INDIANA UNIVERSITY

SHARED SERVICES UPDATE

January 15, 2016

Indiana University has been working to move student administrative functions into a shared services model for all Indiana University campuses. The Shared Services Project Team released the Phase III report in May, 2013 which summarized the review of 187 business processes in the areas of admissions, financial aid, student records, student financial services (Bursar), security, and other student areas. The Phase III report delivered a project plan on how to standardize business processes, identify improvements through technology, and detailed how to move business processes into a shared services model to reduce duplication, create efficiencies, and provide cost savings. The review of the business processes clearly indicated the campus differences in process and the efficiencies that could be gained in standardizing back office operations through shared services. The report also provided detailed data to determine staffing needs for campus offices as well as the central Shared Services Office.

From the 187 business processes reviewed, 136 back office administrative processes were identified to be moved into a shared model/combination of shared and campus resources, or have savings at the campus level through improved processes. By June 30, 2016, 119 of the processes will have been completed. The remaining 17 processes will reviewed and worked on during the 2016-17 academic year. Many will require development work.

The shared services processes in production for admissions, financial aid, student records, bursar, security, and veteran's services have been very successful due to the collaboration among the many involved in the project. These include staff from the campuses, University Information Technology Services (UITS), and University Student Services and Systems (USSS).

The Shared Services project was presented to the Indiana Commission for Higher Education at a meeting last fall. Several on the committee are working within organizations familiar with the concept of shared services. The commission noted that Indiana University was taking the lead on developing new processes to provide better service while reducing costs.

While not recorded as part of the cost savings, the project has also had a significant cost avoidance savings. With many new federal and state regulations along with numerous initiatives to improve student services, the staffing levels at the campuses have remained constant.

Key highlights in 2015-16 include:

- Admissions electronic document processing (applications, test scores, documentation) including imaging, and workflow through OnBase software continues to be enhanced. New electronic processes include optimal character recognition (OCR) technology and the loading of electronic XML transcripts.
- Many new technology initiatives in partnership with UITS have been completed as part of Shared Services. Major projects include OnBase document management system enhancements for admissions, Ad Astra room scheduling upgrades, new functionality for building schedule of classes, waitlist upgrades for online classes, schedule of classes automation, and workflow applications to improve service and processing.
- Indiana University implemented a common calendar which will result in better service to students while providing operational efficiencies. A common summer calendar will start in 2017.
- Shared services for financial aid is complete with the exception of state grant processing. USSS and campus financial staff continue to work together on creating additional efficiencies while focusing on student issues and compliance.
- A shared services security access process, coordinated by USSS with the university data managers, has been implemented. The security team continues to work on improvements
- Shared Service projects for student financials being managed by Brittany Hubbard, University Bursar, are complete.
- Constituent Relationship Management (CRM) software is being implemented. Partnering with IUPUI and the Office of Online Education, several regional campuses are pilots for the implementation of the Salesforce CRM product. The project is on schedule with full admissions functionality being available in fall 2016.
- Working with the University Transfer Office (under TJ Rivard), articulation rules continue to be developed to improve the evaluation of loading transfer credit based on the determinations of the campus academic units. Automated transfer articulation rules are being developed for each campus. A new transfer online tool will be put into production this spring.
- The University Registrar continues to work with Office of Student Success and Completion under Becky Torstrick to develop and maintain degree audits (academic advisement reports) and implement other records systems improvements to assist students.
- Margaret Baechtold, Veterans Services Coordinator in USSS, continues to provide support under the shared services model for all Veteran's legislation, rules implementation, and compliance.

- The Shared Services project team continues to work on the Decision Support Initiative (DSI) and reporting support to minimize duplication of effort. Institutional Research and Reporting has developed reporting dashboards with Tableau software for both admissions and financial aid.

The Shared Services project is being continued through the 2016-17 academic year to complete several development projects. The focus will be to continue with the implementation of OnBase electronic document processing for all student modules, CRM for admissions, and workflow applications for student records. Other projects include an updated, mobile friendly, admissions application, review of a new scholarship system and the utilization of other technology initiatives in partnership with USSS, UITS, and the campuses.

Attached:

- SSI BPR Status of projects
- 2015-16 SSI Financial Analysis

Note: The base budget move from student service areas is to campus strategic fund accounts. No base is being moved to shared services within USSS. USSS will provide the University Budget Office with these figures to work with the campuses in making appropriate base budget adjustments.

		Completed	Status	
Admissions	AD-02	Applicants: Application Processing	**Complete**	
	AD-03	Applicants: Application Processing Readiness Planning	**Complete**	
	AD-05	Applicants: Cancel Applications	**Complete**	
	AD-06	Applicants: Collect/Process Application Fees & Waivers	**Complete**	
	AD-08	PostAdmit Recruiting PostDecisionActivities: Decision Letter Process	**Complete**	
	AD-10	PostAdmit Recruiting PostDecisionActivities: Matriculate Admits	**Complete**	
	AD-13	Applicants: Receive/Process College Transcripts	**Complete**	
	AD-14	Applicants: Receive/Process High School Transcripts	**Complete**	
	AD-15	Applicants: Receive/Process Other/Miscellaneous materials	**Complete**	
	AD-17	Applicants: Scholarship processing	**Complete**	
	AD-19	Applicants: Test Credit Processing	**Complete**	
	AD-20	Applicants: Transfer Credit Processing	**Complete**	
	AD-23	External Org Management: Maintain External Course Catalogs	**Complete**	
	AD-25	Global Functions: Load Test Score	**Complete**	
	AD-27	Global Functions: Suspense File Management	**Complete**	
	AD-30	Global Functions: Duplicate Record Resolution	**Complete**	
	AD-31	Maintain and Update Control Tables	**Complete**	
	AD-33	Applicants: Campaign Development & Management	**Complete**	
	AD-34	Prospects: Manage Prospects	**Complete**	
	AD-38	Event Management: Recruiting Events	**Complete**	
Financial Aid	FA-01	Alternative/Private Loans	**Complete**	
	FA-02	Cancellation of Aid	**Complete**	
	FA-05	CVO - defer, hold for CHE SFA changes	**Complete**	
	FA-06	Departmental Award Mgmt (TPC reconciliation only)	**Complete**	
	FA-08	Disbursement Override Management	**Complete**	
	FA-10	Establish Cost of Attendance for Academic Year	**Complete**	
	FA-11	Establish Cost of Attendance for Summer	**Complete**	
	FA-15	Non-Paper Financial Aid Notification Generation	**Complete**	
	FA-16	FISAP	**Complete**	
	FA-19	ISIR Processing	**Complete**	
	FA-21	Item Type Management	**Complete**	
	FA-22	Loan Entrance and Exit Counseling	**Complete**	
	FA-23	Loan Proration	**Complete**	
	FA-24	Mass Packaging	**Complete**	
	FA-25	Non-Paper Missing information Letters (MIL)	**Complete**	
	FA-26	New Scholarships Management (Compass rollout)	**Complete**	
	FA-29	Overawards	**Complete**	
	FA-31	Packaging Audits (MYT, Multi-campus, Perkins, etc)	**Complete**	
	FA-32	Pell Grant Processing	**Complete**	
	FA-33	PLUS Loan Processing	**Complete**	
	FA-37	R2T4 and Unofficial Withdrawals	**Complete**	
	FA-38	Repeat Coursework Monitoring	**Complete**	
	FA-39	Reporting (ad hoc)	**Complete**	
	FA-42	Satisfactory Academic Progress (SAP) Setup and Evaluation	**Complete**	
	FA-45	Stafford Loan Processing	**Complete**	
	FA-52	Work Study Management	**Complete**	
Student Financials	SF-01.01	Calculate Tuition and fees	**Complete**	
	SF-02.01	Student Billing	**Complete**	
	SF-02.04	Bankruptcy/Deceased	**Complete**	
	SF-03.01	Cashiering	**Complete**	
	SF-03.02	Post Charges and Payments	**Complete**	
	SF-03.03	Write-Off	**Complete**	
	SF-03.04	Returned Items	**Complete**	
	SF-03.05	Late Fees	**Complete**	
	SF-03.07	Short-Term Loans	**Complete**	
	SF-03.08	Guaranteed Tuition Certificates (GTC)	**Complete**	
	SF-04.02	Authorizations - Title IV	**Complete**	
	SF-04.03	Misc Scholarships	**Complete**	
	SF-04.04	Repayments (aka R2T4)	**Complete**	
	SF-04.05	Private Loan Processing	**Complete**	
	SF-06.02	External Third Party Sponsors	**Complete**	
	SF-07.03	Stale Dated checks	**Complete**	
	SF-08.01	Collections	**Complete**	
	SF-08b IN	Documentation and Training	**Complete**	
	SF-08C IN	Security	**Complete**	
	SF-09.01	Reconcile GL Accounts	**Complete**	
	SF-98.01	Bio/Demo Data Maintenance	**Complete**	
	SF-99.01	Batch File Processing	**Complete**	
Student Records	SR-01a	Curriculum Management Processes: Maintain Academic Structure/Support Academic Policies	**Complete**	
	SR-01c	Curriculum Management Processes: Maintain Course Catalog	**Complete**	

SSI Implementation Status by Module, by Business Process			
Completed			**Status**
	SR-01d	Curriculum Management Processes: Schedule of Classes Build	Complete
	SR-01f	Curriculum Management Processes: Class Enrollment Access Controls	Complete
	SR-02a	Manage Enrollment Processes: Establish Academic and Operational Calendars	Complete
	SR-02c	Pre-Registration (daily Term Activations)	Complete
		Registration Operations (Waitlist Processing) - Real-time notifications.	Complete
	SR-03b	Records Management Processes: Review and Determine Residence Classifications	Complete
	SR-03c	Records Management Processes: Transcript Production	Complete
		Records Management Processes: Transcript Text	Complete
	SR-03e	Grades Processing: I to F Grade Lapse	Complete
	SR-03f	Enrollment and Degree Certification	Complete
	SR-04a	Academic Standing Processes (probation/dismissal)	Complete
		Degree Processing (Diploma Processing)	Complete
	SR-04c	Determine Honors	Complete
	SR-05a	Audit SIS and IUIE data	Complete
	SR-05b	Compliance Management: Policy Interpetation	Complete
	SR-05c	Athletic Certification	Complete
	SR-05F	Compliance Management Processes: Veterans	Complete
	SR-05g	Compliance Management Processes: Citizenship Verification	Complete
	SR-07a	Batch Processing (replace iOpus scripts): First Priority	Complete
		Add/Remove Class Notes and Attributes	Complete
	SR-07b	Run and Maintain data feeds	Complete
	SR-07c	Maintain and update SIS Control Tables	Complete
	SR-07e	Inventory Management and Processing	Complete
Advising	AA-01A	Build and Maintain Advisement reports (AAR Programming)	Complete
	AA-02C	Advising Contacts	Complete
	AA-03A	Provide Service to faculty curriculum/policy committees	Complete
	AA-04A	Academic Advising Functionality Training	Complete
	AA-05a	Data Uploads	Complete
	AA-05c	Audit SIS and IUIE data	Complete
	AA-05d	Manage and Maintain SIS Control Tables (CTM)	Complete
	AA-05e	Professional Development	Complete
Systems	IN-08a	Systems Management	Complete
	IN-08b	End User Training and documentation	Complete
	IN-08c	Access Administration and Security	Complete
	IN-08d	Production Support	Complete

SSI Implementation Status by Module, by Business Process			
Processes for Review 2015-16 and deferred to 2016-17			**Status**
Admissions	Ad-01	Applicants: Admissions counseling	In Review 2016-17
	AD-08b IN	End User Training and Documentation	In Progress 2016-17
	AD-09	Applicants: Maintain Test Credit Articulations	In Progress 2016-17
	AD-12	Applicants: Post Decision Updates	In Progress 2016-17
	AD-16	PostAdmit Recruiting PostDecisionActivities: Record Intent to Enroll	In Progress 2016-17
	AD-22	External Org Management: High School Counselors (ext org contacts)	In Review 2016-17
	AD-24	External Org Management: Maintain Transfer Credit Articulations	In Progress 2016-17
	AD-29	Global Functions: Reporting	Complete
	AD-35	Audience Recruiting Management: Manage Recruiters	In Review 2016-17
Student Financials	SF-02.03	Account Integrity	Complete
	SF-03.06	Deferral Contracts	Complete
	SF-06.01	TPC's Deptl Fee Remissions	Complete
	SF-07.02	Refunding	Complete
Student Records	SR-01b	Develop, Publish and Maintain School Bulletin	In Review 2016-17
	SR-01e	Curriculum Management Processes: Distributed View of the Schedule of Classes	Complete
		Distributed View of of the Schedule of Classes-Post Build	Target Fall 2016
		Class room scheduling	Complete
	SR-02b	Develop, Publish and Maintain Enrollment Bulletin	In Review 2016-17
	SR-02d	Manage Enrollment Processes: Registration Operations (Pre-Registration (Non-ACP, DCP, etc)	Complete
		Waitlist: Monitor for students who will not move off of waitlist	Complete by 06/30/16
		Manage Enrollment Processes: Registration Operations (Pre-Registration)	Complete
		Mass Enrollment Requests and Updates	Complete by 06/30/16
		Administrative Registrations	In review 2016-17
		Returning Students - Online forms	In Progress 2016-17
	SR-02e	Manage Enrollment Processes: Maintain Academic Enrollment (Drop w/ Penalty --> Fully Graded, Approval Required)	Complete
		Maintain Academic Enrollment: Drop with Penalty - Fully Graded (enhance/extend eDrop/eAdd)	Complete by 06/30/16
	SR-02f	Manage Enrollment Processes: Collect and Distribute Class Attendance Data (attendance rosters communications)	Complete
	SR-02g	Manage Enrollment Processes: Collect and Respond to Student Performance Indicators	Complete
	SR-02h	Manage Enrollment Processes: Block Enrollment Processing	In Review 2016-17
	SR-03a	Records Management Processes: Bio-Demographic Updating (e.g., Names, etc)	In Progress 2016-17
	SR-03d	Records Management Processes: Evaluate and Record Transfer-E Special Credit	Complete on 01/28/16
	SR-03g	Records Management Processes: Program/Plan Updating	In Progress 2016-17

		SSI Implementation Status by Module, by Business Process	
		Completed	**Status**
	SR-03h	Records Management Processes: Document Management Imaging, Filing, and Archiving	**Complete by 06/30/16**
	SR-03i	Historical Records Management / Imaging	In Progress 2016-17
		Workflows to eliminate paper forms (Extended X a priority)	In Progress 2016-17
		Administrative Requests for schedule adjustments (drop/add)	In Progress 2016-17
	SR-04b	Degree Completion Processes: (Application for Graduation)	In Progress 2016-17
	SR-05d	Compliance Management Processes: Immunization	**Complete by 06/30/16**
	SR-05e	Annual Notifications	In Review 2016-17
	SR-07a	Batch Processing (replace iOpus scripts): Next Priority	In Review 2016-17
	SR-08f	Systems and Cross Module Processes: Reporting	In Progress 2016-17

Module	Process Number	Process Name	IUB	IUPUI	IUPUC	IUE	IUK	IUN	IUSB	IUS	Total
Module	Process Number	Process Name	IUB	IUPUI	IUPUC	IUE	IUK	IUN	IUSB	IUS	Total
	AD-29	Global Functions: Reporting	7,190	11,753	-	387	1,700	-	251	506	21,787
AD Total			7,190	11,753	-	387	1,700	-	251	506	21,787
SF	SF-02.03	Account Integrity	10,042	9,212	-	-	18,625	-	3,173	900	41,952
	SF-03.06	Deferral Contracts	27,644	4,576	689	-	-	-	-	-	32,909
	SF-06.01	TPC's Deptl Fee Remissions	-	(3,092)	2,263	-	-	-	-	-	(829)
	SF-07.02	Refunding	-	8,550	-	1,178	3,118	907	8,575	2,000	24,328
	SF-99.51	Out Of Scope	-	850	-	-	4,656	-	-	4,980	10,486
	SF-99.52	Out Of Office	9,640	4,536	-	-	4,299	-	3,808	960	23,243
SF Total			47,326	24,632	2,952	1,178	30,698	907	15,556	8,840	132,089
	SR-01e	Curriculum Management Processes: Room Scheduling and Schedule of Classes Maintenance	109,522	39,449	3,942	2,969	989	5,341	5,990	6,340	174,542
	SR-02d	Manage Enrollment Processes: Registration Operations (Pre-Registration --> Drop Retain (end of 1st Wk)	32,265	4,730	471	837	2,021	3,170	3,641	3,282	50,417
	SR-02e	Manage Enrollment Processes: Maintain Academic Enrollment (Drop w/ Penalty --> Fully Graded, Approval Required)	34,762	11,867	514	3,057	2,743	7,099	6,224	6,463	72,729
	SR-02f	Manage Enrollment Processes: Collect and Distribute Class Attendance Data	10,609	2,720	440	-	-	-	372	146	14,287
	SR-02g	Manage Enrollment Processes: Collect and Respond to Student Performance Indicators (SPF, Mid-Term)	20,889	2,001	1,825	736	970	2,109	1,546	2,133	32,209
	SR-03d	Records Management Processes: Evaluate and Record Transfer, Test, & Other Credit	6,380	4,379	214	577	1,659	722	797	115	14,843
	SR-03g	Records Management Processes: Program/Plan Updating	4,202	3,545	4,079	2,491	971	3,725	1,926	1,179	22,118
	SR-03h	Records Management Processes: Document Management Imaging, Filing, and Archiving	39,442	6,208	188	130	1,127	1,470	1,925	3,163	53,653
	SR-05d	Compliance Management Processes: Immunization	3,766	209	391	505	233	893	124	407	6,528
SR Total			261,837	75,108	12,064	11,302	10,713	24,529	22,545	23,228	441,326
			316,353	111,493	15,016	12,867	43,111	25,436	38,352	32,574	595,202