



SUBJECT	INTEGRATED RENEWAL PROGRAM (IRP)
MEETING DATE	APRIL 18, 2019

Forwarded on the Recommendation of the President

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

DECISION REQUESTED	<p>IT IS HEREBY REQUESTED that the <i>Board of Governors approve:</i></p> <ul style="list-style-type: none"> - a funding release of \$19.2 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the continuing implementation of Workday HR and Finance;* - a funding release of \$10.3 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the first phase of the Application Ecosystem Program*; and, - a funding release of \$7.2 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the continuing implementation of Workday Student.* <p>* The approach to Workday Student will be refined over the coming month and the full budget estimate will be revised and presented at the June 2019 Board of Governors meeting.</p>
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Report Date	April 15, 2019
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Presented By Peter Smailes, Vice-President Finance & Operations
 Dr. Andrew Szeri, Provost and Vice-President Academic
 Barbara Meens Thistle, Vice-President Human Resources
 Dr. Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan
 Dr. Ananya Mukherjee, Provost and Vice-Principal Academic, UBC Okanagan
 Jennifer Burns, Chief Information Officer & Associate Vice-President, Information Technology
 Dr. Kate Ross, Associate Vice-President Enrolment Services & Registrar
 Trish Pekeles, Executive Director, Financial Operations
 Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement, HR
 Chris Mercer, Program Director, Integrated Renewal Program

<i>If this item was previously presented to the Board, please provide a brief description of any major changes since that time.</i>	The Integrated Renewal Program provided an information only 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. The action assigned was to conduct a budget refresh analysis and to submit for Board approval.
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EXECUTIVE SUMMARY

The requests include funding to support the Integrated Renewal Program (IRP) across UBC and the Application Ecosystem through June of 2019. This includes the implementation of other applications (excluding the Enterprise Maintenance Management System or EMMS which is the subject of a separate Board report), retrofits, conversion and all integrations required for the implementation of Workday. The funding request will allow the program to continue implementation of Workday Human Resources (HR) and Finance, while allowing negotiations on the Student timeline to be completed.

Although the IRP and the Application Ecosystem will be managed as separate programs, we will leverage the existing IRP governance structure to link the programs and their respective critical milestones. The programs will be linked through the business processes and integrations necessary to support operations across UBC. Our respective project plans will contain the necessary details to coordinate the testing and delivery between the two programs to ensure our joint success.

This Board submission provides the background of the IRP, which is one of the largest administrative initiatives in the history of UBC. It includes updated key outcomes and provides a status update on the progress towards completing the major milestones. It also provides a view of current top risks and issues and the progress towards mitigation. The update concludes with a review of the current budget and actual expenditures and a new draft release schedule for the Program.

The updated budget figures for HR, Finance, Student and the Application Ecosystem are the result of extensive analysis. These figures leverage the outcomes of the Planning and Architect stages for each workstream. We are deeply engaged in collaborative negotiations with Workday executives to finalize the dates for the Student portion of the implementation. This includes potential risk and financial mitigation strategies to reduce the operational and financial impacts on UBC of the expected delay. We expect to update our budget and planning estimates for the Program and the associated Application Ecosystems after the completion of our conversations with Workday and will present a final budget request in June 2019.

STRATEGIC CORE AREAS SUPPORTED

- ✓ People and Places ✓ Research Excellence ✓ Transformative Learning ✓ Local / Global Engagement
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DESCRIPTION & RATIONALE

KEY OUTCOMES AND PROGRAM STATUS

In August 2017, with the approval 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.

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 would meet UBC's enterprise platform solution needs.

In addition to the current Finance, Human Resources and Student enterprise systems there are a number of applications across the University that provide full functionality to users by exchanging data, accessing information, providing reporting capabilities or enabling workflow processes. As the IRP has progressed in its planning, a more detailed understanding has developed of the scope of change on this broader application ecosystem across the university. The scope of the IRP encompasses more than the core functionality provided by the Workday solution.

To enable business continuity for any functionality that will not be supported by the Workday platform, existing software applications must be made to work with the new enterprise system (the Workday platform). In addition, and as a part of the transition to Workday, the foundational data model is changing significantly for Finance, HR and Student leading to the need for updates to the data models or data interchanges for those related applications.

The IT and IRP teams have created a list of these applications and the determination of what type of activity must occur for them (i.e. the disposition) to continue to provide needed functionality. This has led to the creation of a new program of activity to occur alongside the IRP, called the Application Ecosystem Project (AEP), and is requesting funding and eventually Board 3 approval with IRP.

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.

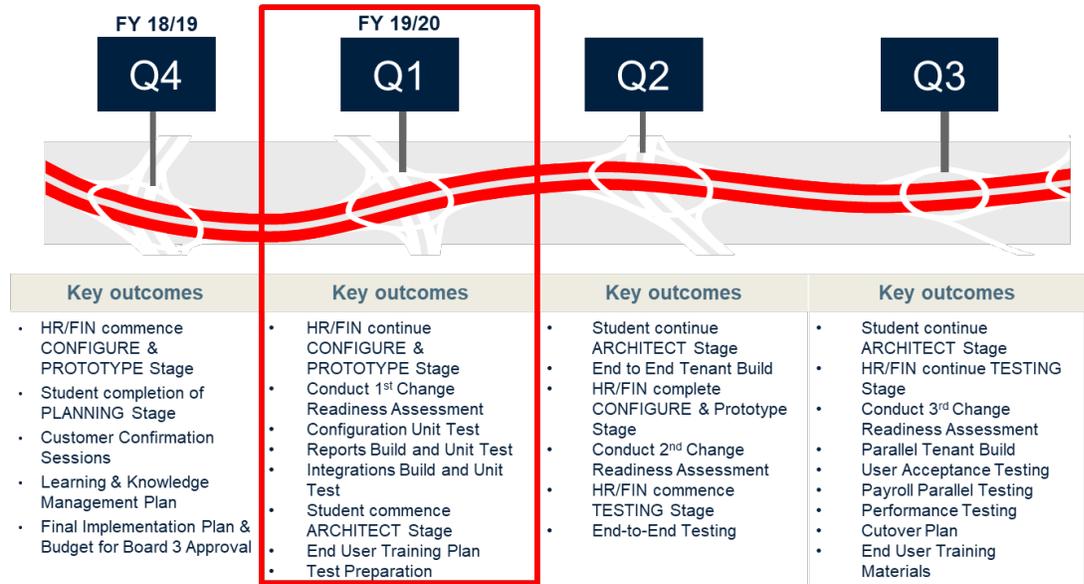
Current IRP Scope

 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)

Major milestones and key outcomes for the IRP have been planned for each quarter. The Integrated Renewal Program is currently focused on the continuation of the Configure & Prototype Stage for HR and Finance, in addition to completing a few remaining deliverables for the Student Planning Stage. We continue to negotiate with Workday on the Student Timeline and are working towards an outcome in April of 2019.

The remaining key outcomes for this calendar year are illustrated below.

MAJOR PROGRAM MILESTONES



One of our major milestones we would like to highlight is the completion of the Customer Confirmation Sessions for HR and Finance. The IRP team conducted 16 sessions over a 3-week period. The sessions lasted several hours each, and focused on specific components of Workday functionality, such as Expenses, with 650 attendees from both Vancouver and Kelowna UBC locations. Attendees were asked to complete a survey to highlight:

1. Their overall impression of what they saw
2. What they were most excited about
3. What they perceived to be our biggest challenges

Over 80% of the respondents rated their overall impression as Good or Very Good. The other feedback was categorized in themes.

Scale & Scope of Change

- Participants identified preparing for a change of this size was the biggest challenge for the community but also what would enable the changes they were most excited to see
- Enormous change from how we do things today, so adoption may be challenging for some
- System seems more centralized, while most departments are more decentralized today

Training

- Participants identified the need and desire for training customized to support both the unique needs of the community as a whole, and the requirements of local units/departments
- New terminology and learning new hierarchies will be a significant change and requires a lot of training

- Understanding new processes and how to integrate into daily work
- UBC Community will require a lot of hands on training
- People need time to adjust and require more exposure to the system to begin working in a new way

System Impressions

- Participants indicated a strong enthusiasm for the Workday platform specifically and the approach to integrating workflow, systems and data
- Getting used to the new language and understanding how to do the business processes
- Mobile application makes this easier to use
- Transparency of data, workflow approvals, and availability of data
- Simplicity of the system is great and appears to be an integrated seamless experience

This feedback will be integrated to inform Change Management planning, including stream specific engagement, FAQs, key messages and other considerations.

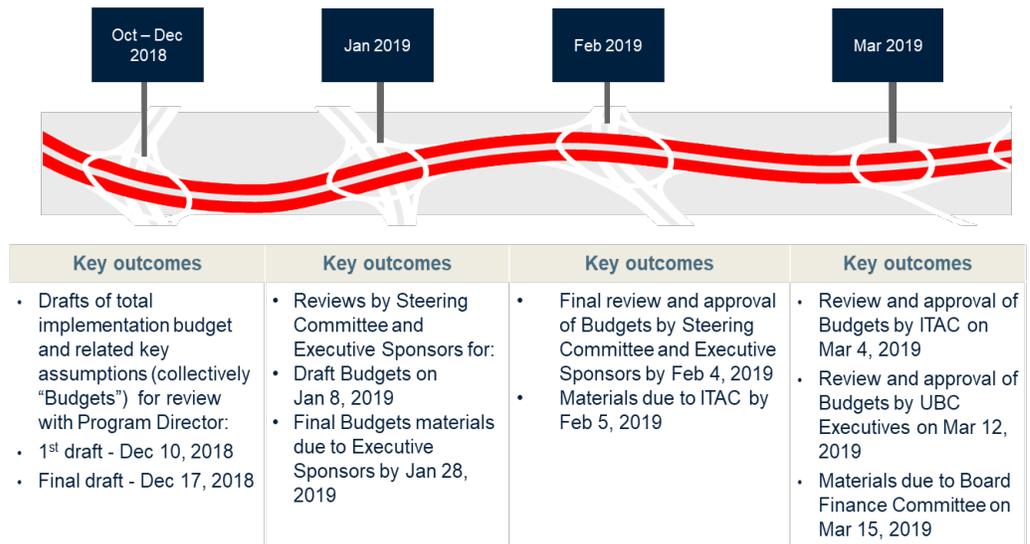
The program utilizes a dashboard for status reporting. The details for each component are listed below.

Constraint	Health	Trend	Comments
Overall Status		Action Required	Action required due to Resources and Solutions status. See details below.
-Budget		On Track	On Track for FY 18/19. The full program budget will be submitted for approval by the Board in June 2019. See “Costs” section for additional details.
-Scope		On Track	On Track due to robust scope and change management processes.
-Resources		Action Required	Action required due to vacancies within Change Management. Consulting resources will be brought in to fill the roles on an interim basis.
-Solutions		Action Required	Action required due to lagging integrations work for Human Resources and Finance and the Workday Student solution.
-Risks and Issues		On Track	On Track due to robust risk management and complementing EQA processes.

BUDGETING PROCESS

The IRP has revisited the original planning estimates provided in March 2018. These estimates were evaluated and updated based on the information provided during the Planning and Architect Stage for Human Resources and Finance as well as the Planning Stage for Student. Additional cost pressures were identified during this process and have been included in the revised planning estimates; however, these are well within the expected accuracy of the original estimate. The budget refresh process took several months to complete. The resulting estimates were revised and reset to align with the following process:

IRP GOVERNANCE BUDGET REVIEW CADENCE



The uncertainties related to the Workday Student product and timeline requires us to revisit our approach to the budget for the program. Therefore, this Board submission requests approval a funding release for the first quarter of the 2019/20 fiscal year while we continue to negotiate with Workday on the Student timeline. Once negotiations with Workday on the Student timeline are complete, we will be in a position to finalize the budgets for HR and Finance as well as the associated applications ecosystem and present a Board 3 approval request at the June 2019 meeting. A budget release to complete the 2019/20 fiscal year work required for Student and the associated applications ecosystem work will also be presented at the June 2019 Board meeting. The Board 3 approval request for Workday Student and associated applications ecosystems will be presented at a future Board meeting.

BUDGET REQUEST AND SPEND AUTHORIZATION

IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$19.2 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the continuing implementation of Workday HR and Finance – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019.

IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$10.3 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the first phase of the Application Ecosystem Program – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019.

IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$7.2 million, including contingency, for the first quarter of fiscal year 2019/20 (April 2019 – June 2019) to support the continuing implementation of Workday Student – as the approach to Workday Student is refined over the coming month, the full budget estimate will be revised and presented at the Board of Governor’s meeting in June 2019.

(in millions)	FY20 - Q1	FY20
HR/Finance		
UBC Resources	3.9	15.8
Business Advisory	0.9	2.2
Prime Consultants	6.3	25.5
Other*	3.8	13.4
Sustainment (HR/FIN only)	-	-
Total HR/Finance	\$ 14.8	\$ 56.8
Contingency**	4.4	17.0
Total HR/Finance Including Contingency	\$ 19.2	\$ 73.8
Student		
UBC Resources	2.0	8.1
Business Advisory	0.0	0.0
Prime Consultants	1.9	16.0
Other*	1.6	5.7
Sustainment	-	-
Total Student	\$ 5.6	\$ 29.9
Contingency**	1.7	9.0
Total Student Including Contingency	\$ 7.2	\$ 38.9
Total Budget Request	\$ 20.3	\$ 86.7
Total Contingency**	6.1	26.0
Total Budget Request Including Contingency	\$ 26.4	\$ 112.7
Application Ecosystem		
Other Applications (EMMS)^		
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - central funding	4.1	11.1
Student - Existing Indirect Application Retrofits, Integrations, and Data Conversions	1.0	2.2
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - other funding sources	0.9	4.5
Other Costs (Services & Facilities)	1.0	4.1
Total Application Ecosystem	\$ 7.0	\$ 21.9
Contingency***	3.3	10.1
Total Application Ecosystem including contingency	\$ 10.3	\$ 32.0

*Other costs include Point Solutions (\$14.3M), Premise Leases & Furnishings, OCM Community Communications & Readiness, Subscription Fees, Software

**Contingency of 30% of the projected spend.

***Contingency for Application Ecosystem is a blended rate based on estimation confidence (10%-50%)

^EMMS has been requested separately but included in the overall AEP finance and delivery management. (FY20 at \$8.3M incl contingency)

BENEFITS *KEY BENEFITS*

Learning, Research,
Financial,
Sustainability &
Reputational

As stated previously, the IRP looks to transform the way we support learning and research, and how we work at UBC, creating a cohesive, integrated, and enriched experience for students, staff, and faculty. The IRP is expected to deliver:

- **A reduced administrative burden for faculty, staff, and students.** Many of UBC’s administrative processes are manual, time-consuming and overly complex. We can simplify, and free up time and therefore budget to focus on priorities.
- **A more integrated way of working and interacting.** HR, Finance and Student administration and data are often interdependent, but are currently supported by different systems and data models. Workday will provide an integrated environment for the information and processes we need to do our work.
- **Replacement of aging systems that are no longer able to meet UBC’s needs.** UBC’s core systems are based on 25+ year old technologies that are increasingly brittle and difficult to maintain. Workday is a modern, mobile, cloud-based solution, with low technical maintenance overhead.
- **Readiness for the future.** New ways of working, teaching, learning and interacting are constantly evolving. Workday delivers a flexible, continually improving solution that can change along with UBC.

RISKS *RISK MANAGEMENT*

Financial,
Operational &
Reputational

Program risks are future uncertain events that, if they occur, would have a negative effect on achievement of one or more program objectives. The IRP has a robust Risk and Issues Management Framework in place. External Quality Assurance (EQA) for IRP is provided by Gartner and complements that framework. As of February 2019, the program is tracking 57 active risks (down from 193 originally) and 9 issues. The table below captures the top IRP risks (very high probability of occurring and impact to the program) and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program.

Risk Statement	Mitigation Activities
<p>Less than expected staffing level of PMO may impact key program management tasks (Risk #201, EQA (2.13))</p>	<ul style="list-style-type: none"> -Prioritize hiring and onboarding of three open PM positions. (completed) -Reach out to vendor partners and UBC community for available resources. (completed) -Establish accelerated process for applicant review and interviewing. (completed) -Fill open positions. (priority vacancies have been filled)

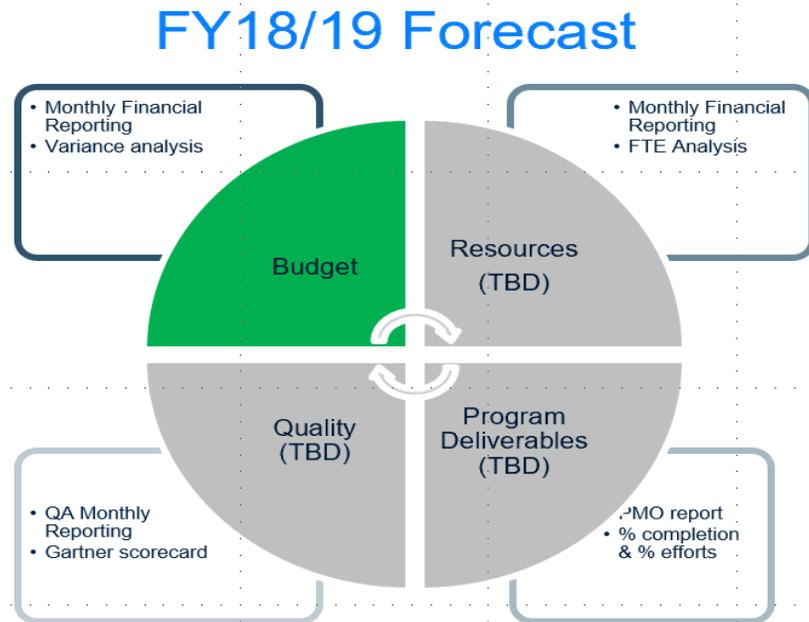
<p>Unapproved, unfunded enterprise projects (Risk #223)</p>	<ul style="list-style-type: none"> -Ensure completeness of enterprise critical list of applications that are required for a successful Workday deployment. (completed) -Assign responsibility within the IRP team for monitoring progress and coordinating activities between the projects or programs. (completed) -Update comprehensive IRP program plan with the necessary details and critical dates to track activities between the projects (completed) -Meet regularly to discuss status and update plans accordingly...escalate using program governance as necessary. (planned)
<p>OCCURRED - Delivery Impacted due to Changes in Workday Product Roadmap (Risk #224, EQA (3.13))</p>	<ul style="list-style-type: none"> -Continue to collaborate with Workday to monitor the Student Application Development Roadmap and their progress against UBC's required functionality. (in progress and on-going) -Integrate monitoring of the Workday Student functionality roadmap as part of PMO activities; document issues or concerns as soon as they arise. (completed)
<p>Executive consideration of the application disposition list (Risk #282, EQA (3.53))</p>	<ul style="list-style-type: none"> -Complete application disposition process and clarify the integration requirements in advance of the Board budget submission in March. (completed) -Ensure completeness of enterprise critical list of applications that are required for a successful Workday deployment. (completed) -Assign responsibility within the IRP team for monitoring progress and coordinating activities between the projects or programs. (completed) -Update comprehensive IRP program plan with the necessary details and critical dates to track activities between the projects. (completed) -Meet regularly to discuss status and update plans accordingly...escalate using program governance as necessary. (in progress)
<p>High number of Architect Stage deliverables moved into Configure & Prototype (Risk #283, EQA (2.24))</p>	<ul style="list-style-type: none"> -Determine the required effort to complete the outstanding Architect stage deliverables being moved under the proposed Change Request(s) and enter the information into the effort driven project plan to determine the impact on deliverables in the Configure and Prototype stage. (completed)

<p>Challenges in gathering/defining and documenting the functional and technical integration specifications for Human Resources and Finance (Risk #285, EQA (3.54))</p>	<p>-Ensure integration deliverables for functional and technical specifications are identified, defined, documented and understood. (completed)</p>
<p>IRP Sustainment Model discussions and deliverables have been delayed and re-structured (Risk #287, EQA (6.42))</p>	<p>-Engage with program stakeholders to develop and validate the scope for the Sustainment Model RFP and issue as soon as possible. (completed)</p> <p>-Procure vendor to deliver Sustainment Model engagement. (in progress)</p>

COSTS CURRENT FINANCIALS

Capital & Lifecycle
Operating

The financial information provided represents the fiscal year and program overall reporting as of the March 2019 month end. The status of Fiscal Year 18/19 is green with a current expected spend of approximately \$42 Million. The Overall Program budget status is based on the original planning estimate and is expected to move to green once the revised figures are approved in June 2019.



Parameters for budget colour coding*:
 Red = over \$60M (total budget including contingency)
 Yellow = between \$55M and \$60M
 Green = below \$55M

*approved by Executive Sponsors meeting, July 3, 2018
 Based on information available at March 8, 2019

FINANCIAL REPORT FY18/19 – EXECUTIVE SUMMARY

(in thousands)	For the Month of Mar-19			Annual FY18/19		
	Actuals	Budget	Variance	Actuals	Budget	Variance
UBC Resource Costs	1,548	1,526	(22)	13,531	14,836	1,305
Business Advisory Costs	35	317	282	35	2,231	2,196
External Prime Consultants	1,802	2,994	1,192	18,014	25,570	7,556
Other Costs	783	778	(5)	10,476	12,470	1,994
Total expenses before contingency	4,168	5,615	1,447	42,056	55,107	13,051
Contingency - net additions	-	-	-	-	(7,239)	(7,239)
Contingency - savings in FY19, spent in FY20	-	-	-	-	4,228	4,228
Contingency Remaining	-	-	-	-	7,904	7,904
Total after Contingency	4,168	5,615	1,447	42,056	60,000	17,944
Variance analysis:	For the Month of March 2019:			Annual FY18/19:		
	Savings for March 2019 are \$1,447k due to:			Savings for FY18/19 are \$13,051k due to:		
	a. (\$22k) - UBC resources ramping up			a. \$1,305k - staffing vacancies, offset by additional headcounts from Gartner recommendations and other resource requirements		
	b. \$282k - Business Advisory timing differences			b. \$2,196k - Business Advisory timing savings in FY19 to be spent in FY20		
	c. \$1,192k - Prime Consultants net savings from conservative budget estimates and functional teams requiring less services rendered			c. \$7,556k - Prime Consultants under spent by \$8,655k . Savings have been crystallized for the HCM/FIN planning and architect phases. Pending savings for Student planning and HCM/FIN C&P phases. Offset by additional change requests costs of (\$677k) and non-recoverable GST of (\$422k) .		
				d. \$1,994k - Point Solutions, Workday travel, and Workday training savings, offset by additional renovation costs and tax impact on subscription fees.		
	Forecast based on info available as at April 8, 2019					

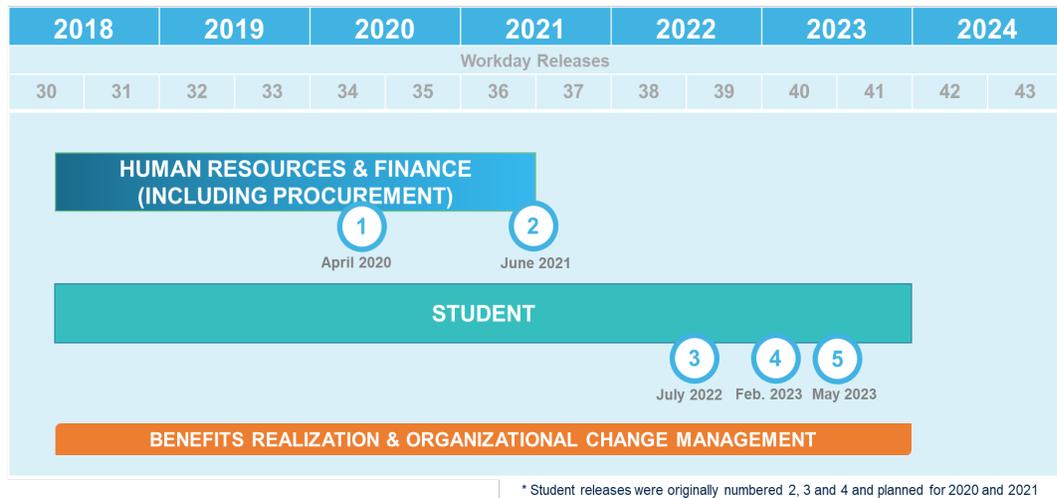
Other costs includes the following: governance cost, Workday subscription fees (Yr 1 residual) and platinum success package, data repository, communication network support, travel, training, renovations, software license and tools, recruiting cost, legal, computer equipment, furniture and other supplies.

The majority of the variance between Budget and Actuals is due to savings realized through Prime Consultants. Prime Consultants include Workday and Deloitte resources and the actual spend was much less than anticipated. Additional savings totaling \$1.3 million were due to UBC resource vacancies; however, these represent timing differences, and we expect to spend the funds in the next fiscal year.

SCHEDULE *DRAFT REVISED SCHEDULE*
Implementation
Timeline

The following schedule is in draft form. It is based on our latest conversations with Workday regarding the expected timetable for readiness of their Student product. The impact requires a change in release numbering and is highlighted below. A benefit of the more paced implementation of Student is the ability of the IRP teams to focus fully on the successful implementation of HR and Finance along with the associated applications ecosystems. In addition, the revised timeline will permit a more robust implementation of Workday Student.

PROGRAM RELEASE SCHEDULE – 5 PLANNED RELEASES*



PROGRAM RELEASE SCHEDULE BY STREAM/SCOPE*

Release #	Date	Stream	Scope/Functionality
1	April 2020		Capital & Asset Accounting, Institutional Accounting, Procure to Pay, Research/Post-Award Grant Admin, Revenue Accounting, Travel & Expense Management, Treasury & Cash Management
			Benefits, Compensation, Core HCM, Onboarding/Offboarding, Payroll, Talent Acquisition, Workforce Management – Time and Attendance
			Curriculum Management (Academic units, Programs of Study and foundational elements)
			Deployment of common enabling technologies: Access and Identity Management, Generic Capabilities, Reporting
2	June 2021		Budget Development & Forecasting
3	July 2022		Curriculum Management (Courses), Admissions, Transfer Credit, Learner Management (Data), Learner Financial Management (Application Fees)
4	Feb 2023		Scheduling, Enrolment, Registration, Program Planning & Management, Progression, Learner Management
5	May 2023		Assessment Outcomes, Learner Financial Support, Learner Financial Management, Graduation

* Student releases were originally numbered 2, 3 and 4 and planned for 2020 and 2021

CONSULTATION UBC IT Advisory Counsel
Relevant Units,
Internal & External
Constituencies UBC Executive

Previous Report Date	February 7, 2019
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	1. Information Only 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	Conduct Budget Refresh Analysis and Update Funding Request for Board 3 Approval
Previous Report Date	November 26, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	1. Information Only Provide New Program Director’s Assessment
Action / Follow Up	Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	September 27, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	2. Information Only 3. 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	Provide New Program Director’s Assessment
Previous Report Date	June 14, 2018
	INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT
Decision	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	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.