BUSINESS CASE FOR SCHOOL MANAGEMENT PROJECT

1. Executive Summary

## This business case outlines how the School Management (SM) Project will address current business concerns, the benefits of the project, and recommendations and justification of the project. The business case also discusses detailed project goals, performance measures, assumptions, constraints, and alternative options. 1.1 Issue

## Because of an increase in student count, School has decided to move to a web based school management. As we continue to support more students in more locations, the administration of our workforce has become more difficult. Until now, many of our internal requirements such as attendance, assignments activities, and lectures have been done via manual systems. As our workforce expands in numbers and area, these manual systems have become inadequate to effectively manage these administrative activities. This inadequacy is manifested in higher costs and increased employee turnover which we have seen over the last 12 months. In order to more effectively manage our administration, reduce costs, and improve turnover, School must move to a web-based application .By doing so, staff and faculties will assume a greater role in managing their administrative issues, have access to timesheets securely online, and the school can manage its administration from one central and common platform. 1.2 Anticipated Outcomes

## Moving to a centralized web-based administrative platform will enable School to manage its school activities administrative functions in a seamless and consolidated manner. This technology migration will reduce overhead costs associated with the large workforce currently required to manage these tasks. De-centralized students will have more autonomy to manage their assignments, attendance, grades, and various other administrative tasks. This real time access reduces errors, improves cycle time, and is readily available to any authorized user. 1.3 Recommendation

Various options and alternatives were analyzed to determine the best way to leverage technology to improve the teaching processes and reduce the overhead costs within School. The approach described herein allows us to meet our corporate objectives of continuously improving efficiency, reducing costs, and capitalizing on technology. The recommended SM Project will methodically migrate the data and functions of our current paper based system to our new web-based platform in order to preserve data integrity and allow adequate time to train all staff and faculties on their responsibilities and respective administrative functions. Some of the ways that this technology will achieve its desired results are:

* Students will be able to enter and edit their assignments at any time from any location instead of submitting papers.
* Attendance and grades data will be immediately accessible for improvement purposes which will reduce the need for staff manually organize analyze and compile data.
* Students will have the ability to register for courses which reduces the burden on faculty and staff
* Faculty, Staff and students will have easy access to data.

## 1.4 Justification

The migration from paper based system to the web-based platform will result in greater efficiency with regards to school resources and processes.

* 15% reduction in overhead costs in the first 12 months
* 10% decrease in turnover in the first 12 months

## 2. Business Case Analysis Team

The following individuals comprise the business case analysis team. They are responsible for the analysis and creation of the SM Project business case.

| **Role** | **Description** | **Name/Title** |
| --- | --- | --- |
| Executive Sponsor | Provide executive support for the project | Anna Smith, VP Operations |
| Technology Support | Provides all technology support for the project | Casey Park, VP Information Technology |
| Process Improvement | Advises team on process improvement techniques | John Jordan, Process Team Lead |
| Project Manager | Manages the business case and project team | Reena Patel, Project Manager |
| Software Support | Provides all software support for the project | Aly Watson, Software Group Lead |

## 3. Problem Definition

## 3.1 Problem Statement

## Since its inception, School has relied upon paper based system to manage attendance and other teaching functions. As the number of students grows, so does the burden placed upon staff to effectively manage the school’s administration at acceptable levels. In the last two years School has hired 5 staff members into overhead positions to help manage and run the day to day administration operations. These positions provide little or no return on investment as they are not billable positions and only maintain the status quo; they do nothing to improve the management of the school’s administration.

## 3.2 Organizational Impact

The SM Project will impact School in several ways. The following provides a high-level explanation of how the organization, tools, processes, and roles and responsibilities will be affected as a result of the SM Project implementation:

Tools: the existing paper based system will be phased out completely as the SM Project is stood up and becomes operational. This will require training employees on the SM tools and their use in support of other organizational tools.

Processes: This improved efficiency will lessen the burden on Staff and faculty members and provide autonomy to members in managing their administrative tasks and actions.

Roles and Responsibilities: in addition to the SM Project allowing greater autonomy to students and faculties and less burden on higher authorities, the manpower required to appropriately staff human resources will be reduced.

Hardware/Software: in addition to the software and licensing for the project, School will be required to purchase additional servers to accommodate the platform and its anticipated growth for the next 10 years.

## 3.3 Technology Migration

In order to effectively migrate existing data from paper based system to new Web-based platform, a phased approach has been developed which will result in minimal/no disruption to day to day operations, administration, and school activities. The following is a high-level overview of the phased approach:  
  
Phase I: Hardware/Software will be purchased and the SM system will be created in the web-based environment and tested by the IT development group.  
  
Phase II: All employees will receive training on the new web-based platform.

Phase III: The web-based platform will go live and the paper based system will be archived and stood down.

## 4. Project Overview

## The SM Project overview provides detail for how this project will address School’s problem. The overview consists of a project description, goals and objectives for the SM Project, project performance criteria, project assumptions, constraints, and major milestones. As the project is approved and moves forward, each of these components will be expanded to include a greater level of detail in working toward the project plan. 4.1 Project Description

The WP Project will review and analyze several potential products to replace School’s paper based system with a web-based platform. This will be done by determining and selecting a product which adequately replaces our existing system and still allows for growth for the next 10 years. Once selected, the project will replace our existing system in a phased implementation approach and be completed once the new system is operational and the lpaper based system is archived and no longer in use.

School will issue a Request for Information in order to determine which products are immediately available to meet needs. Once the product is acquired, all implementation and data population will be conducted with internal resources.

## 4.2 Goals and Objectives

The SM Project directly supports several of the goals and objectives established by School. The following table lists the business goals and objectives that the SM Project supports and how it supports them:

| **Business Goal/Objective** | **Description** |
| --- | --- |
| Timely and accurate notification | Web based tool will allow real-time and accurate notification of all assignments. |
| Improve staff efficiency | Fewer staff required for managing these activities will improve efficiency |
| Reduce staff turnover | Greater autonomy and flexibility will address staff and student concerns and allow faculty to focus on teaching tasks |
| Reduce overhead costs | Fewer staff required will reduce the school’s overhead |

## 4.3 Project Performance

The following table lists the key resources, processes, or services and their anticipated business outcomes in measuring the performance of the project. These performance measures will be quantified and further defined in the detailed project plan.

| **Key Resource/Process/Service** | **Performance Measure** |
| --- | --- |
| Attendance | The web-based system will make easy to keep record of attendance |
| Assignments/exam | Lessen faculty’s evaluation work by allowing auto evaluation of multiple choice questions directly. |
| Paper based system supplies | Will reduce the cost of papers. |
| Staff Resources | Elimination of 5 staff positions which are no longer required as several functions will now be automated. |

## 4.4 Project Assumptions

The following assumptions apply to the SM Project. As project planning begins and more assumptions are identified, they will be added accordingly.

* All staff and employees will be trained accordingly in their respective data entry, assignments, and attendance tasks on the new web-based system
* Funding is available for training
* Funding is available for purchasing hardware/software for web-based system
* All department heads will provide necessary support for successful project completion
* Project has executive-level support and backing

## 4.5 Project Constraints

The following constraints apply to the SM Project. As project planning begins and more constraints are identified, they will be added accordingly.

* There are limited IT resources available to support the SM Project and other, ongoing, IT initiatives.
* As implementation will be done internally and not by the product developers or vendors, there will be limited support from the hardware/software providers.

## 4.6 Major Project Milestones

The following are the major project milestones identified at this time. As the project planning moves forward and the schedule is developed, the milestones and their target completion dates will be modified, adjusted, and finalized as necessary to establish the baseline schedule.

| **Milestones/Deliverables** | **Target Date** |
| --- | --- |
| Project Charter | 08/01/2021 |
| Project Plan Review and Completion | 08/10/2021 |
| Project Kickoff | 08/15/2021 |
| Phase I Complete | 10/15/2021 |
| Phase II Complete | 11/15/2021 |
| Phase III Complete | 12/15/2021 |
| Phase IV Complete | 01/10/2022 |
| Phase V Complete | 01/15/2022 |
| Closeout/Project Completion | 01/31/2022 |

## 5. Strategic Alignment

The SM Project is in direct support of several of School’s Strategic Plans. By directly supporting these strategic plans, this project will improve operations and help move the school forward to the next level of growth.

| **Plan** | **Goals/Objectives** | **Relationship to Project** |
| --- | --- | --- |
| 2021 School’s Strategic Plan for Information Management | Improve record keeping and information management | This project will allow for real-time information and data entry, increased information accuracy, and a consolidated repository for all assignments and attendance |
| 2021 School’s Strategic Plan for Information Management | Utilize new technology to support school and department missions more effectively | New technology will allow many school functions to be automated reducing the levels of staff required to manage these systems |
| 2021 school’s Strategic Plan for Human Capital | Engage the workforce and improve student experience | This project allows the students and faculties to take an active role in managing their resources |

## 6. Cost Benefit Analysis

The following table captures the cost and savings actions associated with the SM Project, descriptions of these actions, and the costs or savings associated with them through the first year. At the bottom of the chart is the net savings for the first year of the project.

| **Action** | **Action Type** | **Description** | **First year costs (- indicates anticipated savings)** |
| --- | --- | --- | --- |
| Purchase Web-based product and licenses | Cost | Initial investment for WP Project | $15,000.00 |
| Software installation and training | Cost | Cost for IT group to install new software and for the training group to train all employees | $10,000.00 |
| Reduce HR and payroll staff by 5 employees | Savings | An immediate reduction in overhead equal to the annual salary of 5 staff members | $-50,000.00 |
| Reduce employee turnover by 10% | Savings | Savings in cost to out-process exiting employee and recruit, hire, and train new employees is approximately $50,000 in the first year. | -$25,000 |
| **Net First Year Savings** |  |  | **$50,000.00** |

Based on the cost benefit analysis above we see that by authorizing the SM Project, School will save $50,000.00 in the first year alone. This represents a significant improvement in our operating costs and is a clear indicator of the benefit this project will have on the school.

## 7. Alternative Analysis

The following alternative options have been considered to address the business problem. These alternatives were not selected for a number of reasons which are also explained below.

| **No Project (Status Quo)** | **Reasons For Not Selecting Alternative** |
| --- | --- |
| Keep the paper based legacy system in place | * Unnecessary expenditure of funds for increased staffing levels * Continued occurrence of a high number of data errors * Lack of automation |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
| Outsource the implementation of a web-based platform | * Significantly higher cost * Expertise already exists in house * Vendor’s lack of familiarity with our internal requirements |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
| Develop software internally | * Lack of qualified resources * Significant cost associated with software design * Timeframe required is too long |

## 8. Approvals

The signatures of the people below indicate an understanding in the purpose and content of this Business Case by those signing it. By signing this document you indicate that you approve of the proposed project outlined in this business case and that the next steps may be taken to create a formal project in accordance with the details outlined herein.

|  |  |  |  |
| --- | --- | --- | --- |
| **Approver Name** | **Title** | **Signature** | **Date** |
| Green, M. | President and COO |  |  |
| Sarin, B. | Executive VP |  |  |