



SUBJECT	INTEGRATED RENEWAL PROGRAM HUMAN RESOURCES, FINANCE, AND STUDENT CORE SYSTEMS & BUSINESS PROCESSES
MEETING DATE	SEPTEMBER 13, 2018

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	August 3, 2018
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Presented By Peter Smailes, Vice-President Finance & Operations
 Andrew Szeri, Provost and Vice-President Academic
 Barbara Meens Thistle, Vice-President Human Resources
 Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan
 Patricia Lasserre, Interim Provost and Vice-Principal, Academic, UBC Okanagan
 Jennifer Burns, CIO and Associate Vice-President Information Technology
 Kate Ross, Associate Vice-President Enrolment Services and Registrar
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 Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement
 Chris Mercer, Program Director, Integrated Renewal Program

EXECUTIVE SUMMARY

The Integrated Renewal Program (IRP) is a multi-year initiative to transform UBC’s academic and administrative support processes and system environments, and provide the foundation to meet UBC’s future needs and requirements. The IRP is inclusive of Human Resources, Finance and Student core systems and businesses processes.

The Integrated Renewal Program is reflected in the recently published UBC Strategic Plan under “Strategy 5: Systems Renewal” to “Transform university-level systems and processes to facilitate collaboration, innovation and agility.”

The UBC Board of Governors approved the FY18/19 \$60m budget in April 2018. The Integrated Renewal Program is now entering the Architect Stage for Human Resources and Finance streams from August 1 to December 31, 2018 for Release 1 scheduled for April 2020. Release 1 scope is focused on the delivery of core capabilities for HR and Finance, along with some foundational aspects of Student (e.g. academic units’ data).

The majority of the Student scope is delivered in Release 2 through Release 4 per the Deployment Plan.

Key Accomplishment: Recruitment of Key Program Management Staff

- Program Director – Chris Mercer – Expert Program Management Consultant with extensive Workday and Higher Education experience.
- Transformation Director, HR – Nasrin Khan – Expert HR Leader and Program Management Professional with Workday HCM implementation experience.
- Director, Organizational Change Management – Pamela Louie – Expert Organizational Change Management Professional with extensive Public Sector ERP implementation experience.
- Overall, the IRP Delivery Leadership Team features a balance between new members and those with deep institutional knowledge and long-term UBC leadership service.

Key Accomplishment: Organizational Change Management Community Engagement

- Completed a Leadership Listening Tour by engaging in conversations with Deans and VP teams (May and July) to share Program details and understand their concerns and issues.
- Built Program Awareness with a targeted outreach to regularly share Program information and the creation of a feedback loop to allow UBC Community stakeholders to inform planning.
- Initiated Change Impact Assessments to identify change impacts to people, processes and technology systems from the Foundation Data Model and Discovery sessions from May to July.
- Developed a model for a Transition Networks in support of preparing faculty, staff and students for the transition to a new way of working with an emphasis on localizing the change and building internal resilience.

Key Accomplishment: Completion of the HR and Finance Release 1 Plan Stage

- Completion of UBC and Workday discovery to confirm the set of activities for the next stage in the implementation methodology where the majority of process design for HR and Finance occurs, known as the Release 1 Architect Stage.
- Determination of the key HR, Finance and Student data elements, including organizational model and chart of accounts preliminary structure, to support the Workday platform Foundation Data Model necessary to build the UBC Workday foundation tenant.
- Definition and implementation of processes and controls for measuring and managing progress, including establishing the Gartner External Quality Assurance process.

Key Accomplishment: Planning of the HR and Finance Release 1 Architect Stage

- Develop a common understanding of UBC's HR and Finance configuration requirements and business process definitions.
- Validate a detailed inventory of business processes, security, configuration requirements, application disposition, data conversion, reporting, and integration requirements that are applicable across the institution.
- Conduct a comprehensive set of process area and technical workshops to drive the business decisions necessary to successfully implement the Workday platform.
- Complete requirements for entering the Configure & Prototype Stage to complete the configuration of the Workday platform based on UBC's design decisions and requirements.

This report provides an update on the recent developments within the Integrated Renewal Program with respect to: (1) FY18/19 Major Milestones, (2) Plan Stage Completion for HR & Finance and Pre-Plan for Student, (3) Architect Stage Scope, (4) External Quality Assurance, (5) Risk and Issue Management, and (6) FY18/19 Budget. The final detailed Implementation Plan and Budget will be available upon completion of the HR and Finance Release 1 Plan and Architect stages for Board 3 Approval in April 2019.

<p><i>If this item was previously presented to the Board, please provide a brief description of any major changes since that time.</i></p>	<p>The Integrated Renewal Program – HR, Finance, and Student – provided a status update the progress towards (1) FY18/19 Major Milestones, (2) Plan Stage Scope, (3) Program Management Controls, (4) External Quality Assurance, (5) Risk and Issue Management, and (6) FY18/19 Budget in June 2018. The Integrated Renewal Program has completed the Plan Stage (31 Jul 18) and is entering the Architect Stage of the Release 1 Implementation.</p>
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INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

- ✓ Learning
 - ✓ Research
 - ✓ Innovation
 - ✓ Engagement
(Internal / External)
 - ✓ International
- or ✓ Operational

BACKGROUND In August 2017, under the direction of the UBC Board of Governors, the University’s projects for HR, Finance and Student were brought together under the Integrated Renewal Program (IRP) to pursue one enterprise solution. The Student project implementation timeline was modified to align with HR and Finance.

In December 2017, following a competitive procurement process for the Student system and a comprehensive product fit/gap analysis for HR and Finance, it was determined that Workday could meet UBC’s enterprise platform solution needs.

In April 2018, following a comprehensive review of the program scope, deployment plan, and resource requirements, the IRP prepared for Release 1 Plan Stage commencing May 1, 2018, the official start of implementation. The Release 1 Plan Stage was successfully completed on July 31, 2018, with the commencement of the Release 1 Architect Stage on August 1, 2018 through to December 31, 2018.

IRP Vision:

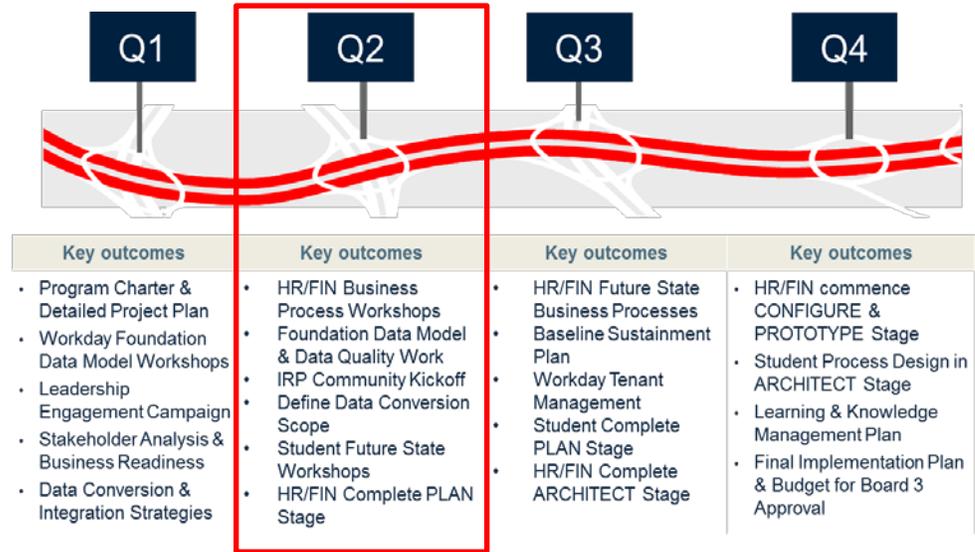
The way we support learning and research, and how we work at UBC will be transformed, creating a cohesive, integrated, and enriched experience for students, staff, and faculty.

IRP Scope:

Human Resources	Finance	Student
<ul style="list-style-type: none"> Benefits Compensation Core HR Management (incl. Onboarding/Off-boarding) Payroll Talent Acquisition Workforce Management – Time & Attendance 	<ul style="list-style-type: none"> Institutional Accounting Treasury & Cash Management Procure to Pay Travel and Expense Research/Post Award Grants Capital and Asset Accounting Budget Development (core to Workday) Revenue Accounting Forecasting (Workday Planning) Endowment Accounting (UBC Existing Methodology) 	<ul style="list-style-type: none"> Assessment Outcomes Curriculum Management (limited) Graduation Learner Financial Management Learner Financial Support Learner Management Transfer Credit Progression Scheduling Registration Enrolment Program Planning and Mgmt. Admissions (Undergraduate)

FY18/19 MAJOR MILESTONES

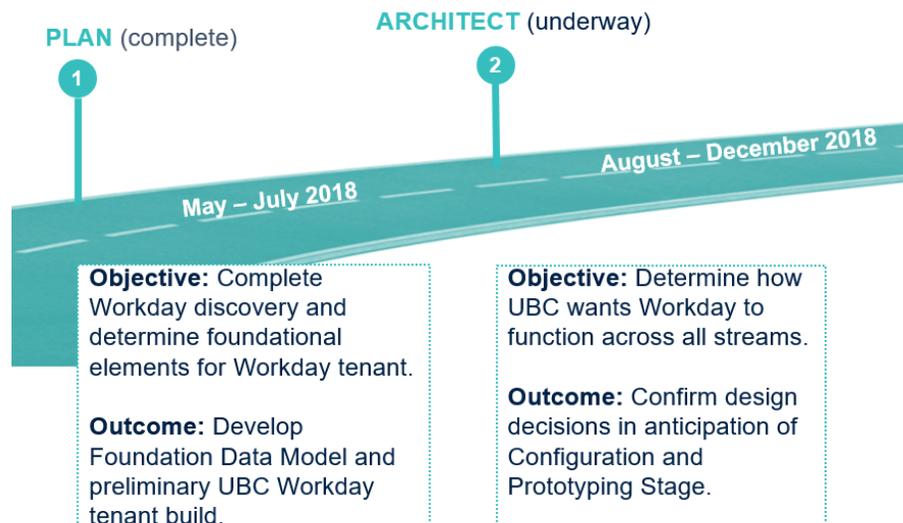
Per the April 2018 Board of Governors report, a set of key outcomes have been planned for each FY18/19 quarter. Having accomplished the first Quarter (Q1) objectives, the Integrated Renewal Program will be focused on initiating the Release 1 Architect Stage for HR and Finance in the second Quarter (Q2) as illustrated below.



PLAN STAGE OUTCOMES – HR & FINANCE RELEASE 1

The Integrated Renewal Program (IRP) officially completed the Plan Stage for HR and Finance Release 1 on July 31, 2018. Release 1 scope is focused on the delivery of core capabilities for HR and Finance, along with some foundational aspects of Student (e.g. academic units’ data).

The primary outcome of the Plan Stage (May – July 2018) was the building of UBC’s foundational Workday test system, i.e. tenant. The test system tenant has been populated with UBC test data and will act as the Workday product environment to support Release 1 Architect Stage where the majority of process design for HR and Finance will occur.



Key Functional & Technical Accomplishments – HR, Finance, Student

1. **Foundation Data Model Workshops:** Workday-led sessions for the Program Delivery Team and representative campus stakeholders were held over a 10-12 week period to map out key HR, Finance and Student data elements including organizational model and chart of accounts preliminary structure.
2. **Discovery Working Group Sessions:** UBC shared information with Workday so they get to know the university and how we work.
3. **Chart of Accounts:** A new Chart of Accounts to accommodate Workday's environment was further developed.
4. **Build the UBC Workday Test System Tenant:** Workday built the UBC test system tenant using sample data required within the Workday application. The initial build has been populated with UBC Human Resources, Finance and Student information.
5. **Data Quality Assessment and Analysis:** HR, Finance, and Student data were reviewed to prepare for the UBC Workday data conversion.

Key Organizational Change Management (OCM) Accomplishments

1. **Leadership Listening Tour:** Conversations with Deans and VP teams were held between May and July to share Program details and understand their concerns and issues.
 2. **Program Awareness Building:** Starting in May 2018, a targeted outreach allowed for regular sharing of Program information and the creation of a feedback loop to allow UBC Community stakeholders to inform planning.
 3. **Stakeholder Analysis:** The program continued to identify impacted stakeholders and important change characteristics such as level of impact, influence and degree of potential change.
 4. **Change Impact Assessments:** Information was gathered to identify change impacts to people, processes and technology systems, initially from the Foundation Data Model and Discovery sessions from May to July.
 5. **Transition Network:** During the Plan stage, the program began to build transition networks in support of preparing faculty, staff and students for the transition to a new way of working with an emphasis on localizing the change and building internal resilience.
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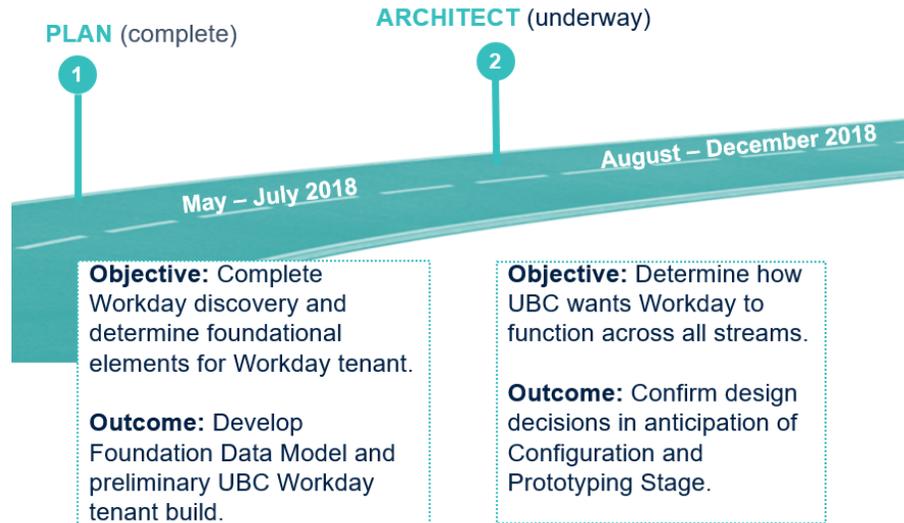
Key Program Management Office (PMO) Accomplishments

1. **Program and Workstream Plans:** The PMO tracked completion of tasks and deliverables to both understand and forecast the activities within each of the stages of the project.
2. **Resource Management:** Directors and Project Managers managed resource and staffing requirements required to complete the work.
3. **Budget Management:** A Monthly Financial Report has been generated for the prior month that includes an FTE assessment, impacts on Budget FY18/19 and Planning Estimates, and variance analysis.
4. **Operationalized Program Management:** All IRP workstreams managed risks, issues, actions, and decisions (RAID) in accordance with the regular cadence of status reporting. A change control process has been established to manage approved changes in scope, budget and schedule.
5. **Benefit Realization:** The process for managing program benefits has been established.
6. **Test Strategy:** Initial discussions relating to the testing strategy and testing methods occurred during the Plan stage, including the creation of an initial test strategy for release R1.
7. **Program Charter:** The program charter capturing the IRP mandate was finalized for IRP sponsor approval and sign-off at the end of the Plan stage.

**ARCHITECT
STAGE – HR &
FINANCE
RELEASE 1**

The Integrated Renewal Program is officially starting the Architect Stage for HR and Finance from August 1, 2018 to December 31, 2018, for Release 1 scheduled for April 2020. Key outputs of the Release 1 Architect Stage include:

- Develop a common understanding of UBC’s HR and Finance configuration requirements and business process definitions.
- Validate a detailed inventory of business processes, configuration requirements, data conversion, reporting, and integration requirements that are applicable across the institution.
- Conduct a comprehensive set of process area workshops to drive the business decisions necessary to successfully implement the Workday Service.
- Complete requirements for the Configure & Prototype Stage to complete the configuration of the Workday Service based on UBC’s design decisions and requirements.



Key Functional & Technical Work – HR, Finance, Student – Aug to Dec 2018

1. **Architect Workshops:** Workday-led sessions for the Program Delivery Team and representative campus stakeholders will be held over a 10-12 week period to map out additional key HR and Finance process design requirements.
2. **Build the UBC Workday Configure & Prototype Tenant:** Workday will build the UBC Configure & Prototype tenant using sample workflows and data required within the Workday application.
3. **Data Quality Assessment and Analysis:** HR, Finance, and Student data will be reviewed to prepare for the UBC Workday data conversion.
4. **Application Disposition Decisions:** Based on functional gaps identified in the Discovery Working Group sessions, recommendations on the disposition of applications in the HR and Finance application ecosystem will be crystalized. These decisions will result in the selection of a series of parallel projects to sunset, sunset with data conversion, retrofit, or integrate applications in order to support UBC’s existing functional requirements.

Key Organizational Change Management (OCM) Work – Aug to Dec 2018

1. **Leadership Action Plan:** Conversations with Deans and VP teams will continue to be held to share Program details and understand their concerns and issues, including the preparation of a communications toolkit, Leader’s Digest publication, and engagement of Heads & Directors.
2. **Program Awareness Building:** A fall event will be planned for both Vancouver and Okanagan campuses to share Program information and build awareness of what Workday is and engage UBC Community stakeholders.
3. **Stakeholder Analysis:** The program will continue to identify newly impacted stakeholders and important change characteristics such as level of impact, influence and degree of potential change, on a continuous basis throughout all stages.

4. **Change Impact Assessments:** Information will be gathered to identify change impacts to people, processes and technology systems, through the Architect phase workshops and through the Transition Network from Aug to Dec.
5. **Transition Network:** During the Architect stage, the program will complete building and mobilize transition networks in support of preparing faculty, staff and students for the transition to a new way of working with an emphasis on localizing the change and building internal resilience.

Key Program Management Office (PMO) Work – Aug to Dec 2018

1. **Program and Workstream Plans:** The PMO will track completion of tasks and deliverables within each of the stages of the project using the newly available MS Project Server solution.
2. **Resource Management:** Directors and Project Managers will manage resource and staffing requirements required to complete the work, including the recruitment and onboarding of required new staff.
3. **Budget Management:** A Monthly Financial Report will be generated for the prior month that includes an FTE assessment, impacts on Budget FY18/19 and Planning Estimates, and variance analysis.
4. **Quality Management:** All IRP workstreams will manage risks, issues, actions, and decisions (RAID) in accordance with the regular cadence of status reporting, while UBC Management Response actions to the Gartner External Quality Assurance will be implemented.
5. **Benefits Realization:** The process for managing program benefits will initiate the generation of value maps, benefits outcomes and measures.

STUDENT PRE-PLAN STAGE

The Student stream of Integrated Renewal Program is currently in pre-planning stage through October 2018. The Plan stage for Student will officially start in November 2018 through to February 2019. Key activities of Student pre-planning stage include:

1. **Data Readiness:** Student team is reviewing current student system data, with the aim of identifying and addressing data quality issues, defining future data requirements and starting to prepare the data for migration into Workday. This work will continue through to Plan, Architect and Configure & Prototype stages as we continue to understand and refine the data and business process requirements further.
2. **Future-State Vision:** Along with Student leadership at UBC and building on visioning and process streamlining work done previously, the team is reviewing and refining the desired future state of Student functional areas. This work will be completed by the start of the Student Plan stage.

3. **Student Implementation Mobilization:** The Student team has successfully recruited Business Leads for the four major Workday Student modules implementation (Admissions, Records & Advising, Student Financials (Fees), and Student Financial Support). The Leads will join the team as full-time secondments in November 2018. Work continues to engage stakeholders, recruit additional Subject Matter Experts, identify and onboard Working Group members and establish a planning framework and resource plan in preparation for upcoming start of Student implementation in November 2018.
4. **Workday Student Product Influence:** The Student team is participating in a range of Workday “Feature Design Groups” to shape the ongoing evolution of Student platform functionality. In addition, Student sponsors and team leaders are participating in several high-level advisory and focus group meetings to inform the strategic direction of Workday Student, and will host Workday Student product leadership at UBC in early September for a focused session on how specific outstanding UBC requirements may be addressed in upcoming product releases.

**EXTERNAL
QUALITY
ASSURANCE**

UBC has engaged Gartner to provide External Quality Assurance (EQA) of its Integrated Renewal Program (IRP). As part of the engagement, Gartner will deliver a Quality Assurance (QA) Plan, align its risk assessment framework to IRP, conduct an initial baseline assessment, deliver ongoing quality assurance, and conduct optional health checks, as needed. The scope of the engagement includes UBC’s Workday Student, Finance, and HR implementations, including work performed by the software vendor and implementation partners, and development of integrations, reports, etc. performed by UBC.

The full Gartner initial baseline assessment and UBC management’s response (June 2018) has been presented to the UBC Audit Committee. Overall, Gartner believes that the program would rank near the middle when assessed to other programs of similar size and scope that Gartner have reviewed. There is a disciplined approach being followed to risk management, and the framework is complete. Additional work is required to mature the IRP program management processes, their frameworks, and overall readiness to proceed into implementation.

The Management Response Initiatives (1 to 3 months) are as follows:

- Develop a New Project Plan
- Finalize Program Management Office Activities & Resources
- Actively Manage Resources
- Decision Making & Governance Processes
- Finalize & Implement the Change Control Processes
- Finalize & Review Project Controls

The Management Response Initiatives (4 to 6 months) are as follows:

- Manage the Benefits Realization Process
- Manage Process Changes & Requirements
- Improve Communications

RISK MANAGEMENT Program risks are future uncertain events that, if occurred, would have a negative effect on achievement of one or more program objectives. The table below captures the top risks and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program. Residual risk score represents the anticipated risk level after mitigations have been implemented.

Risk Name	Current Score	Mitigation	Residual Score
Less than Expected Staff Level of Program Management Office (PMO) (Risk #201) (EQA)	Very High	<ul style="list-style-type: none"> Prioritize currently planned resource onboarding (i.e., risk analyst, cost accountant, centralized HR resources, PMO Director, QA resources). (in progress) Define the PMO's functional responsibilities; and determine how these will be delivered; revise the PMO staffing requirements based on this analysis. (in progress) Closely monitor effectiveness of schedule management processes, and prepare contingency approach (additional resources, PM tools). (in progress) 	Medium
Deep and Complex Governance Structure Impacting Decision Making (Risk #174 & #213) (EQA)	High	<ul style="list-style-type: none"> Ensure that a communications resource or PMO resource with decision tracking responsibilities is present for all major governance meetings. (planned) Ensure the finalized governance framework for IRP is relatively flat; aim to drive as much decision making as possible to the lowest levels of the structure, and ensure stakeholders are explicitly empowered to make decisions. (in progress) Ensure decisions are made according to the decision making framework (i.e. level, timeliness, escalation) (in progress) 	Medium
External Quality Assurance Framework Expectations (Risk #178)	High	<ul style="list-style-type: none"> Review EQA's baseline assessment and prepare mitigations. (complete) Prioritize mitigations to EQA findings for plan stage. (complete) Initiate management response actions and evaluate further resource impact. (in progress) 	Medium
Point Solutions (Risk #170)	High	<ul style="list-style-type: none"> Student, SD&D, and PMO to ensure that specifications are prepared for Student Financial System, Enterprise Data Store, and Enterprise Maintenance Management System, respectively, to enable approval, procurement, and implementation in alignment with the IRP Deployment Plan. (in progress) 	Medium

		<ul style="list-style-type: none"> • Program leadership to follow up with the appropriate governance structure (i.e. UBC Executive) for decision making on point solutions. (in progress) • Once point solution activities are formalized, incorporate activities and timelines into detailed implementation plan and costs into budget. (planned) 	
Management of Stakeholder Expectations for Level and Timeline of Transformation (Risk #175)	High	<ul style="list-style-type: none"> • Execute Leadership Action Plan and ensure Deans and Admin Unit leadership are informed about and engaged in planned scope in both the short and long term for the program (in progress) • Develop key messages around scope and long term transformation journey and share through Leadership Digest and Leadership Listening Tour. (in progress) • Develop and socialize key messages to shape expectations about the ongoing (10 year+) journey of continuous improvement and regular adoption of additional functionality that the Workday platform will enable (planned) • Ensure OCM plan includes communication to leaders and executives on their role in owning the ensuing change and change outcomes (planned) 	Low
Workday Foundation Tenant not Setup on Canadian Host (Risk #198)	Med	<ul style="list-style-type: none"> • Consult with UBC Privacy Officer to determine mitigation guidelines (in progress) • Determine the timing for the availability of the Canadian host site (in progress) • Articulate the specific data that will be in the foundation tenant (in progress) 	Very Low

ISSUE MANAGEMENT A Program issue is defined as an event or situation that is certain or that has occurred and will affect program success. Issues require a decision to be made and/or action to be taken in order to proceed and achieve program objectives.

The following table captures the top issues being addressed within the Integrated Renewal Program.

Issue Name	Current Score	Actions for Resolution
Team Structure and Roles and Responsibilities (Issue #156)	High	<ul style="list-style-type: none"> Development of a team structure that is aligned with the new governance structure. (complete) Development of the Unified Implementation Methodology (UIM) and implementation plan with RACI for deliverables. (in progress) Align roles and responsibilities to decision making framework (in progress)
Creating an Integrated Renewal Program Operating Model (Issue #159)	High	<ul style="list-style-type: none"> PMO generating detailed program plan to ensure a single Integrated Renewal Program resource approach. (in progress) In the short term, PMO to continue weekly check ins with UBC, Workday, and Deloitte currently on site and Team Leads as required for their streams of work. (in progress) PMO to facilitate conversations with IRP Directors to validate and finalize IRP Delivery Team Operating Models for the Architect Stage. (in progress)
Resource Impact of IRP Multi-year Deployment Plan on UBC Community (Issue #191)	High	<ul style="list-style-type: none"> Develop and communicate a multi-year IRP deployment plan (with deliverables, activities, dates) to articulate expectations on UBC Community to budget and allocate resources accordingly. (planned) Consult and communicate with key UBC Leaders (Deans, VPSs and Senior Leadership team etc.) to provide an outlook of expectations over the next 3 years to confirm resource commitment in support of the IRP. (planned)
Plan and Architect Stage Re-planning for Student (Issue #182)	Med	<ul style="list-style-type: none"> Work with Workday to define the activities and durations for the first Plan and Architect Stages, including resources needed to support these. (in progress) Submit a change request for approval to address any requested changes to budget, resources, and schedule. (in progress)

FY18/19 BUDGET The FY18/19 IRP budget of \$60M and is required to commence and/or complete the Planning, Architect and Configuration/Prototype stages for Human Resource, Finance and Student systems at a varying pace for each system. Financial reporting is provide on a monthly basis.

	YTD June 30, 2018			Annual Forecast FY18/19		
	Actuals	Budget	Variance	Forecast	Budget	Variance
(in millions)						
UBC Resource Costs	2.6	3.0	0.4	15.7	14.8	(0.9)
Business Advisory Costs	-	-	-	2.3	2.2	(0.0)
External Prime Consultants	2.5	3.8	1.4	24.0	25.6	1.6
Other Costs ^{^*}	2.4	2.7	0.3	14.7	12.5	(2.2)
Total expenses before contingency	7.4	9.5	2.1	56.6	55.1	(1.5)
Contingency *	-	-	-	-	4.9	4.9
Total after Contingency	\$ 7.4	\$ 9.5	\$ 2.1	\$ 56.6	\$ 60.0	\$ 3.4

[^]Other Costs include: Premise lease & renovation, governance cost, external assurance & advisory consultants, OCM Community Communications & Readiness, Subscription Fees, Software Tools, Travel, Legal, Training and other costs.

*Contingency of \$2.2M was approved and earmarked for the additional costs related to renovation of premises which costs are included in Other Costs in the annual forecast.

Based on information available at the end of June 30, 2018:

YTD June 30, 2018

Savings at the end of Q1 of \$2.1M reflects temporary savings from recruiting UBC resources and realized savings from Prime Consultants work that are expected to be offset by additional cost pressures in the latter part of the fiscal year.

Annual Forecast FY18/19

The forecasted annual results are expected to be \$56.6M compared to a budget of \$60M. The variance of \$1.5M before contingency is attributed to additional UBC Resources offset by savings in Prime Consultant costs as well as higher renovation costs that have been funded from an approved allocation from contingency.

The overall program costs will be updated throughout the FY18/19 Plan and Architect stages to determine a Final Implementation Budget for Board 3 Approval in April 2019.

Previous Report Date	June 14, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	<ol style="list-style-type: none"> 1. Information Only 2. Status Update on: (1) FY18/19 Major Milestones, (2) Plan Stage Scope, (3) Program Management Controls, (4) External Quality Assurance, (5) Risk and Issue Management, and (6) FY18/19 Budget
Action / Follow Up	Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	April 19, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	IT IS HEREBY REQUESTED that the UBC Board of Governors approves an FY18/19 funding release of \$60M for the Integrated Renewal Program.
Action / Follow Up	Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	February 15, 2018
	INTEGRATED RENEWAL PROGRAM – STUDENT/HR/FINANCE
Decision	<ol style="list-style-type: none"> 1. Information Only 2. Status Update on (1) Negotiation Summary, (2) Program Governance, (3) Organizational Change Management, (4) Risk & Issue Management, and (5) Budget.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	December 5, 2017
	INTEGRATED PROGRAM UPDATE – STUDENT/HR/FINANCE
Decision	<ol style="list-style-type: none"> 1. Proceed to negotiations with Workday for an enterprise solution for Student, HR and Finance based upon the results of a fit-gap analysis. 2. UBC enter into an agreement with Workday for the enterprise solution (Student, HR, Finance) subject to final delegated approval granted to the Chair of the Board of Governors Finance Committee upon successful negotiation of the final contracts and a recommendation from ITAC and UBC Executive.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	September 21, 2017
	INTEGRATED PROGRAM – SASI/HR/FINANCE UPDATE
Decision	<ol style="list-style-type: none"> 1. Proceed to Negotiations with Workday and Deloitte for Student Solution. 2. Conduct a Comprehensive Fit/Gap Analysis to Assess Workday’s Ability to Meet UBC’s HR/Finance Needs.
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Previous Report Date	June 6, 2017
	SASI HR FINANCE PROCUREMENT INTEGRATED PROGRAM UPDATE
Decision	<ol style="list-style-type: none"> 1. Information Only 2. Status Update on the Request to Establish an Integrated HR FINANCE SASI Program
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.

Attachments: N/A