

(10) PROPOSAL: UNDERGRADUATE ADMISSIONS MODERNIZATION

PROJECT DESCRIPTION

The Undergraduate Admissions Modernization (UAM) project will convert the paper-intensive admissions holistic review process to an online process supported by reviewer forms, electronic workflow, and reporting dashboards in Ellucian Recruiter, and integration to the Electronic Document Management System (EDMS). The result of the UAM project will be a paperless, more efficient process that will enable Undergraduate Admissions to continue processing the ever increasing number of undergraduate applications and adapt admissions processes as necessary to attract and admit high achieving students.

In 2013, the UW Seattle campus received over 38,000 freshman and transfer applications, an increase of 4,000 from 2012. Although students submit their applications online, the Office of Undergraduate Admissions (OUA) currently has no system to process and review applications electronically. Therefore, all applications and materials must be printed to support a paper-intensive review process. The UW is one of an ever-shrinking minority of universities that still lacks an electronic system for reviewing applications. Indeed, the UW may be the only public flagship university to lack such a system.

While the scope of this project is yet to be finalized, likely objectives include:

- Configure online views of the undergraduate admissions application.
- Configure electronic workflows to facilitate holistic review of freshman, transfer, international and post-baccalaureate students.
- Re-engineer integration with Student Database (SDB) to provide for real-time data update as necessary to support efficient operations.
- Develop admissions dashboards to support management visibility into processing.
- Integrate with 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.*)

TIMELINE

Estimated timeline: 12 months

Estimated beginning date: October 2013

BUDGET

Project Cost	Estimated implementation cost: \$800,000
Contributed Effort	UW-IT: ~1,600 hours (<i>included in Project Cost above</i>)
Ongoing Cost	Estimate of annual ongoing cost at the completion of the project: ~\$150,000/year

PRIORITIZATION CRITERIA

*The Service Investment Board (SIB) will prioritize UW-IT's Project Portfolio based on each project's **importance to the UW**. SIB members will use the following criteria in their prioritization process.*

<p>Mission, Strategy and Goals</p>	<p>This project enables undergraduate admissions and the UW's strategic enrollment management efforts. Specifically, this project will ensure that the UW Seattle Office of Undergraduate Admissions (OUA) can continue to effectively meet strategic enrollment management goals and admit undergraduates.</p>
<p>Risk: Compliance, Financial or Strategic</p>	<p>The lack of a more efficient, electronic application review process puts the UW at a competitive disadvantage for the following reasons:</p> <ul style="list-style-type: none"> • The national freshman confirmation deadline is May 1. Any university that does not make freshman admissions decisions by early April cannot fill its freshman class. The UW currently makes freshman admissions decisions March 15-31, which is already later than most universities. • Many of UW's peer institutions have early decision programs for their strongest applicants – an impossibility for the UW given its current physical application files and paper review process. • Data show that the UW loses desirable students to other institutions because of the timing of our admissions offers.
<p>Resilience and Operational Risk</p>	<p>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 damages application files or prevented staff from entering the OUA could delay decisions by critical weeks or months.</p>
<p>Improve Efficiency and Optimize Costs</p>	<p>The inflexibility of the current paper review process has forced the OUA to adopt Spartan-like efficiencies that get the job done with reduced staffing. Although efficient, the process is not student-friendly. 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 it leveraged gains in efficiency to review applications earlier and in a more student-friendly manner.</p>
<p>Impact</p>	<p>This project will benefit the University by improving the effectiveness and efficiency of recruiting and admitting undergraduate students for the UW Seattle campus. Modernizing the undergraduate admissions review process will provide flexibility to adapt admissions processing as necessary to attract high-achieving students. A modern, electronic admissions process also enables new modes of partnering with academic units for direct admissions to major.</p>
<p>Pre-positioning Long-term (optional)</p>	<p>Implementation of technology that supports more efficient, flexible and student-friendly admissions processing is clearly important to the UW's continued ability to adapt to the ever competitive nature of undergraduate admissions. Additionally, from a technology perspective, implementing modern technologies that are aligned to UW-IT's core competencies and that can be leveraged to migrate functions off of the mainframe system and other legacy technologies over time provides pre-positioning to address UW's needs in the future.</p>