

# Board of Trustees: Workday Project Update

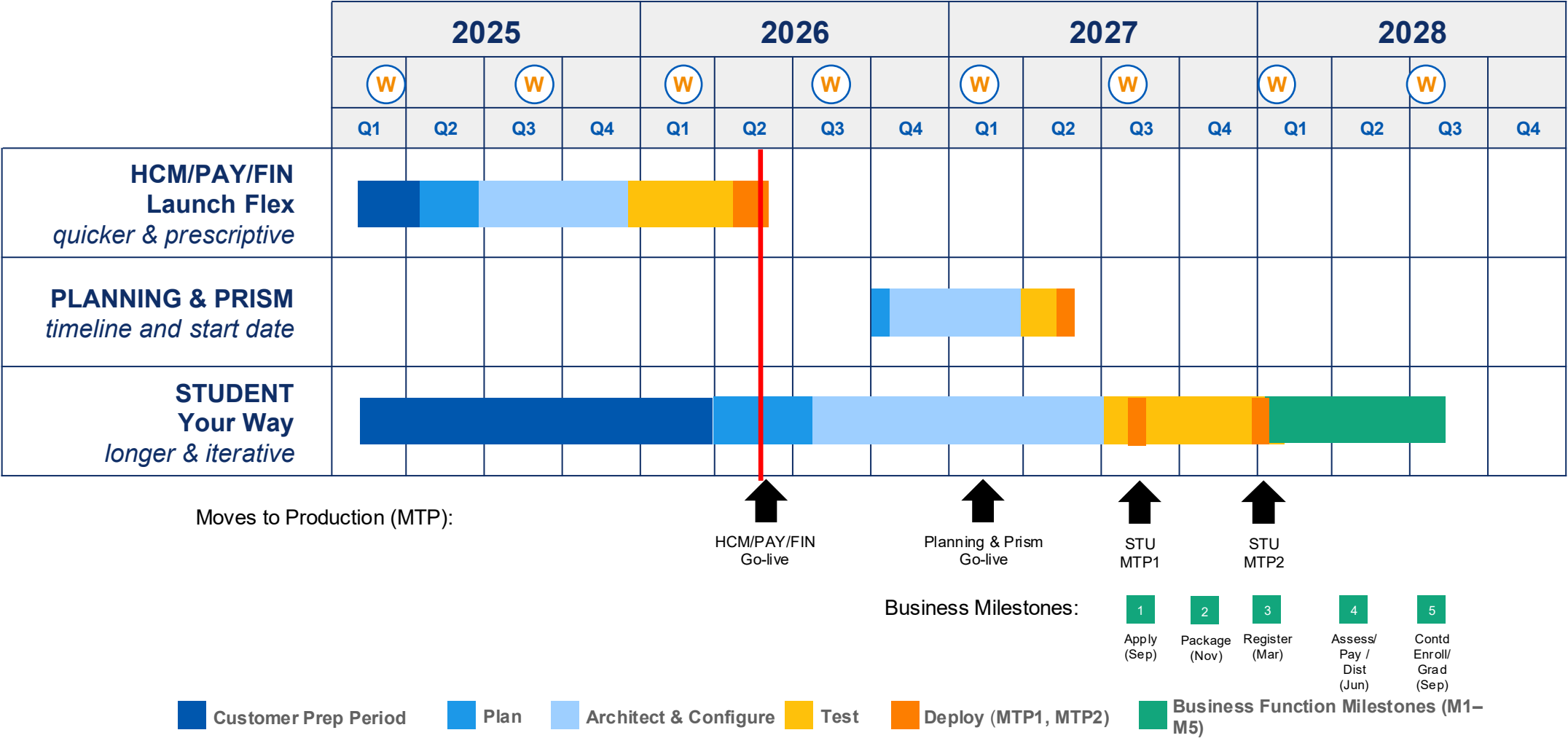
## June 8, 2026



# Vermont State Colleges System

## Workday Deployment Timeline

### HCM/PAY/FIN/STU



# Phase 1: Platform Implementation

## Workday HCM/Finance/Payroll

# Accomplishments and Status

**We are on track for a June 22<sup>nd</sup> launch to end users!**

- Completed final testing of all integrations
- Production Tenant (Gold) build complete
- Validation testing on track to be completed June 11<sup>th</sup>
- Move to Production on June 14<sup>th</sup>
- End User Access June 22<sup>nd</sup>

## **Cutover and Change Management**

- End User Training launched and over 300 have already had training!
- Cutover execution and communications are underway ~30% Complete
- Engaged a support partner to provide post-launch support

# Issues/Risks for Platform Deployment

- Interest and engagement in training has been very high, but most end users will not be truly “hands on” until Go-Live
- Changes in processes and procedures coincide with the launch of the new system – users will feel a big change all at once
- UKG has not been cooperative with contract adjustments for end of term – needing to consider view-only access for data extraction
- New system changes will drive changes in how work is done – Steep learning curve

# Training Critical for Successful Go-Live

30

Instructor-led trainings  
sessions

~550

Expected to attend  
before go-live

91

Job aids

8hrs

Self-paced video training  
available

10+

Quick Hit Short Videos  
outlining key processes

# Phase 2: Student Implementation

## Student/Adaptive Planning/Prism

# Accomplishments and Status

- Progressing well through the Planning Stage
  - Pre-work information workbooks completed on schedule
  - Holding planning workshop June 10<sup>th</sup>-11<sup>th</sup>
  - Scheduling workstream meetings in advance of Architect and Configure

## Lessons Learned from Platform:

- Bringing on additional resources for data conversion for the student project
- Finalizing backfill plans before we get to Architect and Configure stage

# Issues/Risks for Student Implementation

- Initial stages overlap with Platform deployment and stabilization
- Number and frequency of tenant builds is greater than Platform
  - Data conversion, validation and testing are more of a continuous process
  - Less flexibility on timeline of Worksets
- Duration of project (33 months) compared to that of platform
  - Resource drain

# Student Planning Priorities

- Validation of the foundation tenant is key
  - Our team needs to understand how to perform validation early on
  - Set the stage for testing
    - Each workset will require functional teams to unit test new configuration
    - The creation of robust and detailed test cases and scenarios will be pivotal to our success
- Data mapping and Migration
  - Create a repeatable process for pulling legacy data
  - Functional leads will own the cleaning and validation of data before migration to Workday
- Clear and constant communication
  - Manage the team's expectations
    - Weekly project updates and status reports
    - A convenient project portal that contains links to project tools and documentation

# Project Budget Update



# Budget Planning Context

- Adjusted budget start and end dates to reflect fiscal year instead of calendar year
- Executed change order for Multi-Institution deployment method
- Have the benefit of actual cost for FY'25 and FY'26
- Adjusting resource expectations for Student based on what we experienced during the Platform implementation
  - Scope of implementation larger than Platform
  - Need more dedicated resources and capacity for data conversion
  - Need more internal team members with Workday Student expertise
  - More planning devoted to ensuring backfill resources for functional leads

# Changes to 10-Year Budget Estimates

## 10 Year Budget Estimates

| Category                                 | January '25    | June '26       | Change        | Notes                                                         |
|------------------------------------------|----------------|----------------|---------------|---------------------------------------------------------------|
| Workday Software and Implementation      | \$25,195,645   | \$26,822,518   | \$1,626,873   | Change order to implement Student as Multi-Institution        |
| Savings From Offboarding Legacy Software | \$(17,048,285) | \$(16,748,355) | \$299,929     | Change in expected timing of rolling off UKG/Colleague        |
| Internal Resources for Implementation    | \$3,803,000    | \$5,577,421    | \$1,774,421   | Adjusted resource and capacity based on Phase 1               |
| External Professional Resources          |                | \$1,917,694    | \$1,917,694   | Needed to supplement capacity and expertise                   |
| Contingency                              | \$2,917,868    | \$744,495      | \$(2,173,372) | Multi-Institution change and Planning Phase complete          |
| Training Credits                         | \$250,000      | \$150,000      | \$(100,000)   | Further utilizing free training and train the trainer options |
|                                          | \$15,118,228   | \$18,463,773   | \$3,345,545   |                                                               |

# Change in Spending Trajectory

| Fiscal Year                            | 10 Year Budget Estimates |                   |                  |
|----------------------------------------|--------------------------|-------------------|------------------|
|                                        | January 2025             | June 2026         | Change           |
| FY25                                   | 3,182,650                | 2,055,286         | (1,127,364)      |
| FY26                                   | 7,368,571                | 5,492,462         | (1,876,109)      |
| FY27                                   | 6,780,573                | 10,748,811        | 3,968,238        |
| FY28                                   | 3,018,459                | 6,198,499         | 3,180,039        |
| FY29                                   | (837,427)                | 793,168           | 1,630,595        |
| FY30                                   | (1,034,556)              | (1,051,288)       | (16,732)         |
| FY31                                   | (1,251,102)              | (1,274,672)       | (23,570)         |
| FY32                                   | (1,488,990)              | (1,519,831)       | (30,841)         |
| FY33                                   | (1,750,339)              | (1,788,906)       | (38,567)         |
| FY34                                   | (2,037,480)              | (2,084,251)       | (46,772)         |
| <b>10-Year Software/Implementation</b> | <b>11,950,360</b>        | <b>17,569,278</b> | <b>5,618,917</b> |
| Contingency                            | 2,917,868                | 744,495           | (2,173,372)      |
| Training Credits                       | 250,000                  | 150,000           | (100,000)        |
|                                        | <b>15,118,228</b>        | <b>18,463,773</b> | <b>3,345,545</b> |

- Slower ramp of resources in FY'25 and FY'26
- Addressing resource gaps from Phase 1
- Student phase larger and more complex
- Multi-Institution method used \$1.6 of contingency
- Extends payback period by almost 2 years
- **Estimates do not account for other efficiency gains post implementation**

# Questions?

# Updated 10-Year Project Actual/Forecast

## UPDATED PROJECT COST (Actual/Forecast) JUNE 8, 2026

|                      | Current Portfolio<br>\$ | Multi-Entity                                                               | Other Project<br>Expenses | Retained<br>Software \$ | Annual Software \$ | \$ In Excess of<br>Current Portfolio | Internal Project<br>Resources |
|----------------------|-------------------------|----------------------------------------------------------------------------|---------------------------|-------------------------|--------------------|--------------------------------------|-------------------------------|
| FY25                 | 1,675,000               | 1,465,498                                                                  | 445,127                   | 1,650,000               | 3,560,625          | 1,885,625                            | 169,661                       |
| FY26                 | 1,779,930               | 3,683,707                                                                  | 659,967                   | 1,753,680               | 6,097,354          | 4,317,424                            | 1,175,038                     |
| FY27                 | 1,893,192               | 8,225,547                                                                  | 626,600                   | 1,496,629               | 10,348,776         | 8,455,585                            | 2,293,226                     |
| FY28                 | 2,066,856               | 5,508,837                                                                  | 141,000                   | 1,235,853               | 6,885,690          | 4,818,835                            | 1,379,664                     |
| FY29                 | 2,257,103               | 1,972,624                                                                  | 45,000                    | 472,815                 | 2,490,439          | 233,336                              | 559,832                       |
| FY30                 | 2,465,553               | 1,193,261                                                                  |                           | 221,004                 | 1,414,265          | (1,051,288)                          |                               |
| FY31                 | 2,693,985               | 1,193,261                                                                  |                           | 226,052                 | 1,419,313          | (1,274,672)                          |                               |
| FY32                 | 2,944,354               | 1,193,261                                                                  |                           | 231,262                 | 1,424,523          | (1,519,831)                          |                               |
| FY33                 | 3,218,809               | 1,193,261                                                                  |                           | 236,642                 | 1,429,903          | (1,788,906)                          |                               |
| FY34                 | 3,519,710               | 1,193,261                                                                  |                           | 242,198                 | 1,435,459          | (2,084,251)                          |                               |
| <b>10 Year Total</b> | <b>24,514,491</b>       | <b>26,822,518</b>                                                          | <b>1,917,694</b>          | <b>7,766,136</b>        | <b>36,506,348</b>  | <b>11,991,857</b>                    | <b>5,577,421</b>              |
| Contingency          |                         | 744,495                                                                    |                           |                         |                    | 744,495                              |                               |
| Training Credits     |                         | 150,000                                                                    |                           |                         |                    | 150,000                              |                               |
|                      |                         | <b>Software &amp; Subscription + Implementation less Current Portfolio</b> |                           |                         |                    | <b>12,886,352</b>                    |                               |
|                      |                         | <b>Estimated Internal Project Resources (Backfill)</b>                     |                           |                         |                    | <b>5,577,421</b>                     |                               |
|                      |                         | <b>Estimated Project Cost less Current Portfolio over 10 Years</b>         |                           |                         |                    | <b>18,463,773</b>                    |                               |
|                      |                         | variance to prior version                                                  |                           |                         |                    | <b>(3,345,545)</b>                   |                               |

## Updated Software Step Down Schedule

| Software                | Ultimate         | Registered Agent | Colleague        | AP Processing | Perceptive Content | Informer & Formstack | Wrike    | Contract Works | TechVault      | Total            |
|-------------------------|------------------|------------------|------------------|---------------|--------------------|----------------------|----------|----------------|----------------|------------------|
| FY25                    | 700,000          | -                | 691,000          | -             | 115,000            | 59,000               | -        | 10,000         | 75,000         | 1,650,000        |
| FY26                    | 770,000          | -                | 711,730          | -             | 120,750            | 61,950               | -        | 10,500         | 78,750         | 1,753,680        |
| FY27                    | 248,000          | 164,000          | 733,082          | 66,000        | 126,788            | 65,048               | -        | 11,025         | 82,688         | 1,496,629        |
| FY28                    | -                | 166,460          | 806,390          | -             | 133,127            | 68,300               | -        | 11,576         | 50,000         | 1,235,853        |
| FY29                    | -                | 168,957          | 221,757          | -             | 34,946             | -                    | -        | 12,155         | 35,000         | 472,815          |
| FY30                    | -                | 171,491          | -                | -             | -                  | -                    | -        | 12,763         | 36,750         | 221,004          |
| FY31                    | -                | 174,064          | -                | -             | -                  | -                    | -        | 13,401         | 38,588         | 226,052          |
| FY32                    | -                | 176,675          | -                | -             | -                  | -                    | -        | 14,071         | 40,517         | 231,262          |
| FY33                    | -                | 179,325          | -                | -             | -                  | -                    | -        | 14,775         | 42,543         | 236,642          |
| FY34                    | -                | 182,015          | -                | -             | -                  | -                    | -        | 15,513         | 44,670         | 242,198          |
| <b>10 Year Estimate</b> | <b>1,718,000</b> | <b>1,382,986</b> | <b>3,163,959</b> | <b>66,000</b> | <b>530,610</b>     | <b>254,297</b>       | <b>-</b> | <b>125,779</b> | <b>524,504</b> | <b>7,766,136</b> |