical that the RO maintain currency of knowledge. As part of the community of higher education strategists, we contribute to the development of best practices and the application of new approaches and technologies.





Professional Memberships

- AACRAO American Association of Collegiate Registrars and Admissions Officers
- ARUCC Association of Registrars of Universities and Colleges of Canada
- CASFAA Canadian Association of Financial Aid Administrators
- CAUBO Canadian Association of **University Business Officers**
- CBIE Canadian Bureau for International Education
- CIS Council of International Schools
- COU Council of Ontario Universities
- HEUG Higher Education User Group, Oracle Applications
- HIGHEDWEB Higher Education Web Professionals
- OASFAA Ontario Association of Financial Aid Administrators
- ONCAT Ontario Council on Articulation and Transfer
- OSCA Ontario School Counsellors' Association
- OUAC Ontario Universities' **Application Centre**
- OURA Ontario University Registrars' Association
- PCCAT Pan-Canadian Consortium on Admissions and Transfer

Looking Back

The last ten years have been a time of enormous change at Ryerson. These developments have had a huge effect on the scope and volume of work in the RO.

Since	Item	From	То	% Increase
2004	Total number of applications per year	53,928	76,964	42.7
	Total number of new students per year	6,606	9,973	50.9
2005	Certificate programs	141	195	38.3
	Undergraduate majors	125	146	16.8
	Available minors	18	43	138
	Number of exams of 100+ students	221	308	39.3
	Number of exams of 1000+ students	2	12	500
	Largest exam	1,312	1,785	36.1
2006	Transfer credit applications	12,269	22,017	79.4
	Peak period transfer credit applications	9,483	19,821	109
2009	International applications	4,400	5,917	34.4
	First-year international students	273	361	32.2
	First-year students from Ontario high schools	4,149	5,900	42.2
	Mean entering average across all programs	81.32	83.08	2.1
2010	In-person visits to high schools in Canada	786	1,035	32
	Enhancements to RAMSS	81	122	50.6
	Maintenance adjustments to RAMSS	93	134	44.1
2012	Ontario high school applicants' entering averages			
	95+	266	655	146
	90 - 94.9	2,737	3,754	37.1
	85 - 89.9	7,329	9,119	24.4









