



***Admissions File Processing Operations
Preliminary Report***

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Purpose of Meeting



- Review progress
- Obtain feedback on preliminary recommendations

Presentation Overview



- Objectives of the Study
- Volume of Applications
- Applications Process Flow
- Time Study
- Process Alternatives
- Imaging System
- Summary of Preliminary Recommendations



Objectives of the Study

- Examine admissions file processing operations in order to identify improvements that will
 - Reduce turnaround time from receipt of completed application to student notice of acceptance
 - Improve workplace environment



Key Objectives of Admissions

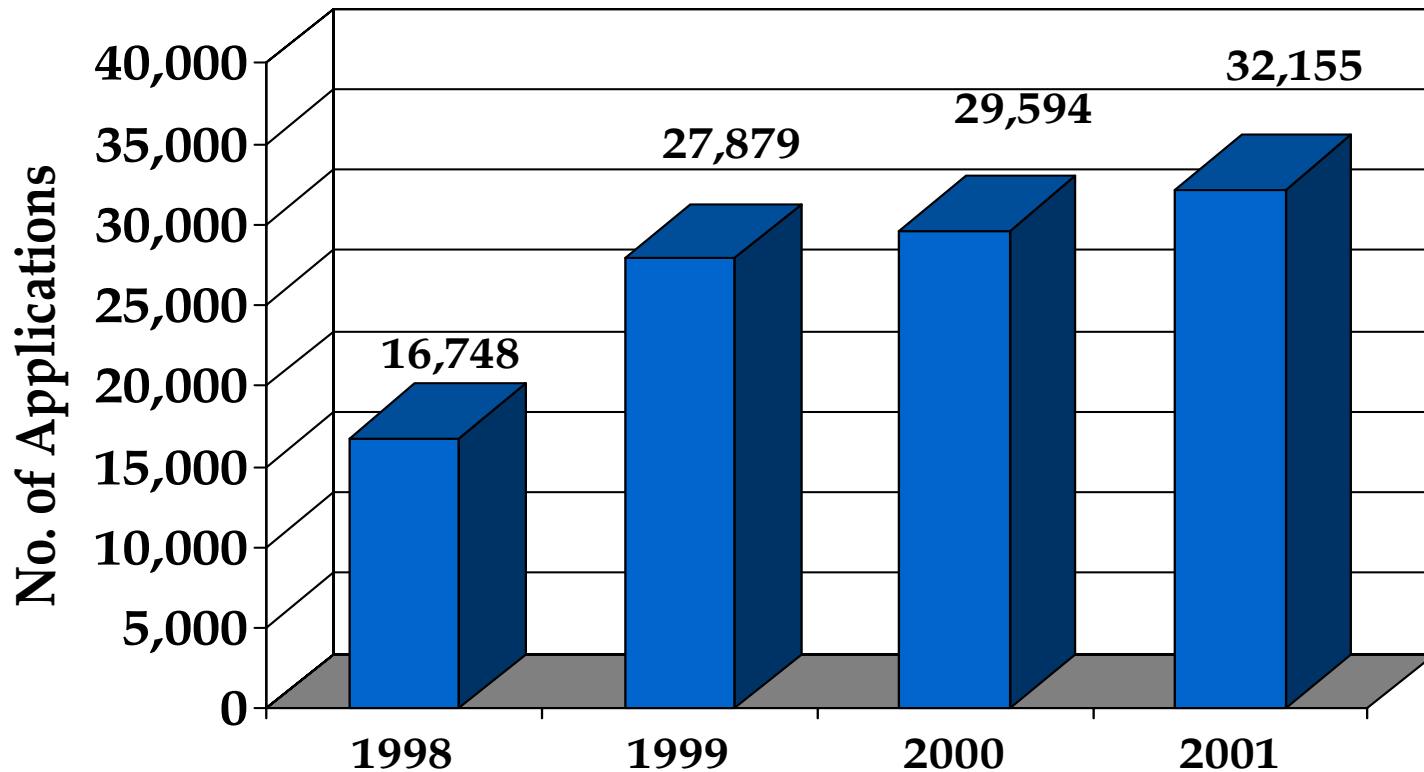
- Establish and maintain excellent relations with students
- Achieve the goal of no more than 3 weeks turnaround from receipt of applicant materials to the admissions decision
- Remain within State compliance with respect to TSRs
- Achieve an excellent work environment for the admissions file processors



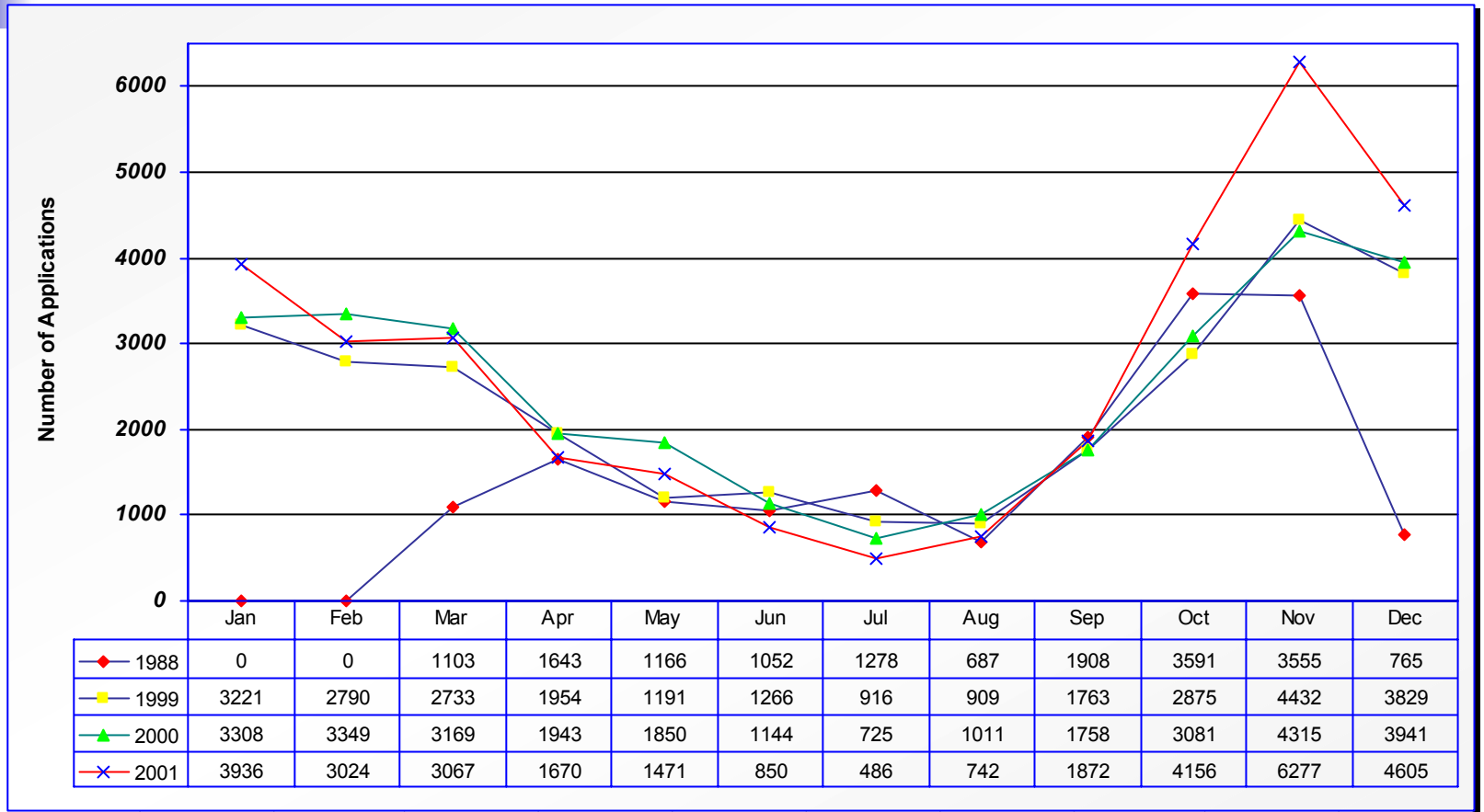
Process Used in the Study

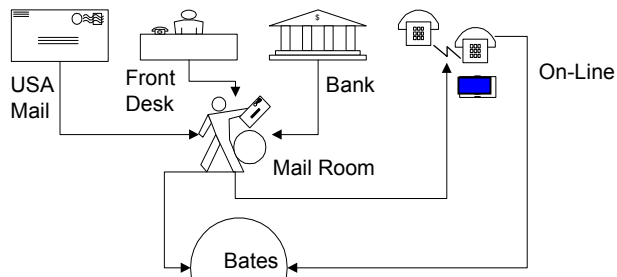
- Conducted structured interviews with key file managers and admissions staff
- Collected and analyzed admissions data
- Developed process flow chart of admissions operations
- Conducted time study of the admissions operations
- Analyzed facilities
- Identified opportunities for improvement

Volume of Applications

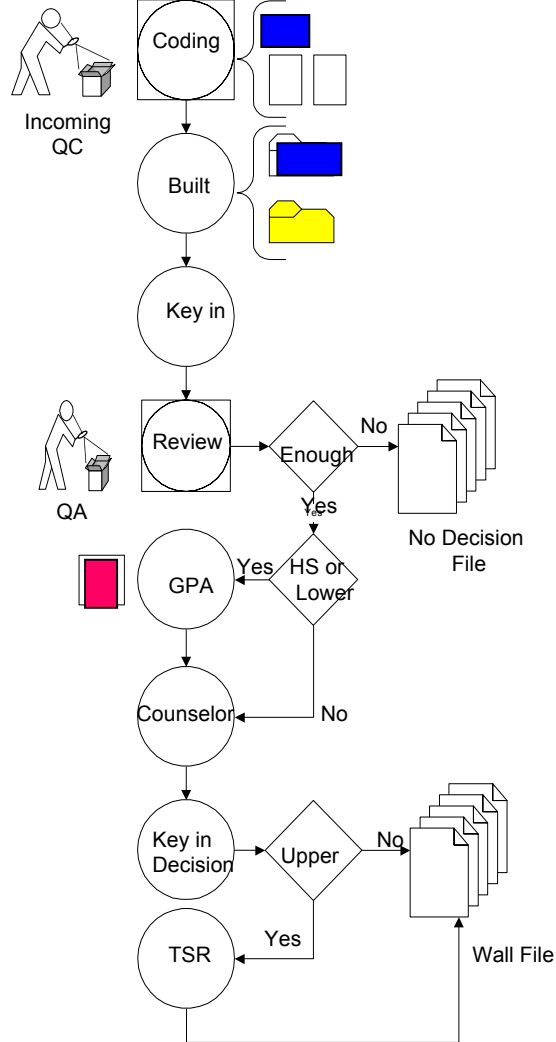


Volume of Applications by Month





Simplified Flowchart

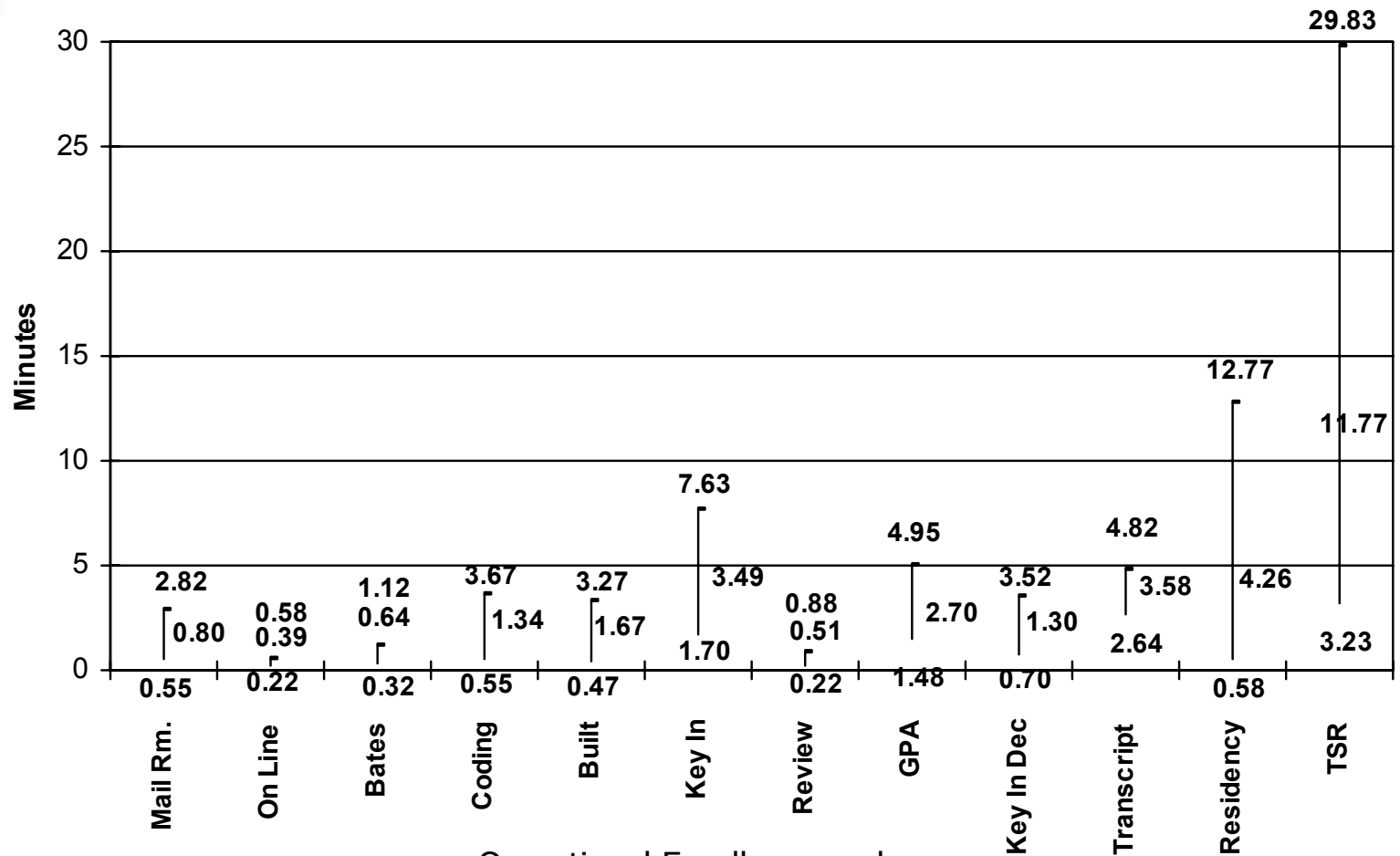




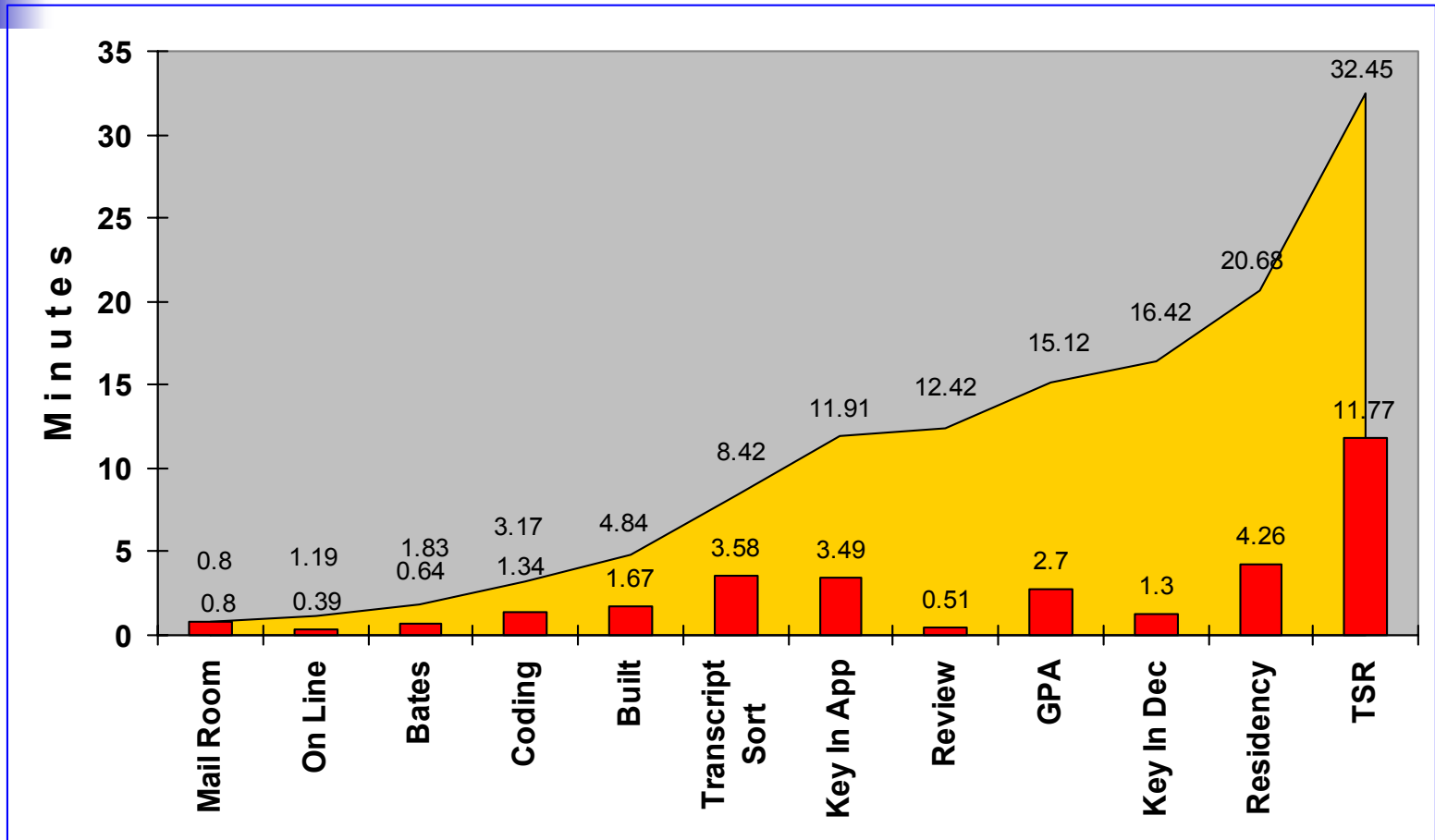
Application Processing Time

<i>Operation</i>	<i>Min</i>	<i>Mean</i>	<i>Max</i>
<i>Mail Room</i>	<i>0.55</i>	<i>0.80</i>	<i>2.82</i>
<i>On Line App</i>	<i>0.22</i>	<i>0.39</i>	<i>0.58</i>
<i>Bates</i>	<i>0.32</i>	<i>0.64</i>	<i>1.12</i>
<i>Coding</i>	<i>0.55</i>	<i>1.34</i>	<i>3.67</i>
<i>Built</i>	<i>0.47</i>	<i>1.67</i>	<i>3.27</i>
<i>Transcript</i>	<i>2.64</i>	<i>3.58</i>	<i>4.82</i>
<i>Key In App</i>	<i>1.70</i>	<i>3.49</i>	<i>7.63</i>
<i>Review</i>	<i>0.22</i>	<i>0.51</i>	<i>0.88</i>
<i>GPA Calc</i>	<i>1.48</i>	<i>2.70</i>	<i>4.95</i>
<i>Key In Dec</i>	<i>0.70</i>	<i>1.30</i>	<i>3.52</i>
<i>TSR</i>	<i>3.23</i>	<i>11.77</i>	<i>29.83</i>
<i>Residency</i>	<i>0.58</i>	<i>4.26</i>	<i>12.77</i>
<i>Total</i>	<i>12.66</i>	<i>32.83</i>	<i>75.86</i>

Application Processing Time



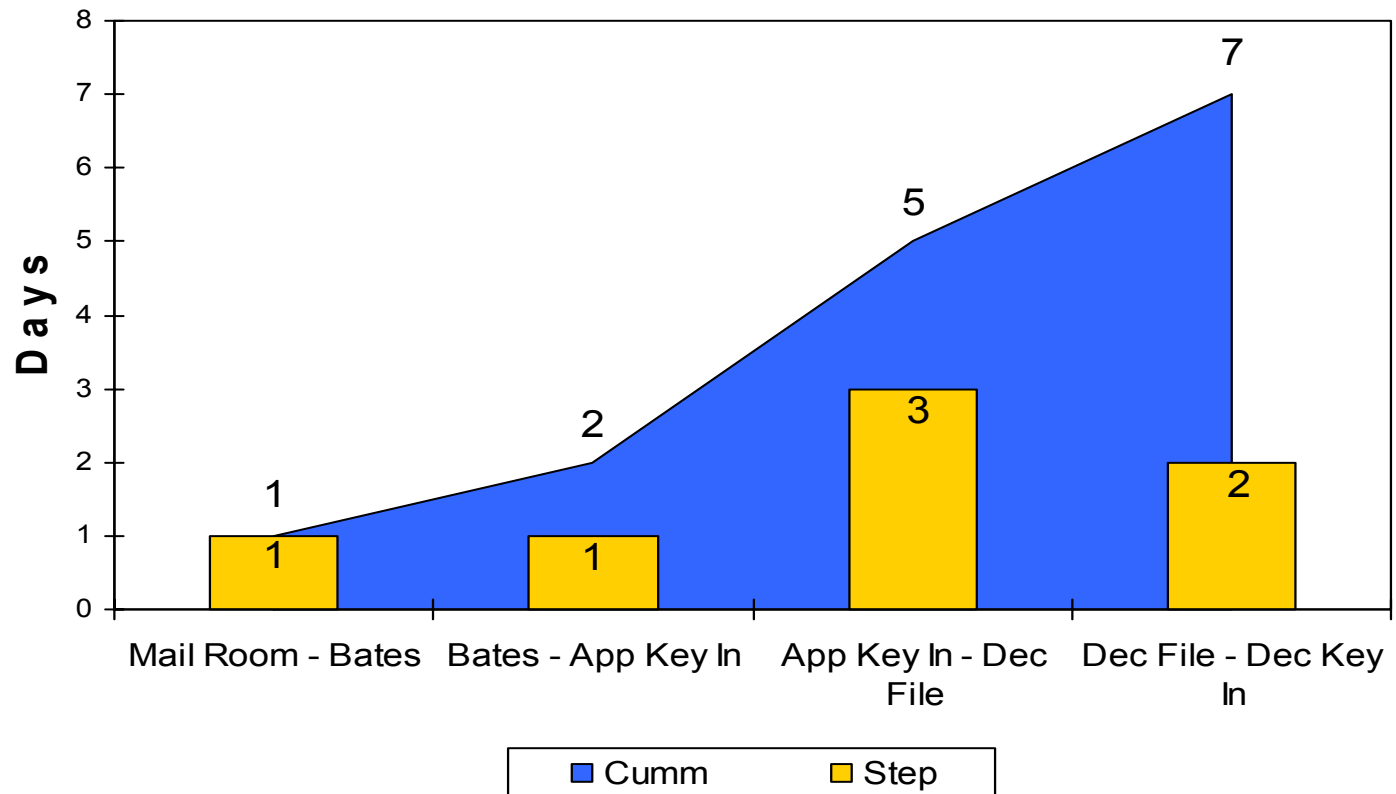
Application Processing Time – Average



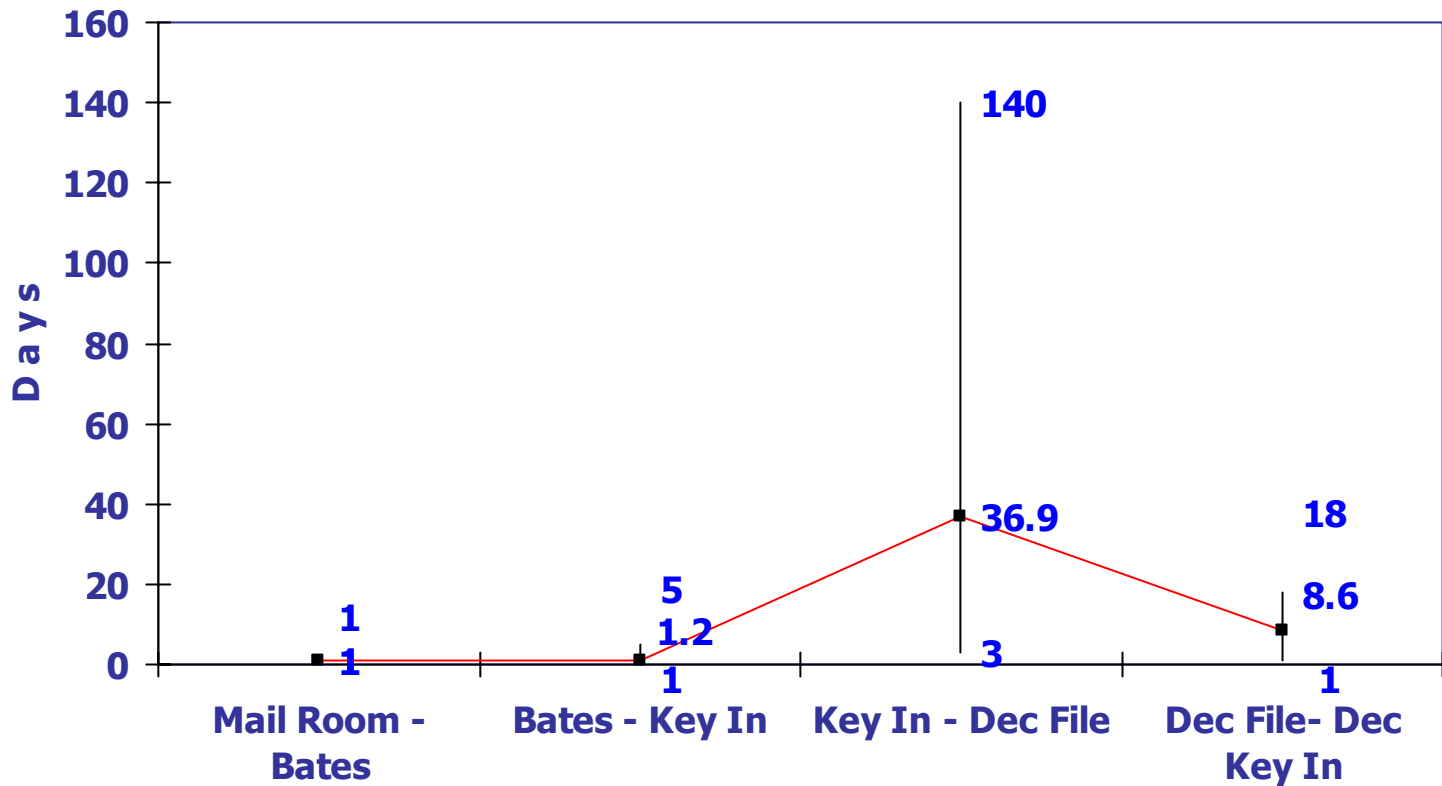
No. of Processors in Contact with Application

Operation	No. of People	No. of People- Cumulative
Mail Room	2	2
On Line	1	3
Bates/Coding/Built	3	6
File Manager	1	7
Review	1	8
GPA Calculation	1, 2	9, 10
Counselor	1	10, 11
TSR	1	11,12
Residency Mgr.	1	12,13

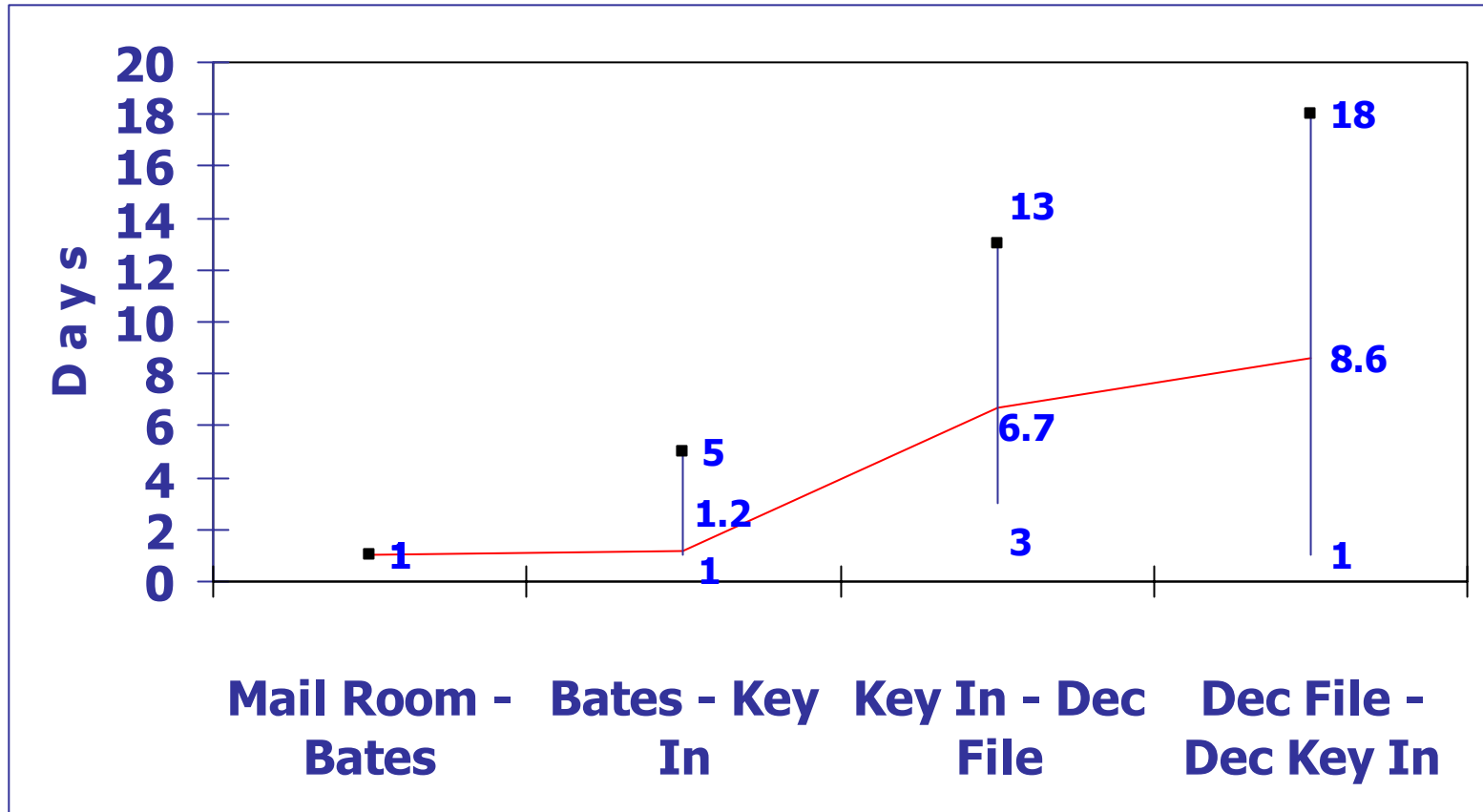
Application Cycle Time - Theoretical



Application Cycle Time – Sample Min-Mean-Max



Application Cycle Time - Adjusted



Summary of Current Processing System



- ***Processing Time: 13 – 76 minutes***
- ***Cycle Time ok App: 7-18 days***
- ***Cycle Time non ok App: > 1 month***
- ***Number of Step: 12 steps***
- ***Number of Processors: 12 – 13 people***

Key In App Processing Observations

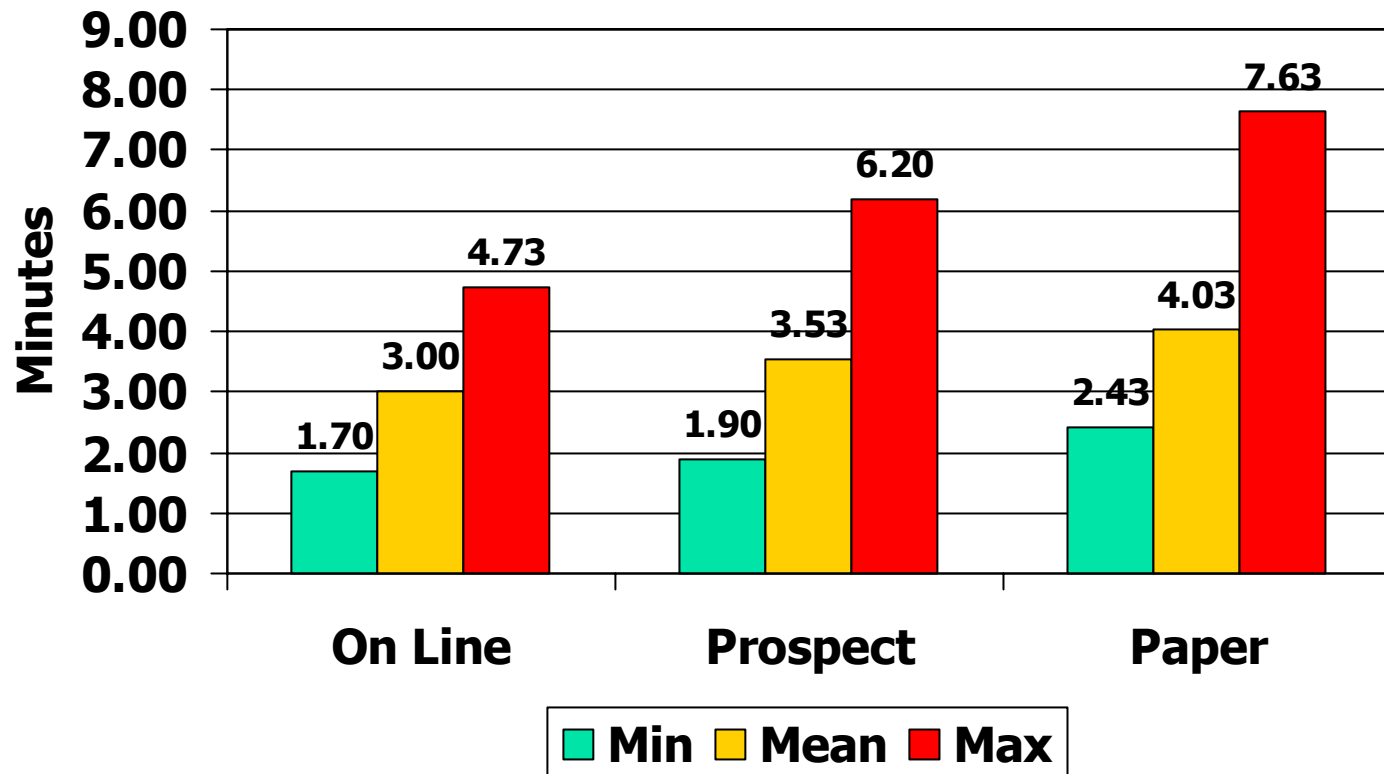
	Total	Avg Time	Total Time	Total	Avg Time	Total Time
Processor	App	App	App	Call	Call	Call
1	16	4.14	66.2	4	2.81	11.2
2	27	2.88	77.63	11	2.86	31.4
3	15	3.93	58.88	5	4.12	20.6
Total	58		202.71	20		63.2

Time in Minutes

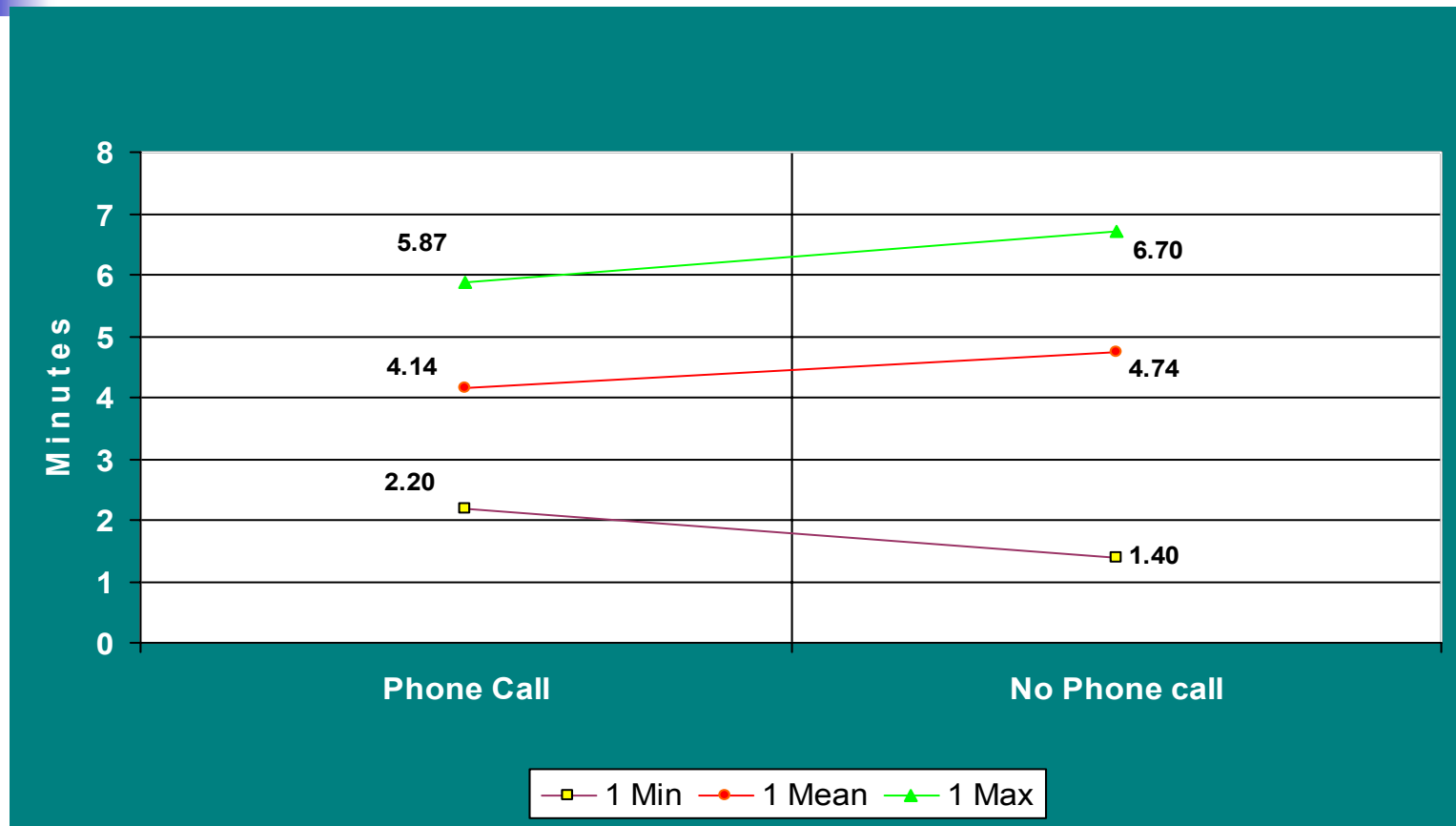
Key In App Processing Time With Phone Calls



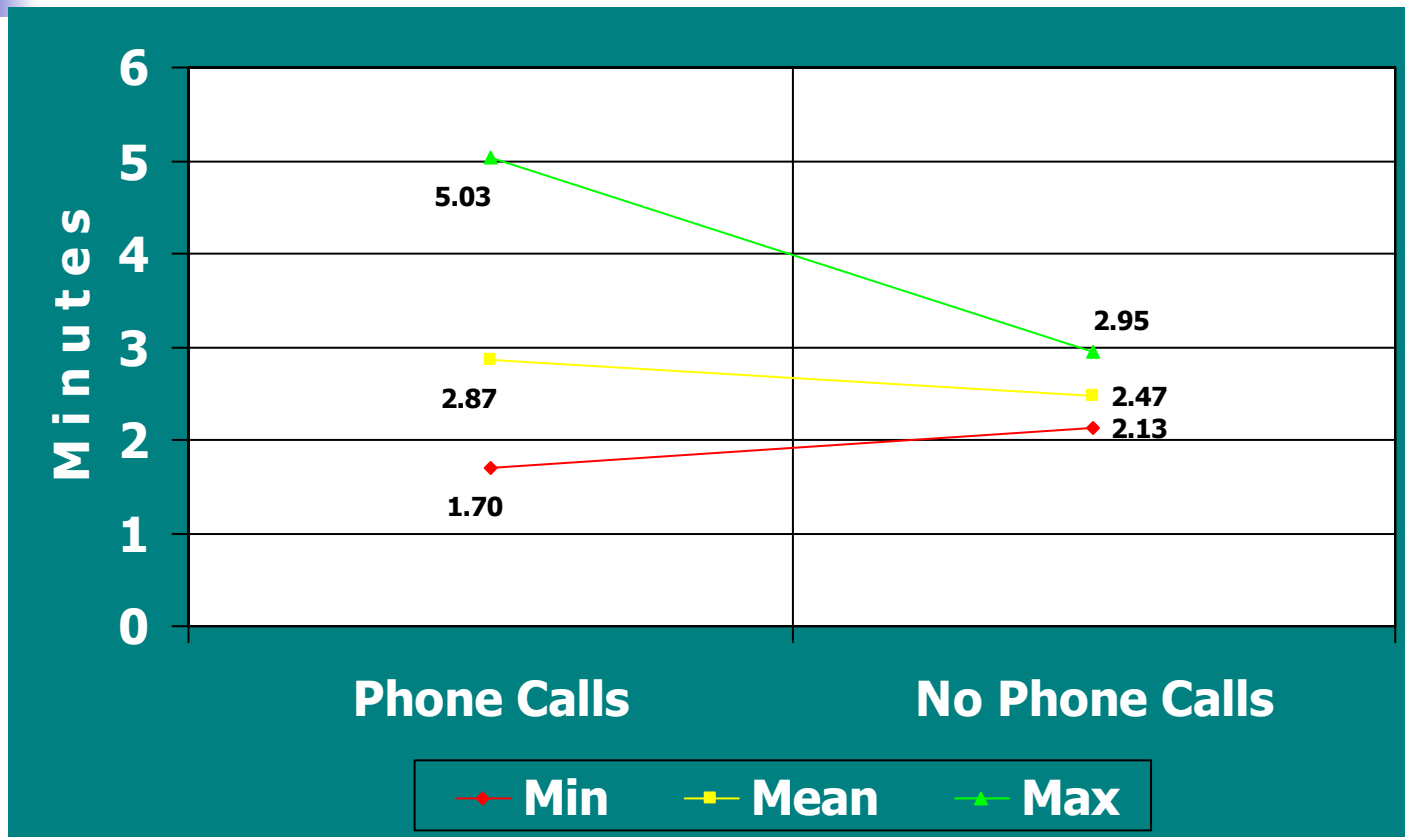
Key In Time by type of Application



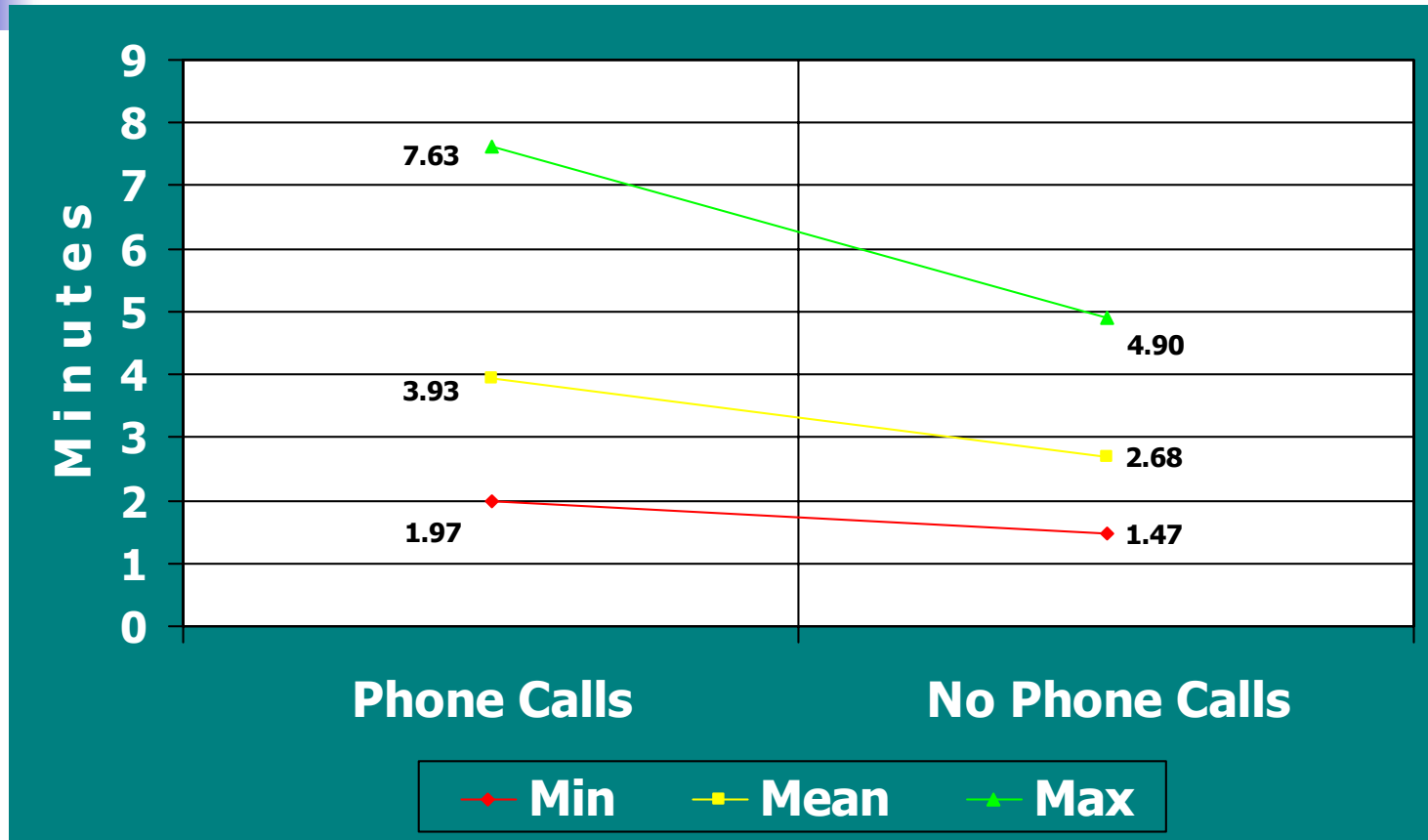
Impact of Phone Calls – Processor 1



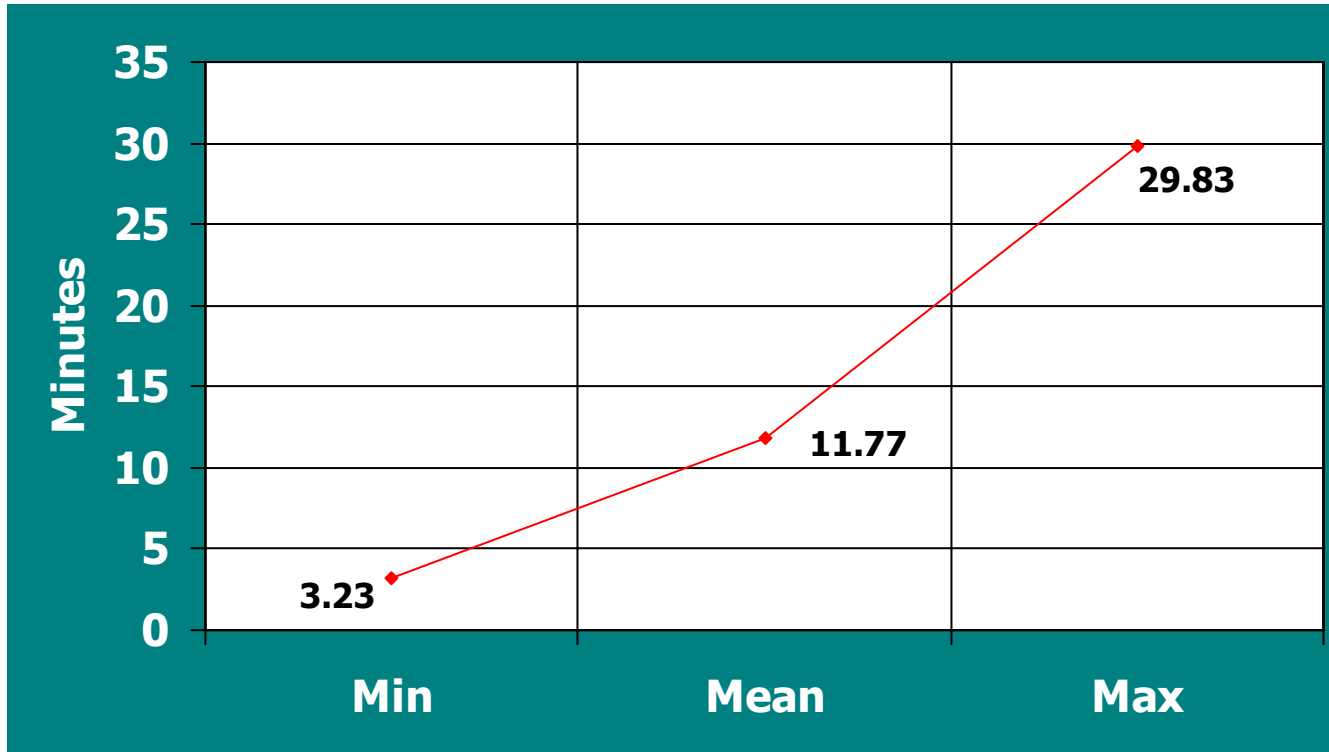
Impact of Phone Calls – Processor 2



Impact of Phone Calls – Processor 3



Key In Course Work - TSR





Processing vs. Phone Call Time - TSR

	App	Calls
Frequency	10	11
Time (minutes)	117.7	28.3
% of Total Time	80.6	19.4

Advantages of Splitting Processing and Customer Service Functions



- ***Increase Processing Time Resources:
From 76% to 100% of File Manager Time
(5.7 to 7.5 hours)***
- ***Reduce Probability of Errors***
- ***Increase Response Time To Students***
- ***Increase Efficiency of Operation***
- ***Make Work Easier***



On Line Applications

<i>Total 2001 Volume</i>	<i>32,155</i>
<i>On-Line App @ 25% of Total</i>	<i>8,039</i>
<i>Applications Missing Fee or Signature Page @ 40% of On Line App</i>	<i>3,216</i>



On-Line Applications: Letter vs. E-Mail

Advantages:

- **Immediate Feedback to Student**
- **Potential Reduction in Response Time from Student**
- **Less Paperwork**
- **Approximately 18 Hours Time Saving**
- **Make Work Easier**



GPA Calculation Data Entry: Process Alternative

<i>Activity</i>	<i>Current Method Time/App</i>	<i>Alternate Method Time/App</i>
<i>Pink Sheet</i>	<i>1.83</i>	<i>-</i>
<i>Data Entry</i>	<i>0.71</i>	<i>1.94</i>
<i>Time/App</i>	<i>2.54</i>	<i>1.94</i>
<i>Total Time*</i>	<i>694 hrs.</i>	<i>530 hrs</i>

*** Based on 50% of total applications**



GPA Calculation Process Alternative: Advantages

- **Potential Time Saving of App. 164 Hours**
 - **Equivalent to 32.8 days (OPS @ 5hrs/day)**
- **Less Paper Work/Documents**
- **Process is Simplified**



GPA Calculation – Additional Observations

	<i>Min</i>	<i>Mean</i>	<i>Max</i>
<i>With Pink Sheet</i>	<i>1.48</i>	<i>2.54</i>	<i>4.95</i>
<i>Without Pink Sheet First Sample</i>	<i>1.58</i>	<i>1.94</i>	<i>2.37</i>
<i>Without Pink Sheet Second Sample</i>	<i>0.37</i>	<i>1.71</i>	<i>2.58</i>

Time Unit: minutes



GPA Calculation – Quality Aspect

- ***# of Applications: 38***
- ***# of Applications with Error: 7 (18%)***
- ***# of Errors: 10 in 1,482 key entries (0.67%)***



Coding Processing Time

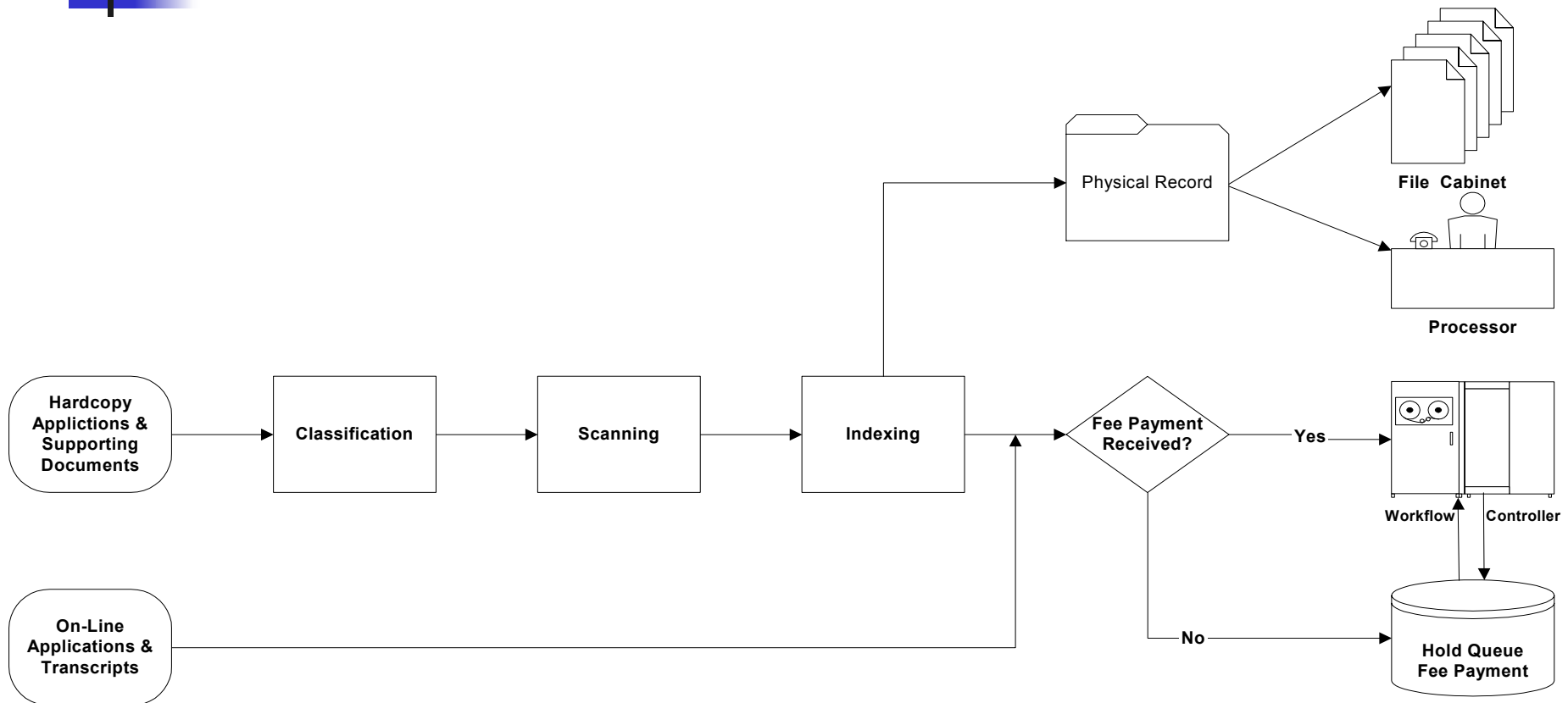
<i>Info. in App</i>	<i>Total App</i>	<i>Unit Time (minutes)</i>	<i>Total Time (hours)</i>
<i>Complete (79%)</i>	25,402	0.52	220
<i>Incomplete (21%)</i>	6,753	2.36	266



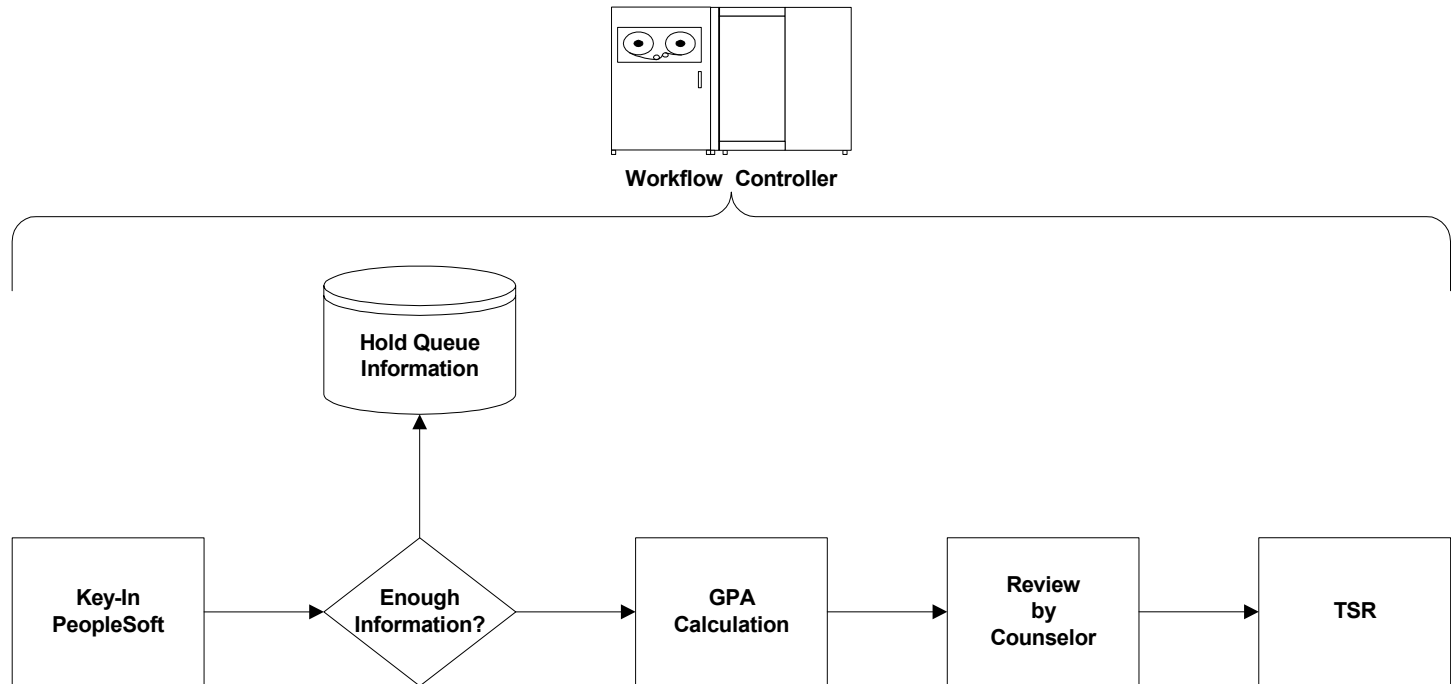
Imaging System

- ***Proposed Workflow***
- ***Advantages vs. Current System***
- ***Process Simulation***
- ***Cost Estimate***

Proposed System Flow - Mailroom



Proposed System Flow - Processing





Imaging System vs. Current System

<i>Element</i>	<i>Current</i>	<i>Imaging</i>
<i>Cycle Time</i>	<i>7-8 days</i>	<i>2-3 days</i>
<i># of People in Contact w/App</i>	<i>12-13</i>	<i>3-4 (Mailroom)</i>
<i>Process Steps</i>	<i>10-12</i>	<i>6-7</i>



Imaging System vs. Current System

<i>Element</i>	<i>Current</i>	<i>Imaging System</i>
<i>Response to Customer</i>	<i>Could Requires Physical Record</i>	<i>Immediate; Documents "On-Line"</i>
<i>Files</i>	<i>5-6 Places</i>	<i>1-2; Space Saving</i>
<i>Office Supplies Cost</i>	<i>32,000 Pre-Printed Folders</i>	<i>Less Expensive Folders</i>



Imaging - Process Simulation

- ***Volume (daily)***

- ***Applications: 350***
- ***Phone Calls: 115***

- ***Arrival***

- ***Applications: 1:00pm***
- ***Phone Calls: Any Time between 8-5 (According to a Statistical Distribution)***



Simulation Assumptions

- *Hard-Copy vs. On-Line: 75% - 25%*
- *Complete vs. Incomplete Apps.: 80% - 20%*
- *FTIC's vs. Transfer Applications: 72% - 28%*
- *No Bates Operation*
- *No Coding Operation*
- *No Printing/Scanning of On-Line Applications*
- *Dedicated Resources for Customer Service*

Imaging - Simulation Results: Phone Calls

		Scenario	
		2 Resources	4 Resources
Waiting Time	Min	0	0
	Avg	2.87	0.09
	Max	27	6.97
Utilization	Min	48%	17%
	Avg	53%	26%
	Max	61%	37%

Time in minutes.

Utilization based on 7.5 hrs/day.



Imaging - Impact on Resources

<i>Operation</i>	<i>Current</i>	<i>Imaging</i>
<i>Mail Room</i>	<i>2</i>	<i>4</i>
<i>On-Line App</i>	<i>1</i>	<i>1</i>
<i>Residency</i>	<i>1</i>	<i>1</i>
<i>Bates</i>	<i>1</i>	<i>0</i>
<i>Trasncrypt Processing</i>	<i>4</i>	<i>0</i>
<i>Coding</i>	<i>1</i>	<i>0</i>
<i>Built</i>	<i>1</i>	<i>1</i>
<i>File Mgr's</i>	<i>9</i>	<i>7</i>
<i>Customer Service</i>	<i>0</i>	<i>2</i>
<i>Review</i>	<i>1</i>	<i>1</i>
<i>GPA</i>	<i>2</i>	<i>2</i>
<i>TSR</i>	<i>6</i>	<i>6</i>
<i>Total</i>	<i>29</i>	<i>25</i>

Imaging System Cost Estimate

Cost Element	View Star	Other
Software (License Fee, Support, Service, Upgrading)	\$600,000	\$800,000
Hardware		
Monitors 21" (46 @ \$1,000)	\$46,000	\$46,000
Scanners (4 units @ \$10,000 including software)	\$40,000	\$40,000
RAM Memory (15 @ \$400) Upgrade to 128	\$6,000	\$6,000
Storage Space (5 Drives @ \$20,000)	\$100,000	\$100,000
Sub Total Hardware	\$192,000	\$192,000
Implementation		
Consulting (@\$200/hour)	\$288,000	\$576,000
Training	\$10,000	\$20,000
Sub Total Implementation	\$298,000	\$596,000
Production vs Development and Additional Equipment/Software	0	
Total Estimated Cost	\$1,090,000	\$1,588,000
Staff Requirement (UCF)	1 Full Time	2 Full Time
Time Frame (minimum)	1 Year	1-2 years



Summary of Preliminary Recommendations

- ***Alternate Floor Space Layout***
- ***File Manager vs. Customer Service Function***
- ***GPA: Consider Elimination of Pink Sheet***
- ***On-Line Applications: E-mail vs. Hard Copy Letter***
- ***Consider Modify PeopleSoft Panels Sequence in light of Application sequence***
- ***Security: Consider an Access Control System***
- ***Security: Establish a procedure to ensure workstations are locked if not in use.***



Summary of Preliminary Recommendations

- ***Performance Measurement: Customer Satisfaction, Application Cycle Time, etc.***
- ***Data Collection: Cycle Time, Errors, Missing Information (Application)***
- ***Incomplete Applications: Establish some program leading to minimize # of incomplete applications***
- ***Consider the Implementation of an Imaging System***