Finance Operations Shared Services Update

Board of Trustees – September 19, 2023

VERMONT
— STATE COLLEGES SYSTEM —
TRANSFORMATION

Transformation Priorities

- Financial and Single Audit

- FY2025 Shared Services Budget

- Staffing

HR Shared Services Update

Board of Trustees – September 19, 2023

Transformation Staffing at VTSU

- 26+ organization designs developed*
- 160+ job descriptions written or revised
- 60+ search committees
- 500 staff members transitioned from CU, NVU and VTC to VTSU
- IT Shared Services created with transfers from CCV, CU, NVU, OC and VTC
- Student employment process implemented

HR Shared Services' Priority Projects

- HR process improvements
  - Hiring and onboarding (regular and contract staff and faculty)
  - Job changes
  - Contract and employee terminations
  - Additional assignment contracts

- Total Compensation review (RFPs being drafted)
  - Market salary analysis and pay structure review Internal equity review
  - Benefits market analysis

- Development of VTSU HR intranet site with links to HR Shared Services resources

- Consolidation of leave time management (FMLA procedure drafted)

Organizations Developed

- Academic Affairs Administration
- School of Nursing & Health Sciences
- Ctr for Teaching & Learning
- Online Programs
- Registrar's Office
- Athletics (in process)
- Academic Support & EOS
- Advising
- Career Development
- Student Affairs
- Diversity, Equity, Inclusion and SJ
- President's Office
- Admissions
- Financial Aid
- Enrollment Communications
- Enrollment Operations
- University Marketing & Communications
- Finance & Compliance
- VTSU Human Resources
- Workforce, Community, & Economic Develop.
- Inst'l Advancement & Alumni Relations
- Campus Operations
- Conference & Events
- Inst'l Research
- Sponsored Programs
- IT Shared Services
- Libraries (in process)

IT Shared Services Update

Board of Trustees – September 19, 2023

IT Systems Project Updates

System	Status Update	Risks
Acalog/ Curriculog	The undergraduate and graduate catalogs have been published! They can be viewed by going to https://catalog.vermontstate.edu . The project team is wrapping up the initial setup of Curriculog for curriculum management and plans to use this system to prepare for the Spring '24 semester.	Timeline and staff capacity.
Ad Astra	Conferences and Events (C&E) are implementing Astra Schedule. Efforts are underway to ensure room information is correct and complete.	Timeline for C&E to get off EMS software.
Aviso	Team is meeting with vendor and working on priority redesign.	Staff capacity/time.
Colleague	The engagement with Ferrilli to unify Colleague-based processes to support the new university is complete. Work is still underway on some focused/dependent projects and with specific departments.	Staff capacity. Large # of new/dependent projects surfaced (Informer, Synoptix, etc.)
Formstack	An initial pass of forms for VTSU is complete with several other forms nearing publication. The department leads and IT plan to revise a continuous improvement plan for all new forms to make necessary updates for both short and long term fixes.	Staff capacity.
Perceptive Content	Redesigning Accounts Payable approval workflows to accommodate the new university, with impacts across the system. Hoping to go live with the new process in October.	Late start to this project given competing demands and staff/IT capacity.
Portal	Project is complete – old college portal profiles were removed before the start of the fall semester.	
Rave	The project team is finalizing the data to be uploaded for automatic group membership. Once the data has been uploaded and tested, the project team can start to build the App Armor app as an additional resource for students.	

IT Shared Services Update

Implementation Status

- IT Shared Services has been implemented since January 2023

- Recent focus on critical priorities, shifting focus to strategic planning and developing partnerships with local governance teams

- Budget – current and future service needs, cost-shift opportunities

Roadmap Priorities

- Portfolio of systems projects in support of transformation, phase 2 projects getting underway with prioritization and planning, and looking ahead to phase 3 initiatives

- Optimization of Helpdesk under Shared Services

- 24x7 help available at the https://support.vsc.edu/ website, with work continuing to expand and improve these self-help resources

- Technical infrastructure work to support transformation, including file management, active directory, group policy, backups, and server management

- Budget consolidation, equipment lifecycle forecasting, *strategic planning*

- Critical security initiatives

- Partnership with academics for learning spaces, faculty development, ongoing/expanded pilot with 1:1 technology

ERP Roadmap Discussion

What is an ERP and what is our ERP?

- ERP = Enterprise Resource Planning
  - Software system that helps run our "business" – supports processes, automation, etc.

- Ellucian Colleague (implementation in 2002)
  - Currently on Colleague Student, Financial Aid, Finance, HR (module still exists due to some processes not transitioned to UKG)
  - Other disparate systems support other processes and connect to Colleague via integrations, such as:
    - Slate (Admissions system), UKG (HR system), a # of others

VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Getting to where we are today

- Engaged with Ferrilli for Business Process Review (BPR) and modifications to our current instance of Colleague

- VTSU academic programs built, fall courses scheduled, and student registration for fall

- Financial Aid configured, including expanded use of Self-Service and Communications Management

- VTSU Student Billing configuration, including registration, housing, and meal rates

- New chart of accounts

VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Why start discovery now?

- We started this conversation at the start of transformation, **paused to focus on business process** (critical best practice)
- We have invested in changes to Colleague to invest in our future ability to transition to any new system
  - Moving away from custom programming
- We have identified many system challenges and opportunities through transformation
  - We have many system demands/needs
  - We need to understand what we can afford – best-of-breed, all-in-one, ad-hoc
- We have change momentum, this will take time
- Contracts
  - Year-to-year with Ellucian
  - UKG contract nearing completion in 2024

What should we, as a leadership team, start thinking about to prepare for something like this?

- This is not an IT project. This is a massive business operations project.
- Funding is critical
  - Funding should consider much more than the technology
  - Augmentation, stipends, etc.
- This will require key and critical functional owners
- This will be a multi-year project
- The market has some limitations, assessment phase will be critical
- Many lessons learned from others that we want to ensure understanding to document risk

VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Proposal

- Ferrilli will conduct a current state ERP Assessment and develop an ERP Roadmap. This assessment will include a review of:
  - The current environment setup and utilization, including infrastructure
  - Support structure and budget
  - Stakeholder engagement
  - Core ERP business process
  - Stakeholder, IT, and institutional change readiness for an ERP Migration

- The work on this Assessment and Market Analysis is in four broad phases, as detailed in the following sections.
  - Phase 1: Current State Assessment
  - Phase 2: ERP Market Analysis
  - Phase 3: Reports and Presentations Development
  - Phase 4: ERP Roadmap

Phase 1: ERP Assessment

- Ferrilli will provide a Current State Assessment for the institution to ensure what is and is not working within the current environment.
    - The Ferrilli Assessment team takes a holistic approach to conducting a current state assessment.
    - The effort will include the following:
        - **ANALYZE CAMPUS TECHNOLOGY:** Review the current ERP platform and associated systems, including utilization, availability, and ease of use.
        - **SAFETY and SECURITY:** Review the protocols impacting use, availability, and risks in the current ERP environment
        - **STAKEHOLDER ENGAGEMENT:** We will conduct interviews and/or focus groups with faculty, staff, and students (identified in coordination with Ferrilli and VSC). The list of interviewees will be finalized with client leadership to ensure proper representation.
        - **CORE BUSINESS PROCESS:** We will examine essential business process that drive Human Resources, Payroll, and Finance, as well as an overall view of Student Information Systems in collaboration with the key business units. *(Ferrilli recognizes this is not a comprehensive business process analysis).*
        - **ORGANIZATIONAL CHANGE READINESS:** We will identify change readiness factors and identify the readiness and resistance to change within the organization.
        - **TECHNOLOGY GOVERNANCE:** Review will confirm decision-making approach, transparency, and implications for the ERP decision-making.
        - **TECHNOLOGY SPEND & BENCHMARKING:** Focusing on the ERP, analysis of spending budget on impactful programs that contribute to the achievement of goals at the institution.
        - **TECHNOLOGY FUTURE VISION & ROADMAP:** Focusing on the future ERP, we will present a technology future vision and outline the next action steps for this critical administrative system and its importance to achieving institutional goals.

Work will begin with a project design, developed in collaboration with the team at VSC. This will ensure all areas of the VSC are included in the discovery / data collection phase of this work.

Data gathering

- Interviews/focus groups/surveys

- IT Analysis – readiness/resource review

- VSC will be asked to provide a variety of documentation to prepare the Ferrilli team for interviews and to inform recommendations. Key documents for review will include the following, however we understand that your institution may not have all the information listed below or may not be able to provide the information in a timely manner. Any additional documents that were not requested but would be valuable to the assessment process should be included.
  - *Institution Background Materials*
  - Academic Catalog
  - Annual Budget Material
  - Financial Statements
  - Institutional Strategic Plan
  - Factbook (Institutions Historic and Current Statistical Information)
  - Enrollment Statistics
  - Number of Faculty and Staff
  - Organizational Charts
  - Accreditation Standards affecting technology
  - Student, Faculty, & Staff Surveys related to technology
  - Institutional directory with Department and Titles (Used to select staff for the interview portion of the assessment)
  - Any recent audit findings pertaining to IT

Data gathering

- *Week 1: Data Gathering/organizing/scheduling*
- *Week 2: Interview IT/continue scheduling for weeks 3-5*
  - *Will include planning, policies, budgeting, entire enterprise/dependent system review*
- *Week 3: Interview Executive team*
  - *Develop guardrails*
- *Week 4: Interview Finance/HR teams*
- *Week 5: Student teams*
- *Week 6: Gather and organize information/other interviews as needed or defined*

VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Phase 2: ERP Market Analysis

Ferrilli, through its work with hundreds of colleges and universities, its technology-agnostic approach, and its partnership with major higher education vendors, is well-positioned to provide a custom market analysis for VSC. The Ferrilli team comprises experts across the higher education technology landscape who can provide insight into how other ERP systems can address any limitations identified, all technology priorities the institution may have, and ensure the stewardship of institutional financial and human resources as implementation is considered.

- *Step 1:* This analysis begins with an environmental scan. That environmental scan will bring forward any of the current ERP platforms that may meet VSC's needs, as identified in the assessment phase.
  - Product strengths and weaknesses, along with the application's ability to close gaps in the current solution, will guide this scan.

- *Step 2:* Based on the facts at VSC and the Ferrilli team's recent experience in systems selections and implementations, the Ferrilli team will benchmark implementation expectations.
  - An example: VSC will want to consider the impacts on its network infrastructure and connectivity, as well as integrations and reporting/analytics, of a move to the cloud/Saas. These will be considered as part of the overall cost to develop a ranked total cost of ownership.

The cost and implementation efforts for any vendor will be based on our extensive experience, with the caveat that pricing can only be officially provided by each of the vendors considered.

Phase 3: Assessment and Market Analysis Report

- This phase encompasses the deliverables for this project. Ferrilli suggests some incremental deliverables, as follows.

- ***Deliverable #1: Initial Assessment Review*** Ferrilli proposes to deliver a high-level overview of findings and change readiness to the CIO (and others at VSC's discretion) early in the process, after data collection is completed for validation.

- ***Deliverable #2: Initial Market Analysis Presentation*** After the ERP Market Analysis is complete, Ferrilli proposes to provide a presentation to the CIO (and others at the VSC's discretion) on that analysis, and associated recommendations and findings. The purpose is to inform and align on direction.

- ***Deliverable #3: Draft Assessment and Market Analysis Report*** Ferrilli proposes to provide a full draft of the Assessment and Market Analysis Report for comment and feedback by the CIO (and others at the VSC's discretion). The purpose of this review is fact-checking and alignment.

- ***Deliverable #4: Final Assessment and Market Analysis Report*** Final report detailing findings and recommendations and including the ERP Assessment, Change Readiness Assessment, Market Analysis. Business process and potential gaps, organization changes, and considerations for possible ERP procurement identified.

- ***Deliverable #5: Presentation of findings to the VSC Leadership*** Present high-level findings and actionable recommendations to the VSC leadership team.

VERMONT
— STATE COLLEGES SYSTEM —
TRANSFORMATION

Phase 4: Roadmap Proposal

- Ferrilli has significant experience in ERP acquisition, with each customized to the specific needs and expectations of the institution. A typical process would include:

- Opportunities and timeline for ERP acquisition and implementation

- Foundational preparation for ERP migration (infrastructure, staffing, other readiness items)

- Preparation for ERP Selection scope including:
  - Requirements documentation for ERP and related services (project management, consulting, etc.)
  - Organizing the team and process for the RFP
  - Defining the process and methodology that will be used, the project plan, and timeline
  - Facilitating the team formation and assignments
  - Creating rubric and rating criteria
  - Developing scoring sheets for the teams created in the phases listed above
  - Developing scripts for teams based on rubric and scoring sheets to ensure fairness during selection process
  - Facilitating vendor demonstrations
  - Developing a campus visit plan, whether in person or remote
  - Facilitating logistics for the site visits, if appropriate
  - Coordinating and summarizing the results and revised vendor ratings based on the institution's feedback about the vendors
  - Developing total cost of ownership scenarios, that take into account the RFP options and other considerations outside of the specific application
  - Defining integration costs scenarios, training costs, data conversion costs. Including, but not limited to integration with or replacement for any third-party software that remains or is replaced
  - Negotiating appropriate contract language and scope of work with procurement and IT
  - Developing an estimated project scope, timing, resources required and deliver total cost scenarios of ownership

- Timeline of activities and related options

VERMONT STATE COLLEGES SYSTEM
TRANSFORMATION

Timeline (DRAFT)

- Phase 1

  Oct. 1 – mid-November

- Phase 2

  Mid-November – Dec. 15

- Phase 3 & 4

  Early new year

  - Report drafting/delivery (5 deliverables to review)

  Late January/early February start

  - Presentations from vendors

Strategic Considerations

1. Staffing readiness – many modern-day systems require almost 100% dedicated resourcing to these implementations. Backfill of critical functional area leads = critical.

2. A budget that consider more than the technology – bonuses, project management, etc.

3. No one system will check 100% of the requirements – what is *must not change,* what is open to change. Who decides?

4. What will a new ERP solve? Objectives? Do values of these outweigh the cost of transition. We need to consider people/turnover, cost of software and implementation, IT support, etc.

5. Further administrative consolidation? This will drive design.

Next steps

- Organize working team/internal PM resource

- Kick off early October