

Quebec registrars' guide: practices and priorities

Developed by the
Registrars' Subcommittee

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CREPUQ
CONFÉRENCE DES RECTEURS
ET DES PRINCIPAUX
DES UNIVERSITÉS DU QUÉBEC

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INTRODUCTION

The registrar is responsible for applicant admission, student enrolment and the general organization of academics and is at the centre of the university's educational administration. Not only does the registrar have a wide range of responsibilities, there is one constant: "the registrar is the guarantor of the accuracy of the student or graduate's university pathway, compliance of the pathway with curriculum requirements and compliance with university regulations. This is the principal mission of registrars, transcending all other duties and tasks."¹

The unique features of each institutional environment mean that registrars perform many tasks and responsibilities that vary by institution. The following is a summary of their primary functions:

- Recruit applicants
- Admit applicants
- Enrol students
- Organize teaching terms
- Manage student files
- Produce a wide variety of certifications
- Produce transcripts
- Issue grades and degrees
- Review student clienteles and their reporting to the MELS
- Take responsibility for the information system for students and academics
- Advise university authorities
- Communicate with various audiences
- Perform statistical, analytical and institutional research reporting
- Direct and manage staff and services

This guide is intended primarily as a reference tool for staff working in registrar's offices at Quebec universities. The wide range of subjects addressed herein illustrates the considerable scope of the offices' activities. Most sections contain a brief overview and Internet link(s) to detailed information.

CREPUQ's Registrars' subcommittee produced this guide. This subcommittee, which reports to the Academic Affairs Committee, plays a role supporting cooperation between university registrars. It also assumes the management of several information systems shared between institutions. The subcommittee's homepage is

<http://www.crepuq.qc.ca/spip.php?rubrique49&lang=en>.

¹ Ygal Leibou, *Guide du registraire, Manuel destiné au personnel des Services de scolarité des les institutions d'enseignement supérieur de la République de Guinée*, Université du Québec à Montréal, May 2006, p. 10.

1. RECRUITMENT

Quebec universities have pooled some of their recruitment activities, such as promotion and information activities with Quebec CEGEP and college students, as well as international recruitment through the International Recruitment Subcommittee, which reports to CREPUQ's International Relations Committee.

VISITS TO CEGEPS AND COLLEGES

The Academic Affairs Committee has assigned the Registrars' Subcommittee to coordinate university information activities. In partnership with the CEGEPs, universities hold an annual information tour at Quebec CEGEPs and colleges on the programs and admission requirements.

The visits to CEGEPs and colleges are intended to provide college students with the necessary information for selecting a university. They are organized and held in a spirit of cooperation between the participating educational institutions, and oriented around student service.

Universities have a code of ethics governing these activities. The general objective of this code of ethics is to ensure the professionalism of representatives attending the group educational information and recruiting activities and especially the annual college visits.

The university tour schedule and the code of ethics are available on the registrar's Intranet (extended access) on the CREPUQ website:

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique22>

OPEN HOUSES

Most universities hold one or two Open Houses for college students and the general public. This activity enables applicants to meet the people in charge of the programs and those who will be able to provide information on curricula and campus life.

Universities share their desired Open House dates. This information is also available on the registrar's Intranet (extended access):

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique22>

GUIDANCE COUNSELLOR DAYS

Most universities hold a day for guidance counsellors from CEGEPs and colleges. This is an opportunity for guidance counsellors to obtain information on new programs and changes to existing programs, particularly regarding admissions requirements, applicant selection methods (CRC, specific tests and other aspects of the applicant selection process) and specific educational rules.

EDUCATION FAIRS

Quebec universities participate in various education fairs. Some are trade fairs, such as the Montreal and Quebec City job and training fairs, others, like the CEGEP visits, are held in universities, such as the Graduate Studies Fair.

INTERNATIONAL RECRUITING ACTIVITIES

CREPUQ INTERNATIONAL RECRUITMENT SUBCOMMITTEE

- Since 2001, the International Recruitment Subcommittee (SC-RECRU) has enabled Quebec universities to cooperate on issues related to recruiting international students. The experience acquired in deploying collective actions for the last ten years has consolidated a culture of partnership between Quebec universities and confirmed the benefit of more systematic cooperation internationally. The SC-RECRU has provided universities with a forum for developing shared strategies while pursuing individual actions.
- At the end of its three-year action plan (2007-2010), the Subcommittee adopted a new strategic plan for the next three years (2010-2013). One of the most significant achievements was the development of the "University Studies in Quebec. Experience the difference" branding, which was officially launched at the Quebec Government Office in Paris in February 2009. This brand image supports the export of Quebec university educational products and services as well as Quebec's positioning versus the international competition.
- Regarding priority markets, in addition to French-language market such as France and Tunisia, which have been consolidated for the last three years, the Subcommittee is actively developing a promising new market, Brazil, which is especially attractive because it serves the interests of both French- and English-language institutions. On the U.S. market, efforts have been made with the International Baccalaureate Organization with a view to developing niches in the North American Francophile market.

QUEBEC UNIVERSITIES' WEBSITE

- Quebec universities have created a website for international recruitment. Web presence and social media are occupying a growing position in student recruiting. The creation of the universitesquebecoises.ca website, which bears the brand image, is one of the other major accomplishments during the 2007-2010 period.

- As a complement to field interventions, this virtual recruiting tool specifically makes it possible to foster a relationship with future applicants—particularly thanks to the electronic newsletter, blog and real-time chat sessions—and to conduct surveys on the needs of international students.

CAMPUS TOURS

University campus tours are one of the best ways to introduce applicants to the university where they want to study. Whether the tour is onsite or virtual, many applicants are very interested in spending a few hours exploring the campus and meeting key resource people.

GENERAL PROGRAM INFORMATION

It is important to provide students and applicants with a consultation and search tool where they can explore all the programs available. Whether developing program directories or a website, which is strongly advised, it is imperative that program information, admissions requirements, program objectives, specific academic rules (if any) and the contact information of people who can provide additional information are easy to find. The information must be recent and updated in a timely manner.

WEBSITE

As stated earlier, a web presence and social media are occupying a growing place in conveying information to future students. It is very important to maintain current information on programs, admissions requirements, tuition fees and other costs, as well as information on campus and regional life. The website Quebec universities can be accessed from the home page of CREPUQ's website (www.crepuq.qc.ca), under the heading "Québec Universities".

2. ADMISSIONS MANAGEMENT

Admission is the process by which the university institution admits applicants that meet the admission criteria to a given program. This process is intended to transform the status of accepted applicants to registered students. Several websites provide information on admissions management. The key information is:

GENERAL ADMISSION POLICY

An institution's general admission policy specifically states admissions principles, the general policy for all education levels as well as those specific to each level. Université de Sherbrooke's policy is as follows.

<http://www.usherbrooke.ca/accueil/fileadmin/sites/accueil/documents/direction/politiques/2500-006.pdf> (French only)

SELECTION CRITERIA FOR UNDERGRADUATE LIMITED ENROLMENT PROGRAMS

In undergraduate limited enrolment programs, the *cote de rendement au collégial* (CRC) is the preferred instrument for analyzing applications. However, in several of these programs, other criteria may replace or supplement the CRC: admissions test, interview, portfolio, letter of explanation, etc. This type of information is compiled by CREPUQ and is available in the *Tableau comparatif des critères de sélection des candidatures évaluées sur la base du DEC aux programmes contingentés de baccalauréat* (French only).

<http://www.crepuq.qc.ca/img/pdf/tab-criteres-selection-progr-contingentes-2012-2013.pdf>

COTE DE RENDEMENT AU COLLÉGIAL (CRC) FOR ADMISSION TO UNDERGRADUATE STUDIES

Universities select applicants using a classification method that applies a statistical calculation technique to correct for the differences observed in the grading systems used in Quebec colleges and CEGEPs and adjusts to take into account the relative strength of each group of students. This method, adopted by Quebec universities in 1995, is the *cote de rendement au collégial* (CRC).

<http://www.crepuq.qc.ca/spip.php?rubrique185&lang=fr> (French only)

CONDITIONAL ADMISSION TO UNDERGRADUATE PROGRAMS

In 1998, universities adopted a general policy and management framework concerning conditional admission to undergraduate programs. In addition to their institutional policies, universities therefore agreed that exceptions would be permitted pursuant to the following statement: universities can agree to consider awarding an additional

timeframe for obtaining a college diploma only in exceptional cases and for a compelling reason outside of a person's control.

<http://www.crepuq.qc.ca/spip.php?rubrique412&lang=fr> (French only)

ADMISSIONS DEADLINES

Deadlines for managing college students' admissions are generally the following: March 1 to submit admissions applications, May 15 for the university's decision and June 1 for the applicant to confirm acceptance of the offer. The intent is to provide applicants with sufficient time to make an informed choice between the various admissions offers. The Registrars' Subcommittee took stock of the whole Quebec university network in 2007.

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique197>

Admissions deadlines may vary according to the institution for certain programs and types of applicants as well as for graduate studies. As these institutions govern this matter independently, details can be obtained on their websites.

Moreover, it should be noted that there is an agreement between Quebec university faculties of medicine to the effect that no admissions offer will be made to applicants before May 15. This measure enables universities to analyze files, hold interviews and perform the other steps in the selection process.

FEES FOR SUBMITTING AN ADMISSIONS APPLICATION

Fees for submitting an admissions application vary depending on the university. The "Demande d'admission" heading of the comparative table on the various costs other than tuition fees contains information for each institution.

<http://acces.crepuq.qc.ca/Divers/Registraire/DiversFrais.aspx>

OVERSIGHT PROCEDURE FOR MULTIPLE ACCEPTANCES

The oversight procedure for multiple acceptances is managed by CREPUQ and is used by four institutions: Laval, McGill, Montréal and Sherbrooke. This procedure allows universities to better meet quotas by ensuring that an accepted applicant does not occupy more than one place and that all available spaces are offered to applicants temporarily placed on the waiting list.

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique50>

GUIDE CONCERNING LEVELS OF EDUCATION FOR GENERAL ADMISSION OF NON-QUEBEC APPLICANTS

The *Guide des niveaux de formation pour l'admission générale des candidats non québécois* (French only) is aimed primarily at those who evaluate university admission applications of students who studied outside Quebec. Made up of close to 200 fact sheets, the guide presents by country (or region within a country) the degrees that make non-Quebec applicants eligible for undergraduate, graduate or postgraduate

programs. All information was obtained by consolidating information published in the documentation of national and international organizations.

<http://www.uquebec.ca/guideadmission/> (French only)

COLLEGE TRANSCRIPT SYSTEM

The college transcript system (BEC) transmits electronically to universities the college file of applicants. This system is managed at CREPUQ from the data in the MELS's Socrate system. This system's data, updated daily, is essential to university admissions management.

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique86>

GRADING SYSTEMS IN QUEBEC UNIVERSITIES

CREPUQ publishes a comparative table of grading systems in Quebec universities for information purposes for those who evaluate school records submitted in support of an admissions application, a scholarship application, etc. It is not a standardization of grading systems in effect at universities. Each university publishes its own academic rules, which are the sole official references concerning its grading system.

<http://www.crepuq.qc.ca/spip.php?article231&lang=fr> (French only)

ELECTRONIC TRANSMISSION OF TRANSCRIPTS

Transcripts are transmitted between Quebec universities using File Transfer Protocol Secure (FTPS). The "sender" institution, using a common access code, is able to place transcripts or, as needed, any other document in the directory of other institutions. The "recipient" establishment may access only its own directory using its personal access code and retrieve the transcripts. Implemented in 2008 by CREPUQ, this secure environment is a more secure and cost effective way to exchange information, among other things.

In 2009-2010, organizations other than universities were given access to this system, including: the Ordre des ingénieurs du Québec (OIQ), the Fonds québécois de la recherche sur la société et la culture (FQRSC), the Fonds québécois de la recherche sur la nature et les technologies (FQRNT), the Ordre des infirmières et des infirmiers du Québec (OIIQ) and the Canadian Resident Matching Service (CaRMS).

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique153>

3. ENROLMENT MANAGEMENT

Enrolling students, one of the main duties of the registrar, constitutes the final educational and administrative act before courses begin. The following websites contain information on enrolment management:

ACADEMIC REGULATIONS

Like many other of the registrar's duties, registration and related operations before and after are governed by the academic regulations of each institution. Université Laval's regulations are as follows.

http://www.ulaval.ca/sg/reg/Reglements/Reglement_des_etudes.pdf (French only)

REGULATIONS CONCERNING ADMISSIONS AND REGISTRATION FEES

The regulations concerning admissions and registration fees are intended to establish all costs that apply to students, the way they are collected and refunded as well as the penalties that apply in the event of failure to pay. Université Laval's regulations are as follows.

http://www.ulaval.ca/sg/reg/reglements/reglement_frais_admission.pdf

IMMIGRATION REQUIREMENTS FOR STAYING IN QUEBEC AS AN INTERNATIONAL STUDENT

International students who want to enrol at a Quebec university must meet certain requirements. The website of the ministère de l'Immigration et des Communautés culturelles (MICC) contains all relevant information on this subject.

<http://www.immigration-quebec.gouv.qc.ca/en/informations/etudier-vivre.html>

TUITION FEES FOR NON-QUEBEC RESIDENT CANADIAN STUDENTS AND INTERNATIONAL STUDENTS

Tuition fees for non-Quebec resident Canadian students and international students are governed by MELS policies. They are the *Politique relative aux droits de scolarité exigés des étudiants canadiens non-résidents du Québec par les universités du Québec* and the *Politique relative aux droits de scolarité exigés des étudiants étrangers par les universités du Québec* (both policies in French only).

<http://www.mels.gouv.qc.ca/sections/publications/index.asp?page=fiche&id=1558>
(French only)

<http://www.mels.gouv.qc.ca/sections/publications/index.asp?page=fiche&id=1039>
(French only)

MISCELLANEOUS FEES OTHER THAN TUITION FEES AND FIO

Miscellaneous fees other than tuition fees vary according to the university. Information on each institution is available in the comparative table of miscellaneous fees other than tuition fees.

<http://acces.crepuq.qc.ca/Divers/Registraire/DiversFrais.aspx>

Moreover, since the 2008 summer term, university compulsory fees (FIO) are governed by a MELS budgetary rule. Item 3.3 of *Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec pour l'année universitaire 2009-2010* contains all relevant information on this subject.

<http://www.mels.gouv.qc.ca/sections/publications/index.asp?page=fiche&id=1044> (French only)

POSTDOCTORAL TRAINEE INTEGRATION AND SUPPORT POLICY

The postdoctoral trainee integration and support policy defines the status, rights and responsibilities of postdoctoral trainees at the university. It also specifies the roles and responsibilities of the university, of some of its bodies, including the registrar's office, and its professors toward these trainees. Lastly, it facilitates the integration of postdoctoral trainees into the university community. Université Laval's policy is as follows.

http://www.fes.ulaval.ca/webdav/site/fes/shared/documents/stage_postdoctoral/Politique_accueil_encadrement_postdoc2011.pdf

ARIANE SYSTEM

The MELS's Ariane system manages the assignment of the permanent code to each client of the Quebec educational system. The permanent code established by this system is the access key, among other things, to the MELS's different school enrolment management systems.

http://www.meq.gouv.qc.ca/doc_adm/ariane/index.html

4. EQUIVALENCES/CREDIT TRANSFER /PRIOR LEARNING RECOGNITION

The key websites concerning equivalences/credit transfers and prior learning recognition are:

PRIOR LEARNING RECOGNITION POLICY

An institution's prior learning recognition policy specifically states the principles, processes and responsibilities regarding prior learning recognition. Université de Sherbrooke's policy is as follows.

<http://www.usherbrooke.ca/accueil/fileadmin/sites/accueil/documents/direction/politiques/2500-023.pdf>

INTER-UNIVERSITY TRANSFER AGREEMENT

The Inter-University Transfer Agreement is intended to enable students registered as a regular student in a Quebec university (home institution) to take, as part of their educational program, one or several course(s) of their choice, for valid reasons, at other Quebec universities (host university). The online form available on the CREPUQ website facilitates and simplifies student mobility.

<https://dbs.crepuq.qc.ca/mobilite-cours/4dstatic/enaccueil.html>

STUDENT EXCHANGE PROGRAMS

To encourage relationships between people and cultures from different countries, Quebec universities, as part of CREPUQ, have established student exchange programs with universities outside Canada. These programs allow students registered at a university (home institution) to take a part of their studies at another university (host university) for one term, but not more than one year. The online form is available on the CREPUQ website.

http://echanges-etudiants.crepuq.qc.ca/accueil.php?id_article=202

CENTRE OF EXPERTISE ON STUDIES DONE OUTSIDE QUEBEC

The *Évaluation comparative des études effectuées hors du Québec* (comparative evaluation for studies done outside Quebec) indicates how the studies completed outside Quebec compare to the Quebec education system and its main diplomas (or educational benchmarks). This is neither a diploma nor the equivalent of a diploma. It is an expert opinion issued for reference purposes that does not bind employers, regulatory agencies or educational institutions that may evaluate the education based on their own methods and criteria.

<http://www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/>

ETCS CONVERSION AND DIPLOMA SUPPLEMENT

In December 2009, CREPUQ implemented a system to convert ECTS (European Credits Transfer System) to Quebec credits and a diploma supplement to make it easier to read. Universities are encouraged to voluntarily produce an ECTS transcript and a diploma supplement.

<http://intranet.crepuq.qc.ca/scr/spip.php?article255>

PROGRAMS OFFERED IN PARTNERSHIP AT QUEBEC UNIVERSITIES

In June of each year, CREPUQ publishes a list of the programs offered jointly, by extension or in association. This document is limited to programs that have at least two Quebec university partners.

<http://www.crepuq.qc.ca/spip.php?article96&lang=fr> (in French only)

5. ORGANIZATION OF TEACHING

Registrars are at the heart of recurring operations at the teaching institution, including updating and producing official publications on programs and courses as well as establishing the course and exam schedules.

COURSE CALENDARS AT CANADIAN UNIVERSITIES AND COLLEGES

In 2004, the Association of Registrars of the Universities and Colleges of Canada (ARUCC) published a report on the results of an in-depth investigation of

postsecondary institutions concerning their course and program calendar publishing practices, in printed and electronic format.

<http://www.arucc.ca/docsandpubs.htm>

One can also consult the site developed as a resource for ARUCC members who produce university or college calendars for their respective institution. The site particularly includes information on current practices of several institutions on specific issues.

<http://arucc.ualberta.ca/index.cfm?id=382>

Appendix A of this document presents, as an example, the different steps in producing the undergraduate course calendar at Concordia University.

MANAGING THE COURSE SCHEDULE

The following is an example of the planning and production of the course schedule at Concordia University.

| TASK N° | DESCRIPTION | DATE | PERSON RESPONSIBLE ² |
|---------|---|---------------|---------------------------------|
| 1 | Download the final data from the master course record in the course schedule database. | Oct. 19 | R |
| 2 | Gather the data for information pages and education consultation requirements. | As of Oct. 19 | P |
| 3 | Return the updated mail and information sheets to departments and faculties. | Oct. 19 | R |
| 4 | Provide users with access to the course schedule planning system. | Oct. 19 | I |
| 5 | Make sure that all information is received on the deadline. | Dec. 18 | F/R |
| 6 | Request changes to the educational consultation requirements to update or add information on new programs for programming purposes. | Jan. 18 | R |
| 7 | Have online information pages translated. | Jan. 18 | P |
| 8 | Eliminate all schedule conflicts. | Feb. 15 | R |
| 9 | Receive the first translations of information pages. | Jan. 26 | P |
| 10 | Finalize the formatting of online information pages. | Jan. 26-30 | P |
| 11 | Update tables: registration dates, Syllabus+, Access. | Feb. 1 | R |
| 12 | Receive the final translations of information pages. | Feb. 8 | P |
| 13 | Finalize the formatting of online information pages. | Feb. 8-12 | P |
| 14 | Deadline for departments and faculties to upload course schedules. | Feb. 12-14 | F |

² Sharing of responsibilities: F – Faculty Representative, I – IITS (Instructional and Information Technology Services); R: Registrar's office; P – Publishing

| TASK N° | DESCRIPTION | DATE | PERSON RESPONSIBLE ² |
|---------|--|------------|---------------------------------|
| 15 | Perform a preliminary analysis of rooms and send results to faculty representatives. | Feb. 15 | R |
| 16 | Assign classrooms for the summer term (Syllabus+) | Feb. 15 | R |
| 17 | Reread the online information pages after the final formatting. | Feb. 19 | F/R |
| 18 | Add handwritten text and print the final version. | Feb. 4-6 | R |
| 19 | Reread the course information pages. | Feb. 19-26 | F |
| 20 | Correct errors on the course information pages, finalize the editing, etc. | Feb. 23-24 | R |
| 21 | Add pdf links. | Feb. 24 | R |
| 22 | Post the schedule online (after data transfer). | Feb. 25 | I |

MANAGING EXAM SCHEDULES

The following is an example of the planning and production of the exam schedule at Concordia University.

- Prepare the exam chart indicating the dates and times; assign a code to each time block.
- Prepare payroll files indicating the pay periods and assign a code to each one.
- Prepare the file of "sections" (containing all courses as well as sections, days and times where they are offered).
- Add the professors' names to the sections file.
- Print the exam questionnaires to send to each academic department.
- While waiting for questionnaires to be returned, assign a code to each common course so they are planned at the same time.
- Once the questionnaires are received, delete the courses of sections that do not have a final exam; determine the courses that will have a common exam and code; note special requests regarding dates, rooms or exam duration.
- Assign a code to common exams so they are scheduled on the same day at the same time.
- Prepare the exam planning file in Syllabus+ and transfer the data.
- Plan exams based on the various groups (common exams in the evening or Saturday, exams each evening of the week, common exams during the day, day exams).
- Compare the results to special requests and ensure they are fully satisfied.

- Transfer the data to the sections file.
- Examine the room records indicating the number of students expected for each time block and make changes, as needed.
- Use the schedule conflict verification program to detect conflicts occurring three times in a row, without alternate solution, and resolve them.
- Send to the faculties (John Molson School of Business, Engineering and Computer Science, etc.) the tentative schedule and wait for their comments.
- Propose a new schedule after receiving their comments and the adjustments to be made.
- Reread the proposed schedule while comparing it to the initial questionnaires.
- Post the proposed schedule online and in hard copy in the MB and Hall Buildings.
- Send each department its respective schedule, while giving them two weeks to request changes.
- While waiting for possible changes, start assigning classrooms to each exam on worksheets.
- Assign a code to alphabetic distribution required for courses that must be divided across several rooms.
- Carry out the changes requested by the departments.
- Update regularly the total registration numbers to assign rooms.
- Once all changes have been made to the schedule, assign a code to assigned rooms and to alphabetic distributions.
- Reread the final schedule, the rooms assigned and the alphabetic distributions.
- Post the final version online and allow students to report schedule conflicts.
- Post the hard copy in the MB and Hall Buildings.
- Send each department its final schedule.

6. STUDENT RECORD MANAGEMENT

INFORMATION RETENTION

As public institutions in Quebec, universities are subject to the *Archives Act* under which documents and files cannot be purged without being subject to a prior retention rule. *Archives Act*:

http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/A_21_1/A21_1_A.htm

The institution must:

- Retain or purge its inactive documents in compliance with its retention schedule approved by the ministère de la Culture et des Communications

- Make sure that the archives are satisfactorily filed and described
- Ensure that archives are stored under appropriate retention conditions
- Ensure access to its archives by establishing flexible consultation methods adapted to the needs of its environment, which complying with *An Act respecting access to documents held by public bodies and the protection of personal information* (Chapter II, Division I, Right of Access).

AN ACT RESPECTING THE PROTECTION OF PERSONAL INFORMATION

Students, like all Quebec citizens, are entitled to the respect of their reputation and private life. It is in this spirit that *An Act respecting access to documents held by public bodies and the protection of personal information* was adopted. Chapter III of this act deals specifically with the confidentiality of identifying information.

The Commission d'accès à l'information is a multipurpose agency dedicated to providing access to documents from public organizations and ensuring the protection of personal information held by public organizations and private enterprises. Universities are subject to this law and its related regulations.

<http://www.cai.gouv.qc.ca/>

REFERENCE DOCUMENTS

An Act respecting access to documents held by public bodies and the protection of personal information (L.R.Q., c. A-2.1):
http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/A_2_1/A2_1_A.html

Extracts from the Civil Code of Québec (S.Q., 1991, c. 64), articles 35 to 41:
http://www.cai.gouv.qc.ca/06_documentation/01_pdf/ccq_35-41-en.pdf

Regulation respecting the distribution of information and the protection of personal information (R.S.Q. c. A-2.1, r.0.2):
http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=3&file=/A_2_1/A2_1R2_A.htm

Useful documents on this site concerning public bodies:

- Access to Information and Confidentiality of Personal Information on Internet:
http://www.cai.gouv.qc.ca/06_documentation/01_pdf/highway.pdf
- Electronic mail: http://www.cai.gouv.qc.ca/06_documentation/01_pdf/mail.pdf
- La tenue d'un registre des communications des renseignements personnels:
http://www.cai.gouv.qc.ca/06_documentation/01_pdf/registre.pdf (French only)
- Management of personal information in universities and cegeps:
http://www.cai.gouv.qc.ca/06_documentation/01_pdf/manage.pdf
- Guide to the destruction of documents that contain personal information:
http://www.cai.gouv.qc.ca/06_documentation/01_pdf/destruct-en.pdf

MANAGEMENT OF INFORMATION AND COMMUNICATIONS

Ten principles for information management and respecting identifying information:

- act responsibly
- determine for what purpose the information is required
- consent
- limited information collection
- limited use of information
- disclosure and retention
- accuracy
- openness
- individual access
- respect for principles

Provide the institution with guidelines on the use of e-mails to students.

Provide guidelines concerning telephone calls and messages for students.

Provide guidelines for electronic communications other than e-mails (blogs, Facebook, Twitter, chat, etc.).

Establish appropriate procedures regarding the confidentiality of a record and notification in the event of a student's death.

POLICY REGARDING THE USE OF FRENCH

The policy regarding the use of French is intended to develop and promote the French language as a method of producing, distributing and influencing scientific, artistic, literary and professional culture. More specifically, it stipulates a sharing of responsibilities and the determination of practices for ensuring the quality of French used at the university. Université Laval's policy and the provisions related to its application are as follows.

<http://www.ulaval.ca/sg/reg/Politiques/polfrannov2004.pdf>

http://www.ulaval.ca/sg/reg/Politiques/Dispositions_relatives_application_Politique.pdf

7. ATTESTATION, CERTIFICATION, GRADUATION AND CONVOCATION

Registrars must certify in the name of their institutions the accuracy of the student of graduate's university pathway. In addition to transcripts and degrees, the registrar's office is required to provide all sorts of certifications such as proof of enrolment at the institution for the purposes of attesting to the student's status or study program (full or part time). The registrar's office also plays a very active role in convocation.

TRANSCRIPTS: CONTENTS AND FORMS

In 2003, the Association of Registrars of the Universities and Colleges of Canada (ARUCC) published *the National Transcript Guide for Use in Canadian Postsecondary Institutions*. The main objectives of the guide are to clarify the stakes, clearly define the concepts, to identify its data elements and to recommend the appropriate contents and forms for transcripts issued by postsecondary institutions.

<http://www.arucc.ca/documents/transe.pdf>

REGISTERED EDUCATION SAVINGS PLAN (RESP): CONFIRMATION OF ENROLMENT

Since 2006, the ARUCC has provided a form that can be used by Canadian universities and colleges to confirm student enrolment as part of an RESP. If they so choose, universities and colleges may use the form as a template, while making the necessary changes to reflect the specifics of their institutions.

<http://www.arucc.ca/resp.htm>

UNIVERSITY DEGREE: CONFIRMATION OF HOLDING

Third parties (e.g., employers) may submit a written request to registrars for information on the holding of university degrees. In these situations, registrars must provide a written response to the requestor. A response letter template for this purpose is available in Appendix B of this document. Institutions can adjust this template as needed.

CERTIFICATION TASKS AND PROCESSES

The following example, provided by Concordia University, explains the various certification tasks and processes concerning transcripts, the general attestation and evaluation of the university pathway.

- changes to grades
- changes of concentration
- assignment of a code to theses
- assignment of a code to decisions made by various student request examination committees (course exemptions, substitutions, credit transfers, etc.)
- retroactive enrolment
- evaluation of academic failures
- certification of studies
- assignment of a code to degrees
- association of courses to appropriate degrees
- evaluation of credits of new transfer students
- design of programs for visiting and special students
- preparation of letters (graduation, attestation, immigration documents, etc.)
- control of the integrity of student records (corrections, validation)

- systematic quality control
- production, verification and sending of official transcripts

GRADUATION: STANDARDS AND INSTRUCTIONS

The elements of a degree or attestation must meet certain standards and guidelines. The *Directive relative à la délivrance des diplômés de l'Université de Sherbrooke* is as follows.

<http://www.usherbrooke.ca/accueil/fileadmin/sites/accueil/documents/direction/directives/2600-032.pdf> (French only)

CONVOCATION

The role of convocation ceremonies is to publicly acknowledge and highlight the successful completion of the graduates' studies. Using the example of Concordia University, Appendix C of this document provides in detail all the steps related to the degree awarding process.

8. DECLARATION TO MELS OF STUDENT ENROLMENT

THE GDEU SYSTEM

The Ministère de l'Éducation, du Loisir et du Sport (MELS) implemented the student enrolment data management system (GDEU). The general objective of the system is to provide the MELS, universities and other associations and agencies affected by or interested in higher education comprehensive data on student enrolment in the university network to facilitate the performance of their respective missions. The specific objectives of the system are as follows:

1. Provide a rigorous count that is subject to verification of student enrolment to support the process of awarding operating subsidies to universities.
2. Characterize the student population according to its key socio-demographic principles to support enrolment analyses and needs forecasts as part of the student aid program (loans and scholarships), the operating subsidies program, the five-year investment plan and the ongoing examination of accessibility development.
3. Characterize the student population from the point of view of education to support the approval process for new programs and sector-based operations.
4. Organize data on student enrolment in a way that is consistent with information systems of universities and with other information systems in the network.
5. Make it possible to obtain samples of student enrolment to conduct investigations

The GDEU system is supplied by several submissions through four modules:

1. "Student" module: contains socio-demographic information, educational information and the access keys for the "program component", "activities" and "graduates" modules.
2. "Program component" module: contains information making it possible to characterize each component of the programs offered by the institution.
3. "Activities" module: contains information making it possible to characterize each of the activities in which students are enrolled.
4. "Graduates" module: contains information on the degrees issued during a calendar year as well as the access keys for the "students" and "program component" modules.

Term and annual submissions are made according to the following schedule:

| Data from a university year (covers the financial year from June 1 to May 31) | | | | | |
|--|---------------|-------------|---------------|------------------------------|-------------------------------------|
| | Summer | Fall | Winter | Annual (residents) | Graduates (calendar year) |
| Beginning of transmissions | September 15 | October 1 | March 15 | March 15 | 1st business day in January |
| End of the validation of provisional data | N/A | November 1 | N/A | N/A | N/A |
| End of the transmission of final comprehensive data | December 15 | April 1 | September 1 | September 1 | March 1 |
| GDEU data available | February 1 | May 1 | October 1 | October 1 | May 1 |

The GDEU system is supported by a validation process to ensure that no mandatory data is missing and that the value attributed to each element is permitted. If the element is absent or invalid, MELS will decline the transaction. The institution must then correct and re-transmit the data, while adhering to the dates stipulated in the schedule.

Complete information on the GDEU system is available at the following address:

http://www.meq.gouv.qc.ca/doc_adm/gdeu/index.html

EXTERNAL AUDIT OF GDEU SYSTEM DATA

The student enrolment audit serves a double purpose. On one hand, it ensures that student records management complies with various laws and regulations as well as the policies and guidelines of the MELS. On the other hand, it ensures that the data contained in the GDEU system are complete and free of major errors. The MELS subjects universities to an annual audit of the four following modules:

1. "students" module
2. "international students" module
3. "Quebec residents" module
4. "non-Quebec resident students" module

The external audit mandate is available at the following address:

<http://www.mels.gouv.qc.ca/sections/publications/index.asp?page=fiche&id=1421>
(French only)

9. LEADERSHIP OF THE STUDENT AND ACADEMIC INFORMATION SYSTEM

There are several spheres that are impacted by a registrar's involvement in student information system leadership. They include:

- Access to information and systems
- Maintenance of systems
- Ease of use (for students and staff)
- Renewal of systems

The leadership of these activities is often framed in terms of the registrar's office (enrolment services) being a major client and user of the system. The registrar, through the efforts of colleagues in his/her office and in partnership with other users, acts as an advocate, planner and implementer. In terms of organizational structure, the information technology team occasionally reports to the registrar. More often, this is not the case. More universities are introducing the position of CIO to oversee systems development and maintenance institution-wide.

In the latter case, it is critical for the registrar's office to have a strong and effective working relationship with the information technology unit. Since all students are typically served by the registrar's office and because web-based, self-serve services are now the norm, it is essential for this relationship to be very effective. Further, the volume of work necessitates creative thinking in terms of the automation of key business processes without which the registrar's office could not function.

It is critically important to ensure that the registrar's office organizational chart includes at least one senior manager who is responsible for leading systems-related initiatives and as a liaison with IT. Often this person is in an Associate Registrar's position.

Finally, it is worthwhile to note that, increasingly it is essential to develop the capacity for project management within the registrar's office since so many of the systems-related work involves major and minor projects conducted in partnership with IT, clients in service and faculty units, and the registrar's office.

Systems of concern will include the student information system, but may also include additional systems such as for class timetabling, customer relationship management, graduation and convocation, degree audit, software to produce diplomas, and perhaps the admission application system, among others.

ACCESS TO INFORMATION AND SYSTEMS

It is often the case that another university official, such as the Secretary General, is the Privacy Officer for the university. However, the registrar's office typically has the responsibility for affirming who within the university community should have access to information.

It is necessary to create the capacity within the office (e.g. 1-3 team members) to receive and verify requests for access to use (view and edit) the student information system. Then, access to the system must be provided. The technical method for providing access will vary by university since each institution uses a different student information system and may have different approaches to providing access.

It is essential to provide access only to those individuals who have been authorized by a senior manager in their work unit and who have, by virtue of their job description, demonstrated the need for access.

ERP systems necessitate some joint decision-making regarding access to information, including partners outside the registrar's office.

MAINTENANCE OF SYSTEMS

Quebec universities each use different student information systems (there may be some overlap). Some have ERP systems, which means that their student, human resources, and finance systems are all provided by the same vendor (such as PeopleSoft or Sungard SCT). The purpose of the latter approach is to create an integrated data warehouse of information that can be more easily tracked and analyzed.

In the case of ERP systems, it will be necessary to create or join a joint planning committee to make decisions on any changes to the system because they may affect more than the student module.

In terms of maintenance, it is not unusual for requests to be made to improve the system. Further, data purging of very old and redundant information, system back-ups, and day-to-day problems need to be addressed on an ongoing basis.

These tasks must be prioritized and completed and a mechanism for creating the list of priorities must be established. This may involve a committee of users (particularly faculty representatives) who all have a stake in the enhancements made to the system. The registrar (and committee, if one exists) will need to prioritize the tasks according to implications if they are/are not addressed. The registrar's office will typically need to have the capacity to gather requirements and test the changes before they can be moved into production.

EASE OF USE (STUDENTS AND STAFF)

Students expect systems to be easy to use, transparent, and accessible. This translates into the development of many web-based services. However, the evolving expectations also lead to the need to monitor new ways to serve students better. The registrar must find a way (perhaps along with the CIO) to solicit students' opinions about the ease of use of the system and then be prepared to advocate for its change. It is also necessary for the registrar to provide expert members of his/her team to work on various systems projects related to ease of use.

RENEWAL OF SYSTEMS

It is essential to remain current with the trends in technology, to understand the effectiveness of existing systems in use at your university and to develop a network of professional colleagues with whom one can discuss how systems are evolving and emerging best practices. In the case of universities with purchased systems (rather than those built in-house), it is critical to maintain contact with the vendor of the system at all times to stay current with the release of new versions of the software, opportunities to enhance the existing software, and to influence the development priorities of the vendor.

Systems can last 10-15 years, but should be evaluated with every major upgrade to determine whether it is still meeting the service and strategic needs of the university. The registrar's role is a significant one in these discussions and decisions, given the importance the systems have in terms of the successful functioning of the business of the registrar's office.

SOME RESOURCES AND PROFESSIONAL DEVELOPMENT

Educause (a nonprofit association whose mission is to advance higher education by promoting the intelligent use of information technology): <http://www.educause.edu/>

Wired (trends in information technologies): <http://www.wired.com/>

AACRAO Technology Conference: <http://www.aacrao.org/tech09/>

10. STRATEGIC ENROLMENT MANAGEMENT (SEM)

Strategic Enrolment Management involves the goal of optimizing the recruitment, retention, and graduation of students. The university's mission, academic vision, and strategic plan inform that optimization. It requires a comprehensive approach, integrating the university's programs, practices, policies, and planning.³

THE ROLE OF THE REGISTRAR IN SEM PLANNING

University Registrars are typically involved in the SEM planning activities that occur, but do not necessarily lead them. Often, the activities are led by an academic administrator or by a SEM planning committee with representation from key academic, budget, service, and planning offices.

Registrars may be asked to provide data to those leading the initiative, to write a SEM plan in consultation with the committee, or to become involved in the consultation activities necessary to engage the university community in SEM planning and activities.

ROLE OF THE REGISTRAR IN IMPLEMENTING AN SEM PLAN

³ Source: Educational Policy Institute (Swail & Wilkinson)

Often, the registrar will:

- work with deans' offices to set annual enrolment targets (both for admission and overall enrolment, since SEM deals with both)
- lead the implementation of new recruitment and admission strategies (if those areas report to her or him) that are aligned with the SEM plan
- provide and/or analyze data on student retention
- streamline and improve services for students
- implement the means to build relationships with, and maintain ongoing contact with students, such as customer relationship management systems
- be responsible for or assist with new policy development (e.g. new graduation requirements, admission requirements, etc.)
- publish key messages to students that reinforce the new strategic direction (such as marketing messages, information about services, encouragement regarding time-to-completion, etc)
- assist with the development and delivery of student success initiatives, such as those involving academic advising
- perform other similar implementation activities

SOME SEM RESOURCES

Wilkinson, R. B., et al. (2007), *A Practical Guide to Strategic Enrolment Management Planning in Higher Education*:

<http://www.educationalpolicy.org/pdf/SEM%20Guide.pdf>

SEMWorks: Led by Dr. Jim Black, this organization provides consulting services, conferences, and free white papers:

<http://www.semworks.net/>

<http://www.semworks.net/white-papers.php>

Noel Levitz: A North American consulting company that provides conferences, reports and white papers:

<https://www.noellevitz.com/Papers+and+Research>

National Academic Advising Association (NACADA): A U.S. professional association that provides many articles and resources:

<http://www.nacada.ksu.edu/Clearinghouse/advisingIssues/retain.htm>

SEM PROFESSIONAL DEVELOPMENT OPPORTUNITIES

American Association of Collegiate Registrars and Admission Officers. Annual Strategic Enrolment Management Conference:

<http://handouts.aacrao.org/sem19/display.php>

Noel Levitz – National Conference on Student Recruitment, Marketing and Retention.

<https://www.noellevitz.com/Events/National+Conference+on+Student+Recruitment+Marketing+Retention/>

11. STATISTICS

Registrars' offices play a crucial role as provider of official data, whether internally at their institution or for external organizations. Registrars' offices are also involved on various levels in their institution's institutional research. The following links are relevant:

CREPUQ ADMISSIONS STATISTICS

The admissions statistics system makes it possible to produce information on the general accessibility of Quebec university programs for the fall and winter terms. The system data are accessible online from an online analytical processing (OLAP) connection. Universities, colleges and some partner agencies (MELS, SRAM, SRAQ, Fédération des cégeps, etc.) have access to these data. Users must obtain a user code and password for their institution from the CREPUQ to access the data.

<http://www.crepuq.qc.ca/spip.php?rubrique504&lang=fr> (French only)

Moreover, analysis documents on admissions statistics are available on the CREPUQ website.

<http://www.crepuq.qc.ca/spip.php?rubrique471&lang=fr> (French only)

CRC AND INSTITUTIONS' ADMISSIONS STATISTICS

Several universities post admissions statistics on their website concerning college and other applicants. They specifically include the CRC of the latest applicant admitted to a given program. Université de Montréal's statistics are as follows.

http://www.etudes.umontreal.ca/programme/doc_prog/section10.pdf

PRELIMINARY DATA ON ENROLMENT IN THE FALL TERM

The objective of data collection is to obtain a fairly exact image of university enrolments compared to the previous year, based on the level of education, the program organization and sex. The data collected by CREPUQ make it possible to meet the needs of various users interested in the evolution of university clientele, including university management and the media. The data is usually distributed at the end of September or beginning of October each year.

<http://www.crepuq.qc.ca/spip.php?article102&lang=fr> (French only)

COLLECTION OF SHARED QUEBEC UNIVERSITY DATA (EDUCQ)

Quebec universities agreed as part of CREPUQ to make available to a wide public a standardized collection of data that is up to date, reliable and comparable through an easy-to-navigate web portal. This collection of shared Quebec university data (EDUCQ) makes it possible to answer a large number of questions raised by potential students, their families, the media, the public interested in university matters as well as members of the university community.

<http://www.crepuq.qc.ca/educq/> (French only)

GDEU ONLINE REPORTS

University staff can use the GDEU system data through online reports. To access the interactive application, each user must obtain his/her own user code and password from MELS. The user guide for the tool is also available on the MELS website.

http://www.meq.gouv.qc.ca/doc_adm/gdeu/index.html

UNIVERSITY STUDENT ENROLMENT FORECASTS

Each year MELS forecasts the full time equivalent student population (EEETP). The forecasts are available for the university network as a whole and by institution.

<http://www.mels.gouv.qc.ca/sections/previsionsUniversite/>

OTHER STATISTICS PRODUCED BY CREPUQ

Registrars provide CREPUQ with data on a recurring basis in order to produce statistical tables on different subjects, including:

intramural sport, conditional admissions policy, enrolment in and graduation from teacher training programs.

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique31>

12. INFORMATION EXCHANGES BETWEEN REGISTRARS

Registrars sometimes use a listserv (scr@crepuq.qc.ca) to solicit the advice of their colleagues on various issues or to learn the policies and practices of institutions on a specific matter. The results of these consultations are grouped by theme and are available on the Intranet of the Registrars' Subcommittee.

<http://intranet.crepuq.qc.ca/scr/spip.php?rubrique72>

The issues discussed on the Intranet include:

- Reasonable accommodations
- Admission and enrolment of applicants who studied abroad
- Admission applications and new enrolments
- Degrees
- Student records
- Tuition fees and various charges
- Status of admission applications in the fall semester
- Language requirements
- Information on the programs offered

- Admissions or enrolment conditions
- Recognition of prior learning
- Transcripts
- Internships
- Information technology
- Transmission of data to the GDEU system

APPENDIX A PRODUCING THE UNDERGRADUATE CALENDAR

EXAMPLE OF CONCORDIA UNIVERSITY

Undergraduate calendar (produced internally)

- Approximately 60 sources provide the contents of the *Calendar*.

FROM MARCH TO NOVEMBER (ONGOING)

Changes to curricula

- Receive and process documents approved by the senate concerning changes to undergraduate programs.

FROM AUGUST TO NOVEMBER (ONGOING)

Administrative changes

- Request, receive and process all updates from the administrative sections (not academic) concerning the various University services and departments.

NOVEMBER

Deadline for curricula

- The first senate meeting in November marks the official deadline to have changes to curricula approved on time to incorporate them in the next *Calendar*.

Preparation of the department drafts for the four faculties

- Request text rewrites and note any outstanding issues on departments' hard copies to send to the faculties' associate deans.

DECEMBER

Returning faculties' text rewrites

- The faculties return the departments' hard copies with the text rewrites and the answers to questions. The final revisions are inserted in the *Calendar* computer files.

JANUARY TO EARLY FEBRUARY

Formatting the Calendar

- Final formatting of all sections of the *Calendar*.

Pagination, table of content and Calendar index

- Once the formatting is finalized, paginate each section, update the table of contents and prepare the index of the new *Calendar*.

FEBRUARY⁴

Assemble the PDFs

- Assemble all sections of the *Undergraduate Calendar* in PDF format to prepare the online version. The online *Calendar* is posted in PDF and HTML formats.

MARCH

Publication of the Undergraduate Calendar in PDF format

The HTML version will appear later.

⁴ May be delayed by up to a month (or more) from one year to another, depending on the time the faculties take to indicate their changes.

APPENDIX B LETTER TEMPLATE FOR CONFIRMING THE HOLDING OF A UNIVERSITY DEGREE

Montreal, _____ (date) By fax: _____ (number)

(name)
(address)

Subject: Your request dated (date) **concerning Mr./Ms.** (name)

Dear Madam:

Your request on behalf of (organization “x”, if applicable) is to ensure the accuracy of the information that this organization holds on Mr./Ms. _____. The information contained in the document appended to your request indicates that Mr./Ms. (name) holds a (education level) degree in (discipline) from “x” University.

Pursuant to section 6(2) of *An Act Respecting the Protection of Personal Information in the Private Sector* and section 67 of *An Act respecting access to documents held by public bodies and the protection of personal information*, we confirm that the information you have is accurate (or inaccurate). Mr./Ms. _____ holds [and/or does not hold] a degree from _____ University.

Sincerely,

Registrar,

(signature)

APPENDIX C CONVOCATION: GRADUATION PROCESS — SPRING 2010

EXAMPLE OF CONCORDIA UNIVERSITY

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|-----------------|---------------------|-----------|-----------------------|--------------------|
| 1. | Obtain the dates and check the availability of the convocation venue, the chancellor, the chair of the Board of Directors and the rector | | Events Coordinator | September | Ongoing | |
| 2. | Enter applications to graduate in NewGrad | NewGrad | Records Assistants | Nov. 26 | Ongoing | B |
| 3. | Correct student names, add second names and accents and enter new addresses in SIS if this information is indicated on the applications to graduate | NewGrad | Records Assistants | Nov. 26 | April 30 | B |
| 4. | Send a letter to certification candidates to ask them for documents missing from the record | NewGrad | Records Assistants | Nov. 26 | Ongoing | B |
| 5. | Remove the names of the applicants from the list before diploma printing begins, e.g., UWT = NM or incomplete thesis, etc. | NewGrad | Records Assistants | Nov. 26 | April 15 at 5:00 p.m. | B |
| 6. | Calculate the graduation grade point averages and other scholastic results | Degree Audit | Records Assistants | Nov. 26 | May 14 | U |
| 7. | Review and update the mass e-mails | NewGrad | Office Systems team | Dec. 1 | Dec. 1 | U |

⁵ U: undergraduate G: graduate and postgraduate B: all cycles

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|-----------------|--------------------------------|---------|---------|--------------------|
| 8. | Send mass e-mails or letters to students who do not fulfill the university writing test requirements (UWT) (Engineering) | NewGrad/SIS | Offtech and Records Assistants | Jan. 3 | Jan. 3 | U |
| 9. | Check and purchase in large quantity the material for the degrees (paper, envelopes, paper for official sheets, tickets for guests of honour, diploma covers, etc.) | Purchase Order | Events Coordinator | Jan. 7 | Jan. 15 | N/A |
| 10. | Begin the process for extracurricular awards | N/A | Events Coordinator | Jan. 7 | | |
| 11. | Send the convocation date approval letters to the Board and senate | N/A | Events Coordinator | Jan. 15 | | N/A |
| 12. | Make arrangements for musicians, robes (Milne) and their distribution dates (atrium reservation), including meetings with the Alumni Relations Office and Chappell photo studios | N/A | Events Coordinator | Jan. 15 | | N/A |
| 13. | Update the convocation dates in NewGrad for diploma printing; obtain the new signatures to appear on the diplomas (as required) and provide them to the production team | NewGrad | Office of the Registrar | Jan. 15 | Jan. 15 | B |
| 14. | Post information on the website (dates, account payment) | Outlook | Events Coordinator | Jan. 15 | | B |
| 15. | Decide on ceremony distribution (after Jan. 15/Jul. 15) | | Events Coordinator | Jan. 15 | | B |
| 16. | Charge \$15 late fees for late applications to graduate and warn student accounts. The Birks Student Service Centre will inform students that their account will be debited if they do not pay at the counter | | Records Assistants | Jan. 16 | May 16 | B |
| 17. | Process the list of candidates who received an A2 decision | | Office of the Registrar | Feb. 1 | Feb. 1 | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|-----------------|---------------------------------------|------------------------------|----------|--------------------|
| 18. | Download the tagged potential graduates and ask Production to process them. Approve the addition of late applications to graduate in NewGrad and manually mark them with a Y or a Q in SIS after the tagged potential graduates have been processed | NewGrad/SIS | Technical liaison officer | Feb. 5 | Feb. 5 | B |
| 19. | Control and correct errors resulting from downloads (corrections may be required in NewGrad and SIS) | SIS | Senior Records Assistants | Feb. 6 | Feb. 6 | B |
| 20. | Update the statuses of language requirements for graduation in SIS (WH029) and NewGrad | NewGrad/SIS | Office of the Registrar | Each week after the download | Ongoing | U |
| 21. | Perform the first application downloading test, then download the fees for graduate studies. Changes are subsequently downloaded EVERY WEEK | NewGrad | Office of the Registrar | Feb. 5 | Ongoing | B |
| 22. | Update the online convocation information | | Events Coordinator | Feb. 14 | Feb. 14 | B |
| 23. | Print the official sheets, tickets, tickets for guests of honour as well as diploma covers | NewGrad | Events Coordinator | Feb. 14 | May 30 | B |
| 24. | Print the changes after the Senate's last graduation cycle | NewGrad | Events Coordinator | Feb. 15 | Feb. 15 | B |
| 25. | Send the list of thesis candidates as well as their titles to Thesis and Publications office (School of Graduate Studies) | NewGrad | Senior Assistant for Graduate Records | Feb. 28 | Ongoing | G |
| 26. | Produce preliminary statistics for each department of the Faculty of Arts and Science for internal use | NewGrad | Events Coordinator | Feb. 28 | Feb. 28 | U |
| 27. | Reread the college, Honours, wording indications, etc., before the lists are transmitted to the departments | NewGrad | Records Assistants | March 3 | March 20 | U |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|--------------------------|---|----------|----------|--------------------|
| 28. | Transmit the list of potential graduates to the following units: a) For undergraduates, the Vice-Dean, Student Affairs; b) For graduate and postgraduate students, to Graduate Program Directors and secretaries | NewGrad | Senior Records Assistant | | March 3 | B |
| 29. | Prepare the statistics for planning convocations by faculty, for all levels for purposes of comparison to the previous year | NewGrad | Events Coordinator | March 19 | March 28 | B |
| 30. | Produce honorary doctorates and citations | | Events Coordinator | March 21 | March 21 | |
| 31. | Send the journalism list to Department of Journalism | NewGrad | Senior Records Assistant – Arts and Science | March 25 | March 31 | U |
| 32. | Send the list of preliminary problems to the departments | NewGrad | Senior Records Assistants | March 25 | March 31 | B |
| 33. | Send the list and records of Honours candidates to the secretary of the admissions committee for Honours | NewGrad | Senior Records Assistants | March 25 | March 31 | U |
| 34. | Send the list of colleges to the colleges and the Vice-Dean, Student Affairs Update NewGrad with the acceptances and refusals and remove the refusals from SIS | NewGrad/SIS | Senior Records Assistants | March 25 | April 30 | U |
| 35. | Verify that candidates for an award in fall 2009 appears in the list of recipients in spring 2010 | Degree Audit/ NewGrad | Senior Records Assistants | April 1 | April 30 | B |
| 36. | Send the small orders (max. \$1,000) for plants (Metro) and cut flowers (Smith) | E-mail | Events Coordinator | April 15 | | |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|--|-----------------|-------------------------|----------|----------|--------------------|
| 37. | Contact Archives for the chain of office | E-mail | Events Coordinator | April 15 | | |
| 38. | Contact Distribution Services for the delivery of material for the first ceremony | E-mail | Events Coordinator | April 15 | | |
| 39. | Establish for the first time the order in which students will walk the stage | GD system | Events Coordinator | April 30 | | |
| 40. | Cooperate with the services for diploma printing | E-mail | Events Coordinator | May 1 | | B |
| 41. | Re-establish the order in which students will walk the stage | GD system | Events Coordinator | May 1 | | B |
| 42. | Print the master list of graduates as well as envelope labels | GD system | Events Coordinator | May 1 | | B |
| 43. | FIRST deadline to receive external transcripts (the GR03 letter must be sent). Add to the list of problems the name of candidates whose grades are missing | SIMS | Records Assistants | April 15 | April 30 | |
| 44. | Send a letter to the faculties concerning the next candidates for an award, signed by the associate registrar | | Office of the Registrar | | April 16 | B |
| 45. | Send a mass e-mail on the ceremony to potential graduates and inform the Senior Records Assistant of students who don't have e-mail addresses | SIS/NewGrad | Office Systems team | | April 16 | B |
| 46. | Process the list of candidates who received an A2 decision | | Office of the Registrar | May 1 | May 1 | B |
| 47. | Confirm the coop degrees | | Events Coordinator | May 1 | | B |
| 48. | Revise the letters | | Office Systems team | May 1 | May 5 | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|--------------------------|---|---------|--|--------------------|
| 49. | Print the diplomas and certificates | NewGrad | Events Coordinator | May 5 | Ongoing | B |
| 50. | Prepare the special texts (e.g., posthumous degrees) and send them to Susan | E-mail | Events Coordinator | Ongoing | | B |
| 51. | Contact the departments concerning grades not communicated for all potential graduates | SIS | Senior Records Assistants Records Assistants | May 7 | Ongoing | B |
| 52. | Add the names of candidates with missing grades to the waiting list BEFORE printing the list of faculty councils (this will remove the name of these candidates from the list of potential graduates) | NewGrad | Records Assistants | May 14 | May 14 | B |
| 53. | Determine the candidates for a prize or a medal and advise the departments 48 hours before the Faculty Council | Degree Audit/ NewGrad | Senior Records Assistants Records Assistants | May 13 | Based on the dates of faculty councils | U |
| 54. | Reread the list of awards and transmit the records of the candidates for an award to the department concerned, with copies to the deans | Degree Audit/ NewGrad | Senior Records Assistants Records Assistants | May 13 | Based on the dates of faculty councils | U |
| 55. | Finalize the calculations for the awards as well as the graduation grade point averages (GGPA) | Degree Audit | Records Assistants | May 13 | May 17 | U |
| 56. | Produce the waiting lists (with accents) and transmit them to vice-deans | NewGrad | Senior Records Assistants | May 13 | May 17 | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|-----------------|--|--------|--------|--------------------|
| 57. | Print the master copy of the list of future graduates of each deanship, based on the distribution and in the order of faculties to distribute to speakers before the ceremonies | NewGrad | Office of the Registrar | May 13 | May 15 | B |
| 58. | Print the agendas, lists and statistics for faculty councils | | Senior Records Assistants | May 14 | May 15 | B |
| 59. | Produce the list and labels in alphabetic order per faculty (4 lists) of potential graduates for photographers | | Office Systems team | May 15 | May 15 | B |
| 60. | Faculty Councils of John Molson School of Business (9:30 a.m.) and the Faculty of Engineering and Computer Science (2:00 p.m.) | | Senior Records Assistants | May 16 | May 16 | B |
| 61. | Provide to the publishing department copies of the title pages of theses for all PhD candidates, indicating the capital letters | | Thesis and Publications Office/Publishing department | May 16 | May 28 | G |
| 62. | Provide the list of awards winners to the administrative assistant as soon as possible after the Faculty Council (progressively, if necessary) | NewGrad | Senior Records Assistants | May 16 | May 20 | B |
| 63. | Faculty Councils of the Faculty of Arts and Science (10:00 p.m.), of the Faculty of Fine Arts (1:30 p.m.) and the School of Graduate Studies (3:00 p.m.) | | Senior Records Assistants | May 20 | May 20 | B |
| 64. | Provide the list of awards winners to the publishing department | | Events Coordinator | May 20 | May 23 | B |
| 65. | Indicate all special accents to the publishing department and to the Events Coordinator (provide copies of the application for graduation as well as the list of special accents) | NewGrad | Records Assistants | May 20 | May 23 | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|------------------------------|--|----------------------|----------------------|--------------------|
| 66. | Produce the letters related to the awards – take the address from SIS | Degree Audit / NewGrad | Events Coordinator | May 21 | May 23 | B |
| 67. | Deadline to add the names of potential graduates to the Senate's list | NewGrad | Records Assistants | May 22 at 9:30 a.m. | May 22 | B |
| 68. | Print the Senate's list and produce the statistics | NewGrad | Events Coordinator | May 22 | May 22 | B |
| 69. | Print the list of graduates "with distinction" or with "great distinction" for the Senate and transmit them to the Events Coordinator | NewGrad | Senior Records Assistants | May 23 at 10:00 a.m. | May 23 at 10:00 a.m. | U |
| 70. | Print the changes to the Senate list after printing | NewGrad | Events Coordinator | May 23 at 10:30 a.m. | May 23 at 10:30 a.m. | B |
| 71. | Senate meeting | | Events Coordinator – Office of the Registrar | May 23 at 2:00 p.m. | May 23 at 2:00 p.m. | |
| 72. | Assign a code for messages concerning the obtaining of the degree, the colleges, the distinctions and great distinctions, the graduate grade point averages (GGPA) and awards after Senate approval | SIS | Teams | May 23 afternoon | May 30 at 4:00 p.m. | B |
| 73. | The publishing department extracts the records and publishes the convocation booklets | NewGrad | Publishing department | May 23 | May 23 at 5:00 p.m. | B |
| 74. | Download graduate grade point averages (GGPA) in SIS | NewGrad/SIS/ Master Schedule | Office of the Registrar / IITS | May 30 at 4:00 p.m. | May 31 at 4:00 p.m. | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|--|----------------------------------|---|---------|-------------------------|--------------------|
| 75. | Produce the records for final reading AFTER the codes are assigned Ensure that the GPA has actually been uploaded. WATCH out for WF100-18 CODING and correct any errors detected (if not refused candidates will be APPROVED) | NewGrad | Records Assistants | June 2 | June 2 | B |
| 76. | Send reminder e-mails to potential graduates concerning the distribution of robes | SIMS/NewGrad | Office Systems team | June 2 | June 2 | B |
| 77. | Verify that the number of credits received is not less than the number of credits required | | Office of the Registrar | June 2 | June 3 | U |
| 78. | Reread the information concerning Honours, coop and colleges in the convocation system | NewGrad/ Convocation Syst. | Office Systems team and Senior Records Assistants | June 4 | June 6 | B |
| 79. | Deadline to add or remove the name of potential graduates for the distribution of robes | NewGrad/SIS | Records Assistants | June 5 | June 5 | B |
| 80. | Produce the robe distribution lists: Arts and Science and Fine Arts: – All faculties: | NewGrad | Events Coordinator | June 6 | June 6 | B |
| 81. | Robe distribution | | Events Coordinator | June 15 | June 17 | B |
| 82. | Make sure accounts are downloaded daily between June 11 and 15. Final downloading June 15. Inform the Accounts Office of any changes to be made manually (TO BE VERIFIED BY M.C. Newman) | NewGrad | Office of the Registrar | June 11 | June 18 at 7:00 a.m. | B |

| Step no. | Description | Computer system | Person responsible | Start | End | U/G/B ⁵ |
|----------|---|-----------------|---|---------|---------|--------------------|
| 83. | Resolve last-minute problems with robe distribution | NewGrad | Events Coordinator / Office Systems team | June 15 | June 15 | B |
| 84. | Print the list of future graduates for each deanship and reread it right before the ceremony | NewGrad | Events Coordinator | June 13 | June 13 | B |
| 85. | Download final account information in SIS (to confirm with Student Accounts) | NewGrad | Office of the Registrar | June 18 | June 18 | B |
| 86. | Produce the total statistics, as needed | NewGrad | Office of the Registrar | June 18 | June 18 | B |
| 87. | Order the labels to send by mail the undergraduate certificates and give them to the Events Coordinator | NewGrad | Senior Records Assistant | June 23 | June 23 | B |
| 88. | Produce the list of AMBA or EMBA graduates and give it to the Events Coordinator | | Senior Records Assistant for Graduate Studies | June 27 | June 27 | G |
| 89. | Deadline for receiving external transcripts (the GR04 letter must be sent) | SIMS/NewGrad | Records Assistants | June 27 | June 27 | U |
| 90. | Close the convocation file | NewGrad | Office of the Registrar | June 30 | June 30 | B |
| 91. | Produce the list of changes made after the Senate meeting | NewGrad | Events Coordinator | July 15 | July 15 | B |
| 92. | Compile the convocation file | | Events Coordinator | July 15 | July 15 | B |

SPRING 2010 CONVOCATION CEREMONIES: CONCORDIA UNIVERSITY EXAMPLE

| FACULTY | DATE/TIME | VENUE |
|--|-----------------------------------|---|
| Arts and Science (morning) | Mon., June 21, 2010, 10:00 a.m. | Place des Arts, salle Wilfrid-Pelletier |
| Arts and Science (afternoon) | Mon., June 21, 2010, 3:00 p.m. | Place des Arts, salle Wilfrid-Pelletier |
| Arts and Science (evening) | Mon., June 21, 2010, 7:00 p.m. | Place des Arts, salle Wilfrid-Pelletier |
| John Molson School of Business (morning) | Tues., June 22, 2010, 10:00 a.m. | Place des Arts, salle Wilfrid-Pelletier |
| John Molson School of Business (afternoon) | Tues., June 22, 2010, 3:00 p.m. | Place des Arts, salle Wilfrid-Pelletier |
| Engineering and Computer Science (morning) | Wed., June 23, 2010, 10:00 a.m. | Place des Arts, salle Wilfrid-Pelletier |
| Fine Arts (afternoon) | Mon., June 21, 2010, at 3:00 p.m. | Place des Arts, salle Wilfrid-Pelletier |

Ongoing tasks: letters for awards, letters for donors, cheque requisitions for awards, communication with Birks Centre, communication with Renaud concerning medals, engraving, gift certificates for the graduates sections, diploma orders for each ceremony, changes to lists after the Senate meeting.



CREPUQ
CONFÉRENCE DES RECTEURS
ET DES PRINCIPAUX
DES UNIVERSITÉS DU QUÉBEC

500, rue Sherbrooke Ouest
Bureau 200
Montréal QC H3A 3C6