



**BOARD OF
REGENTS**
STATE OF IOWA

Iowa Board of Regents

Business Cases Discussion Document – HR 10, SS 05, SS 08

September, 2014

HR-10 Business Case

Business Case Overview: HR-10

Business Case ID	Description
HR-10	<p>Establish clear policy for professional & scientific search committee size and structure.</p> <p>The Professional & Scientific (P&S) Staff Search Committee opportunity was identified as an area to improve effectiveness across all three institutions. The analysis focuses on search committees, a group of faculty and/or staff formed to help the search lead recruit and screen job candidates, rather than the entire P&S recruitment process. Cost and benefit values were derived from data requests, interviews, and follow-up communication with Board and university staff. Since the opportunity was identified as an effectiveness opportunity, future state benefits would not necessarily result in dollar savings but would instead increase productivity by freeing up staff time to focus on core tasks and will shorten the time needed to fill positions.</p>

The current P&S search committee process has been described by staff and faculty to be time-consuming, resulting in longer time-to-fill for positions and inhibiting the ability to hire top candidates.

Current State Challenges	UNI	ISU	SUI
<ul style="list-style-type: none"> A search committee is required for all P&S hiring although there are no formal university, Board, state, or federal policies requiring the use of search committees 	X		X
<ul style="list-style-type: none"> Lack of size limit on search committees leads to greater time spent on scheduling meetings and interviews and greater faculty and staff time spent on hiring 	X	X	X
<ul style="list-style-type: none"> Perception exists that the same individuals sit on a disproportionately large number of search committees because of the diversity (e.g., race, gender) they represent 	X	X	X
<ul style="list-style-type: none"> Decentralized recruiting process results in inconsistent recruiting capabilities among units, leading to slower turnaround times, rework, and the incorrect interpretation of recruiting policies 	X	X	X
<ul style="list-style-type: none"> Open search policy requiring all vacancies to be externally advertised does not encourage departmental succession planning 	X	X	X
<ul style="list-style-type: none"> Search committee is responsible for manually reviewing applicant resumes, resulting in significant faculty and staff time expenditure — technology is not used to prescreen applicants against job qualifications 	X	X	X
<ul style="list-style-type: none"> Perception exists that hiring units are receiving conflicting guidance from Human Resources (HR) and Compliance, slowing down the recruitment process 	X		X

Business Case Overview: HR-10

Current State			Performance Measures
<p>UNI:</p> <ul style="list-style-type: none"> ▪ Average time-to-fill: 97 days ▪ Average committee size: Director level and above-10, below Director level-5 ▪ Office of Compliance and Equity Management (OCEM) approves search ad and placement, committee composition, and search and selection form; OCEM changes to search ads sometimes result in additional revisions needed in the Position Description (PD) ▪ The majority of positions require a new and separate search – hiring units can request more than one hire if the position descriptions are the same and the hires fall within a certain timeframe of each other 	<p>ISU:</p> <ul style="list-style-type: none"> ▪ Time-to-fill: Not tracked ▪ Average committee size: Director level and above-7, below Director level-5 ▪ Indirect involvement Office of Equal Opportunity (OEO) involvement in hiring process unless requested by hiring unit; HR staff receive training on diversity requirements from OEO ▪ Pool hiring allows more than one hire per search if the position descriptions are the same 	<p>SUI:</p> <ul style="list-style-type: none"> ▪ Average time-to-fill: 83 days ▪ Average committee size: Director level and above-8, below Director level-4 ▪ Office of Equal Opportunity & Diversity (EOD) approves requisition, applicant pool, and selected candidate ▪ Each position requires a new search between units (i.e., pool hiring is not used unless search chair submits multiple requisitions for same level position) 	<ul style="list-style-type: none"> ▪ Position time-to-fill ▪ Average search committee size by position ▪ P&S turnover rate
			Time to Implement
			<ul style="list-style-type: none"> ▪ Short: 0-6 Months ▪ Medium: 6-18 Months ▪ Long: 18 Months or Longer
Future State Solution			Expected Qualitative Benefits
<p>The future state solution focuses on simplifying the search process by reducing the amount of faculty and staff administrative time required during the process, decreasing the time-to-fill and freeing up staff and faculty time. The solution recommends different guidelines based on position level:</p> <ul style="list-style-type: none"> ▪ Below Director level: Use alternate non-search committee model for recruitment – consider using a model where the direct supervisor is the search lead, and their direct supervisor serves as secondary approver ▪ Director level and above: Develop more comprehensive guidelines for search committee size (e.g., limit average size to between 3 and 5 so that searches receive broad input while remaining manageable when coordinating schedules and gathering input) ▪ Employ use of search waivers when a qualified internal candidate has been identified through succession planning and expand criteria of search waivers where appropriate (e.g., part time employee becoming full time); increase use of internal searches when multiple qualified internal candidates have been identified. Consider formalizing succession planning requirements for positions that would not require a full blown search committee will aid in reducing time required to fill positions ▪ Centrally offer more recruiting training and services (e.g., training on ad creation and position description development, training on committee best practices, developing search strategy) ▪ Clearly define responsibilities and expectations between hiring units, Compliance, and Central HR to lessen work duplication (e.g., define turnaround times for approvals and reviews among stakeholders, clarify number of approvals required) ▪ Evaluate the potential to utilize technology (e.g., Jobs@Uiowa, Jobs@UNI, PeopleAdmin) to improve workflow and prescreen applicants against basic job requirements¹ 			<ul style="list-style-type: none"> ▪ Reduced time needed to fill positions allowing for greater acquisition of top candidates ▪ Reduced administrative burden for Search Chair in reviewing applications and scheduling interviews ▪ Reduced overall hours spent on search committees, freeing up time for faculty and staff to focus on core job functions ▪ Lower turnover rates due to increased use of search waivers and internal searches ▪ Decreased duplication of effort between hiring units, Compliance, and Central HR

⁴ ¹Cost estimates related to technology modifications are included in the HR-01 Business Case. Functionality to pre-screen applicants is in use in PeopleAdmin at the hiring managers discretion

Business Case Summary: HR-10

Timeline										
Key Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Develop new policies and review roles	█	█	█	█						
Pilot new process				█	█	█				
Implement						█	█	█		
Optimize								█	█	█

Activity Details

- **Develop new policies and procedures and review roles:** design search process, policies, and roles based on hire position level and roles and responsibilities of units involved in hiring
- **Pilot new process at each university:** consider piloting new search committee policies in a test unit (college or department)
- **Implement:** complete pilot and implement new process
- **Optimize:** revise and update as best practices emerge

Opportunity Scope

- Within Business Case**
- All faculty and staff involved in search process for P&S staff (e.g., hiring units, local HR representatives)
 - Analysis focuses on search committees rather than the entire P&S recruitment process

- Outside of Business Case**
- Central HR and Compliance hours spent on search committees and recruitment—changes to Central HR and Compliance effort in recruitment would need to be evaluated during design of HR-01
 - Faculty and merit employee hiring

Potential Issues/Risks

- Need to review and clarify distribution of responsibilities between hiring units, Compliance, and Human Resources (e.g., search ad creation, Compliance review) in order to balance compliance with an efficient hiring process
- Need for campus diversity to continue to be represented during the search process for diverse input
- Need for diversity hiring goals to be tracked and met

Assumptions

- Cost and benefit values come from data requests, interviews, and follow-up communication with Board and university staff
- Future state benefits would not necessarily result in dollar savings but would instead free up staff time to focus on core tasks and lower the time needed to fill positions

Dependencies including Technology

- Revision of roles and responsibilities is dependent on the outputs of the HR service delivery model business case (HR-01)
- Opportunity exists to explore using technology to prescreen job applicants against basic requirements to reduce administrative burden of the resume review

Next Steps

- Create committee to design new process and policies for searches
- Assess potential issues/risks around diversity
- Pilot process in one department or unit and revise process as necessary

Analysis of Time Spent: Baseline

The tables below estimate current state effort expended on the search committee process (FY 13).

Current

Director Level and Above

University	Search Committee Hours					Additional Search Chair Hours				Total Hours Spent
	Average # Search Committee Members ¹	Hours Spent/ Search Committee Member/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Subtotal of Hours Spent on Search Committees	Additional Search Chair Hours/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Total Additional Search Chair Hours	
SUI	8	16	66	1.0	8,448	4	66	1.0	264	8,712
ISU	7	16	60	1.0	6,720	5	60	1.0	300	7,020
UNI	10	10	12	1.0	1,200	6	12	1.0	69	1,272
Total										17,004

Below Director Level

University	Search Committee Hours					Additional Search Chair Hours				Total Hours Spent
	Average # Search Committee Members ¹	Hours Spent/ Search Committee Member/ New Hire ²	# Hires Below Director Level ³	Separate Search Requirement Factor ⁴	Subtotal of Hours Spent on Search Committees	Additional Search Chair Hours/ New Hire ²	# Hires Below Director Level ³	Separate Search Requirement Factor ⁴	Total Additional Search Chair Hours	
SUI	4	10	591	1.0	23,640	4	591	1.0	2,364	26,004
ISU	5	10	540	0.8	21,600	4	540	0.8	1,728	23,328
UNI	5	8	103	1.0	4,120	4	103	1.0	412	4,532
Total										53,864

University	Total Hours Spent	FTE Equivalent ⁵	Staff Salary (base salary) ⁶	Annual Value of Time Spent
SUI	34,716	16.7	\$65,744	\$1,097,300
ISU	30,348	14.6	\$62,149	\$906,771
UNI	5,804	2.8	\$62,746	\$175,086
Total	70,868	34.1		\$2,179,157

Sources and Assumptions:

- 1) Data Source: Phase 2 Follow-Up Interviews
- 2) Data Source: Phase 2 Follow-Up Interviews
- 3) Data Sources: SUI Phase 2 Follow-Up Interview (does not include lateral transfers which may use search committees), UNI Number of Hires (assumes 10% of hires are director level and above and 90% of hires are below director level), Number of hires not available for ISU so assumes 600 new P&S hires
- 4) Factor takes into account whether a separate search must be conducted for every position
- 5) Assumes each FTE works 2080 hours a year
- 6) Data Source: Iowa TIER Data Analysis

Note: Hours spent on search committees does not include any time spent on open forum stakeholder interviews, all estimates are preliminary and subject to change after further validation

Analysis of Time Spent: Future State

The tables below estimate future state effort expended on the search committee process using a revised search committee model (FY 13).

Future

Director Level and Above

University	Search Committee Hours					Additional Search Chair Hours				Total Hours Spent
	Average # Search Committee Members ¹	Hours Spent/ Search Committee Member/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Subtotal of Hours Spent on Search Committees	Additional Search Chair Hours/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Total Additional Search Chair Hours	
SUI	4	16	66	1.0	4,224	4	66	1.0	264	4,488
ISU	4	16	60	1.0	3,840	4	60	1.0	240	4,080
UNI	4	10	12	1.0	480	4	12	1.0	48	528
Total										9,096

Below Director Level

University	Search Hours					Additional Search Chair Hours				Total Hours Spent
	Average # Search Committee Members ¹	Hours Spent/ Search Committee Member/ New Hire ²	# Hires Below Director Level ³	Separate Search Requirement Factor ⁴	Subtotal of Hours Spent on Search Committees	Additional Search Chair Hours/ New Hire ²	# Hires Below Director Level ³	Separate Search Requirement Factor ⁴	Total Additional Search Chair Hours	
SUI	2	10	591	1.0	11,820	2	591	1.0	1,182	13,002
ISU	2	10	540	0.8	8,640	2	540	0.8	864	9,504
UNI	2	8	103	1.0	1,648	2	103	1.0	206	1,854
Total										24,360

Sources and Assumptions:

- 1) Data Source: Phase 2 Follow-Up Interviews
- 2) Data Source: Phase 2 Follow-Up Interviews
- 3) Data Sources: SUI Phase 2 Follow-Up Interview (does not include lateral transfers which may use search committees), UNI Number of Hires (assumes 10% of hires are director level and above and 90% of hires are below director level), Number of hires not available for ISU so assumes 600 new P&S hires
- 4) Factor takes into account whether a separate search must be conducted for every position
- 5) Assumes each FTE works 2080 hours a year
- 6) Data Source: Iowa TIER Data Analysis

Note: Hours spent on search committees does not include any time spent on open forum stakeholder interviews, all estimates are preliminary and subject to change after further validation

University	Total Hours Spent	FTE Equivalent ⁵	Staff Salary (base salary) ⁶	Annual Value of Time Spent
SUI	17,490	8.4	\$65,744	\$552,822
ISU	13,584	6.5	\$62,149	\$405,878
UNI	2,382	1.1	\$62,746	\$71,856
Total	33,456	16.1		\$1,030,556

Reducing the use of search committees and the number of members per search committee would free up 37,412 faculty and staff hours (by lowering the 70,868 hours currently spent on search committees to 33,456 hours), or 18.0 FTE. This time could be repurposed to fulfill other responsibilities core to the missions of the universities.

Analysis of Time Spent: Sources

University	Search Committee Hours					Additional Search Chair Hours				Total Hours Spent
	Average # Search Committee Members ¹	Hours Spent/Search Committee Member/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Subtotal of Hours Spent on Search Committees	Additional Search Chair Hours/ New Hire ²	# Hires Director Level and Above ³	Separate Search Requirement Factor ⁴	Total Additional Search Chair Hours	
SUI	8	16	66	1.0	8,448	4	66	1.0	264	8,712
ISU	7	16	60	1.0	6,720	5	60	1.0	300	7,020
UNI	10	10	12	1.0	1,200	6	12	1.0	72	1,272
Total										17,004

$$\text{Total Hours Spent} = [(\text{Average \# Search Committee Members}) \times (\text{Hours Spent per Search Committee Member}) \times (\text{\# Hires}) \times (\text{Separate Search Requirement Factor})] + [(\text{Additional Search Chair Hours}) \times (\text{\# Hires}) \times (\text{Separate Search Requirement Factor})]$$

University	Total Hours Spent	FTE Equivalent ⁵	Staff Salary (base salary) ⁶	Annual Value of Time Spent
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4) Factor takes into account whether a separate search must be conducted for every position

5) Assumes each FTE works 2080 hours a year

6) Data Source: Iowa TIER Data Analysis

Note: Hours spent on search committees does not include any time spent on open forum stakeholder interviews, all estimates are preliminary and subject to change after further validation

Student Services Business Cases (SS-08 & SS-05)

Business Case Overview: SS-08

Business Case ID	Description
SS-08 RAI Standardization	<ul style="list-style-type: none">• Improve customer satisfaction by exploring the standardization of RAI calculations, for exception cases, when the RAI cannot be currently calculated – for instance, when class rank is not provided• Lessen ambiguity for those students that do not have a class rank and hence do not know if they will be admitted to any of the three institutions

Current State Challenges:

- **Class rank increasingly not provided by Iowa high schools** – Universities are having to rely on alternative calculations / methods to rank resident Iowa students. Taking SU1 as an example, 40% of a recent group of applying students did not have class rank (Roughly 31.6% of all freshmen across the three universities in fall 2013 did not have class-rank¹)
- **Lack of consistency related to acceptance criteria for prospective students** – When class rank is not provided, each university has its own way of either calculating an alternative RAI or using a method to assess students for admission
 - **UNI:** Leverages an equation based on a regression analysis that weights GPA, ACT and total core high school units differently
 - **ISU:** Leverages an equation to impute class rank based on a regression analysis tied to the ISU student population
 - **SUI:** Leverages a sliding scale that changes annually based on parameters like GPA, high school courses and test scores
- **Limited cross-university data analytics capability** – Universities and the Board of Regents have access to current / past student data but lack advanced data analytics or business intelligence platforms to periodically leverage cross-university data to support and test student admissions decisions and policies
- **RAI alternative calculations relatively static in nature** – Individual universities that are using alternative regression-based calculations (for students without class rank) may need to revisit / update coefficients used in the calculations, based on changing student characteristics and success definitions

¹ Board of Regents admissions enrollment report, 2013

Business Case Overview: SS-08

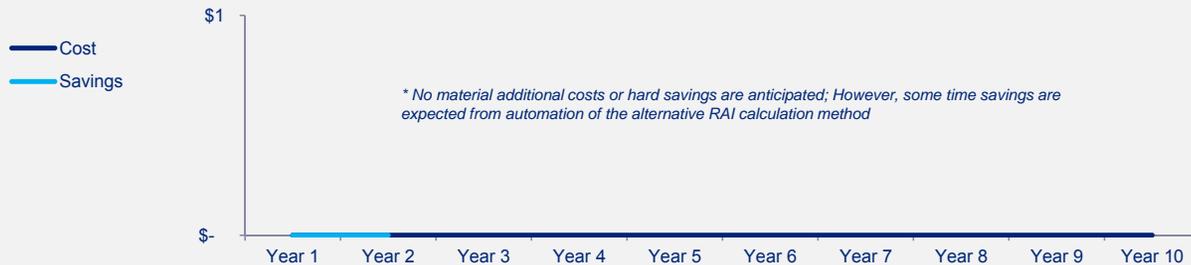
Future State Solution

- Determine consistent alternative equation / method to be used to compute RAI, that can be applied to prospective students applying from “no-rank schools”
- Incrementally develop a cross-university data mart ‘lite’ that captures admissions related data for past and present students. This data mart can be used on a periodic basis to calculate / reconfirm the regression parameters for the alternative equation. As the parameters may change from time-to-time, this data mart will allow for periodic updates to the parameters when necessary. Strong security controls on this data will need to be established to prevent unauthorized use of this data
- Periodically analyze student success indicators against the RAI parameters to provide a control mechanism to flag grade inflation or other concerns
- The data mart allied with more advanced analytics tools can also aid in answering other “business intelligence questions” such as “how to best aid admissions decision making for students with scores below 245”
- Automate the alternative equation / method within the respective student systems (i.e. MAUI (for SUI), PeopleSoft Campus (for UNI) and legacy SIS (for ISU))

Expected Qualitative Benefits

- Improved customer satisfaction for prospective lowa resident students and parents from knowing upfront their RAI scores (in all cases)
- Improved transparency to high schools on admissions
- Increased productivity of admissions staff from the simplification of alternative RAI workaround processes
- Improved admissions decision making for resident students below 245 and non-resident students (where class rank is not provided) using analytical tools
- High school guidance counselors can guide students more effectively on how to improve the RAI scores (e.g. taking specific courses etc.)

Cost-Savings Summary (\$000s)



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
One-time Costs	-	-	-	-	-	-	-	-	-	-
Incremental Costs	-	-	-	-	-	-	-	-	-	-
Ongoing Savings / Cost Reductions	-	-	-	-	-	-	-	-	-	-
TOTAL Benefits	-	-	-	-	-	-	-	-	-	-
Cumulative Benefits	-	-	-	-	-	-	-	-	-	-

Proposed Performance Measures

- Prospective student / parent (customer) satisfaction with the applications process
- Number of automated decisions vs. number of decisions that require manual review

Time to Implement

- Short: 0-6 Months
- Medium: 6-18 Months
- Long: 18 Months or Longer



Business Case Summary: SS-08

Timeline												
Key Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
RAI Assessment												
Implement												
Develop BOR Data Mart												
Monitor / Optimize Implementation												

Activity Details

- **RAI Assessment:** Form a board-level task force to collate historical applications data from the three universities, discuss key success measures, determine alternative method, & understand impacts to processes
- **Implement:** Determine viable roll-out dates for alternative RAI, develop communications material, build alternative RAI logic into admissions systems
- **Develop BOR Admissions Data Mart:** Leveraging existing data across the three universities to build a data repository for selected admissions data elements
- **Monitor / Optimize:** Review efficacy of alternative equation/method and refine parameters to guard against grade inflation etc.

Opportunity Scope

- Within Business Case**
- Prospective applicant decision-making process
 - Student applications management process
 - Focused on undergraduate RAI calculation approach
 - Business intelligence landscape

- Outside of Business Case**
- Systems and process enhancements broadly across the admissions and enrollment business process
 - Out-of-state or non-resident undergraduate students, graduate and international students
 - While improved efficiency and time savings will result from the proposed changes, these benefits are not quantified in the business case due to the absence of authoritative time-reporting tools / sources

Potential Issues/Risks

- Each university has historically used alternative admissions calculations based on predictors of success for its students, so need to clearly articulate the benefits of the future-state solution for them
- Lessening of impact of the class rank variable which is deemed an important predictor of student success and helps to guard against grade inflation
- Need to change admissions systems calculations
- Enabling effective data security controls

Assumptions

- Class rank or some factor equally as relevant can be used in addition to other RAI factors in revised calculation
- New RAI calculation logic can be incorporated into the student information systems at each of the universities
- Investment required for these RAI changes assumed to be covered by existing resources
- Existing business intelligence platforms within universities can be leveraged for a cross-university data mart

Dependencies including Technology

- Implementation timeline needs to factor in requisite amount of time for socialization of changes with the public and university staff
- Current RAI / admissions calculations are built-in to the student systems within the three universities
- Current business intelligence tools at the three universities
- Decisions related to the development of a common applications portal

Next Steps

- Board of Regents to convene a task force to develop an update to the RAI calculations
- Conduct preliminary design on development of the BOR admissions data mart

Business Case Overview: SS-05

Business Case ID	Description
SS-05 Common Applications Portal	<ul style="list-style-type: none">• Explore the possibility of leveraging a common entry point for prospective students to complete applications for admission to any or all of the three Regent institutions• Determine constraints towards standardizing on a common platform to improve efficiency and student satisfaction• Include consideration of platforms in use by other universities where students can apply to multiple universities such as “The Common Application” or the “Universal College Application”

Current State Challenges:

- **Disparate entry points for prospective students** – Prospective students who may be cross-applying to more than one university have to currently complete different application forms (either online or in paper form); However, the three application forms are mostly similar with respect to the content they require, hence, causing duplicative work for these students
- **Recent cross-applying student metrics unavailable** – While recent statistics are unavailable, anecdotally, approx. 10-20% of prospective total undergraduate students (who total approx. 44,000 per year) cross-apply between the three universities; Understanding this trend for the future will be important to determining how to continue improving customer satisfaction related to this admissions process
- **Constrained ability to take advantage of scale and expertise for portal administration** – Different portals in use at each university require specialized technology expertise while not leveraging knowledge and experience that can be built around a consistent solution

Business Case Overview: SS-05

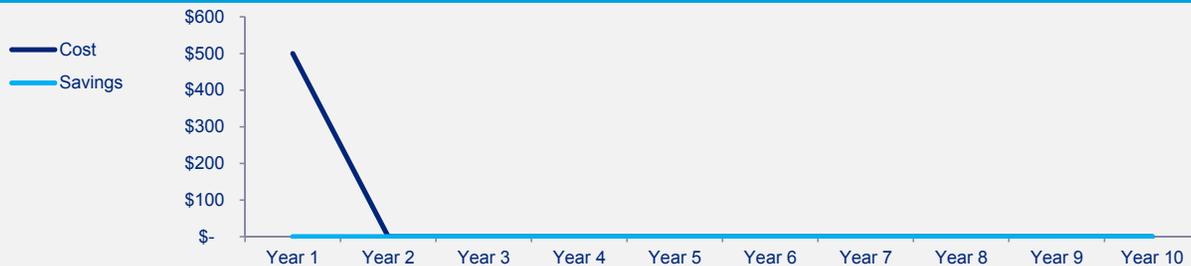
Future State Solution

- Implement a common application portal to provide a single location for students to apply to any of the Regent institutions whether in-state, out-of-state or international; Assumed that the prospective student will have the option to choose the universities in which to apply
- Continue charging the current application fees, e.g. \$40 for each resident application completed on the common portal. This will help ensure that students applying to specific universities have serious intent towards these universities
- Ensure that prospective student data is kept confidential and separate between the universities. Design the common portal so that only data for prospective students, who are interested in a specific university, reaches that university
- The current admissions portals continue to run in parallel with the common application portal for approx. 2-3 years to minimize change management concerns
- Review metrics for cross-applying students from the common portal before determining timing and modalities for transitioning from the university-specific admissions portals, whether fully or partially

Expected Qualitative Benefits

- Improved convenience for applying students as they can apply to multiple universities on a single portal
- Improved customer satisfaction with students applying to more than one university due to time saved
 - For example, time saved for students by not having to enter basic biographical information for each application
- Can promote greater collaboration between the admissions departments across the three universities

Cost-Savings Summary (\$000s)



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
One-time Costs ¹	500	-	-	-	-	-	-	-	-	-
Incremental Costs	-	-	-	-	-	-	-	-	-	-
Ongoing Savings / Cost Reductions	-	-	-	-	-	-	-	-	-	-
TOTAL Benefits	(500)	-	-	-	-	-	-	-	-	-
Cumulative Benefits	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)

Proposed Performance Measures

- Student satisfaction survey that addresses the application process
- Number of students that are cross-applying to more than one of the Regent institutions
- Applications portal TCO (Total Cost of Ownership)

Time to Implement

- Short: 0-6 Months
- Medium: 6-18 Months
- Long: 18 Months or Longer



¹Includes some development or customization but assumes an existing university application portal can be repurposed to support the common portal

Business Case Summary: SS-05

Timeline												
Key Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Market Study	█											
Design	█											
Build & Test		█	█									
Operationalize			█	█								
Assess / Retire Legacy Portals									█	█	█	█

Opportunity Scope

- Within Business Case**
- Technology supporting current online application portals
 - Student online application process
 - Focused on in-state, out-of-state and international students wishing to apply to more than one of the Regent institutions
 - Undergraduate applications

- Outside of Business Case**
- Admissions process outside of the online application
 - Student information systems at the universities
 - Any customer relationship management (CRM) activities and supporting technology used for student recruiting or prospecting

Assumptions

- Existing derivative of university portals can be utilized as existing systems are database driven and customizable
- Existing incremental infrastructure costs redirected towards incremental costs for the common portal
- Assumes cost effective technology architecture and ability to scale server capacity
- Architecture design to provide failover solution

Dependencies including Technology

- Agreement on where to host the central application portal
- Funding mechanism for the common portal
- Ability for the hosting party / common portal to support some level of customization needs for each university (e.g. the need to customize certain fields of data)
- Activities related to alternative RAI equation determinations

Activity Details

- Market Study:** Potentially consider a research study to better understand cross-applying student patterns
- Design:** Determine requirements, architecture, forms and fields to be used in the common application portal
- Build & Test:** Develop common portal and perform necessary testing
- Operationalize:** Deploy and make any necessary adjustments or improvements based on individual university requirements. Integrate recruiting tools
- Assess / Retire Portals:** Related to the existing systems; Preceded by a review of cross-applying metrics and retirement costs / logistics

Potential Issues/Risks

- Key change concerns from admissions teams who have historically used the legacy portals; Need to provide current functionality within the future solution
- Concerns around keeping prospective student data separate for confidentiality and marketing purposes
- Potential increase in the number of "soft applications"
- Determination of student metrics

Next Steps

- Establish project team
- Consider market study to determine better estimate of no. of students impacted and online brand awareness
- Conduct design activities for the common portal including requirements, architecture, hosting and timing logistics
- Conduct selection process for an appropriate hosting and maintenance party (could be an agency, university or third-party vendor for instance)