

Association of Registrars of the
Universities and Colleges of Canada
Biennial Conference:
STUDENTS FIRST!
June 27-29, 2006



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UNIVERSITY

June 28, 2006

IMPROVING EFFICIENCY OF THE ADMISSION PROCESS: IMAGING, SIS, STAFF INTERVENTION AND SYSTEMS TRANSFORMATION



Roger Côté

Executive Director of Enrolment and Student Services

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Director of Admission Services and Recruitment

William Miller

Assistant Director of Administrative Systems and Portal



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CONCORDIA UNIVERSITY

- Montreal, Quebec, Canada
- 38,000 students / 24,000 FTEs
- 30,000 admission applications per year
- Four Faculties and School of Graduate Studies





WHY CHANGE THE PROCESS?

We needed to be more efficient in the processing of admission applications

Needed to involve the four Faculties more closely in the admission process

Significant growth (50%) in admission applications over 6 years (Period 1997-2003)

Needed more timely and comprehensive data on admissions

Technology was being underutilized





GOALS

Demonstrable improvements in efficiency in processing cycle time of undergraduate admission applications by eliminating process inefficiencies

Introduction of distributed access to information system

Engagement of faculties in the admission process

Real time immediate access to student admission application and supporting documentation





KEY CHALLENGES

Transform processes while in production

Balance strategic (OD) and operational perspectives (BPR)

Pursue institutional effectiveness and unit/silo perspective

Embrace technology but use it with clear purpose

Introduce changes within a very short window of opportunity





GETTING STARTED

Get buy-in from participating staff

Involved Labour Union leaders early in process

Commitment there would be no reduction of staff complement

Affirmed that changes would be made as required in work organization, job functions, systems, jurisdiction and structures

Established an IT Team dedicated to this project





IMPLEMENTATION CONSIDERATIONS

This transformation process was not driven by a detailed blueprint for change but rather by the ongoing implementation enhancements which were identified and adopted by the Stakeholders

- Understanding
- Unfreezing / Visioning
- Re-engineering / Design





SHIFT IN PARADIGM

FROM

Passive file management approach driven by prompts and chronological/sequential processing



TO

Proactive file management approach driven by institutional priorities and any application characteristics



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Web Admission Application **WAA**



WAA

WEB ADMISSION APPLICATION

Connect2Concordia.ca

[Online Application](#)

[Program Finder](#)

[Document Upload](#)

[Application Status](#)

[Statistics](#)

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FRANÇAIS

Connect²Concordia

WELCOME BACK!

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WELCOME TO CONCORDIA!

SIGN UP NOW! Create a profile on Connect2Concordia to apply online and receive personalized information, or just browse our website using the blue links on the left. We are still accepting applications for some of our programs for the Fall 2006 semester.

WHY SIGN UP?

Creating a profile on Connect2Concordia will pre-populate most of your information to the online application should you decide to apply. It will also give you access to:

- Arrange a campus visit
- Update your profile
- Communicate with our staff
- Save messages to your mailbox
- View your application status

[Interested in graduate studies?](#)



Lindry Houndelle
Undergraduate student
Major in Economics

Raham Mahdi
B Comm '03
Major in Management
Information Systems

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WEB ADMISSION APPLICATION UNDERGRADUATE

[Exit the Application](#) Make sure you have saved this page before exiting. You can finish this application later by logging in again.

Applicant:	Solimanpour, Farshid	Application No.:	WRN 141A519
Application Type:	High School Student Outside Québec	Applying For:	September 2004 (Fall Session)
	Change		Change

Fields marked with an asterisk (*) are mandatory.

[Biographical](#) [Address/Tel](#) [Program\(s\)](#) [Academic History](#) [Courses](#) [Attach Documents](#) [Emails](#)

NOTE -> After changing any information, click this button to update your application: [Save This Page](#)

Biographical Info

Family Name *

Given Name *

Family Name at Birth (If different from Family Name)

Please enter name in mixed case. Enter John instead of JOHN or john.

Date of Birth *

Gender * ☐ Male ☐ Female

Citizenship *

First Language * ☐ English ☐ French ☐ Other

Language used at home * ☒ English ☐ French ☐ Other

Concordia ID

Have you previously applied to and/or registered at Concordia University? ☐ Yes ☒ No

Code Permanent

If you already have a 12 character MEQ Code Permanent, please indicate it here:

Code Permanent

If you do not have a **Permanent Code** you are required to provide the following information:

Place of birth

City

Mother's name **Family Name:** **Given Name:**

Father's name **Family Name:** **Given Name:**



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Application Status

Statistics

The screenshot shows the 'Program Finder' window within the WAA application. The browser address bar indicates the URL: <https://wms.concordia.ca>. The page title is 'Program Finder'. The main content area explains that users can search for programs by Degree, Subject, or Occupation, and instructs them to select one option using a radio button. The 'Select Program by Occupation' option is selected, and a dropdown menu is open, displaying a list of occupations including 'Choose Your Occupation', 'No Occupation', 'Administration, Business and Managerial', 'Advertising, Marketing and Public Relations', 'Architecture and Building', 'Artistic, Fine Arts and Performance Arts', 'Communication, Journalism and Media', 'Computer Applications, Mathematics and Statistics', 'Computers and Electrical Systems', 'Environmental Sciences', 'Health Sciences and Therapy', 'Humanities', 'Interdisciplinary Studies', 'Life Sciences', 'Linguistics, Letters and Writing', 'Manufacturing and Processing', 'Physical Sciences', 'Religion and Theological Studies', 'Social Intervention, Social Work and Counselling', and 'Social Sciences'. The left sidebar contains fields for 'Applicant: Solime', 'Application Type: High S', 'Fields marked with an asterisk', 'Biographical', 'Address/Zip', 'NO', 'You may choose to up to available programs by sea', 'First Choice', 'Student Type', 'Concentration 1', 'Concentration 2', 'University College', 'If you descri', 'Second Choice', 'Student Type', 'Concentration 1', 'Concentration 2', 'University College', 'Third Choice', 'Student Type', 'Concentration 1', 'Concentration 2', 'Degree: (filled automatically)', and 'Select Clear' buttons.



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WEB ADMISSION APPLICATION UNDERGRADUATE

[Exit the Application](#) Make sure you have saved this page before exiting.
You can finish this application later by logging in again.

Applicant:	Solimanpour, Farshid	Application No.:	WRN 141A519
Application Type:	High School Student Outside Québec	Applying For:	September 2004 (Fall Session)
	Change		Change

Fields marked with an asterisk (*) are mandatory.

[Biographical](#) [Address/Tel](#) [Program\(s\)](#) [Academic History](#) [Courses](#) [Attach Documents](#) [Finalize](#)

Attach a Document to your Application

Attaching documents online is NOT mandatory. [Important Notes](#) | [Technical Notes](#) | [FAQs](#)

File to upload * [Browse...](#)

Click browse to select a file on your computer to attach.

Document Type * [v](#)

Description

[Attach](#) [Cancel](#)

Important Notes

- This page has been created as a convenience for applicants to transmit documents to the University.
- The University retains the right to request a paper version of electronically transmitted documents.

[Top](#)

Technical Notes:

1. Only text and image files that are smaller than 1 Mb may be attached.
2. To ensure the best results within the admission process, the University's preferred file format is Portable Document Format (PDF).

Acceptable file formats and their extensions are:

- Adobe Acrobat Document (*.pdf)
- Image Files (*.bmp, *.gif, *.jpg, *.jpeg, *.tif)
- Microsoft Word Document (*.doc)
- Rich Text File (*.rtf)
- Text File (*.txt)

Microsoft Word documents should be kept as simple as possible. Do not enable any security features, password



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Application Status

Application			
Application No	WRN 147A180	Student ID	5703050
Application For	September 2005 (Fall Session)	Application Date	24 Feb 2005

Applicant			
Applicant Name	Solimanpour, Farshid	Date of Birth	26 Jun 1982
Email	farshid_sol@yahoo.com	Gender	Female

Note: During the application process, we will be communicating with you by email. If you have not provided us an email address or if the email address listed above is incorrect please contact us at +1 (514) 848-2424 ext 2668 to provide us with the correct information.

Program Selection/Status

Choice 1	
Degree	B.F.A. (E.C.P.) / Full Time
Concentration(s)	Design (Major)
Status:	Pending: Your file is being assessed and we will notify you when a decision has been made.
Last Update: 13 Apr 2005	

Use the following button to attach a document to your application:

[Attach a Document](#)

Choice 2	
Degree	B.F.A. / Full Time
Concentration(s)	Print Media (Major)

Application Fee	
Status	\$50 CAD - Paid
Description	MasterCard, 24022005
Tracking No	147A1802005/02/24-23033420

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Application Status

Application			
Application No	WRN 147A180	Student ID	5703050
Application For	September 2005 (Fall Session)	Application Date	24 Feb 2005
Applicant			
Applicant Name	Solimanpour, Farshid	Date of Birth	26 Jun 1982
Email	farshid_sol@yahoo.com	Gender	Female

Note: During the application process, we will be communicating with you by email. If you have not provided us an email address or if the email address listed above is incorrect please contact us at +1 (514) 848-2424 ext 2668 to provide us with the correct information.

Program Selection/Status

Choice 1

Degree B.F.A. (E.C.P.) / Full Time
Concentration(s) Design (Major)
Status:

You have received a final acceptance to the program listed above. You will be or have been notified via letter and e-mail of the details of this decision.
Last update: 13 Apr 2005

Please confirm your attendance.

If you have been granted admission to full-time studies, or to part-time studies in a quota or limited enrollment program, you are required to submit a confirmation deposit of \$50 CAD to confirm your intention to enter the university. This confirmation deposit is non-refundable and will be applied towards your tuition fees.

Many programs are very competitive and have a waiting list of applicants hoping to be admitted. If you do not confirm your acceptance by the deadline date indicated in your Offer of Admission, your admission may be cancelled and your place given to someone else.

[Start the confirmation process](#)

Choice 2

Degree B.F.A. / Full Time
Concentration(s) Print Media (Major)

Application Fee

Status \$50 CAD - Paid
Description MasterCard, 2-4022005
Tracking No 147A1802005/02/24-23033420



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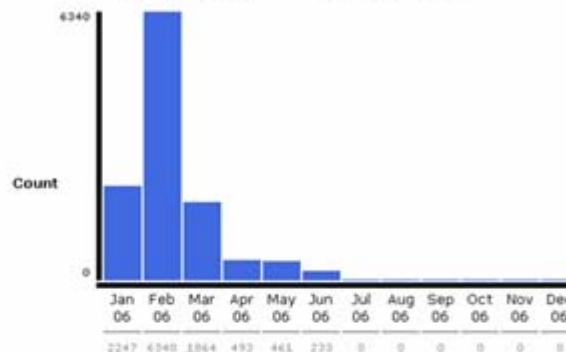
[Program Finder](#)

[Document Upload](#)

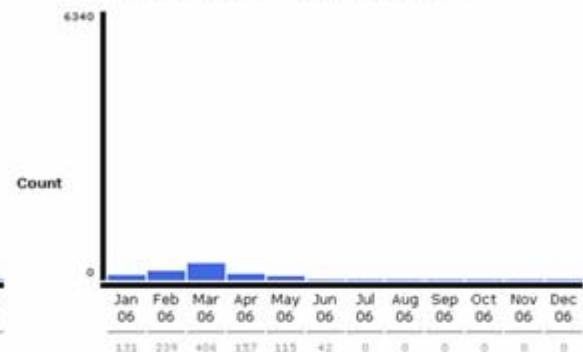
[Application Status](#)

[Statistics](#)

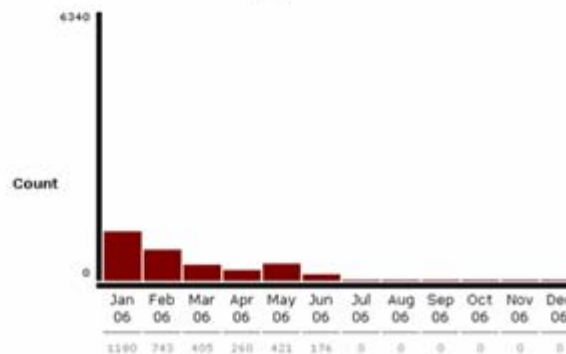
Online Apps - Undergraduate



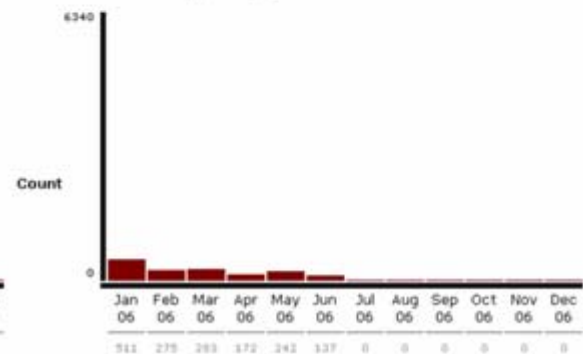
Paper Apps - Undergraduate



Online Apps - Graduate



Paper Apps - Graduate



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ADMISSION PROCESS



ADMISSION PROCESS

ADMISSION PROCESS

Application Coding

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ADMISSION PROCESS

ADMISSION PROCESS

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[Exit Application Edit](#) **Internal Version**

Applicant:	Student, Test (6140726)	Application No.:	WRN 269A097
	View Profile		
Application Type:	Graduate Application - North America	Applying For:	September 2006 (Fall Session)
	Change		Change

Fields marked with an asterisk (*) are mandatory.

[Biographical](#) [Address/Tel](#) [Graduate Program](#) [Academic History](#) [Finalize](#)

NOTE -> After changing any information, click this button to update your application:

[Save This Page](#)

Student Type

Type *

Graduate Program

Program *

[Select](#) [Clear](#)

To help you choose programs.

Graduate Awards

Fellowship

- ☐ Graduate Fellowship
- ☐ International
- ☐ Gold Entrance
- ☐ Archambault

Concordia, Hyd
If you would like
checkbox(es).

NOTE -> After but

Designe

http://imogene2.concordia.ca - Program Select - SIMS - Mozilla Firefox

All students applying to the Faculty of Engineering and Computer Science must view the program requirements as there is an additional form that must be completed.

Degree: Doctor of/Doctorate in Philosophy (Ph.D.)
<input checked="" type="radio"/> Computer Science
Degree: Master of/Magisteriate in Applied Computer Science
<input type="radio"/> Computer Science
Degree: Master of/Magisteriate in Applied Science
<input type="radio"/> Software Engineering
Degree: Master of/Magisteriate in Computer Science
<input type="radio"/> Computer Science
Degree: Master of/Magisteriate in Engineering

Done



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ADMISSION PROCESS

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http://imogene2.concordia.ca - uiDocGet.asp (application/pdf Object) - Mozilla Firefox

Save a Copy Select 60% Search Web Create Adobe PDF online for free

Concordia UNIVERSITY Undergraduate Admission Application

Applicants are strongly encouraged to apply online. These forms are intended primarily for those who do not have fully access to our Web application. You may either apply on-line or with this form. Please do not apply twice for the same session. This **Admission Guide** contains important information on admission requirements, programs, fees, selection process, and notification. Please read this information carefully and refer to the Guide when completing the Application.

Have you previously applied to and/or registered at Concordia University? ☐ No ☐ Yes (if Concordia ID number: _____)

BIOGRAPHICAL
Please print clearly using ink.

Family Name: TEST

Given Name: Student

Family Name at Birth: _____

Date of Birth (dd/mm/yy): 01/09/1980 Gender: ☒ M ☐ F

Citizenship
Please indicate one of the following categories. I am: ☒ Canadian Citizen
☐ Permanent Resident of Canada (if Country of Citizenship: _____)
☐ International Student (if Country of Citizenship: _____)
☐ Member of First Nations (Canada)
☐ Other: _____

First Language: ☒ English ☐ French ☐ Other: _____

Language(s) normally spoken at home: ☐ English ☒ French ☐ Other: _____

Permanent Code
If you already have a 12 character permanent code assigned by the Quebec Ministry of Education, please enter it below:
Permanent Code: _____

If you do not have a permanent code you are required to provide the following information:
Place of Birth: at Country: _____ City: _____
Mother's Family Name: _____ Mother's Given Name: _____
Father's Family Name: _____ Father's Given Name: _____

E-MAIL: sophie.f@alcor.concordia.ca
It is important to enter your e-mail address correctly. All information or requests will be sent to this e-mail address.

ADDRESS

Country: Canada **Current Address** **Mailing Address (if different from current address)**

Province/State: Quebec

City: Montreal

Apt. No.: _____

Street No. and Street Name: 1455 de Maisonneuve West

Postcode: H3G 1M8

TELEPHONE

Country Code: _____ Area/City Code: _____ Phone Number: _____

Name: _____

Work: _____

Cell: _____

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Student Information Management System

SIMS



SIMS

STUDENT INFORMATION MANAGEMENT SYSTEM

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Sophie Fontaine
[Log Out](#) | [Help/Info](#) | [Profile](#)

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Student Search

Student ID:

Last Name: Begins With

First Name:

Maiden Name:

Date Of Birth: --Day --Month --Year

Code Permanent:

Email:

Net Name:

WAA (Web Admission Application) Search

Web Ref. No.:

Student ID:

Last Name:

First Name:

EZRID:

Date: 8 June 2006
☒ Web Application ☐ Paper Application

Designed and Implemented by Concordia University - IITS Department
[SIMS Home](#) | [SIMS Security Policy](#) | [Email to SIMS Support Team](#)



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Search: 6129285

?

imogene2

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 [Edit Code Perm/OUAC Code](#)

STUDID
6129285

Last, First Name
Test, Student

Date of birth
1 Jan 1980

Student Profile
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[+ Programs](#)
[- Immigration & Residency](#)

Immigration Status / Quebec Residency

Immigration Status:	Canadian	Country of Citizenship:	Canada
Québec Residency:			

 [View/Edit Immigration Status History](#)

Tuition Assessment

Tuition Assessment:			
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[+ Address](#)
[- Telephone](#)

Telephone

Work:	+1 (514) 848 2424	Effective:	9 May 2006
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 [Address/Tel History](#)

[+ Email/NetName](#)



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Concordia UNIVERSITY

imogene2

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[Edit Restrictions](#)

Call Center

[Log Calls](#)

[Back to the student profile main screen](#)

STUDID	Last, First Name	Date of birth
6129285	Test, Student	1 Jan 1980

Document Viewer
Sort By: [Category](#) | [Date](#) | [Checklist](#)

Admission Application Documents

1. [ADMISSION APPLICATION](#) 9 Jun 2006

Student Academic Records

1. [TRANSCRIPT - UNOFFICIAL](#) 9 Jun 2006 MEQ

2. [TRANSCRIPT - OFFICIAL](#) 9 Jun 2006 Academic Internationale

3. [TRANSCRIPT - UNOFFICIAL](#) 9 Jun 2006 Transcript Official Universite d'Ottawa

Identity and Immigration Documents

1. [CANADIAN CITIZENSHIP CARD](#) 9 Jun 2006

Correspondence

1. [INCOMPLETE NOTICE](#) 9 Jun 2006 DEBORAHW 5/11/2006 IncompNotice DEBORAHW

Other/Miscellaneous Documents



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

SIMS
 Student Information Management System

Sophie Fontaine
[Log Out](#) | [New Name](#) | [Password](#) | [Profile](#)





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 Search:

 2


















Search Results

 Reserve take ownership of record for editing.
 File available (click for quick reserve).
 File locked.

Displaying 1 to 27 of 27 records.

[| return to Inbox |](#)

	Student	App Date	Entrance	Seq	Program Info	Admission Status	Last Institution	Owner	View	Reserve
1.	Lemay, Maxime 3850231	Dec.4 2005	2006/2	01	Administration	HR (Jun.9 2006)	IONA PREPARATORY SCHOOL		Access / Profile	<input type="checkbox"/>
2.	Neeson, Olivia 3853853	Dec.12 2005	2006/2	01	Business Studies	H9 (May.16 2006)	NEWTON NORTH HIGH SCHOOL		Access / Profile	<input type="checkbox"/>
3.	Canto, Matthew 3862698	Dec.17 2005	2006/2	01	Accountancy	H8 (Jan.23 2006)	SECONDARY INSTITUTION IN UNITED STATES OF AME		Access / Profile	<input type="checkbox"/>
4.	Protzman, Elizabeth 3880521	Jan.14 2006	2006/2	01	International Business	H8 (Feb.14 2006)	SECONDARY INSTITUTION IN UNITED STATES OF AME		Access / Profile	<input type="checkbox"/>
5.	Beauchamp, Brett 3890527	Jan.23 2006	2006/2	01	Marketing	HR (May.10 2006)	SECONDARY INSTITUTION IN UNITED STATES OF AME		Access / Profile	<input type="checkbox"/>
6.	El-Kholy, Mohey 3899324	Jan.27 2006	2006/2	01	Management	H9 (Apr.5 2006)	CAMBRIDGE ACADEMY		Access / Profile	<input type="checkbox"/>
7.	Braud, Philippine 6003206	Jan.30 2006	2006/2	01	Management	HR (May.1 2006)	SECONDARY INSTITUTION IN UNITED STATES OF AME	WHAMID	Access / Profile	
8.	Moore, Courtney 6003303	Jan.30 2006	2006/2	01	Marketing	H9 (Apr.26 2006)	COLCHESTER HIGH SCHOOL		Access / Profile	<input type="checkbox"/>
9.	El Fakir, Farah 6007317	Jan.31 2006	2006/2	01	Management Information Sy...	HR (Jun.6 2006)	JAMES MARTIN HIGH SCHOOL		Access / Profile	<input type="checkbox"/>
10.	Fabre, Marine 6007465	Jan.31 2006	2006/2	01	Marketing	H9 (Apr.3 2006)	AWTY INTERNATIONAL SCHOOL		Access / Profile	<input type="checkbox"/>
11.	Perry, Nyacko 6008488	Feb.1 2006	2006/2	01	Management	H9 (May.19 2006)	CAMBRIDGE RINDGE & LATIN SCHOOL		Access / Profile	<input type="checkbox"/>
12.	Uselman, Charles 6020593	Feb.10 2006	2006/2	01	Economics	H9 (Jun.2 2006)	INTERNATIONAL HIGH SCHOOL OF FAIS		Access / Profile	<input type="checkbox"/>
13.	Paquette, Anthony 6023932	Feb.13 2006	2006/2	01	International Business	H8 (Mar.7 2006)	HOOSAC SCHOOL		Access / Profile	<input type="checkbox"/>
14.	Conde, Mohamed Fora 5802350	Feb.23 2006	2006/2	01	Administration	HR (May.29 2006)	MANHATTAN COMPREHENSIVE NIGHT AND DAY HIGH SC		Access / Profile	<input type="checkbox"/>
15.	McGowan, Sean 6054714	Feb.25 2006	2006/2	01	Marketing	H9 (Apr.20 2006)	PETRIDES SCHOOL		Access / Profile	<input type="checkbox"/>



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STUDENT INFORMATION MANAGEMENT SYSTEM

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Admission Decision - Graduate Students

Master of/Magisteriate in Computer Science

[close window]

Computer Science option:

2004/1

Record locked by

Student	Farshid Solimanpour	Country of origin	IRAN	First Language	Farsi (Persian)
ID	5029341	Immigration status	R : Permanent Resident	Language Used	English
Gender	Male	Quebec residency status	Adopted By Québec Resident	Last institution	
Birth date	MAR 21 1973	Email	farshid_sol@yahoo.com		
Code Permanent	SOLF21037304	Netname	FARSHID		



Profile



Document viewer



Document Editor



Write letter



Incomplete Notice

Recommendation

Decision

A1 FINAL ACCEPTANCE

Date of decision

JUN 15 2004 0:00

Decision given by

Candidate reply

Basis of admission:

description ISLAMIC AZAD UNIV.
year 1991-96

Certification

1C

Notes on file:



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Assessment Screen

Letter Writing

General Reports

Letter Writing - Incomplete Notice Letter

Master of/Magisteriate in Computer Science
Computer Science

[close window]

Student Name **Farshid Solimanpour** Country of origin **IRAN**
Student ID **5029341** Email **farshid_sol@yahoo.com**

The E-mail address of this student is farshid_sol@yahoo.com.

Date on Letter : 6/16/2006

Response Date : 7/7/2006

<<w w>>

<<d d>>

Language : English

Note :

Format: Standard

Choose Inserts

Create Letter

Show Current Inserts

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SIMS

STUDENT INFORMATION MANAGEMENT SYSTEM

Student Search

Student Profile

Document Viewer

Document Sample

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Letter Writing

General Reports

Letter Writing - Acceptance Letters

Master of/Magisteriate in Computer Science
Computer Science

[\[close window\]](#)

Student Name **Farshid Solimanpour** Country of origin **IRAN**
Student ID **5029341** Email **farshid_sol@yahoo.com**

The program number is [26042CS1]

Select A Department
Continuing Education
Cc : CIISE

Is it a Revised letter? ☒ No ☐ Yes

Note :

Conditions

Show Conditions

Messages

Show Messages

Create Letter

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General Reports

Report Type :

Year : Session : Format :

Choice : Seq :

Saved Reports List

New Report Name :

Add the New Report to the List : ☐

Is the New Report Public (Everyone can run) : ☐

☐ Student File Info

☐ Deficiency/Exemption/Protanto Info

☐ College/Co-op Info

☐ Rank Info

☐ Immigration Info

☐ Institution Info

☐ Special Agreement

Fields To See On Report

Sort By : Order By :

<input checked="" type="checkbox"/> CRC	<input checked="" type="checkbox"/> IH Rank	<input checked="" type="checkbox"/> Choice	<input checked="" type="checkbox"/> Seq
<input checked="" type="checkbox"/> F/P	<input checked="" type="checkbox"/> Prog	<input checked="" type="checkbox"/> Decision	<input checked="" type="checkbox"/> Decision Date
<input checked="" type="checkbox"/> CanRep	<input checked="" type="checkbox"/> CanRep Date	<input checked="" type="checkbox"/> ImStat	<input checked="" type="checkbox"/> Reg
<input checked="" type="checkbox"/> College	<input checked="" type="checkbox"/> College Dc	<input checked="" type="checkbox"/> Co-op	<input checked="" type="checkbox"/> Co-op Dc
<input checked="" type="checkbox"/> Scholarship Rank	<input checked="" type="checkbox"/> Scholarship Eligibility	<input type="checkbox"/> Only Student ID	



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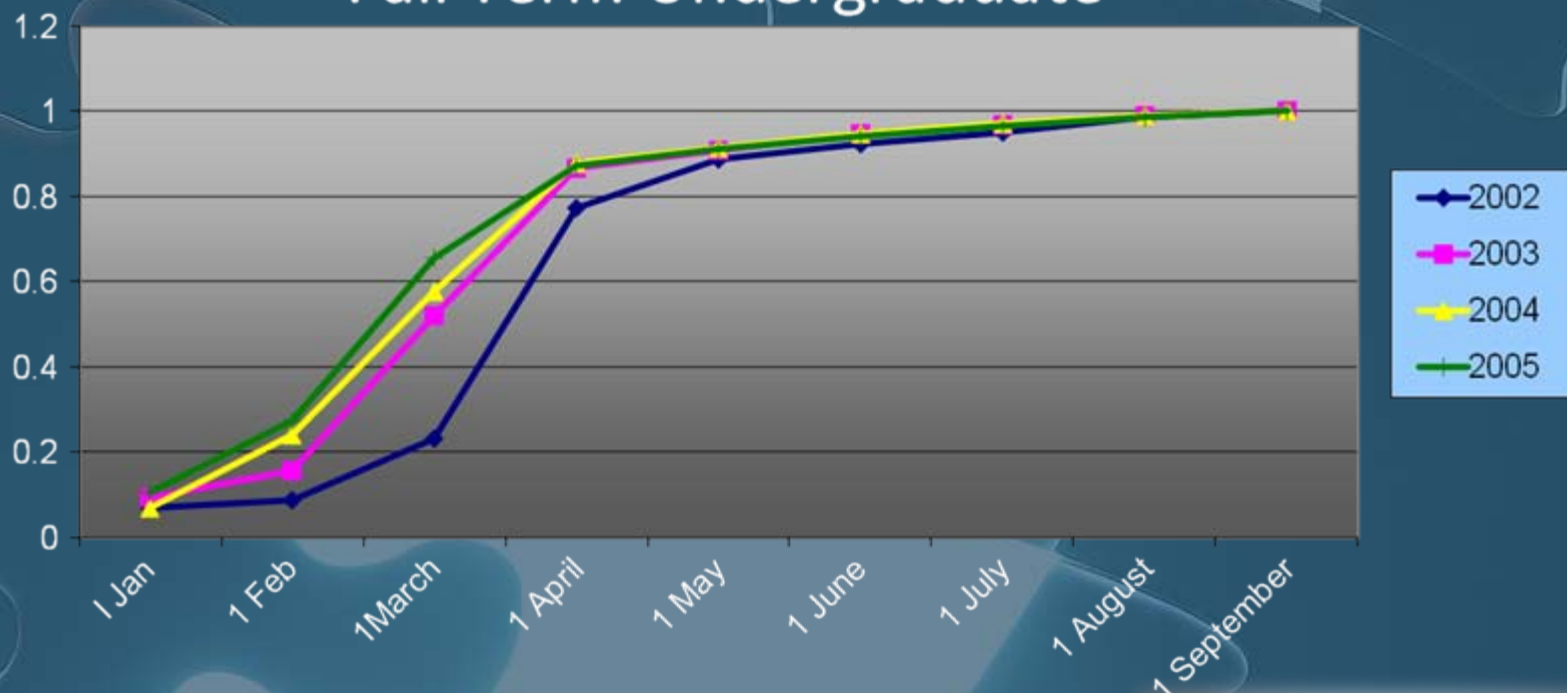
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STATISTICS



EVOLUTION OF PERCENTAGE

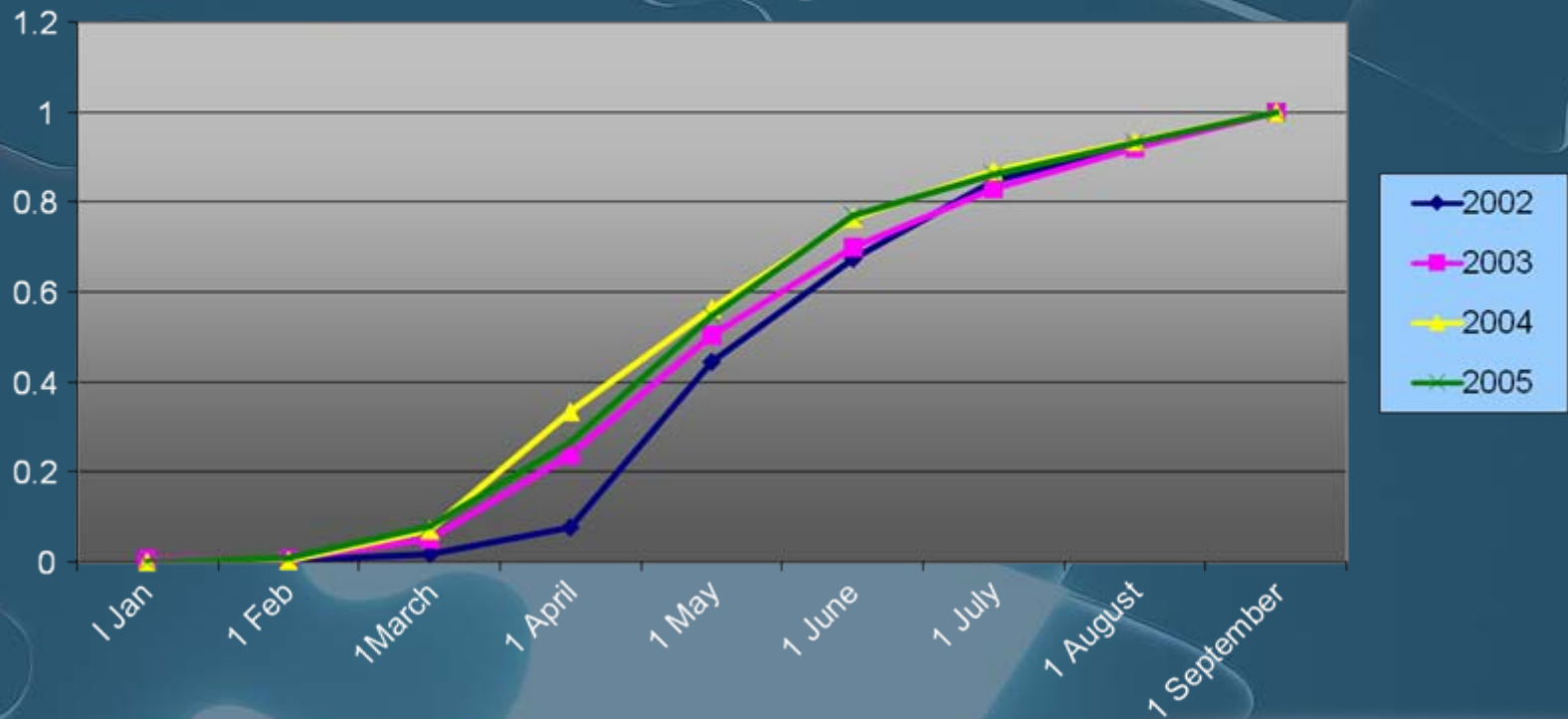
Applications Coded In Relation to Total Applications Received for Each Year
Fall Term Undergraduate





EVOLUTION OF PERCENTAGE

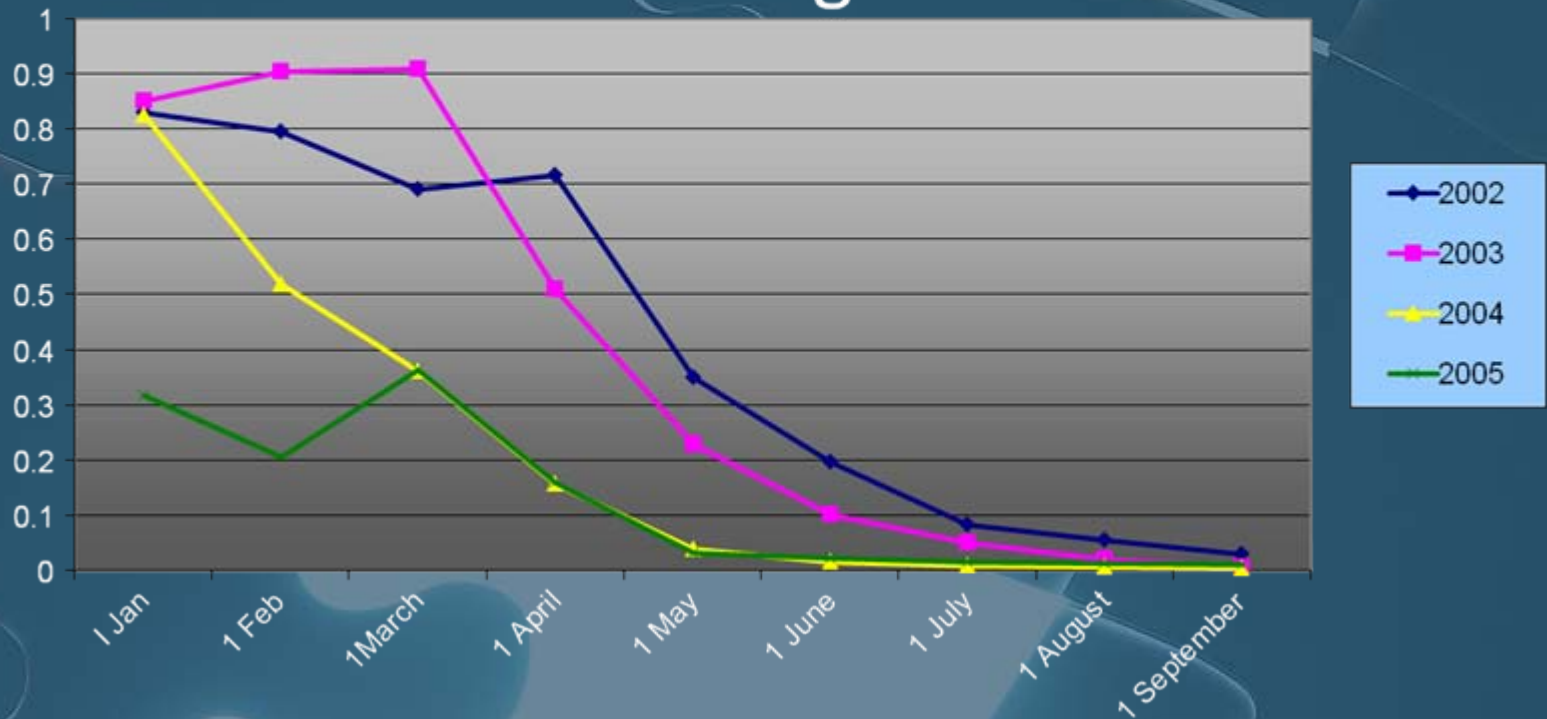
Acceptances in Relation to Total Acceptances
Issued for Each Year
Fall term Undergraduate





EVOLUTION OF PERCENTAGE

Applications with Pending Status Fall Term Undergraduate





Any Questions?



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