

# FORM A: UCLA IT Investment Request Form (FY 2007-2011)

DARS / u.achieve (Degree Audit Reporting System)

**Project Name:** DARS / u.achieve (Degree Audit Reporting System)  
**Project Sponsor(s):** Janina Montero, Student Affairs; Tom Lifka, Student Affairs  
Judith Smith, Undergraduate Education; Julie Sina, College of Letters & Science  
**Project Manager(s):** Robert Kilgore (College of Letters & Science / Registrar's Office)

**System:** Degree Audit Reporting System  
**Project Owner(s):** Anita Cotter (Registrar's Office)  
Arun Pasricha (Registrar's Office)  
**Prepared by:** Arun Pasricha (Registrar's Office)  
**Date:** March 19, 2010

## 1. Project Profile / Background

### 1a) Describe the overall objective and importance of this project.

This request is for the acquisition, deployment and ongoing maintenance of a replacement degree audit system. UCLA's existing system (DAUD) was implemented more than 22 years ago and its functionality and campus usability has significantly degraded over time and the system is unable to keep abreast of existing and future degree program requirements. A new degree audit reporting system (DARS) will allow more extensive automation of degree program tracking for current and future degree programs across all five undergraduate schools/college. DARS will also allow data mining to support matching course offerings to students' needs thereby reducing time-to-graduate. DARS will support increased automation of transfer course articulations, web delivery of audit reports, tracking of minors and double-majors, integrate tracking of all university and general education requirements as well as course planning. In addition, DARS will allow for streamlined processing of degree awarding and processing of student-centric requirement exceptions. The existing degree audit system (DAUD) will begin to sunset within the next four years; without a replacement system, a return to manual processing of degree checks and degree awarding would be required. DARS will move degree audit and tracking to a campus-centric service.

### 1b) Is this project related or dependent on any other project or recent request?

☐ Yes (Please specify)  
☒ No

### 1c) Describe the proposed project management structure

Degree Audit (DAUD) is currently maintained by the College of Letters and Science and is used and supported by the College and the School of Arts and Architecture. In line with most other comparable institutions, responsibility for development, deployment and maintenance of the new DARS system will be transferred to the Registrar's Office. The Registrar's Office will also centralize the maintenance and support of both DARS and DAUD. Henri Samueli School of Engineering and Applied Science will migrate their stand-alone degree audit system and course articulation processes to the campus DARS system. Transfer articulation rules in DARS will be encoded and maintained by the Undergraduate Admissions Office (UARS).

### 1d) What type of project is this?

☐ Implementation of new technology system  
☐ Implementation of emerging technology system  
☒ Replacement of legacy system  
☐ Other:

### 1e) When will this project be fully implemented?

☐ Less than one year  
☒ Between one to two years  
☐ Between two to five years  
☐ More than five years

## 2. Key Stakeholders

### 2a) List the major stakeholders of this project and the importance of this project to each.

Degree tracking and auditing is a function needed for all students and includes requirements at the university, school/college and department levels. DARS will allow the College of Letters & Science, School of the Arts and Architecture, School of Theatre, Film and Television, Henri Samueli School of Engineering and Applied Science and School of Nursing students and staff use degree audit to track degree progress and university requirements, GPAs, grade information, course articulation decisions, course credit and application, Senior Residency, Latin Honors, credit deductions, academic actions, etc. Registrar's Office uses degree audit to grant and track degrees, course substitutions and exceptions. Undergraduate Admissions (UARS) will use DARS to automate and integrate transfer course articulation decisions into course credit. Departments will be able to take advantage of mined data to forecast course needs and match their offerings.

### 2b) Does the project have the full support of key stakeholders? If so, who are they? If not, please explain.

☒ Yes  
☐ No (Please explain) The College of Letters & Science, School of the Arts and Architecture, School of Theatre, Film and Television, Henri Samueli School of Engineering and Applied Science, The School of Nursing, Student Affairs, Law School, Graduate Division.

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## 3. Project Costs / Funding Request

**3a) Prior Funding:** Have you requested funding for this project and/or system before? If so from whom, when and for what purpose?

☒ Yes (Please specify)

☐ No

Funding for DARS development was originally secured in 2002. However, the original funding did not adequately cover development, ongoing maintenance, hardware and software replacement, etc. License fees for the course planning or admission advising modules were also not included.

**3b) Summary of Estimated Costs:** The following data is derived from the attached Financial Worksheet (Form C).

TOTAL PROJECT COSTS / FUNDING RECOMMENDATIONS										
Development & Maintenance (One-Time / Temporary) Costs										Permanent
Main Categories:	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	Total		FY xx-xx		
1 Software	\$ -	\$ -	\$ -	\$ 234,278	\$ -	\$ 234,278		\$	77,672	
2 Hardware	\$ -	\$ -	\$ -	\$ 167,410	\$ -	\$ 167,410		\$	75,003	
3 Implementation Costs	\$ -	\$ -	\$ -	\$ 32,500	\$ -	\$ 32,500		\$	28,000	
4 Consulting Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
5 Salaries	\$ -	\$ -	\$ -	\$ 694,125	\$ -	\$ 694,125		\$	641,100	
6 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
7 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
8 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
9 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
10 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$	-	
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,128,313</b>	<b>\$ -</b>	<b>\$ 1,128,313</b>		<b>\$</b>	<b>821,775</b>	
<b>Less: Funding Offsets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,927</b>	<b>\$ -</b>	<b>\$ 750,927</b>	67%	<b>\$</b>	<b>490,527</b>	60%
<b>Remaining Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 377,386</b>	<b>\$ -</b>	<b>\$ 377,386</b>	33%	<b>\$</b>	<b>331,248</b>	40%
<b>3c) Request for Chancellor's Funds:</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 377,386</b>	<b>\$ -</b>	<b>\$ 377,386</b>		<b>\$</b>	<b>331,248</b>	

**3d) Use of Requested Chancellorial Funds:** Explain what the Chancellor's funds will be used for.

Funds will be used for the acquisition, development and ongoing maintenance of DARS applications and to support campus use of the new system.

**FORM B: UCLA IT Investment Request Rating & Justification Form (FY 2007-08)***DARS / u.achieve (Degree Audit Reporting System)*

March 19, 2010

**1) Strategic Impact:****1a)** Describe the impact this project will have on the overall campus strategic initiative and/or the institutional mission of teaching, research or public service:

Degree audit is a critical campus function and the current DAUD application is in use by most undergraduate students, Undergraduate Admissions, Registrar's Office, College Academic Counseling, School of Arts and Architecture Counseling, various Academic program staff, Athletics Counseling, Law School students, and various Graduate program students. Utilizing a new robust and integrated automated degree tracking system (DARS) will allow more extensive automation of degree program tracking, data mining to support matching course offerings to students' needs, automation of transfer course articulations, web delivery of audit reports, tracking of minors and double-majors, integrated tracking of all university and general education requirements as well as course planning. In addition, DARS will allow for streamlined processing of degree awarding and processing of student-centric exceptions.

**1b)** Does this project align with any UC, State-wide or National initiative?☐ Yes (Please explain)☒ No**1c)** Check the appropriate box.☐ 1. None - No strategic impact☐ 2. Low - Minimal strategic impact☐ 3. Moderate - Some strategic impact☒ 4. Significant - Necessary and significant strategic impact**2) Compliance Requirement:****2a)** Is this project a requirement of the campus by any campus, Regental, State or Federal policy and/or regulation?☐ Yes (Please specify)☒ No**2b)** Describe how this project will meet the stated policies and/or regulations requirements and the measureable impacts.

Without an automated process for tracking degree progress and degree fulfillment, manually written audits would need to be performed by students and by various staff in the school/college counseling units, departments, Undergraduate Admissions (UARS) and the Registrar's Office. Having a robust computerized degree audit system allows the sharing of data between units, students and staff as well as insures reliability and consistency in application of and fulfillment of courses, rules and requirements.

**2c)** Describe the existing risk or exposure with the current situation.

The current degree auditing mainframe application (DAUD) has been in use for over 22 years and due to program and degree changes has outlived its ability to accurately and completely track degree progress in fulfilling university, school/college and major/minor requirements. Without a replacement system, degree tracking and granting would need to return to a manual process. In addition, the sharing of degree progress, substitutions, exceptions, and other degree progress data between various campus entities would not be possible.

**2d)** Check the appropriate box.☐ 1. None - No measurable impact on compliance requirements.☐ 2. Low - Small impact on compliance requirements.☐ 3. Moderate - Necessary to maintain current compliance requirements.☒ 4. Significant - Demonstrates measurable improvement and necessity for compliance.

**FORM B: UCLA IT Investment Request Rating & Justification Form (FY 2007-08)***DARS / u.achieve (Degree Audit Reporting System)*

March 19, 2010

**3) System Lifecycle Necessity:****3a)** Is this project a replacement and/or upgrade of an existing enterprise or campus system? Please explain.☒

Yes

DARS is a replacement system for the current mainframe DAUD application which was placed into service for entering students Fall, 1988.

☐

No

**3b)** Describe any system lifecycle issues and its impact:

The existing mainframe DAUD system has a sunset date within 4 years at which time it would have to either be retired or rewritten to remain viable. Rewriting the system to continue working after the Fall, 2014 student cohort would not address the significant deficiencies inherent in the system brought about by the complexity of new program and degree requirements as well as technological advances of the past 22 years.

**3c)** Is project highly likely to be developed on time and on budget and fulfill functional specifications? Please explain☒

Yes

Detailed analysis of scope has been completed by various offices. Development has been ongoing on the project and significant progress has been made in encoding of degree and articulation rules.

☐

No

**3d)** Check the appropriate box:☐

1. None - No system lifecycle issues exists.

☐

2. Low - Minimal system lifecycle needs will be addressed.

☐

3. Moderate - Some system lifecycle issues / needs will be addressed.

☒

4. Significant - Necessary and significant system lifecycle issue will be addressed.

**4) Customer/User Impact:****4a)** Identify the number of individuals in the following four categories that will be affected by the request/proposed project:*Make a Menu Selection:***Group****Quantity**

Faculty

4. &gt; 1,000

Students

4. &gt; 1,000

Departmental Staff

3. 501 - 1,000

Central Admin Staff

2. 101 - 500

Other:

Specify:

**Total Score:****4b)** Describe the tangible benefits and how they will measured.

A replacement degree audit system will allow all undergraduate students to track their progress toward degree across an extensive array of university, department and school/college requirements. Undergraduate Admissions (UARS) will automate application of transfer course articulations to a significant degree. Staff from various units will be able to assess a student's degree progress and advise students accordingly. Departments will be able to mine data and offer courses in line with student enrollment intent and/or course needs leading to a reduction in time to graduation. Degree awarding will be facilitated by a more accurate and complete check of all degree requirements (e.g., senior residency, minors, Latin Honors, major residency, GPA requirements, etc.). Delivery of more meaningful audit reports over the web will be in line with students' expectations. Students and staff will be able to model changes to their degree programs in anticipation of major, minor, school/college changes, course enrollment anticipations, etc. Students and staff will be able to anticipate course articulations in advance of non-UCLA course enrollments.

## FORM B: UCLA IT Investment Request Rating & Justification Form (FY 2007-08)

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4c) Describe how likely this project will be well embraced and used by the intended users?

Having an accurate degree tracking tool at their disposal, students will be able to reduce their time-to-degree if course needs are aligned with course offerings. Departments armed with knowledge of course needs or student's intents will be able to offer courses aligned with actual demand. Web delivery and student initiated modeling of "What-If" scenarios will decrease the demand for in-person counseling and allow students and staff to make more efficient decisions about changes to degree programs and/or course enrollments. Students and staff with accurate and timely degree tracking information will be able to decrease degree shortage notices in a student's final term and decrease unnecessary course enrollments.

4d) Describe any likely negative impacts on the intended and unintended users.

N/A

### 5) Workload Impact:

5a) Describe the likely impact of the project on workload (both positive and negative) and how it will be measured.

Staff will be able to track degree progress more accurately and track more components of the degree. Reducing time devoted to manual degree checks, course articulation research, unit and GPA calculations, etc. will allow counseling staff to focus on the tasks of academic counseling. Automation of course articulation agreements will be more accurate and consistent across students and less dependent on individual evaluators. It will also make articulation data more readily available thereby reducing redundancy or unnecessary course enrollments.

5b) Describe the savings produced by the implementation of the project and how it will be measured.

N/A

5c) Check the appropriate box:

☒

1. None - No measurable impact on workload or too difficult to measure.

☐

2. Low - Demonstrates minimal savings / impact on workload.

☐

3. Moderate - Demonstrates some measurable savings / impact on workload.

☐

4. Significant - Demonstrates measurable savings / impact on workload.

### 6) Financial/Fiscal Impact:

6a) Was a cost-benefit analysis conducted? Summarize the key points below and attach supporting documentation.

☐

Yes

☒

No

**FORM B: UCLA IT Investment Request Rating & Justification Form (FY 2007-08)**  
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**6b)** What is the financial impact of this project on the campus and department? Please explain.

- ☐ Potential source of revenue  
☐ Financial savings  
☒ Other

Centralized encoding and maintenance of degree requirements offers the advantage of leveraging encoding knowledge across school/college programs thereby reducing the dependency on local school/college staff to maintain the system, course lists and requirements.

**6b)** Specify the potential for generating revenue and/or cash savings for the departments and campus.

Identifying student enrollment intents and/or course plans offers the potential for cost savings by aligning course offerings to student program course needs. Student's ability to enroll in courses needed for degree requirements allows for the potential to reduce time-to-graduate. Timely and accurate transfer course articulation information has the potential to reduce redundant course enrollments and/or enrollment in unnecessary courses.

**6c)** Check the appropriate box:

- ☐ 1. None - No significant financial savings nor revenue.  
☒ 2. Low - Demonstrates minimal financial savings and/or revenue.  
☐ 3. Moderate - Demonstrates some measurable financial savings and/or revenue.  
☐ 4. Significant - Demonstrates measurable financial savings and/or revenue.

**7) Additional Information**

**7a)** What are the consequences of NOT doing this project?

UCLA's current system (DAUD) will begin to sunset after the Fall 2014 entering cohort. Unless the current system is rewritten or replaced, manual degree tracking and audits will have to be resumed. Staffing levels in various academic programs, departments and school/college counseling units as well as Student Affairs is inadequate to support a return to manual processes. Students enrolling in courses without a clear understanding how they would apply to their college/school's major and/or minor requirements, General Education and University requirements would be detrimental.

**7b)** Describe any issues / constraints / barriers that impact the successful implementation of this project.

None

**7c)** Describe any additional justification and/or rationale for this request / project not reflected in the criteria listed above.

**FORM C: UCLA IT Investment Project Financial Worksheet**  
**DARS / u.achieve (Degree Audit Reporting System)**

Date: March 19, 2010

Prepared by: Arun Pasricha (Registrar's Office)

**Summary of Costs and Available Funding Offsets**

Categories:		Estimated Total Project Costs							Permanent Costs		
		Estimated Five Year Development & Maintenance (One-time Investment) Costs						FY xx-xx			
		FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	Tb tal				
1	Software	-	-	-	234,278	-	\$	234,278	\$	77,672	
2	Hardware	-	-	-	167,410	-	\$	167,410	\$	75,003	
3	Implementation Costs	-	-	-	32,500	-	\$	32,500	\$	28,000	
4	Consulting Services	-	-	-	-	-	\$	-	\$	-	
5	Salaries	-	-	-	694,125	-	\$	694,125	\$	641,100	
6	0	-	-	-	-	-	\$	-	\$	-	
7	0	-	-	-	-	-	\$	-	\$	-	
8	0	-	-	-	-	-	\$	-	\$	-	
9	0	-	-	-	-	-	\$	-	\$	-	
10	0	-	-	-	-	-	\$	-	\$	-	
TOTAL Costs:		\$	-	\$	-	\$	-	\$	1,128,313	\$	821,775

Funding Source		Funding Offsets						Permanent Costs
		Estimated Five Year Development & Maintenance (One-time Investment) Costs					FY xx-xx	
		FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12		
A	College Transfer (09/10 remaining)				209,525		\$ 209,525	
B	College Transfer (07/01/10 - 06/30/11)				287,027		\$ 287,027	287,027
C	College Funding - Salary & Benefits				165,000		\$ 165,000	132,000
D	Student Affairs - UARS Encoder				89,375		\$ 89,375	71,500
E							\$ -	
F							\$ -	
G							\$ -	
TOTALS:		\$ -	\$ -	\$ -	\$ 750,927	\$ -	\$ 750,927	\$ 490,527

<b>Remaining (Unfunded) Balance:</b>	\$ -	\$ -	\$ -	\$ 377,386	\$ -	\$ 377,386	\$	331,248
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## Details of Estimated Project Costs

		Estimated Five Year Development & Maintenance (One-time Investment) Costs							Permanent Costs	
Category / Items		FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12		Total	FY xx-xx	
1.0	Software									
1.1	u.a.c.h.i.e.v.e., S.e.r.v.e.r.s				72,694			\$ 72,694		40,555
1.2	u.d.i.r.e.c.t				155,584			\$ 155,584		31,117
1.3	u.s.e.l.e.c.t				6,000			\$ 6,000		6,000
1.4								\$ -		
1.5	Sub total:	\$ -	\$ -	\$ -	\$ 234,278	\$ -		\$ 234,278	\$	77,672
2.0	Hardware									
2.1	S.e.r.v.e.r.s				107,410			\$ 107,410		35,803
2.2	I.n.f.r.a.s.t.r.u.c.t.u.r.e				60,000			\$ 60,000		39,200
2.3								\$ -		
2.4								\$ -		
2.5	Sub total:	\$ -	\$ -	\$ -	\$ 167,410	\$ -		\$ 167,410	\$	75,003
3.0	Implementation Costs									
3.1	T.r.a.i.n.i.n.g				22,500			\$ 22,500		18,000
3.2	S.u.p.p.l.i.e.s				10,000			\$ 10,000		10,000
3.3								\$ -		
3.4								\$ -		
3.5	Sub total:	\$ -	\$ -	\$ -	\$ 32,500	\$ -		\$ 32,500	\$	28,000
4.0	Consulting Services									
4.1								\$ -		
4.2								\$ -		
4.3								\$ -		
4.4								\$ -		
4.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$	-
5.0	Salaries									
5.1	A.d.m.i.s.s.i.o.n.s E.n.c.o.d.e.r				89,375			\$ 89,375		71,500
5.2	R.e.g.i.s.t.r.a.r E.n.c.o.d.e.r(s)				107,250			\$ 107,250		171,600
5.3	P.r.o.g.r.a.m.m.e.r, N.e.t.w.o.r.k, D.B.A				332,500			\$ 332,500		266,000
5.4	M.g.m.t, E.n.c.o.d.e.r, L.e.g.a.c.y, A.n.a.l.y.s.i.s				165,000			\$ 165,000		132,000
5.5	Sub total:	\$ -	\$ -	\$ -	\$ 694,125	\$ -		\$ 694,125	\$	641,100
6.0										
6.1								\$ -		
6.2								\$ -		
6.3								\$ -		
6.4								\$ -		
6.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$	-
7.0										
7.1								\$ -		
7.2								\$ -		



## Details of Estimated Project Costs

Category / Items		Estimated Five Year Development & Maintenance (One-time Investment) Costs						Permanent Costs	
		FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	Total	FY xx-xx	
7.3							\$ -		
7.4							\$ -		
7.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
8.0									
8.1							\$ -		
8.2							\$ -		
8.3							\$ -		
8.4							\$ -		
8.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
9.0									
9.1							\$ -		
9.2							\$ -		
9.3							\$ -		
9.4							\$ -		
9.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
10.0									
10.1							\$ -		
10.2							\$ -		
10.3							\$ -		
10.4							\$ -		
10.5	Sub total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTALS:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,128,313</b>	<b>\$ -</b>	<b>\$ 1,128,313</b>	<b>\$ 821,775</b>	

Financial Assumptions: Describe any particular assumptions that have been made to impact the financial estimates (such as annual inflationary rates, benefits, FTE average salary, etc.).

Ref.	Notes
1.0	Development Costs Span 04/01/2010 - 6/30/2011; Annual Recurring Costs effective 07/01/2011
2.0	
3.0	
4.0	
5.0	
6.0	
7.0	
8.0	
9.0	
10.0	