



Digital Strategy Persona Handbook



WHAT IS A PERSONA?

“A persona is a fictional character created to personify insights gained from qualitative research. A persona has a fictional identity, sociodemographic profile and biography. His or her daily challenges and objectives, motivations, future aspirations and everyday tasks are inspired by several people. They are based on feedback and life experiences gathered using qualitative research methods such as focus groups, individual interviews and usability testing. When using qualitative research to create personas, we are seeking to gain a thorough understanding of a person’s point of view, not statistically significant information. Because we focus on in-depth knowledge, a persona is not, in any way, a representation of a real individual, group of individuals or community. His or her personality traits and experiences are often romanticized to put emphasis on key preoccupations, challenges, etc. A persona is a blank canvas for researchers to give a voice to research insights; to make sure they ‘speak’ to decision makers by portraying consumers, community members, colleagues, etc.”

Léger. Digital Strategy Public Consultations with Indigenous Students and Faculty (2020)

HOW TO USE PERSONAS

simplified guide

- Pick one or two persona from each relevant group (student, faculty, and staff) that best matches a typical user for the service you are designing.
- Define the “journey” they will take in terms all the different stages involved in your user accomplishing what your service is there to provide (ex: “enroll at Concordia” or “generate expense report”).
- Make sure to include stages that cover before they use your service, while they use your service, and after they use your service. You can further break these down into more discrete stages as needed.

HOW TO USE PERSONAS

simplified guide

- For each of these stages ask questions and note answers about each persona's:
 - Goal (Touchpoint) – What does the user want to accomplish?
 - Needs – Why does the user want to accomplish this goal (reason)?
 - Channel – What communication method is being used? There can be multiple channels available to them (email, phone, in-person, social media) so consider them all.
 - Experience – Is the experience currently positive or negative (rate on a scale from -3 to +3)?
 - Problems – What are the current problems at this stage?
 - Pain points – What are the issues or complaints that a user has about these problems?
 - Ideas – How does the team think they can solve the problems?

USER JOURNEY



Rahul is an international student from India who just started his second semester at JMSB. He has a cousin in Toronto who studied at CU and decided to do the same. He is still learning about CU and the Canadian culture which is challenging. Fortunately, he made new friends during his first semester and can now turn to them for CU-related issues.

	Stage 1 Before	Stage 2 During	Stage 3 After
Goal (Touchpoint)			
Needs			
Channel			
Experience (pos +3. or neg.-3)			
Problems			
Pain Points			
Ideas			



PERSONAS



PERSONAS

1. STUDENTS

INTERNATIONAL STUDENT RAHUL

*"I used to miss assignments because I didn't know how to use Moodle. Nobody showed me. Other students explained it to me and now it's fine."**



BIO

Rahul is an international student from India who just started his second semester at JMSB. He has a cousin in Toronto who studied at CU and decided to do the same. He is still learning about CU and the Canadian culture which is challenging. Fortunately, he made new friends during his first semester and can now turn to them for CU-related issues.

SOCIODEMOGRAPHIC PROFILE

Gender	Male
Age	21
First language	Hindi
Citizenship	Study permit
Country of Origin	India
City of Residence	Montreal

STUDENT PROFILE

Program type	Undergraduate
Faculty	JMSB
Program	Administration (BAdmin)
Status	Full-time
Progress	First year

USE OF THE DIGITAL ECOSYSTEM**

Concordia.ca	+
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	+

DAILY CHALLENGES & OBJECTIVES

- **Improve his digital skills** – technology wasn't as prevalent in his previous studies.
- **Create a social network** – he didn't know anyone when he started his program. This is significant because important information is shared informally.
- **Familiarize with the CU digital environment** – he has no idea how it works. It's especially hard to use for him. He relies on the help of others to show him the ropes.

MOTIVATIONS & FUTURE ASPIRATIONS

- Develop skills relevant and attractive to the industry for his future career.
- Develop a new social network and create meaningful relationships within CU.
- Become a part of both the CU and Montreal communities.

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Study at the library
- #4 Communicate with friends and other students on social media

* Quotes in this section are fictional. They are used to describe personas. / ** + = occasional user, ++ = light user (several times every semester,) +++ = heavy user (day-to-day basis)

IN A TECH-BASED PROGRAM

ASHLEY

“Professors expect us to know how to use the software but we don’t. YouTube helps a lot.”



BIO

Ashley studies Computer Systems at CU. She has been interested in computers since she was very young. She is very connected in her daily life and is comfortable with most technologies. However, she often relies on YouTube tutorial videos to be able to use software specific to her program. When not in class, she tries to attend events organized by student groups in her field of study.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	23
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STUDENT PROFILE	
Program type	Undergraduate
Faculty	ENCS
Program	Computer Systems (BCompSc)
Status	Full-time
Progress	Middle years

DAILY CHALLENGES & OBJECTIVES

- **Use common technologies** – it’s easy because she has a high level of digital literacy.
- **Use technologies specific to her program** – it’s expected of her to be proficient with that technology, but it’s not taught in class. She must find ways to learn on her own. Videos and online classes would be useful for this.
- **Find free spots in computer labs** – it’s hard during exam period, but otherwise fine.

MOTIVATIONS & FUTURE ASPIRATIONS

- Become familiar with technology that is used in the industry.
- Be at the forefront of technology when she reaches the industry.
- Develop hands-on experience that will be directly applicable to her career.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	++

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Use specialized software in computer labs for her computer systems classes
- #4 Follow student groups related to her field of study on social media

NEW STUDENT

KATE

“There are so many things to learn at Concordia. I don’t know why it doesn’t work like Omnivox with everything in one place. It would be easier.”



BIO

Kate just finished CEGEP and started her BA in Political Science at CU. She is currently trying to figure out how CU works. It is challenging because she is used to Omnivox. Also, she doesn’t know who to reach out to for help. Most of her friends from CEGEP chose other universities. She would like to get involved in a student group and go to events but doesn’t know where to look.*

* Online services platform used by the CEGEP system.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	20
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STUDENT PROFILE	
Program type	Undergraduate
Faculty	Arts & Science
Program	Political Science (BA)
Status	Full-time
Progress	First year

DAILY CHALLENGES & OBJECTIVES

- **Familiarize with new technologies and procedures** – there is a lot to learn.
- **Learn by herself** – there is no formal onboarding process that she is aware of.
- **Rely on veteran students** – they can help her learn the ropes.
- **Select courses** – selecting the right courses and enrolment itself are both difficult. She doesn’t know who can help with selecting courses.
- **Get help** – she doesn’t know who to reach out to for help.

MOTIVATIONS & FUTURE ASPIRATIONS

- Make the most of her experience at CU, academically and socially; choose the right course sequence and participate in interesting events.
- Get used to how CU works, both in terms of digital environment and as an institution.
- Build a new social network.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	++
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	-

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Study and do homework at home or at the library in-between classes
- #4 Try to meet new people and learn about student associations and groups

INDIGENOUS STUDENT

AUDREY

“Navigating at the beginning was very difficult, trying to find the campus site, the platforms and the classes. My schooling wasn’t as advanced as what people do in the city. There was a big gap because I’m also a bit older.”



BIO

Now that her children are almost teenagers, Audrey decided to go back to school and learn more about her people. Her first year was challenging. Concordia is very different from what she was used to in her community. At first, she felt behind other students and has worked hard to adapt. She is now planning to pursue graduate studies at Concordia and is an active member of the Indigenous on-campus community.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	36
First language	Anishnaabe
Citizenship	Canadian
Nation of Origin	Anishnaabe
City of Residence	Montreal

STUDENT PROFILE	
Program type	Undergraduate
Faculty	Arts & Science
Program	First Peoples Studies
Status	Full-time
Progress	Second year

DAILY CHALLENGES & OBJECTIVES

- **Catch up with younger students** – at first, she felt behind everyone else.
- **Learn new technologies and procedures** – there was a lot to learn in a few weeks.
- **Stay close to her community and focus on her courses** – she often has to return home for family and cultural events. When she does, she chooses to work on her assignments remotely. Finding balance and staying motivated is challenging.
- **Finding the appropriate spaces for Indigenous events** – she needs particular spaces and there are no rooms designated for Indigenous events. Spaces are booked months in advance.

MOTIVATIONS & FUTURE ASPIRATIONS

- Maintain strong roots with her community while being successful at Concordia.
- Learn more about First Peoples and their place in the Canadian socio-political context.
- Do research about Indigenous worldviews as a graduate student at Concordia.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	++
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	-

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Study and do homework at home or at the library in-between classes
- #4 Connect with the Aboriginal Student Resource Centre online and offline

ABOUT TO GRADUATE THOMAS

“I had great professors and learned a lot in my courses but some of the technologies we use in class are outdated. This is why I also learn by myself.”



BIO

Thomas is in his last-semester in Civil Engineering. He used to be a full-time student but is now part-time. He only has two courses left that he wasn't able to take last semester. Thomas learned a lot of valuable skills in his program but also trained himself to use other software. He feels additional skills with more recent technologies are required to make it as a civil engineer in the industry.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	26
First language	French
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Laval

STUDENT PROFILE	
Program type	Undergraduate
Faculty	ENCS
Program	Civil Engineering (BEng)
Status	Part-time
Progress	Last semester

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	-
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	++

DAILY CHALLENGES & OBJECTIVES

- **Be up to date with the industry in terms of knowledge and technology** – he is disappointed that technology used in class isn't the norm in the industry anymore. He feels like the technologies he has to use for assignments are outdated.
- **Get career guidance from the community** – he would like career guidance from experienced members of the community but doesn't know who to reach out to.

MOTIVATIONS & FUTURE ASPIRATIONS

- Be equipped to be successful in his career after graduation.
- Ensure that the relationships he built at CU will be maintained after graduation.
- Do assignments that involve industry partners to get relevant experience.

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Use specialized software in computer labs for his civil engineering classes
- #4 Develop additional skills with recent technologies to help with his career

MATURE STUDENT

LAURA

“Sometimes, it is difficult to find a balance between studying and family responsibilities. University is very different than what it used to be 10 years ago.”



BIO

Laura moved to Canada 15 years ago with her husband to raise her family. It's been 10 years since she last studied business in university. She wants to get her MBA to do business consulting. It can be challenging to balance catching up with technology with her family responsibilities. Even if time is a constraint, Laura makes time to participate in activities organized by the John Molson Graduates Investment Club (JMGIC).

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	45
First language	Spanish
Citizenship	Permanent Resident
Country of Origin	Spain
City of Residence	Montreal

DAILY CHALLENGES & OBJECTIVES

- **Get familiar with new technologies** – higher education has changed a great deal since she left university. There are many technologies she is unfamiliar with that are now required.
- **Catch up with basic technology** – she has a lot of catching up to do with tools like Word and Excel. She is either unaware of resources that could help or can't attend workshops in person because of personal life constraints (children, etc.).
- **Collaborate with other students in team projects** – they use different technologies for communication. Overall, it can also be difficult to relate to younger students.

MOTIVATIONS & FUTURE ASPIRATIONS

- Successfully redirect her career.
- Fill the gap in digital skills.
- Make the best of her experience at CU without neglecting existing responsibilities.

STUDENT PROFILE	
Program type	Graduate
Faculty	JMSB
Program	MBA
Status	Full-time
Progress	Half-way

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+++
Millennium	-
CU official social media	+
Other CU social media	++

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Access journal articles through the library online resources
- #4 Follow JMGIC on social media

STUDENT WITH A DISABILITY

JOSH

“Some days, I just can’t be in a class filled with people, I prefer to study at home. Live feed to lectures would help me keep up with my courses.”



BIO

Josh studies Biology at CU. He suffers from a social anxiety disorder which sometimes makes it difficult for him to attend classes physically. He appreciates being able to access notes and course material online to learn by himself quietly at home. Despite his disability, Josh likes to participate in activities and events. He follows Concordia Student Union (CSU) on social media to know what is going on.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	24
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Longueuil

STUDENT PROFILE	
Program type	Undergraduate
Faculty	Arts & Science
Program	Biology (BSc)
Status	Full-time
Progress	Middle years

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	++

DAILY CHALLENGES & OBJECTIVES

- **Study and go to class** – he feels like he is well served by the existing resources.
- **Keep up with classes when he can’t attend** – online learning and mobility are especially important for him. It allows him to keep up with the class even when he is not able to attend physically. Also, it allows him to learn at his own pace.
- **In-person interaction for specific advice and support** – he needs in-person support and advice. Email and phone communication are not sufficient.

MOTIVATIONS & FUTURE ASPIRATIONS

- Work in collaboration with CU to find ways to make the most of his time at CU without being limited by his disability.
- Otherwise, Josh has similar future aspirations to other students: create meaningful relationships, become a better learner and be successful in his future career.

EVERYDAY TASKS

- #1 Go to class when possible
- #2 Access course material and assignments on Moodle
- #3 Learn by himself at home when he can’t attend classes physically
- #4 Follow CSU on social media

UNDERGRAD STUDENT ZHANG

“Managing team projects is a challenge. I had seven going on at the same time last semester. We usually set up a Facebook group for each project.”



BIO

Zhang grew up in Canada and started studying Film Production at CU after CEGEP. He often has several team projects going on simultaneously. He mainly uses Facebook to communicate with other students and keep up with team assignments. After a few semesters at CU, he still struggles to find information in the digital environment. However, he got used to digital tools like Moodle and MyConcordia.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	22
First language	Mandarin
Citizenship	Canadian
Country of Origin	China
City of Residence	Montreal

DAILY CHALLENGES & OBJECTIVES

- **Team assignments** – he has many team assignments. Communication usually goes smoothly. Problems occur when one team member doesn’t use the team’s preferred communication technology, although they usually manage to find common ground.
- **Finding information in the digital environment** – finding information is always difficult. Otherwise, he is confident in his digital skills and ability to keep up as technology evolves. As for CU-specific technologies like MyConcordia, there was a steep learning curve because he couldn’t rely on past experiences but it got better.
- **Get help with information search** – he likes to be independent in his information search but wants to be able to reach out in person for more complex issues.

MOTIVATIONS & FUTURE ASPIRATIONS

- Find and fuel his passion, regardless of his chosen faculty, by being exposed to many fields of study. Then, plan what he will do after his degree.
- Create meaningful relationships within CU.

STUDENT PROFILE	
Program type	Undergraduate
Faculty	Fine Arts
Program	Film Production (BFA)
Status	Full-time
Progress	Middle years

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	++
Moodle	+++
Cspace	-
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	+

EVERYDAY TASKS

- #1 Go to class
- #2 Access course material and assignments on Moodle
- #3 Communicate with other students for team projects, mainly through Facebook
- #4 Study at home, at the library or work on team projects in meeting rooms

GRAD STUDENT

JENNIFER

“I would like to collaborate with people who share my research interests but I don’t know how to find them.”



BIO

Jennifer is currently doing a PhD in Art History at CU. Her main focus is research for her thesis. She uses the library’s online tools almost everyday and often requests books from other libraries. She hopes to collaborate with faculty members and researchers with similar research interests in the future. They can be hard to find and reach. Jennifer is also a teaching assistant and often meets with undergraduate students.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	32
First language	French
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STUDENT PROFILE	
Program type	Graduate
Faculty	Fine Arts
Program	Art History (PhD)
Status	Part-time
Progress	Middle years

DAILY CHALLENGES & OBJECTIVES

- **Use the library’s online resources** – she uses them extensively. She is generally satisfied with the offering and appreciates being able to access them from anywhere.
- **Find people based on her research interests** – she doesn’t know what her colleagues are working on. She would like to know who share her research interests.
- **Collaborate with faculty or researchers** – it can be challenging to closely collaborate and coordinate with the faculty members or researchers she works with.

MOTIVATIONS & FUTURE ASPIRATIONS

- Collaborate with high-level faculty and researchers.
- Access state-of-the-art resources.
- Be supported in her field of interest, which intersects with different fields.
- Become an expert and build a professional network in her chosen field.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	++
Moodle	++
Cspace	-
Library resources	+++
Millennium	-
CU official social media	+
Other CU social media	+

EVERYDAY TASKS

- #1 Use the library resources for her research (online and offline)
- #2 Communicate with faculty and researchers through email
- #3 Go to class and access course material online
- #4 Work as a teaching assistant



PERSONAS
2. STAFF

IN AN ADMINISTRATIVE ROLE

SUSAN

"I am always moving from one system to another or filling forms. I feel like my time could be used more efficiently if we improved processes."



BIO

Susan has been working at CU for 18 years. She manages more than 30 people. On a day-to-day basis, she has to answer a lot of emails, plan several meetings, and review budgets. She thinks her time could be used more efficiently if administrative processes were simpler and quicker. She often has to fill out long paper forms, and wait a few weeks to get a response from another department.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	53
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STAFF PROFILE	
Group	Administrative
Position type	Manager
Status	Full-time
Years at Concordia	18 years

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	-
Cspace	+
Library resources	-
Millennium	++
CU official social media	-
Other CU social media	-

DAILY CHALLENGES & OBJECTIVES

- **Time management** – it feels like many mundane tasks are time consuming. A large portion of her time is spent doing non-value added tasks, which is demotivating.
- **Use multiple systems everyday** – she has to move from one system to another multiple times in a day. She has gotten familiar with the systems but definitely envisions ways to improve processes.
- **Access information** – the information she needs is spread across multiple systems.
- **Deal with technologies at CU** – they don't seem built to facilitate her common tasks.
- **Use workarounds** – she came up with a few workarounds through the years to deal with ineffective processes.

MOTIVATIONS & FUTURE ASPIRATIONS

- Spend her time on efficient tasks.
- Play an active role in the evolution of CU.
- Share her experience across CU and feel that her expertise is valued.

EVERYDAY TASKS

- #1 Manage her team
- #2 Answer emails
- #3 Meetings with people from different departments and faculties
- #4 Review budgets

IN A COMMUNICATION ROLE

ALEX

"I am caught between demand and processes. More flexibility and resources would make communication easier and more efficient."



BIO

Alex regularly creates content to communicate with students, staff, faculty and the public using Concordia.ca and social media. Sometimes, he struggles with deadlines when he has to wait for approval. He thinks this whole process should be faster and more flexible. Even if Alex works with CU's official social media, he follows other CU-related accounts to make sure he knows what is going on.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	34
First language	French
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STAFF PROFILE	
Group	Administrative
Position type	Professional
Status	Full-time
Years at Concordia	5 years

DAILY CHALLENGES & OBJECTIVES

- **Communication** – he has a hard time effectively communicating with the community at large. When he does, he has little data to know if it was effective or not.
- **Leverage influencers at CU** – it is difficult to reach and engage these influencers.
- **Lack of human resources** – he does a job that would require more than one employee. Time and expertise are lacking for it to be done optimally.
- **Lack of flexibility** – the website architecture is rigid and not adapted to his needs.
- **Relying on central services** – this creates bottlenecks and increases delay.

MOTIVATIONS & FUTURE ASPIRATIONS

- Contribute in making CU a leader in higher education.
- Create a meaningful and bidirectional relationship between his department and CU.
- Successfully engage with the community on different platforms.
- Be independent in his work and be able to rely on specific expertise when needed.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+++
MyConcordia	+
Moodle	-
Cspace	+
Library resources	-
Millennium	-
CU official social media	+++
Other CU social media	++

EVERYDAY TASKS

- #1 Communicate with students, staff and faculty on different platforms
- #2 Promote CU to the public
- #3 Create content for the website and social media accounts
- #4 Submit communication material for approval and respect deadlines

IN A SUPPORT ROLE

OLIVER

“Everyone has different needs and digital skills. Right now, the digital environment is too rigid to adapt to those varying needs and skills.”



BIO

Oliver works for IITS* at CU. On a daily basis, he answers support requests from the community. His biggest challenge is dealing with the community’s varying needs and digital skills. The current digital environment is very rigid and doesn’t allow for much customization. In the future, he hopes to have sufficient resources to create a more flexible digital environment.

SOCIODEMOGRAPHIC PROFILE

Gender	Male
Age	43
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Saint-Lambert

STAFF PROFILE

Group	Administrative
Position type	Professional
Status	Full-time
Years at Concordia	10 years

USE OF THE DIGITAL ECOSYSTEM

Concordia.ca	+++
MyConcordia	+++
Moodle	+++
Cspace	+++
Library resources	+++
Millennium	+++
CU official social media	+
Other CU social media	-

DAILY CHALLENGES & OBJECTIVES

- **Awareness** – members of the community are unaware of the resources they have to help them with the digital environment outside of direct technical support.
- **Lack of flexibility** – it can be difficult to fulfill specific needs. Most technologies are not built to be modified. Customization is often impossible or very resource intensive.
- **Lack of staff** – there is not enough staff to answer all support requests quickly.
- **Varying needs and skills** – it is challenging to deal with members of the community who have widely different needs and digital skills. It’s hard to satisfy everyone.

MOTIVATIONS & FUTURE ASPIRATIONS

- Have the human and financial resources to answer the community’s needs.
- Work with a digital environment that is more flexible.
- Rely on a clear digital strategy from CU to help focus his energy and time.

EVERYDAY TASKS

- #1 Answer support requests
- #2 Assist students, staff and faculty with the entire digital ecosystem
- #3 Handle technical issues and bugs when necessary
- #4 Work on the digital ecosystem (software development, etc.)

* Instructional and Information Technology Services

NEW EMPLOYEE

SOFIA

“I didn’t get a formal training when I started at Concordia so I am still figuring things out. My colleagues have been very helpful.”



BIO

Sofia just started as a part-time support staff member at CU. Her main role is to help students with their academic experience. She answers their questions by email, by phone or in person. She uses Concordia.ca to help answer most questions. She is still lost in CU’s digital environment. She only had minimal training on her first work day but her colleagues have been very helpful with everything.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	27
First language	Russian
Citizenship	Canadian
Country of Origin	Ukraine
City of Residence	Montreal

STAFF PROFILE	
Group	Academic
Position type	Support/Technical
Status	Part-time
Years at Concordia	3 months

DAILY CHALLENGES & OBJECTIVES

- **Familiarize herself with CU’s digital environment** – she is unfamiliar with it.
- **Learn how things work by herself** – she has had little onboarding. She has to find out how things work by herself or rely on veteran colleagues to show her.
- **Contact the right people** – she doesn’t know who does what at CU yet. Once again, she has to rely on veteran colleagues to tell her who to contact.

MOTIVATIONS & FUTURE ASPIRATIONS

- Find her place among staff members and make a difference in the community.
- Collaborate with staff from all over Concordia.
- Quickly become efficient in her new role.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+++
MyConcordia	+
Moodle	-
Cspace	+
Library resources	+
Millennium	-
CU official social media	+
Other CU social media	-

EVERYDAY TASKS

- #1 Available to answer questions about programs, scholarships, etc.
- #2 Answer phone calls and emails
- #3 Meet with students in person
- #4 Use of Concordia.ca to find the information students ask her for

LONG-TIME EMPLOYEE

ROBERT

“Concordia should leverage community feedback to make existing technologies more efficient.”



BIO

Robert spent his whole career at CU. He now manages a team of 40 people to promote research. Even as an experienced staff member, he still learns valuable information somewhat randomly. He has built a large informal network to keep up with everything. He knows how to work around inefficiencies, but hopes CU will consider the feedback of the community to improve things. A lot of valuable expertise could be shared.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	62
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Westmount

STAFF PROFILE	
Group	Research
Position type	Manager
Status	Full-time
Years at Concordia	38 years

DAILY CHALLENGES & OBJECTIVES

- **Work around the inefficiencies** – he has a good knowledge of the digital environment and its limitations but still learns about valuable information randomly. He has found workarounds to deal with some of the inefficiencies through the years.
- **Create a network within CU** – he has built a large informal network.
- **Deal with technologies at CU** – he feels that CU is prioritizing new technologies rather than making the most out of existing technologies and fixing problems.

MOTIVATIONS & FUTURE ASPIRATIONS

- More leveraging of the community’s feedback. He knows CU is collecting feedback from the community, but he wants to feel it has a real impact.
- Share his experience and expertise across CU.
- Spend his time on meaningful tasks.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+++
MyConcordia	+
Moodle	-
Cspace	+
Library resources	++
Millennium	++
CU official social media	+
Other CU social media	-

EVERYDAY TASKS

- #1 Manage a team of 40 people
- #2 Promote research internally across faculties and externally at CU
- #3 Make sure information on research projects is available
- #4 Support researchers, graduate students and industry partners

IN A LARGE TEAM / CROSS-TEAM PROJECTS

CHLOE

“Communication is a challenge. Nobody uses the same tools.”



BIO

Chloe works as an accountant in a large department. On a day-to-day basis, she often has to communicate with people from different departments. It can be challenging. Each department uses different tools and not everyone answers their emails. After talking to some colleagues, Chloe thinks a dedicated collaboration tool like Slack could be useful across all departments.

SOCIODEMOGRAPHIC PROFILE

Gender	Female
Age	39
First language	French
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

STAFF PROFILE

Group	Administrative
Position type	Professional
Status	Full-time
Years at Concordia	4 years

USE OF THE DIGITAL ECOSYSTEM

Concordia.ca	-
MyConcordia	+
Moodle	-
Cspace	+
Library resources	-
Millennium	+++
CU official social media	+
Other CU social media	-

DAILY CHALLENGES & OBJECTIVES

- **Collaboration** – it is a challenge because of compatibility issues. Different departments use different technologies. It’s hard to have everyone move to a common platform.
- **Lack of flexibility** – flexibility is limited within a large department. Everyone has to use the same technologies, which are not necessarily adapted to each person’s role.

MOTIVATIONS & FUTURE ASPIRATIONS

- Have an impact within her large department.
- Collaborate in a more efficient and meaningful way.
- Get involved and have her say in large and important projects at CU.

EVERYDAY TASKS

- #1 Deal with budgets
- #2 Communicate with people from her large department
- #3 Communicate with people from other departments
- #4 Adapt her communication strategy to the people she needs to reach out to

IN A SMALL TEAM / DEPARTMENT

LOGAN

"I have a small team. We have emails and a shared calendar but in-person communication is usually easier."



BIO

Logan is a technical staff member in a small department at CU. He works with Moodle to develop course material. He works with a small team of 6 people. They usually communicate in person and use a shared calendar. Logan thinks new digital tools could be useful for his work and to let the community know what his team does. However, he wants to avoid rigid integrated systems.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	31
First language	English
Citizenship	Permanent Resident
Country of Origin	United States
City of Residence	Montreal

STAFF PROFILE	
Group	Academic
Position type	Support/Technical
Status	Full-time
Years at Concordia	2 years

DAILY CHALLENGES & OBJECTIVES

- **Communicate and collaborate** – he mostly communicates with his team in person and uses a shared calendar specific to his team. He feels that it works better than the official technologies used across CU. Because he works with a small team, it is easy and convenient to meet in person rather than communicate by phone or email.
- **Be flexible** – an agile team must be flexible with technology.
- **Use CU's administrative systems** – he gets frustrated when using CU's administrative systems. User-experience is subpar compared to other technologies he uses.

MOTIVATIONS & FUTURE ASPIRATIONS

- Continue to enjoy the flexibility he has with his team, but with additional resources.
- Raise awareness of his department across Concordia; what they do and why.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	-
MyConcordia	+
Moodle	+++
Cspace	+
Library resources	-
Millennium	-
CU official social media	-
Other CU social media	-

EVERYDAY TASKS

- #1 Administrative work with Moodle
- #2 Prepare course material
- #3 Create educational material
- #4 Help organize content on Moodle



PERSONAS
3. FACULTY

FULL-TIME FACULTY

GREGG

“I spend a lot of time looking for money. It is very time consuming because I have to fill financial reports and search for relevant information.”



BIO

Gregg tries to split his time equally between research, teaching and administrative tasks. In practice, he ends up dedicating most of his time to research during the summer. Teaching and administrative tasks keep him busy during the fall and winter semesters. He spends a lot of time filling reports and trying to get information from tools like Millennium. Administrative tasks should be streamlined and CU should give him more freedom.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	48
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Brossard

FACULTY PROFILE	
Status	Full-time
Faculty	JMSB
Years at Concordia	10 years
% Research	33%
% Teaching	33%
% Admin	33%

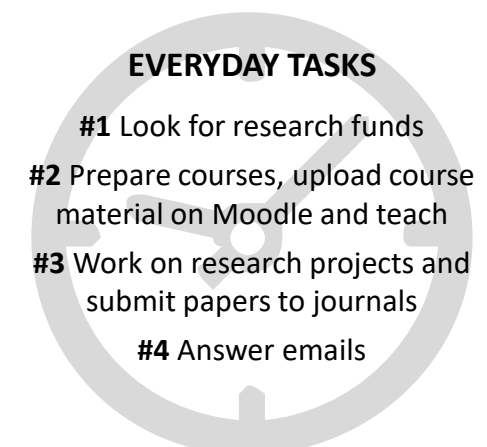
USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	+++
Cspace	+
Library resources	+++
Millennium	+++
CU social media	+
Other social media	-

DAILY CHALLENGES & OBJECTIVES

- **Time-consuming tasks** – his main frustration is that a lot of his time is spent on non-value added tasks. Those tasks could be streamlined considerably.
- **Structure** – he feels restricted by CU’s structure. He wants more freedom.
- **Increasing number of students per class** – it negatively affects the learning experience.
- **Get approvals to purchase technologies** – he has very specific technological needs for his research. He doesn’t like to require approval to purchase certain technologies.
- **Lack of collaboration** – he would like more collaboration across faculties.

MOTIVATIONS & FUTURE ASPIRATIONS

- Reduce time allocated to administrative tasks to focus on teaching and research.
- Have more freedom from structure and institutional constraints.
- Have the resources to conduct state-of-the-art research.
- Collaborate with experts, both staff and faculty, across CU and beyond.



PART-TIME FACULTY

SONIA

“I often have to teach new courses on short notice. I learn a lot but it is always difficult to have everything ready in time. I have to start from scratch.”



BIO

Sonia thinks of time management as her biggest challenge at CU. She works in the industry and teaches at the same time. As a part-time faculty member, she often has to teach new courses on short notice. She learns a lot from that process, but getting everything ready in time is always difficult. She feels more interaction between faculty and researchers, including part-time faculty, would benefit everyone. They could share their experience and expertise.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	51
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

FACULTY PROFILE	
Status	Part-time
Faculty	Arts & Science
Years at Concordia	15 years
% Research	-
% Teaching	100%
% Admin	-

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	++
Cspace	+
Library resources	+++
Millennium	-
CU social media	-
Other social media	-

DAILY CHALLENGES & OBJECTIVES

- **Mobility** – she is assigned to a cramped office. As such, she mostly works remotely.
- **Collaboration** – she feels separated from the rest of the CU community. She would like more interaction with other faculty members and researchers in related fields. At the very least, she would like to know who these faculty members are.
- **Time management** – she is very limited by time, especially when she is assigned a new course, which requires a lot of work to get up and running.
- **Stay up to date** – there is a lack of time and awareness of available resources.

MOTIVATIONS & FUTURE ASPIRATIONS

- Be more involved in the CU community and decision-making.
- Have access to more resources to be able offer an innovative learning experience to students while managing time and resource constraints.
- Share her concrete experience in the industry with students.

EVERYDAY TASKS

- #1 Prepare courses, upload course material on Moodle and teach
- #2 Answer emails
- #3 Meet students in person to answer questions during office hours
- #4 Get familiar with new courses

LIBRARIAN JACOB



BIO

Jacob is constantly in touch with students though email but also online chat, social media and in person. His main goal is to stay current and on track to offer students a meaningful experience with the library using innovative tools. He is also in charge of buying resources. He would like to know more about what faculty members are working on to make sure that the right resources are available.

"I am constantly in touch with students. I always try to find innovative ways to connect with them. They like using online chat and social media to ask questions."

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	39
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

FACULTY PROFILE	
Status	Full-time
Faculty	Library
Years at Concordia	8 years
% Research	80% (library work)
% Teaching	10%
% Admin	10%

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	++
MyConcordia	+
Moodle	-
Cspace	+
Library resources	+++
Millennium	-
CU social media	+++
Other social media	-

DAILY CHALLENGES & OBJECTIVES

- **Structure** – rigid technological structure can be a challenge.
- **Communicate with faculty** – outreach to faculty members and getting their feedback is difficult. That outreach is essential to make sure the right resources are available.
- **Communicate with students** – reaching out to students through the traditional email method is inefficient. He must explore other ways.

MOTIVATIONS & FUTURE ASPIRATIONS

- Offer the best and most adapted resources to faculty and students.
- Find innovative ways to help faculty and students achieve their goals.
- Leverage online learning to help students learn on their own.
- Contribute to making the library a central part of the CU experience.

EVERYDAY TASKS

- #1 Answer questions from students through email, online chat, social media and at the "Ask us" desk
- #2 Buy resources for the library
- #3 Give presentations in some courses about the library resources
- #4 Work on research projects

NEW FACULTY MEMBER

VANESSA

“Time is a big challenge. I have to learn everything and I don’t want to turn down any research or teaching opportunity.”



BIO

Vanessa used to be part-time faculty in France. She recently moved to Montreal and joined CU as full-time faculty. As a new faculty member, she needs to put in a lot of time to get used to her new environment. She mainly focuses on research. Because she is an assistant professor, she feels pressure to publish and build her CV. Time is a big challenge. At this point in her career, she can’t turn down research or teaching opportunities.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	42
First language	French
Citizenship	Work permit
Country of Origin	France
City of Residence	Montreal

FACULTY PROFILE	
Status	Full-time
Faculty	JMSB
Years at Concordia	1 year
% Research	60%
% Teaching	30%
% Admin	10%

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	++
Cspace	+
Library resources	+++
Millennium	+++
CU social media	+
Other social media	-

DAILY CHALLENGES & OBJECTIVES

- **Learn by herself or rely on colleagues** – there is not much guidance. She must also get used to a new environment that is very different from her previous university.
- **Lack of time** – a lot of time is lost in the learning curve of the new environment.
- **Performance** – there is pressure to perform because she has to build her career. She needs to be published and build a strong CV to maintain her position.

MOTIVATIONS & FUTURE ASPIRATIONS

- Lay out a plan to successfully achieve tenure.
- Create a place for her in the faculty community.
- Build collaborative relationships with other faculty members and researchers.
- Get used to a new environment.

EVERYDAY TASKS

- #1 Look for research funds
- #2 Work on research projects and submit papers to journals
- #3 Prepare courses, upload course material on Moodle and teach
- #4 Answer emails

IN A TECH-BASED PROGRAM

MICHAEL

“I don’t use Moodle. It’s too rigid. I created my own website to share course material and communicate with my students.”



BIO

Michael used his programming skills to develop his own website to distribute course material and communicate with students. He prefers using his own website rather than Moodle, which he finds unintuitive. He communicates by email when he has to but prefers to use tools like Slack and GitHub, which make collaboration easier. To help with research, Michael would like to receive more support with specialized technologies.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	51
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Saint-Constant

FACULTY PROFILE	
Status	Full-time
Faculty	ENCS
Years at Concordia	26 years
% Research	40%
% Teaching	40%
% Admin	20%

DAILY CHALLENGES & OBJECTIVES

- **Build his own digital tools** – because he has a very high level of digital literacy and programming skills, he built his own website to share course material with students. He likes that it is much more flexible than the official digital environment.
- **Find support** – it is difficult to find support adapted to his specific needs.
- **Lack of flexibility** – he has specific technological needs. The current structure lacks flexibility and sometimes fails to provide technology that meets his needs.

MOTIVATIONS & FUTURE ASPIRATIONS

- Offer a great learning experience to students while dealing with digital limitations.
- Achieve a degree of freedom to teach and research using his favored technology.
- Ensure that his teaching and department evolve as fast as technology does.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	-
Cspace	+
Library resources	+++
Millennium	++
CU social media	-
Other social media	-

EVERYDAY TASKS

- #1 Prepare courses, upload course material on his website and teach
- #2 Work on research projects and submit papers to journals
- #3 Communicate with graduate students and faculty with Slack and GitHub
- #4 Answer emails

INDIGENOUS FACULTY MEMBER

SEAN

“Technology has to make my life easier and not create more work. I want to be a teacher not a technician.”



BIO

Sean has been teaching at Concordia for several years. Being Indigenous inspires him daily on how to share knowledge. He always makes sure to stay connected with the Indigenous community at Concordia. Sean is comfortable with technology and often teaches online courses, but feels some digital tools should be managed by a technician. This would allow him to spend more time preparing courses, doing research and meeting students.

SOCIODEMOGRAPHIC PROFILE	
Gender	Male
Age	54
First language	English
Citizenship	Canadian
Nation of Origin	Mi'kmaq
City of Residence	Montreal

FACULTY PROFILE	
Status	Full-time
Faculty	Arts & Science
Years at Concordia	7 years
% Research	50%
% Teaching	25%
% Admin	25%

DAILY CHALLENGES & OBJECTIVES

- **Focus on research and teaching** – having to learn and use new technologies leave him with less time for research and teaching. Technology should be a facilitator.
- **Book the right classrooms** – Sean prefers to teach in a circle and at ground level. He feels this approach makes his classes more interactive. New collaborative spaces are great for teaching, but there is no user-friendly booking system to get those spaces.
- **Collaborate with Indigenous suppliers and guest speakers** – long administrative processes make it hard to ensure external collaborators are treated with respect.

MOTIVATIONS & FUTURE ASPIRATIONS

- Make the most of his time as a faculty member by focusing on research and teaching.
- In general, use technology as a facilitator to be more efficient, but also facilitate learning for all students by leveraging mobility (especially Indigenous students).
- Explore new course formats (100% online, 75% online, 50/50, etc.)

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	++
Cspace	+
Library resources	+++
Millennium	++
CU social media	-
Other social media	+

EVERYDAY TASKS

- #1 Prepare courses, upload course material on Moodle and teach
- #2 Work on research projects and submit papers to journals
- #3 Involvement with the Indigenous community at Concordia
- #4 Answer emails

FROM AN ART-FOCUSED PROGRAM

GRACE

“I wish Concordia would help me get more exposure to promote art across the university.”



BIO

Grace is a visual artist. She wants to share her passion with students and inspire them. She always thinks of new ways to promote and display art across CU. Promoting events is challenging for her. She doesn't always know who to reach out to, and how to reach out. She thinks CU could help her get more exposure, both online and offline. She also works on several art projects on her own and showcases them through exhibitions.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	36
First language	English
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

FACULTY PROFILE	
Status	Full-time
Faculty	Fine Arts
Years at Concordia	3 years
% Research	33% (art projects)
% Teaching	33%
% Admin	33%

DAILY CHALLENGES & OBJECTIVES

- **Storing art in digital format** – storing art in digital format is an important challenge. She has to rely on specialized software tailored to that purpose.
- **Showcase art** – showcasing art across the CU community is a challenge.
- **Organize events** – organizing events can be difficult, unless you already know who to reach out to. It is difficult to make sure the community is aware of events.

MOTIVATIONS & FUTURE ASPIRATIONS

- Find innovative ways to integrate art in the curriculum across faculties.
- Archive, distribute and display art in a digital format that adequately showcases it.
- Meaningfully engage with the community across all faculties.

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	+
MyConcordia	+
Moodle	+++
Cspace	+
Library resources	+
Millennium	++
CU social media	++
Other social media	-

EVERYDAY TASKS

- #1 Prepare courses, upload course material on Moodle and teach
- #2 Work on art projects and participate in various exhibitions
- #3 Develop initiatives to promote and display art across CU
- #4 Answer emails

TECHNOLOGY SKEPTIC

CLAIRE

“Technology is a distraction for students. This is why I ban digital devices in class. I believe discussion and debates provide the best learning experience.”



BIO

Claire likes to teach with minimal technology. She sees technology as an obstacle to discussion and debates which are crucial in her courses. All digital devices are forbidden in her class to prevent distraction. She believes putting course material online will lower class attendance. She also thinks the high number of students in classrooms negatively affects the learning experience.

SOCIODEMOGRAPHIC PROFILE	
Gender	Female
Age	53
First language	French
Citizenship	Canadian
Country of Origin	Canada
City of Residence	Montreal

FACULTY PROFILE	
Status	Part-time
Faculty	Arts & Science
Years at Concordia	22 years
% Research	-
% Teaching	100%
% Admin	-

USE OF THE DIGITAL ECOSYSTEM	
Concordia.ca	-
MyConcordia	+
Moodle	-
Cspace	+
Library resources	+++
Millennium	-
CU social media	-
Other social media	-

DAILY CHALLENGES & OBJECTIVES

- **Prevent distraction in class** – she feels that technology is a distraction for students. It’s harmful to the learning experience. As such, she bans devices in class.
- **Minimize technology use** – she minimizes her use of technology in her personal and professional life. She has had bad experiences with faulty technology in classrooms.
- **Work with CU digital environment** – she isn’t familiar with CU’s digital environment and isn’t particularly interested in learning more than what is absolutely necessary. It is not useful to her. She feels like some technologies are forced on faculty members.
- **Too many students per class** – it affects the learning experience negatively.

MOTIVATIONS & FUTURE ASPIRATIONS

- Figure a way in which teaching and collaboration doesn’t rely on technology so much.
- Create a meaningful learning experience for students in a world full of distractions.
- Encourage being in class physically. Nothing replaces in-person interactions.

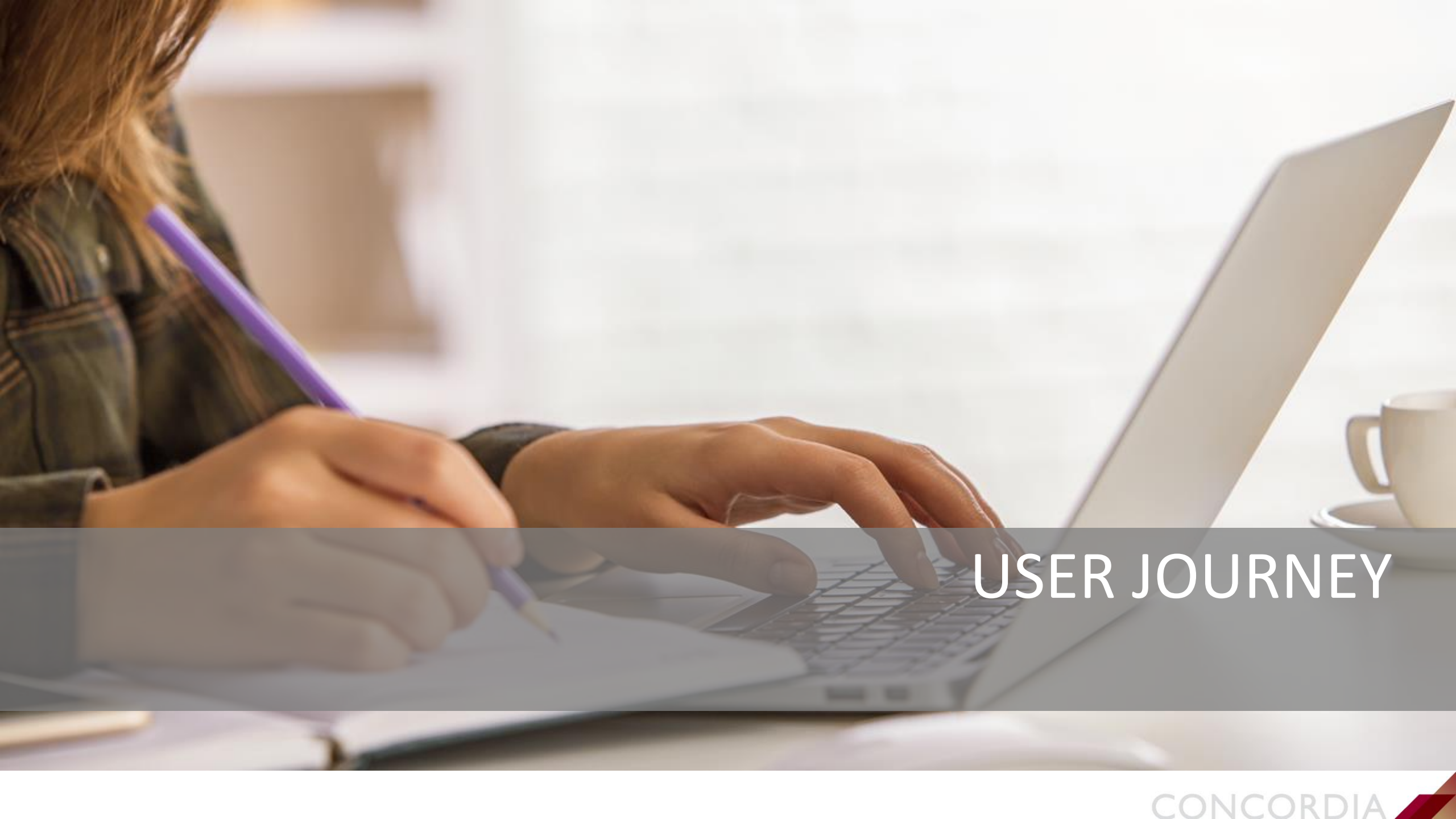
EVERYDAY TASKS

- #1 Prepare courses and teach
- #2 Answer emails
- #3 Meet students in person to answer questions during office hours
- #4 Get familiar with new courses



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USER JOURNEY