



SUBJECT	INTEGRATED RENEWAL PROGRAM FUNDING REQUESTS
MEETING DATE	JUNE 13, 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, at the recommendation of the Finance Committee, the Board of Governors approve:</p> <p class="list-item-l1">i. BOARD 3 for implementation of the HR and Finance components of the Integrated Renewal Program within a total budget envelope of \$155.8 million (including contingency), and a funding release of \$86.2 million for fiscal year 2019-2020; subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council.</p> <p>Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.</p> <p>Funding release is inclusive of a funding release of \$19.2 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.</p> <p>Written agreement between Workday Canada and UBC is expected to be completed by the end of June 2019.</p> <p class="list-item-l1">ii. Budget release of \$11.5 million (including contingency) for implementation of the Student component of the Integrated Renewal Program; subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council.</p> <p>Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.</p> <p>Funding release is inclusive of a funding release of \$7.2 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.</p> <p>Written agreement between Workday Canada and UBC is expected to be completed by the end of June 2019.</p> <p class="list-item-l1">iii. Application Ecosystem Program Phase 1 with a total budget of \$54.1 million (including contingency) and a funding release of \$40.3 million for fiscal year 2019-2020.</p> <p>Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.</p> <p>Funding release is inclusive of a funding release of \$10.3 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.</p> <p class="list-item-l1">iv. Scope change to move \$13.2 million (including contingency) of funding and projects from the Integrated Renewal Program to the Application Ecosystem Program.</p> <p class="list-item-l1">v. 10-year loan of up to \$39.8 million, to be repaid at an interest rate of 5.75% (HR and Finance 2018-2019 and 2019-2020 expenditures; Application Ecosystem Program 2019-2020 expenditures.</p>

Report Date	May 6, 2019
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Presented By	Peter Smailes, Vice-President Finance & Operations Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Barbara Meens Thistle, Vice-President Human Resources Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan Ananya Mukherjee, Provost and Vice-Principal Academic, UBC Okanagan Jennifer Burns, Chief Information Officer & Associate Vice-President Information Technology Kate Ross, Associate Vice-President, Enrolment Services & Registrar Trish Pekes, Executive Director, Financial Operations Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement, Human Resources Chris Mercer, Program Director, Integrated Renewal Program
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<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 (IRP) requested temporary funding for the first quarter (April – June) of the 2019-2020 fiscal year. The requests were approved for \$19.2 million for Workday HR and Finance, \$10.3 million for the Application Ecosystem Program (AEP), and \$7.2 million for Workday Student. All figures included contingency funding.
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EXECUTIVE SUMMARY

The requests include funding to support the implementation of the Integrated Renewal Program (IRP) across UBC and the known Application Ecosystem. This includes the implementation of other applications (including the Enterprise Maintenance Management System or EMMS), retrofits, conversion and all integrations for applications outside the scope of the IRP, required for the implementation of Workday. The total amount for UBC to implement IRP and the Application Ecosystem is currently estimated at \$342.8 million including contingency. It should be noted that the total amount is based on preliminary estimates for the Student and Application Ecosystem Phase II efforts and therefore the total cost could be in the range of \$350-365 million. The final amount will be known at the time Board 3 approval is sought for Student and Application Ecosystem Phase II.

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

Since January of 2019, UBC and Workday have been engaged in discussions to align the Student implementation timeline with the product development roadmap. A preliminary joint verbal agreement (subject to finalization of executed documents and approval by the Chair of the Finance Committee and the Chair of the UBC IT Advisory Council) was reached in April 2019. We are in the process of revising our contracts with Workday to ensure compliance with this agreement. It should be noted that throughout this process, Workday has continued to express their desire to continue our strong partnership and are committed to UBC's success.

They have also stated that no other large research institution will be signed and placed before us in priority and have dedicated two future product releases to address UBC specific needs. This commitment is evident with a cost sharing promise to ensure Workday Student is implemented within the agreed upon schedule. Negotiation is underway with Workday to document these commitments in a legal agreement.

This briefing note also provides the background on the Integrated Renewal Program which is one of the largest administrative initiatives in the history of UBC. It details the review and analysis that has taken place to date in the development of the budget and planning estimates for the IRP program. It also includes the strategy for point solutions and enhancements to existing legacy systems as well as the process for determining out of scope items.

The budget request for HR (HCM) and Finance (FIN) is the result of extensive analysis and leverages the outcomes of the Architect stage of the IRP program. We are confident in the estimates and believe the request is consistent with the quality necessary to support the delivery of that portion of IRP. The budget is in line with large scale, ERP projects at the educational institutions of a similar size and complexity. Internal Audit recently completed an assessment of the reasonableness and completeness of the budgets for IRP (Finance and HR) and the Application Ecosystem Projects. Overall, Internal Audit concluded that the proposed budget (as of April 18, 2019) appeared reasonable and complete towards the achievement of the proposed scope. The report also highlighted that the adequacy of the contingency for the HR/FIN can only be determined once detailed planning for the Application Ecosystem Project is completed. It should be noted that this observation specifically relates to potential cost increases resulting from unforeseen delays in the delivery of AEP retrofits or integrations which may impact the HR/FIN schedule. Additionally, Internal Audit noted the AEP budget is more representative of a planning estimate at this time, however management feels the contingency for the AEP is reflective of the level of uncertainty.

The planning estimate for Student is based on the original figures and has been updated to incorporate the results of the Plan stage. We expect to update our planning estimates for Student and the associated Application Ecosystem after the completion of each stage and will present a final budget request in April 2021.

STRATEGIC CORE AREAS SUPPORTED

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

DESCRIPTION & KEY OUTCOMES AND PROGRAM STATUS

RATIONALE

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 Program (AEP), and is requesting funding and Board 3 approval with IRP. In developing the AEP, certain applications and work and the associated budget were transferred from the core IRP to the AEP in order to align similar types of work and resourcing (see SCOPE MANAGEMENT section beginning on page 7 below for more details).

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.

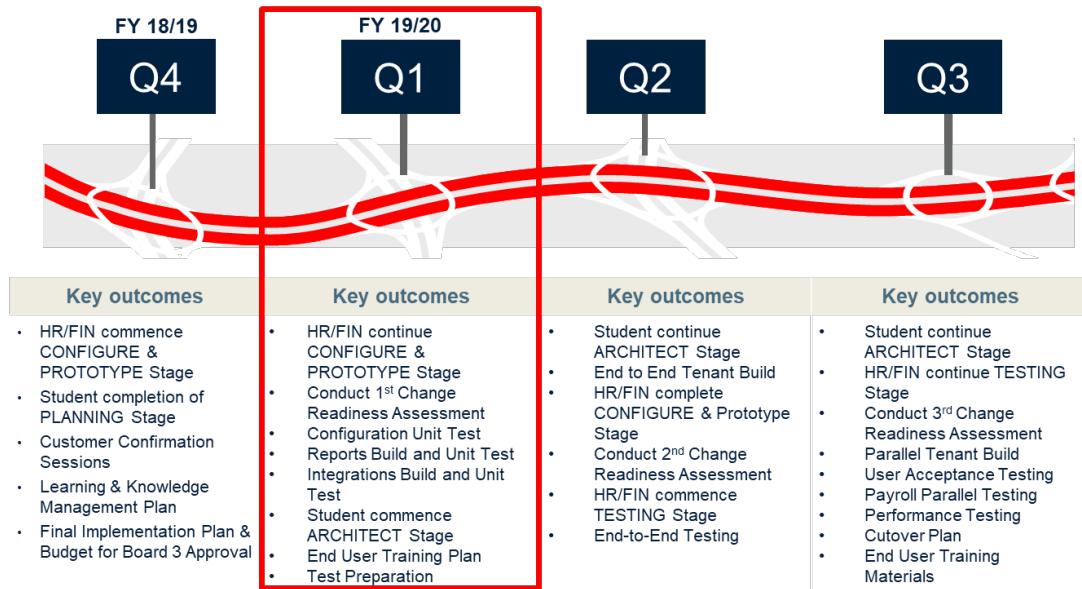
Current IRP Scope:

 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)

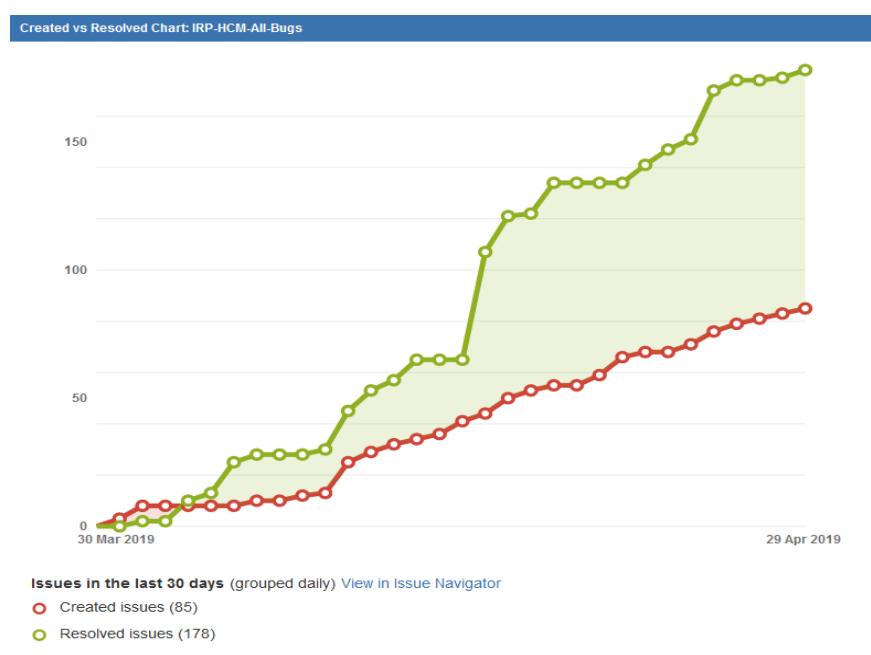
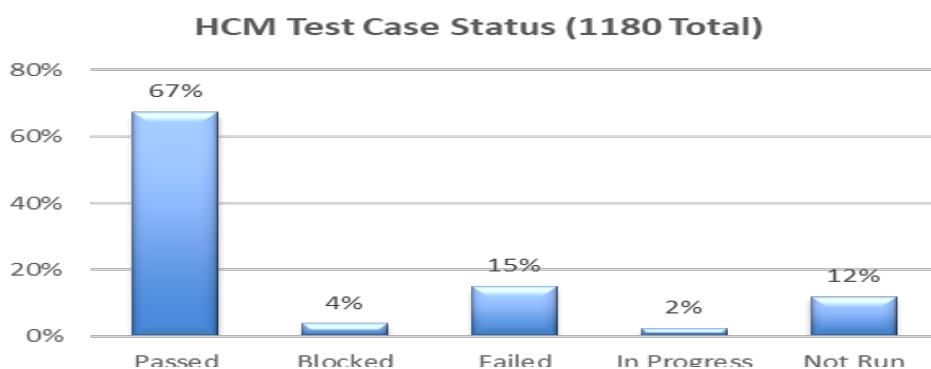
The product/functional scope of the IRP remains unchanged from the scope presented to the Board of Governors at their April 2018 meeting.

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 June of 2019. The remaining key outcomes for this calendar year are illustrated on the next page.

MAJOR PROGRAM MILESTONES



The HR and Finance teams have been focused on the unit testing of configuration that will serve as the foundation of the Testing Phase. The Program Management Office (PMO) has already provided the infrastructure necessary to support this phase and has been utilizing it to track the results of unit testing as well as any defect resolution. The charts below are produced as part of the status report and highlight the status of unit testing. We have included the results for the HR (HCM) team for reference. Similar metrics will be used to track testing during the End-to-End and User Acceptance cycles.



The first Change Readiness Assessment survey has also been distributed. The responses will be analyzed, along with the results of various interviews and focus groups, with a final report due in the middle of June 2019. The results of the report will influence our on-going change activities and two additional surveys are planned prior to April 2020 to monitor readiness.

The IRP has hired a Deloitte Change Management consultant to co-pilot the remaining activities to support the April 2020 implementation of Workday HR and Finance. Michael Ramsay is an experienced change management professional with higher education and Workday knowledge. We look forward to reporting on the progress of the IRP OCM team in our next report.

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	Under budget for FY 18/19. On track for FY 19/20. The full program budget will be submitted for approval by the Board in June 2019.
-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 importance of integrations work for Human Resources and Finance and the need to complete to support end-to-end testing. The Workday Student solution status has required a reset in our schedule. The status will remain at "Action Required" until all agreements are updated.
-Risks and Issues	🟢	On Track	On Track due to robust risk management and complementing EQA processes.

There are 56 active risks that the program is managing. Of these, eight are currently rated with a Very High probability and impact and are listed in detail in the Risk section of this report.

SCOPE MANAGEMENT

There are two types of scope IRP manages. The first is Product (or functional) Scope. Product scope refers to the Workday product and the modules in or out of scope. The second type of scope managed is Program Scope. Program scope refers to what activities or initiatives are in or out of scope from a program perspective.

The current IRP product scope is listed in detail in the following table:

 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)

To date, no changes in product/functional scope have been requested or approved. Any Workday module not listed above is considered out of product scope.

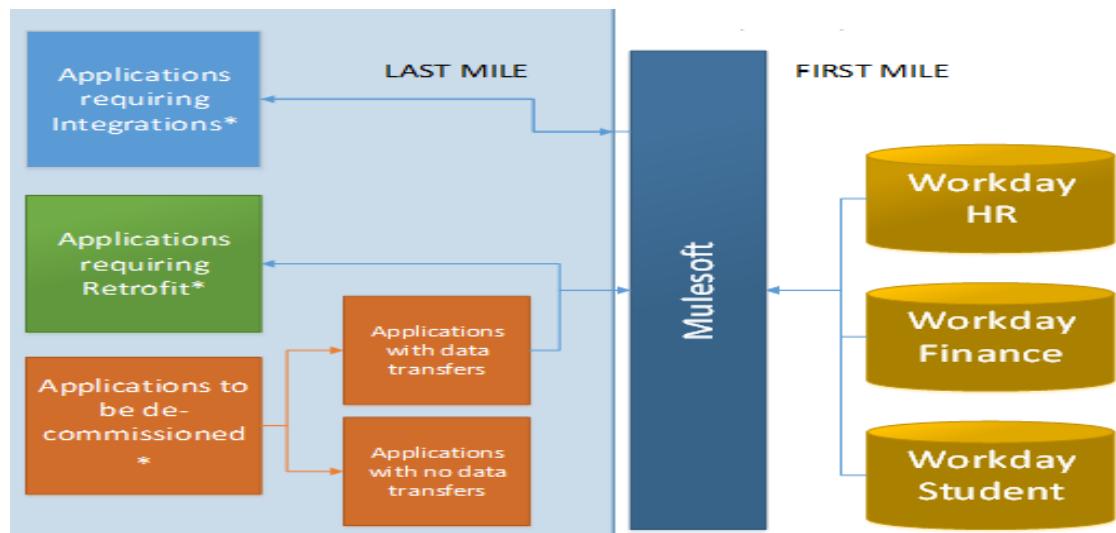
The program scope consists of the activities and initiatives necessary to support the successful implementation of Workday at UBC. There are hundreds of systems at UBC necessary to support the entire enterprise. Many of these systems will require integration with Workday. These systems rely on legacy data structures and will require retrofitting. Other systems may no longer be necessary due to new capabilities within Workday. Collectively, these are referred to as the Applications Ecosystem.

As the project has progressed and the scope of the Application Ecosystem Program (AEP) including the process for implementing these integrations became more refined, certain applications and work was transferred from the core IRP to the AEP. This transfer of scope and the associated budget line from the IRP was undertaken to align similar types of work, to clarify roles and responsibilities, to simplify execution of required work and to ultimately ensure a more successful overall delivery of both the IRP and the AEP.

The transfer of program scope from the IRP to the AEP is as follows:

ITEM	BASE COST AMOUNT (\$)	CONTINGENCY AMOUNT (\$)	BASE + CONTINGENCY TOTAL (\$)
Education Planner BC Integration (EPBC)	1,000,000	100,000	1,100,000
Key Existing Systems - RISE Retrofit (research admin tool)	1,800,000	360,000	2,160,000
Key Existing Systems - Scientia Retrofit (scheduling system)	825,000	165,000	990,000
Key Existing Systems - Undergrad CRM Re-integration & Retrofit	400,000	80,000	480,000
Key Existing Systems - SITS Retrofit (Grad System)	2,750,000	550,000	3,300,000
Key Existing Systems - SIS Interim Architectures	4,300,000	860,000	5,160,000
TOTAL of items moved from IRP to AEP	11,075,000	2,115,000	13,190,000

The diagram below highlights the activity necessary to integrate, retrofit and sunset applications within the ecosystem.



These Application Ecosystem activities or initiatives highlighted in the light blue box on the left side of the diagram will be outside of the core IRP program scope. This activity is referred to as the “Last Mile” for integrations, retrofits and the decommissioning of applications. They will be managed as separate projects with their own resources. The right side of the diagram is in scope for IRP and includes the activity referred to as the “First Mile” of integrations.

An example to consider is the RiSE (Research Information Services) application. The application will require retrofitting to replace the existing legacy data constructs. This will be outside of the core IRP program scope but is within the AEP program scope. However, the “First Mile” of the necessary integrations between Workday and Rise will be in scope.

The separate programs will be aligned via the required integrations and shared governance. Details regarding development, testing and deployment dates will be shared between the initiatives and tracked within their project plans to ensure the alignment of activities necessary to support the deployment of Workday. The combined budget for IRP and the Application Ecosystem is discussed at the beginning of this document and represents the overall budget for the entire initiative.

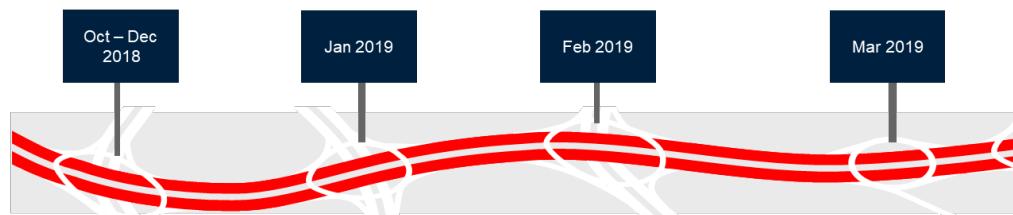
BUDGETING PROCESS

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. Internal Audit recently completed an assessment of the reasonableness and completeness of the budgets for IRP (Finance and HR) and the Application Ecosystem Projects. Overall, Internal Audit concluded that the proposed budget (as of April 18, 2019) appeared reasonable and complete towards the achievement of the proposed scope. The report also highlighted that the adequacy of the contingency for the HR/FIN can only be determined once detailed planning for the Application Ecosystem Project is completed. It should be noted that this observation specifically relates to potential cost increases resulting

from unforeseen delays in the delivery of AEP retrofits or integrations which may impact the HR/FIN schedule. Additionally, Internal Audit noted the AEP budget is more representative of a planning estimate at this time, however management feels the contingency for the AEP is reflective of the level of uncertainty.

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



Key outcomes	Key outcomes	Key outcomes	Key outcomes
<ul style="list-style-type: none"> Drafts of total implementation budget and related key assumptions (collectively "Budgets") for review with Program Director: 1st draft - Dec 10, 2018 Final draft - Dec 17, 2018 	<ul style="list-style-type: none"> Reviews by Steering Committee and Executive Sponsors for: Draft Budgets on Jan 8, 2019 Final Budgets materials due to Executive Sponsors by Jan 28, 2019 	<ul style="list-style-type: none"> Final review and approval of Budgets by Steering Committee and Executive Sponsors by Feb 4, 2019 Materials due to ITAC by Feb 5, 2019 	<ul style="list-style-type: none"> Review and approval of Budgets by ITAC on Mar 4, 2019 Review and approval of Budgets by UBC Executives on Mar 12, 2019 Materials due to Board Finance Committee on Mar 15, 2019

The uncertainty around the Workday Student product and timeline required us to revisit our approach to the budget for the program. The details outlined in this section support the recommendation to approve the budget for the remaining activities related to the Human Resources and Finance implementation (FY 2020 – FY 2022) and a FY 2020 budget spend authorization for Student. The planning estimate for Student is based on the original figures and has been updated to incorporate the results of the Plan stage. We expect to update the planning estimates for Student and the associated Application Ecosystems after the completion of each stage and will present a final budget request in April 2021.

ORIGINAL PLANNING ESTIMATE

The IRP Delivery Team prepared various iterations of costing for changes in scope, strategy and deployment timelines in March of 2018. Through consultation with the Steering Committee, Executive Sponsors, UBC Executive and ITAC, a Planning Estimate was approved to support:

- HR/Finance/Student - To address UBC's needs for HR, Finance, and Student, with a Planning Estimate, including contingency, of \$250 million.

A planning estimate of \$250 million was established with a confidence interval of +/- 25%. The overall program costs were to be refined throughout the FY18-19 Plan and Architect stages to determine a Final Implementation Budget for Board 3 Approval in April 2019 (**PMO**=Program Management Office, **OCM**=Organizational Change Management, **SD&D**=Solution Design & Delivery).

Recommended IRP Scope:

Finance, HR, Student, PMO, OCM & SD&D	(in millions)
UBC Resource Cost	59.3
Business Advisory for Transformation	2.6
External Prime Consultants	92.4
Other Costs^	29.7
Contingency* (@35%)	66.0
Total Planning Estimate	250.0

[^] Other Costs include: Premise Leases & Furnishings; OCM Community Communications & Readiness; Subscription Fees; and, Software Tools, Travel, Legal & Training.

* Contingency is slightly higher than 35% and was rounded up for the \$250 million original planning estimate.

+ Planning Estimate has a confidence interval of +/- 25% and will be refined through the FY1819 Plan and Architect stages to determine a Final Implementation Budget for Board 3 Approval in April 2019.

The FY18/19 IRP budget was estimated at \$60 million. These funds were required to complete the Plan and Architect stages for HR, Finance and Student and approved (**PMO**=Program Management Office, **OCM**=Organizational Change Management, **SD&D**=Solution Design & Delivery).

Recommended IRP Scope:	FY18/19
Finance, HR, Student, PMO, OCM & SD&D	(in millions)
UBC Resource Cost	15.3
Business Advisory for Transformation	2.2
External Prime Consultants	25.6
Other Costs^	12.1
Contingency @10%, net of exempt items*	4.8
Total Budget	60.0

[^] Other Costs include: Premise Leases & Furnishings; OCM Community Communications & Readiness; Subscription Fees; and, Software Tools, Travel, Legal & Training.

* Contingency exempt items relates to known costs not expected to change; 10% sufficient during Plan and Architect stages due to known efforts.

This original Planning Estimate was broken down by functional area (HR, Finance and Student) and fiscal year for comparison purposes.

	FY19	FY20	FY21	FY22	TOTAL
HR/Finance					
UBC Resources	10.7	11.9	4.7	2.2	29.5
Business Advisory	2.2	0.1	0.1	0.0	2.4
Prime Consultants	19.8	26.2	5.4	0.8	52.2
Other	9.2	6.0	0.7	0.1	16.0
Total HR/Finance	\$ 41.9	\$ 44.1	\$ 10.9	\$ 3.2	\$ 100.1
Student					
UBC Resources	4.2	9.1	10.4	4.5	28.1
Business Advisory	0.0	0.1	0.1	0.0	0.2
Prime Consultants	5.5	16.3	15.0	3.0	39.8
Other	3.5	5.7	4.3	2.2	15.8
Total Student	\$ 13.2	\$ 31.1	\$ 29.8	\$ 9.7	\$ 83.9
Total Planning Estimate	\$ 55.1	\$ 75.2	\$ 40.7	\$ 12.9	\$ 184.0
Contingency	\$ 4.9	\$ 22.3	\$ 12.1	\$ 26.7	\$ 66.0
Total Planning Estimate Including Contingency	\$ 60.0	\$ 97.5	\$ 52.8	\$ 39.6	\$ 250.0

ADDITIONAL COST PRESSURES

Additional Cost Pressures were identified during the Plan and Architect Stages for HR, Finance and Student. These items were analyzed and brought forward through the IRP governance process for initial review and approval. A detailed estimate was then prepared and subsequently presented for review and approval. The estimates are detailed in the following table:

(in millions)	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
HR/Finance							
Point Solutions (Data Repository & HR Gaps)	(0.9)	5.2	2.1	1.6	-	-	8.0
Interdependent Projects	-	1.0	-	-	-	-	1.0
OCM Staff Augmentation & Impacts on Staff	-	1.4	1.5	-	-	-	3.0
Sustainment	-	-	5.0	-	-	-	5.0
Savings - Prime Consultants	(4.4)	-	-	-	-	-	(4.4)
Savings - UBC Resources	(2.6)	0.3	-	-	-	-	(2.3)
Savings - Workday Training	(0.4)	0.3	-	-	-	-	(0.1)
Savings - Business Advisory	(2.2)	2.2	-	-	-	-	-
Savings - Unallocated Budget Top Up	-	-	-	(0.3)	-	-	(0.3)
Savings - Other	(1.8)	1.0	(0.1)	(0.1)	-	-	(1.0)
Non-recoverable GST/PST	-	0.9	0.4	-	-	-	1.3
SD&D/PMO/Program Office (add'l resources)	0.7	0.9	0.6	0.1	-	-	2.3
EQA mitigation strategies (add'l resources, ext advising, governance)	0.7	1.1	0.6	0.1	-	-	2.5
Renovation/Premise costs	1.2	-	-	-	-	-	1.2
Additional resources for architect/config/prototype	0.7	0.1	-	-	-	-	0.8
IRP Team travel and PD	0.1	0.0	0.0	0.0	-	-	0.1
Cost Realignment & Adjustment Between Workstreams	0.4	7.7	4.0	(1.7)	-	-	10.4
Total HR/Finance	\$ (8.6)	\$ 22.2	\$ 14.1	\$ (0.3)	\$ -	\$ -	\$ 27.3
Student							
Point Solutions (Data Repository & Learner Financial Support)	(0.4)	(1.3)	0.9	0.2	-	-	(0.7)
Interdependent Projects	-	-	-	-	-	-	-
OCM Staff Augmentation & Impacts on Staff	-	-	-	-	-	-	-
Savings - Prime Consultants	(0.8)	-	-	-	-	-	(0.8)
Savings - UBC Resources	(0.4)	(0.2)	-	-	-	-	(0.6)
Savings - Workday Training	(0.2)	-	-	-	-	-	(0.2)
Savings - Business Advisory	-	-	-	-	-	-	-
Savings - Unallocated Budget Top Up	-	-	-	(0.3)	-	-	(0.3)
Savings - Other	(0.9)	0.5	(0.0)	(0.1)	-	-	(0.5)
Non-recoverable GST/PST	-	-	-	0.3	0.2	0.1	0.7
SD&D/PMO/Program Office (additional resources)	0.1	0.2	0.1	0.3	-	-	0.7
EQA mitigation strategies (add'l resources, ext advising, governance)	0.0	0.1	0.1	0.4	-	-	0.6
Renovation/Premise costs	0.6	-	-	-	-	-	0.6
Advancement of planning/architect phase STU	1.0	1.0	1.4	0.5	-	-	4.0
Prime Consultants Extension	-	(8.3)	(6.1)	9.8	11.4	6.1	13.0
UBC Resources Extension	-	(6.2)	(8.1)	6.4	10.9	3.5	6.4
Operating Costs Extension	-	-	-	-	3.9	2.6	6.5
Subscription Adjustment	-	(2.8)	(2.8)	(2.8)	(2.9)	(0.8)	(12.1)
Professional Fees Adjustment	-	(1.8)	(2.0)	(2.0)	(2.0)	-	(7.8)
Cost Realignment & Adjustment Between Workstreams	(3.5)	(3.5)	(3.0)	1.0	(0.2)	(0.1)	(9.3)
Total Student	\$ (4.4)	\$ (22.2)	\$ (19.5)	\$ 13.7	\$ 21.3	\$ 11.4	\$ 0.3
Total Budget Revisions	\$ (13.1)	\$ (0.0)	\$ (5.5)	\$ 13.3	\$ 21.3	\$ 11.4	\$ 27.6

These revisions were based on information acquired during the Plan and Architect Stages and have been deemed vital for the success of the IRP. These revisions include support for additional Change Management, work space for the IRP team and revised point solutions to address known gaps in Workday functionality. They also include additional staffing based on Gartner recommendations via the External Quality Assurance process.

REVISED BUDGET AND ESTIMATE

The resulting analysis incorporates the changes to the Workday Student timeline and provides a revised budget and estimate for IRP. The initial planning estimate of \$184.0 million (\$250m including contingency) plus the HR, Finance and Student cost pressures of \$27.6 million total \$211.6 million (\$262.4m including contingency). This compares with the original planning estimate for IRP of \$184.0 million (\$250m including contingency) notwithstanding the \$13.2 million moved from IRP to AEP. This includes a budget for HR and Finance and a revised estimate for Student.

The total estimate also now includes funding to support the impact of IRP across the known Application Ecosystem; this was not previously estimated as the extent of the data model changes was not known, and which has driven the extent of the ecosystem retrofit and integrations. This includes the implementation of other applications (including EMMS), retrofits, conversion and all integrations required for the implementation of Workday. ***The total amount for UBC to support IRP and the Application Ecosystem is estimated at \$342.8 million including contingency.*** It should be noted that the total amount is based on preliminary estimates for the Student and Application Ecosystem Phase II efforts and therefore the total cost could be in the range of \$350-365 million.

It should be noted that the all-in amount now includes an estimate of the impact of the Student delay but does not include the funding necessary to support our legacy Student System through the implementation of Workday Student. Estimates for this effort will be developed and presented to the Board at a later date.

Revised Budget *Full Program							
(in millions)	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
HR/Finance							
UBC Resources	9.7	18.4	6.7	0.3	-	-	35.1
Business Advisory	0.0	2.1	-	-	-	-	2.1
Prime Consultants	16.8	27.0	5.8	0.9	-	-	50.5
Other*	6.8	18.8	7.5	1.7	-	-	34.8
Sustainment (HR/FIN only)	-	-	5.0	-	-	-	5.0
Total HR/Finance	33.3	66.3	25.0	2.9	-	-	127.5
Contingency**		19.9	7.5	0.9	-	-	28.3
Total HR/Finance Including Contingency	33.3	86.2	32.4	3.7	-	-	155.8
Student							
UBC Resources	3.9	1.5	0.9	9.4	9.4	3.1	28.2
Business Advisory	0.0	-	-	-	-	-	0.0
Prime Consultants	1.2	6.2	6.9	10.9	9.5	6.1	40.8
Other*	3.7	1.2	2.5	3.1	2.4	2.2	15.1
Sustainment	-	-	-	-	-	-	-
Total Student	8.8	8.9	10.3	23.4	21.3	11.4	84.1
Contingency**		2.6	3.1	7.1	6.3	3.4	22.5
Total Student Including Contingency	8.8	11.5	13.4	30.5	27.6	14.8	106.6
Total Revised Estimate	42.1	75.2	35.3	26.3	21.3	11.4	211.6
Contingency**		22.5	10.6	8.0	6.3	3.4	50.8
Total Revised Estimate Including Contingency	42.1	97.7	45.9	34.3	27.6	14.8	262.4
Application Ecosystem (Phase 1 only)							
Other Applications (EMMS)	6.4	1.7	-	-	-	-	8.1
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - central funding	11.1	2.8	-	-	-	-	13.9
Student - Existing Indirect Application Retrofits, Integrations, and Data Conversions	2.2	1.7	-	-	-	-	3.9
HR/Finance - Existing Indirect Application Retrofits, Integrations, and Data Conversions - other funding sources	4.5	1.4	-	-	-	-	5.9
Other Costs (Services & Facilities)	4.1	2.1	-	-	-	-	6.2
Total Application Ecosystem	28.3	9.7	-	-	-	-	38.0
Contingency***		12.0	4.1	-	-	-	16.1
Total Application Ecosystem Phase 1 including contingency	40.3	13.8	-	-	-	-	54.1
Application Ecosystem (Phase 2 high level estimate with contingency)							26.3
					TOTAL	\$	342.8

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

**Contingency of 30% of the projected spend for FY20 to FY24.

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

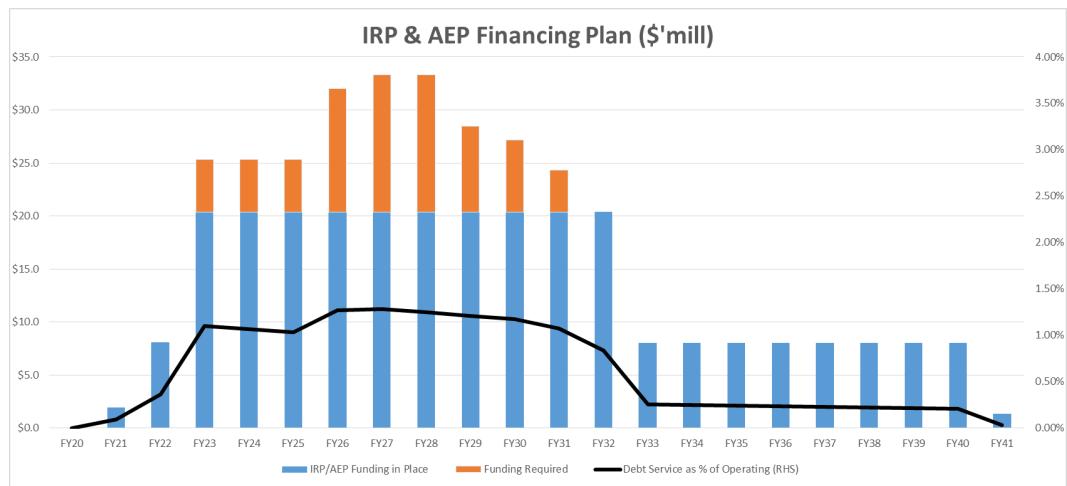
SUSTAINMENT BUDGET - POST IMPLEMENTATION

The IRP team is currently working on the sustainment budget that will be required to support Workday, post implementation and will provide a Board submission to the September meeting.

PROJECT FUNDING AND FINANCING

Total actual costs for HR/Finance for 2018/19 were \$33.3m. Total projected costs for HR/Finance and AEP for 2019/20 are \$86.2m and \$40.3m respectively. Therefore, total required financing to the end of 2019/20 is \$159.8m. At the April 2019 Board meeting, approval was granted for a \$120m interest free loan to finance a portion of the total IRP costs. An additional loan for the difference \$39.8m (\$159.8m less \$120m) is requested. This loan will be repaid over a 10 year period at a rate of 5.75%. Financing approval for Workday Student expenditures will be sought at the time of Board 3.

Financing for the IRP and the AEP will be undertaken through working capital loans and debt service will be sourced from the Operating Budget and the Academic Fund. Sufficient working capital liquidity exists to undertake these loans. To date, \$20m of recurring funding has been committed to the programs. In 2023 an additional \$5m a year recurring for a period of 9 years will need to be identified from the operating fund and from 2026 to 2028, further funding peaking at an additional \$8m a year will be required. The additional debt service required is manageable within future operating budgets. By 2029 the first of the 10 year loans will be repaid and debt service committed to IRP and AEP will be available for other strategic priorities. By 2032 only \$8m of debt service will be required and the loans will be fully repaid in 2041. Debt service as a percent of operating increases to 1.1% by 2023 and then peaks at 1.28% in 2027. The graph below illustrates the debt service funding currently in place, the required future debt service to be identified as well as the debt service as a percent of the operating budget.



BUDGET, SPEND AUTHORIZATION, SCOPE and LOAN REQUEST

IT IS HEREBY REQUESTED that the Finance Committee recommend that the Board of Governors approve:

- i. BOARD 3 for implementation of the HR and Finance components of the Integrated Renewal Program within a total budget envelope of \$155.8 million (including contingency), and a funding release of \$86.2 million for fiscal year 2019-2020; subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council.

Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.

Funding release is inclusive of a funding release of \$19.2 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.

Written agreement between Workday Canada and UBC is expected to be completed by end of June 2019.

ii. Budget release of \$11.5 million (including contingency) for implementation of the Student component of the Integrated Renewal Program; subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council.

Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.

Funding release is inclusive of a funding release of \$7.2 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.

Written agreement between Workday Canada and UBC is expected to be completed by end of June 2019.

iii. Application Ecosystem Program Phase 1 with a total budget of \$54.1 million (including contingency) and a funding release of \$40.3 million for fiscal year 2019-2020.

Funding release request/implementation endorsed by the IT Advisory Council (ITAC) and the UBC Executive.

Funding release is inclusive of a funding release of \$10.3 million for the first quarter of the 2019-2020 fiscal year, approved by the Board of Governors in April 2019.

iv. Scope change to move \$13.2 million (including contingency) of funding and projects from the Integrated Renewal Program to the Application Ecosystem Program.

v. 10-year loan of up to \$39.8 million, to be repaid at an interest rate of 5.75% (HR and Finance 2018-2019 and 2019-2020 expenditures; Application Ecosystem Program 2019-2020 expenditures).

BENEFITS

Learning, Research,
Financial,
Sustainability &
Reputational

KEY BENEFITS

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 transactional 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 other work and 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 consistent 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 outdated 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 as are the tools we all use to do our work. Workday delivers a flexible, continually improving solutions that can change along with UBC as we move into the future.

RISKS	RISK MANAGEMENT
Financial, Operational & Reputational	<p>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 April 2019, the program is tracking 56 active risks (down from 193 originally) and 5 issues. IRP is referenced in UBC's Major Risk Register (GLB081 UBC Integrated Renewal Program). The table below captures the top IRP risks (very high probability and impact) and an abbreviated list of mitigation activities being addressed within the Integrated Renewal Program.</p>

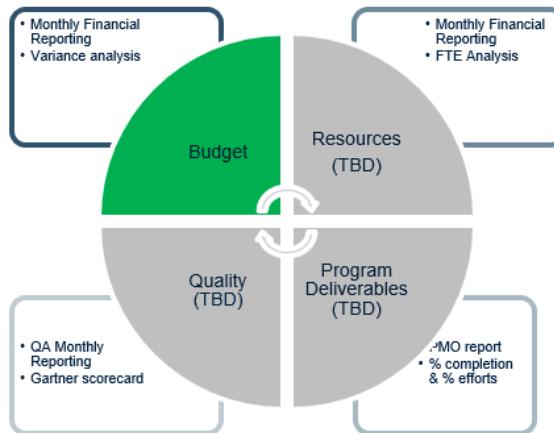
Risk Statement	Mitigation Activities
The lack of well-defined/well understood scope for the program (Risk #204, EQA 2.11)	<ul style="list-style-type: none"> -Ensure dedicated activities related to communicating scope are included in the communications and change management plans; ensure clear messaging regarding the scope for IRP, including what is meant by "like for like" (on-going) -Communicate these messages ASAP to re-set/establish clear expectations; ensure executive participation in delivering those messages (in progress) -Monitor for and document instances of scope creep; understand root causes, and update documentation, processes, and communications to address those causes (on-going) -Develop a complete picture of the integration requirements for the Workday solution and determine the cost / effort and architecture that will be used to enable these; ensure adequate funding (capital \$'s in the IRP or operating \$'s in the business areas) exists to implement all required interfaces (in progress)
Unapproved, unfunded enterprise projects (Risk #223)	<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)
The lack of an deployment and sustainment strategy (Risk #249, EQA (3.61))	<ul style="list-style-type: none"> -Develop a fully articulated Deployment and Sustainment Strategy that defines how releases of the IRP Solution will be deployed across the various environments (development, test and production) and into production, as well as the ongoing support infrastructure and processes required to manage the solution in production operations (in progress with expected completion of July 2019)] -Select an external vendor to assist with Deployment and Sustainment strategy (completed) PMO to support selected vendor (in progress with expected completion of July 2019))

	<p>Interim nature of the OCM team's staffing is risk to integration (Risk #260, EQA (6.11))</p>	<ul style="list-style-type: none"> -Finalize the OCM team as soon as practically possible; expedite/prioritize hiring or resource gaps where they exist (in progress with target completion middle of May 2019) -At a high level, reconcile the scope of OCM and determine whether resources / runway exist to meet the objectives for OCM; revise the scope of OCM based on this analysis or find additional funding to increase OCM capacity (in progress with target completion end of May 2019)
	<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>IRP Sustainment Model discussions and deliverables have been delayed and re-structured (Risk #287, EQA (6.42))</p>	<ul style="list-style-type: none"> - Engage with Program stakeholders to develop and validate the scope for the Sustainment Model RFP and issue as soon as possible. Procure vendor to deliver Sustainment Model engagement (completed)
	<p>Change in the OCM leadership workstream delays the OCM activities (Risk #298)</p>	<ul style="list-style-type: none"> - The leadership role has been filled and changes to the OCM approach and project plan are underway. The new leadership is in the process of developing and communicating the go-forward plan to the IRP team and stakeholders
	<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)

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 \$42.1 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.

FY18/19 Forecast

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 April 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, communications, transitional 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 REVISED IRP SCHEDULE

Implementation Timeline

The following schedule 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.

NEW PROGRAM RELEASE SCHEDULE – 5 PLANNED RELEASES*

2018	2019	2020	2021	2022	2023	2024
Workday Releases						
30	31	32	33	34	35	36
37						
38	39	40	41	42	43	
HUMAN RESOURCES & FINANCE (INCLUDING PROCUREMENT)						
1	2					
April 2020	June 2021					
STUDENT Release 3, 4 and 5 To Be Determined						
BENEFITS REALIZATION & ORGANIZATIONAL CHANGE MANAGEMENT						
APPLICATION ECOSYSTEM PROGRAM						

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

NEW 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
1	April 2020		Benefits, Compensation, Core HCM, Onboarding/Offboarding, Payroll, Talent Acquisition, Workforce Management – Time and Attendance
1	April 2020		Deployment of common enabling technologies: Access and Identity Management, Generic Capabilities, Reporting
2	June 2021		Budget Development & Forecasting
3	To Be Determined		Curriculum Management (Courses), Admissions, Transfer Credit, Learner Management (Data), Learner Financial Management (Application Fees)
4	To Be Determined		Scheduling, Enrolment, Registration, Program Planning & Management, Progression, Learner Management
5	To Be Determined		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 Council, UBC Executive

Previous Report Date	April 18, 2019
INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT	
Decision	<ol style="list-style-type: none"> 1. 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. 2. IT IS HEREBY REQUESTED that the UBC Board of Governors gives approval for a funding release of \$15.4 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. 3. 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.
Action / Follow Up	Provide an update on the Workday Student negotiations and a Board 3 approval for the HR and Finance portion of IRP as well as Phase 1 of the Application Ecosystem Program.
Previous Report Date	April 2, 2019
INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT	
Decision	<ol style="list-style-type: none"> 1. Information Only <p>Provided an update on the negotiations with Workday and the timeline for Student and discussed next steps during a closed session</p>
Action / Follow Up	Provide an update on the Workday Student negotiations and submit a funding request for the current fiscal year for the IRP and Application Ecosystem Program
Previous Report Date	February 7, 2019
INTEGRATED RENEWAL PROGRAM – FINANCE/HR/STUDENT	
Decision	<ol style="list-style-type: none"> 1. Information Only <p>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</p>
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	<ol style="list-style-type: none"> 1. Information Only <p>Provide New Program Director's Assessment</p>
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	<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	Provide New Program Director's Assessment

Previous Report Date	June 14, 2018
Decision	<p>1. Information Only</p> <p>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</p>
Action / Follow Up	Execute FY18/19 Plan & Provide Status Reports to Board of Governors
Previous Report Date	April 19, 2018
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
Decision	<p>1. Information Only</p> <p>2. Status Update on (1) Negotiation Summary, (2) Program Governance, (3) Organizational Change Management, (4) Risk & Issue Management, and (5) Budget.</p>
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.
Previous Report Date	December 5, 2017
Decision	<p>1. Proceed to negotiations with Workday for an enterprise solution for Student, HR and Finance based upon the results of a fit-gap analysis.</p> <p>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.</p>
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.
Previous Report Date	September 21, 2017
Decision	<p>1. Proceed to Negotiations with Workday and Deloitte for Student Solution.</p> <p>2. Conduct a Comprehensive Fit/Gap Analysis to Assess Workday's Ability to Meet UBC's HR/Finance Needs.</p>
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.
Previous Report Date	June 6, 2017
Decision	<p>1. Information Only</p> <p>2. Status Update on the Request to Establish an Integrated HR FINANCE SASI Program</p>
Action / Follow Up	Complete Next Steps to Establish Integrated Program as Outlined.