



STEERING COMMITTEE RECOMMENDATION APPROVAL REQUEST

Process: Recruiting

Description of Recommendation:

The objective of this proposal is to identify the best approach for addressing recruiting needs after the migration to Campus Management (CM). SAP's long-term approach for addressing recruiting needs will be through the use of its Customer Relationship Management (CRM) product. In the interim, UM must have access to functionality comparable to what is currently available in the legacy mainframe system. The required functionality has been captured nicely in the Recruitment Roll-In document developed by Dan Begin (see <http://www.olemiss.edu/projects/first/cm/docs/recruitment-rollin.pdf>). The only feature that is not currently required by UM (although one that would be useful to have) is event scheduling.

The following options are possible:

- Purchase an external, commercial product to handle recruiting, and interface this product with CM.
- Develop an external, homegrown recruiting solution, and interface this with CM.
- Implement recruiting within CM by extending existing functionality.
- Expedite the implementation of CRM, possibly through the use of consultants to perform the necessary development.

Of these options, the one that is most attractive and viable is the third, *Implement recruiting within CM by extending existing functionality*, for the reasons that are outlined in the remainder of this proposal.

Underlying Opportunities:

The recruiting system that was implemented in the legacy mainframe environment has met the needs of the Pre-Admissions and Admissions offices for a number of years. This system can be used as a requirements basis for the corresponding recruiting system in CM. By moving to newer technology, additional functionality will be possible, e.g., support for electronic communication methods such as e-mail.

Pros Supporting the Recommendation:

- Many of the data fields that are required to support the recruiting process are already available in CM. Examples are personal data, previous education, addresses, related

persons, and test scores. SAP provides good tools for extending the existing data structures and adding new ones through the use of customer includes and infotypes. Stribling's missing items spreadsheet proposes solutions within CM for missing recruiting data. To store recruiting data outside of CM will result in the duplication of data and attendant consistency problems.

- One of the challenges of maintaining integrity in a recruiting system is being able to distinguish between new recruits and recruits who already exist in the system. CM provides excellent matching capabilities.
- As is noted in the Recruitment Roll-in document, a primary function is managing incoming and outgoing correspondence, i.e., "correspondence tracking." This same functionality is required for the admission process; therefore, it seems reasonable to extend what will be developed for admissions to address recruiting needs as well. Bodo von Glahn visited the UM campus during the week of October 14th, and as part of his work, he described the admissions correspondence solution that will be available as a 4.64 downgrade in November/December 2002. With the addition of customer-defined selection methods for choosing students based on prospect parameters, the admissions correspondence solution should be able to handle to recruiting needs too. He also helped prototype a solution for incoming correspondence tracking using customer-defined tables.
- Another primary function is giving admissions counselors and campus recruiters good reporting tools so that they can effectively target potential students who possess certain characteristics and manage overall recruiting efforts. The use of logical databases and standard reporting tools within CM should satisfactorily meet this need. An added advantage is that the user interface for reporting on recruits, applicants, and current students will be consistent.
- The recruiting process and the admissions process are mutually dependent and cannot be separated from one another without introducing artificial boundaries. To implement these processes across two logically separate systems presents technical challenges in terms of data consistency and integrity, interfaces, and reporting.
- To use a different system for recruiting, whether commercial or home-grown, requires additional learning curves for both end users and IT developers and undermines the benefits of having a single-vendor ERP system. Moreover, it requires additional development to create the required interfaces.
- Some recruits are also students, e.g., PACE participants. The recruiting process encompasses applicants and admitted students and, in fact, becomes much more focused and concentrated as prospects move into these stages.

Cons Against the Recommendation:

- Including recruits in CM will add about 65,000 students at any given time. Of these, about 15,000 apply for admission, 6,000 are admitted, and 2500-3000 eventually enroll in courses. Note that the data migration proposal calls for an initial load of about 35,000 students. While this approach results in many new student objects, these new objects have very few relationships to other CM objects. CM development has indicated that this should not adversely affect performance.
- Using the student object in CM to handle recruits extends the design beyond its current intent and may result in unanticipated side effects; however, it should be noted that the approach proposed here for addressing recruiting needs was originally recommended by CM development. At a minimum, the inclusion of recruits will add to overall clutter.
- We propose going live with recruiting in CM in Spring 2003 when all students are brought over to avoid having to interface back to the legacy mainframe. This forces a

mid-year change for the recruiting process. Also, it adds to the number of new systems that must be ready for a Spring 2003 time frame.

Issues, Concerns, or Currently Unresolved Aspects of the Recommendation:

- In CM 4.64, there is no delete student function; however, this is available in CM 4.71. We will need to delete recruits who do not go on to become students in an August 2003 time frame, but we will not have upgraded to CM 4.71 by then. CM development has indicated a willingness to downgrade this functionality to CM 4.64. If this proposal is approved, then this functionality will be critical.
- A related issue is archiving recruiting data for market analysis purposes. UM will need to develop this functionality. The most promising solution is to write data extracts to store this information in an Oracle database for future reference. An alternative would be to expedite the implementation of SAP's Business Warehouse product at UM.
- The legacy recruiting system supports the notion of call queues. At present, we are unsure of the best approach for providing comparable functionality in CM, but it seems reasonable that reporting tools and selection methods could be used to address this need, at least in part. The current legacy solution allows counselors to route calls to other queues, to initiate correspondence and to view student information (for example, college interests, high school activities, area of interest, previous tele-counseling contacts and comments) as they make calls.

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