SUBJECT	Integrated Renewal Program - Student (Board 3)
SUBMITTED TO	Board of Governors
MEETING DATE	June 24, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	Action Requested - Approval IT IS HEREBY RESOLVED that the Finance Committee recommends to the Board of Governors BOARD 3 approval for implementation of the Student components of the Integrated Renewal Program within a total budget envelope of $284.9 million (including $78 million in contingency).
LEAD EXECUTIVE	Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan
SUPPORTED BY	Peter Smailes, Vice-President Finance & Operations Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan Jennifer Burns, Chief Information Officer & AVP Information Technology Kate Ross, Associate Vice-President Enrolment Services and Registrar Corinne Pitre-Hayes, Interim Program Director, Integrated Renewal Program - Student

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Finance Committee on a number of prior occasions. The following represents the most recent: IRP and AEP Update - April 2020

EXECUTIVE SUMMARY

In April 2018, the UBC Board of Governors approved the integrated strategy to renew UBC's core administrative systems. That strategy became the Integrated Renewal Program (IRP) and included the replacement of the HR and Finance legacy systems, as well as the end of life Student Information System (SIS), with Workday's modern industry-leading cloud-based system.

The original deployment plan saw the implementation of the three Workday modules go live in 2020. Due to a number of extenuating circumstances, the decision was made, and approved through all levels of program governance, that HR and Finance would deploy first, and Student would be delayed.

In November 2020, HR and Finance Release 1 was successfully launched. During this time the Student component of the project continued to progress through the Architect phase. During the Architect phase the Student team identified a number of product gaps, and it became evident that due to the complexity of UBC's processes and requirements, a number of the Workday Student gaps would need to be addressed and the risks mitigated with a broader ecosystem approach.

Between January and March 2021, a specialized Student Replan Team was formed, with each member of the team bringing broad experience of successfully delivering complex system implementations, as well as extensive knowledge acquired from the HR/Finance implementation at UBC. Throughout the Student replan, the team was in regular contact with both the IRP Steering Committee and the IRP Executive Sponsors to ensure a holistic and community driven approach was the focus of the plan.

Once the plan was solidified, it was circulated with Vancouver and Okanagan Deans, and later with ITAC at the March 2021 meeting. After a robust and engaged conversation, ITAC agreed that the revised approach made sense for the program and for the University. It was at this time that ITAC voted unanimously to endorse the recommendation for Board 3 approval of the Program to replace the SIS.

An independent third-party review was completed in June 2021 by PwC. The report concluded, "the program has been well planned, based on information available to date, with appropriate stakeholder engagement and consideration of risks." PwC provided recommendations and highlighted areas to monitor.

During this time the IRP Student program has continued, with program recruitment and a detailed Consolidated Plan on schedule to be delivered by the end of the June. Contracts are complete for Learner Financial Support with work kicking off in early May. Lastly, both the external validation and the short-term communications plan have been completed.

PRESENTATIONS

1. IRP Student - Board 3 Approval Request

Integrated Renewal Program Student BOARD 3

June 2021

Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan
Peter Smailes, Vice-President Finance & Operations
Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver
Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan
Kate Ross, Associate Vice-President Enrolment Services and Registrar
Jennifer Burns, Chief Information Officer and AVP Information Technology
Corinne Pitre-Hayes, Interim Program Director, Integrated Renewal Program Student
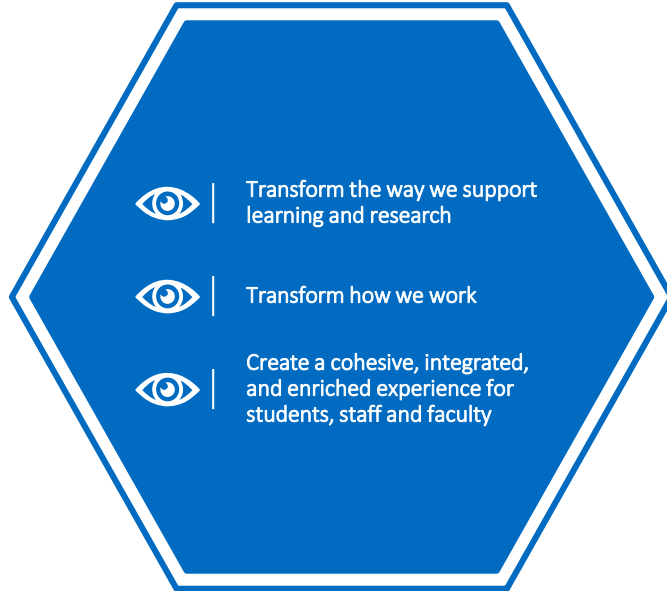
Agenda

- The Integrated Renewal Program (IRP)

- Student Components of the IRP

- Why Replace our Current SIS?

- SIS Replacement History

- IRP Student Benefits

- Recommended Plan

- Financial Considerations

- Resolution

The Integrated Renewal Program (IRP)

VISION

- Transform the way we support learning and research

- Transform how we work

- Create a cohesive, integrated, and enriched experience for students, staff and faculty

OBJECTIVES

- Support an exceptional environment

- Cohesive alignment of practices and processes

- Simple, intuitive, consistent experience

- Reliable, integrated, and accessible data

- Position UBC for opportunities and the future

- Robust, secure, sustainable solutions

Student Components of the IRP

- A Student Information System (SIS) is a strategic, enterprise system necessary to support UBC's academic mission

- The SIS enables mission critical functions such as admissions, financial aid, registration, student records, student fee calculation and collection, and class enrolment

- These functions are used across the whole University community by more than 66,000 Students and a large proportion of UBC's 18,000 Faculty and Staff

- Renewal of this core system is required to achieve our vision and objectives

Why Replace our Current SIS?

- UBC's 30+ year old Student Information System is end of life

- Critical components can't run on current technologies

- A robust, modern system is required to provide core functionality for faculties and administration, and an improved student experience

- This modern system is required to meet UBC's academic mission and to support continued innovation and change to educational offerings

- A plan that UBC can afford has been developed and confirmed with input from Academic leadership and the UBC IT Advisory Council (ITAC)

- The cost and approach has been cross-referenced with peer institutions, and UBC has undertaken a third party review of the plan

SIS Replacement History

Work undertaken in the last three years has led us to an optimal approach to replace the SIS that mitigates risk, is cost efficient, and is strongly endorsed by the UBC IT Advisory Council (ITAC)

Board Approval

- Apr 2018 approval for integrated Stu/HR/Fin
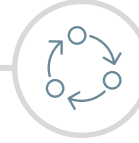- Formal procurement selected Workday, approval to negotiate contract
- Stu included in R1

2018

Lessons Learned

- With support of Governance, approved HR/Fin to go live first
- Architect phase continued for Stu
- Experience and capabilities gained with wider Ecosystem

2019

HR/Fin Go Live!

- HR/Fin successfully go live Nov 2020!
- Architect phase for Stu concludes
- Some gaps identified in Workday Student
- Financial challenges with initial cost estimates

2020

Revised Approach

- Replan completed, input from Exec/Deans/SteerCo
- Strong risk mitigation and cost reduction of $97m
- Unanimous endorsement from ITAC
- Release of funds for FY22; full approval pending independent validation

2021

IRP Student Benefits

- A renewed ecosystem will provide security and stability

- A reliable, modern student information ecosystem is critical to delivering UBC's academic mission

- Workday allows UBC to better support students

- Workday delivers the digital experience people expect

- The Workday-based ecosystem propels innovation

- UBC will benefit from one integrated platform for HR, Finance, and Student

Recommended Plan

The recommended plan has approximately 58% of the base budget in direct support of Faculties and the UBC community, and has been independently reviewed

(in millions)	Budget FY22 - FY25	Percent of Base Budget
UBC Resource Costs	**151.6**	**73%**
Transformation & Change	*15.6*	*8%*
Integrations & Applications	*88.7*	*43%*
Student Solution	*26.7*	*13%*
Program Services	*20.6*	*10%*
Third Party Costs	**17.9**	**9%**
Other Costs	**37.4**	**18%**
Transformation & Change[1]	*6.0*	*3%*
Integrations & Applications[2]	*8.2*	*4%*
Student Solution[3]	*15.9*	*8%*
Administration	*7.4*	*4%*
Total expenses before contingency	**206.9**	**100%**
Contingency (38%)	78.0	
Total after Contingency	**284.9**	

[1]Other Costs - Transformation & Change includes 50% of ISC & SIS sustainment, as well as staff items for T&C UBC Resources (licenses and tools, training, etc.) and community training & engagement

[2]Other Costs - Integrations & Applications includes 50% of ISC & SIS sustainment, as well as staff items for I&A UBC Resources (licenses and tools, training, etc.)

[3]Other Costs - Student Solution includes required non-Workday solutions

IT Capital Project Funding

in $ millions

Project	Cost
Student Academic Systems Initiative	11.6
Learner Recruitment CRM	6.7
PRISM 1 & 2	8.3
Enterprise Data Integration	5.3
IRP - Pre-Implementatiom	38.7
IRP HR Finance	212.0
IRP Student - Architect Phase	26.3
IRP Student - Implementation	284.9
	593.8

Annual Debt Service Source	Amount
Trek Funds	12.0
Academic Excellence Funds	10.0
UBCV Operating - funded	11.5
UBCO	2.7
UBCV Operating - budgeted	20.0
	56.2

- Projects have been bundled into a multi-year financing package

- Internal loans are put in place as program phases are completed

Project Funding Timeline
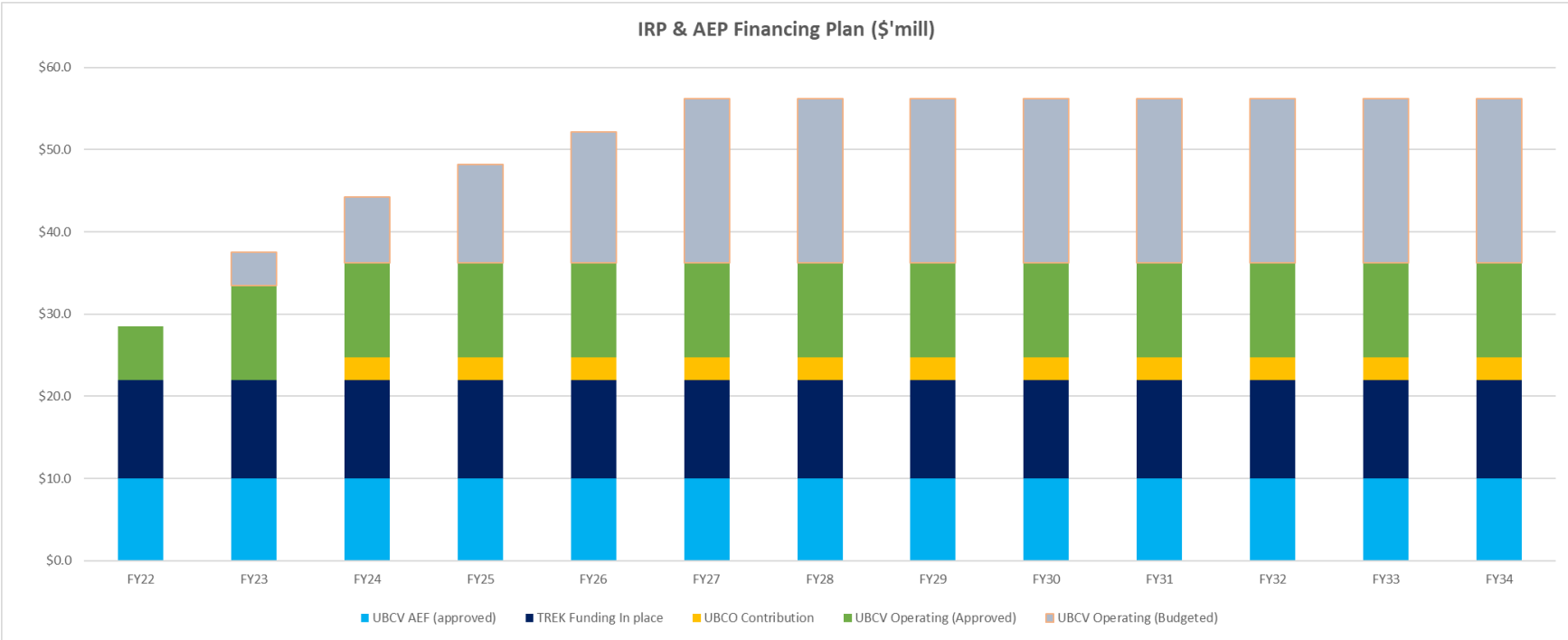
How Does this Compare

	Multiples
Total cost of IRP including interest (all projects)	1.0
IRP Student including interest (today's approval)	0.5
Cost of new academic buildings (past 16 years)	2.2
Replacement cost today	4.6
Over the next 10 years, how much will we spend?	
Faculty salaries and benefits	12.4
Staff salaries and benefits	13.1
Professional and consulting fees	0.9

- We will spend 12 times the cost of the total IRP on faculty salaries and benefits over the next 10 years alone

Financial Conclusions

- An independent review has confirmed we must replace the current Student Information System (SIS)
- We have sufficient recurring funding budgeted to pay for the IRP including Student.
- The current financial plan is predictable and manageable
- Theoretically, if we did not have to replace the SIS, the annual debt service could have supported additional capital construction, academic programs, etc.
- However, a failure to act now and replace the ailing SIS system could lead to significant financial and reputational risk
- We believe the current path forward is the most prudent

Resolution

IT IS HEREBY RESOLVED that the Finance Committee recommends to the Board of Governors BOARD 3 approval for implementation of the Student components of the Integrated Renewal Program within a total budget envelope of $284.9 million (including $78 million in contingency).