The School of Public Health (SPH) receives over 1,000 applications for graduate admissions annually. The basic application is received online via Graduate Division. However, the supporting documents (GREs, TOFELs, Letter of Recommendations, transcripts and supplemental questionnaires) amount to 33,000 individual pages of paper. The current work process includes hiring a minimum of ten temporary employees to open, review, record and file the papers, from mid November through January. SPH wishes to purchase from the Campus vendor (currently in negotiations) a document imaging system and work flow solution to graduate admissions.

1. **Alignment with IT Strategic Plan**
   Critical issue 2: Student experience, prospects through alumni; Student experience 3: Students are best served by staff and faculty who have access to student information that is seamlessly integrated and used throughout the campus. Quick and simple access to admissions documents is critical to recruitment of competitive graduate students, as well as reducing the work load on Faculty and Staff.

2. **Impact**
   An automating admissions process would serve the prospective student by allowing for immediate review of admissions package and earlier notice of acceptance. The Campus and School would benefit by quickly identifying highly competitive students, accepting them earlier than our competitors, and awarding fellowships and other recruiting incentives. Such a system would also improve the productivity of the SPH Faculty and Staff through quick and simple online access to admissions documents, improving statistical reporting on applicant cohorts, and improve management of disposition and retention of admissions documents. Additionally, it would save the costs involved in hiring temporary staff, i.e., wages, training, supervision, personnel record keeping, etc. The Faculty can review the admissions package over the web from wherever in the world they may be.

3. **Risk assessment**
   SPH could continue with the current labor intensive process. There is evidence that the School loses outstanding graduate applicants because they cannot be identified as quickly, and financial offers made, before Harvard, Johns Hopkins, and Michigan make their offers. With this new technology the School will continue to remain competitive for graduate students. Generally, the first offers are not now made until early February. With this technology, as soon as the minimum documents are received, an admissions decisions can be made by the Faculty.

4. **Innovation**
   This technology would leverage existing Graduate Division data bases and IS&T servers. The technology is also highly transferable to other work processes, such as accounting,
faculty merit cases, and so on. SPH would be one of the first academic units to employ document imaging on such a scale.

5. **Funding model**
Avoidance of annual temporary staff employment would fund the annual maintenance, including software licensing. The attached spread sheet illustrates the multi-year funding model. SPH requests a one-time allocation from campus for the purchase of hard and software, installation and user training.