

(123) BUSINESS CASE: SEATTLE DOMESTIC UNDERGRADUATE ADMISSIONS MODERNIZATION

PROJECT SUMMARY

The Seattle Domestic Undergraduate Admission Modernization (SDUAM) project will result in conversion of the paper-intensive undergraduate admissions holistic review process to an online process supported by reviewer forms, electronic workflow, and reporting dashboards in Ellucian Recruiter, and integration to the Enterprise Document Management System (EDMS).

KEY OBJECTIVES AND BENEFITS

The main deliverable of this project will be an undergraduate admission process that is paperless and more efficient, providing the Seattle Office of Undergraduate Admissions (OUA) the capacity to process an ever-increasing number of domestic applications. It also will allow the UW to adapt and modify admissions processes as necessary to attract and admit high-achieving students. While the scope of this project is yet to be finalized, likely objectives include:

- **Improve review efficiency:** Configure online views of the undergraduate admissions application
- **Eliminate paper shuffling:** Configure electronic workflows to facilitate holistic review of domestic freshman and transfer applications
- **Improve data management:** Re-engineer integration with student database (SDB) to provide for real-time data update as necessary to support efficient operations
- **Improve management analysis:** Develop admissions dashboards to support management visibility into processing
- **Eliminate paper:** Integrate to the Enterprise Document Management System (EDMS) to access electronic transcripts (Note: There is a contingency plan if the EDMS timeline does not synch up to this effort)

This project will deliver a paperless, efficient admissions processing for domestic Freshman and Transfer applicants, resulting in greater flexibility for admissions to adapt the admissions process to the UW's changing needs in a competitive environment for attracting high-achieving students.

TIMELINE ESTIMATE

Estimate of Project Duration (#of Months):	8	Start date (Month, Year):	May 2014
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BUDGET ESTIMATE – complete the yellow boxes (double-click)

	Implementation		Ongoing (Annual)	
Contributed Labor (# of Hours @ \$107):	3,500	\$ 374,500	800	\$ 85,600
New Labor (# of FTE @ \$135,000/yr):		\$ -		\$ -
HW/SW/Other non-Labor Expenses:		\$ -		\$ -
Total:		\$ 374,500	Total:	\$ 85,600

FUNDING

How will this project be funded? (check all that apply) Existing UW-IT Budget Provost Self-sustaining, grant, other

Are the funds for this project already committed?

Implementation: Yes No Partially, explain: The Office of Planning and Budgeting has already provided funding for the analysis phase of the effort. Additional funding is needed for implementation.

Ongoing (annual): Yes No Partially, explain: Ongoing support will be provided by Student Program staff and staff within UW Seattle Undergraduate Admissions.

PROJECT DEPENDENCIES

This project is dependent on successfully completing the analysis/scoping effort that is already underway. Additionally, it may be dependent on the EDMS pilot with UW Seattle Undergraduate Admissions (already scheduled); this dependency will be confirmed during the analysis effort that is currently underway.

PRIORITIZATION CRITERIA

1. Strategic Value

1. Does this project improve the University's academic or research excellence?

Yes. This project will ensure that the OUA can continue to meet enrollment management goals of the University. Specifically, it will help OUA attract, admit and enroll the right mix of students, balancing academic achievement with other student experiences.

2. Does it improve the UW's competitiveness by helping to attract the best students, faculty, and staff or by increasing and diversifying funding?

Yes. Attracting, admitting, and enrolling high-achieving students is among the enrollment management goals that OUA must achieve. Given the volume of applications, the paper-intensive review process no longer allows OUA to adapt the process as necessary to meet the UW's changing needs. As an example, the majority of institutions with which we compete for students extend early admission offers, which are proven to improve conversion of admit to enroll (yield). The UW has been unable to do so because of the inefficiencies of the application review process.

3. Does it enhance interdisciplinary collaboration in research, instruction, or other University efforts across organizational, regional, or global boundaries? No.

2. Impact

4. Does this project improve the personal productivity or experience of students, faculty, or staff (i.e. individual end user of system or service)?

Yes. It improves the personal productivity of staff working in OUA.

5. Does it benefit a large number of UW students, faculty, or staff?

Yes. This project indirectly benefits faculty and staff by ensuring the admissions pipeline remains efficient and flexible to accommodate the needs of the UW by admitting the student population, which is a critical aspect of achieving the UW's mission. Additionally, it improves service to applicants by making it easier to answer questions that arise during the admissions processing period.

6. Does it improve administrative efficiency or reduce overall administrative costs for the University (and not by shifting costs to units)?

Yes. The inflexibility of the current paper review process has forced the OUA to adopt Spartan-like efficiencies that get the job done with a modest-sized staff. With application modernization, the OUA will save funds associated with printing and collating files, and be able to redeploy staff time to pursue more strategic activities. Additional process improvements enabled by technology may reduce costs even further. Most importantly, the University would see a much greater return on investment if we leveraged gains in efficiency to review applications earlier and in a more student-friendly manner.

3. Risk

7. Does this project help sustain and strengthen core IT operations, mitigate operational risk, or ensure key services are resilient?

Yes. This project supports business continuity within the OUA by supporting an anytime/anywhere holistic review process. With the current paper process, snow events that close the UW or prevent staff from getting to the office can delay the review of applications by precious days. A serious earthquake or fire that damaged application files or prevented staff from entering the OUA could delay decisions by critical weeks or months.

8. Does this project address compliance, financial, or information security and privacy risk?

Yes. The financial model for revenue generation through tuition requires that a certain percentage of the UW's student population come from the domestic non-residence and international applicant populations, both of which have many viable options within U.S. higher education. An inability to attract, admit, and enroll high-quality students from these populations poses a financial risk to the institution.

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DATE: 1.27.14

APPROVED BY (Division Head): Philip J. Reid

DATE: 1.27.14

Proposal not to exceed two pages to this point (Summary through Importance Criteria)