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<b>SUBJECT</b>	Integrated Renewal Program (IRP) Student - Update
<b>SUBMITTED TO</b>	Finance Committee
<b>MEETING DATE</b>	March 22, 2022
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	For information only – No action requested
<b>LEAD EXECUTIVE</b>	Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan
<b>SUPPORTED BY</b>	Peter Smailes, Vice-President Finance & Operations Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Rehan Sadiq, Provost and Vice-President Academic pro tem, UBC Okanagan Kate Ross, Associate Vice-President Enrolment Services and Registrar Jennifer Burns, Chief Information Officer & AVP Information Technology Ian Cavers, Associate Dean, Computer Science Elana Mignosa, Associate Vice-President Finance & Operational Excellence Jennifer Kain, Chief Assurance and Risk Officer Janice Stewart, Associate Dean, Innovation and Strategy, Faculty of Arts Patricia Lasserre, Associate Professor, Computer Science, Faculty of Science, UBCO Cam Gray, Executive Director, HR Operational Excellence Corinne Pitre-Hayes, Program Director, Integrated Renewal Program Laura Wecker, Manager, Program Administration & Internal Communications

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### PRIOR SUBMISSIONS

The subject matter of this submission was most recently considered by the Finance Committee on [February 17, 2022](#). At that meeting, the Finance Committee recommended to the Board of Governors approval of the Administration's request for a funding release of \$84.0 million (including contingency) for fiscal year 2022-2023, within a total program envelope of 284.9 million (including contingency) in accordance with Board 3 approval received in June 2021. The Board of Governors will consider the approval request on March 31, 2022.

### EXECUTIVE SUMMARY

Since 2018, the University has been pursuing a Board-approved strategy to replace the current Student Information System (SIS) with an Ecosystem Solution based around Workday Student.

On June 24, 2021, the Board approved replacement of the current SIS and granted Board 3 approval for implementation of the Student components of the Integrated Renewal Program within a total budget envelope of \$284.9 million (including contingency). The approval request included a release of \$54.4 million for 2021-2022, and projected a release of \$84.0 million for 2022-2023. This funding release request is unchanged from the initial projection provided to the Board on June 24, 2021.

Since that time the IRP Student program has continued to forge ahead. Wave 1 of Program recruitment and ramp up has been successfully completed and Wave 2 is well underway. The weekly Status Report is established and the third major iteration of the detailed Consolidated Plan has been delivered. The Program successfully completed Milestone 1 and is now preparing for Milestone 2, on March 4, 2022.

A set of Recommendations based on the detailed review of the Consolidated Plan were created to further mitigate program risks and issues in respect to schedule, by way of re-sequencing workstreams, targeted increases in capacity, and strategic adjustments which were approved by IRP Steering and Executive Sponsors. Resources and schedule are currently showing as amber; however, the Recommendations are being implemented and resources are expected to shift back to green. While schedule is expected to trend toward green, it may remain amber for a longer period.

A high-level program timeline was shared with the team to highlight the critical path to deployment of UBC's new Student Information Ecosystem and the many interdependencies. The PMO has introduced a refined Risk Register, which provides simplification, consistency, and greater clarity between risks and issues, allowing for quicker resolution.

While the workload is significant, there is great pride and ownership of work within IRP Student and the team continues to work diligently through difficult circumstances. We are preparing to leave Fiscal Year 2021-2022 and are looking forward to the challenges and opportunities of the upcoming year.

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## APPENDICES

1. Status Report
2. IRP Program Recruitment Update
3. Student Information Ecosystem
4. Milestone 2 Review Process
5. SIS Stabilization Framework
6. Conclusion & Next Steps

## PRESENTATIONS

1. IRP Student Update

## STATUS REPORT

The IRP Student Status Reports are produced weekly, and are shared with program leadership, including Steering and Executive Sponsors. The first page of the report is the program snapshot that shows the overall health of program scope, resources, and schedule. It also includes a summary of the current week's key accomplishments and the key upcoming activities for the following week.

IRP Student leadership completed an in depth and comprehensive review of the original Consolidated Plan. Through this exercise the Student Leadership Team (SLT), identified some gaps within the plan that required additional information. To understand and address the identified issues the SLT held intensive cross stream workshops to address concerns and revise the original Plan. Version 2 of the Consolidated Plan known as Bora Bora was developed, and has continued to be refined. The program is now on its third iteration of the plan referred to as Capri.

Scope shows as green, however, both Resources and Schedule will remain amber until the approved Recommendations are implemented. Resources and Schedule are being closely monitored and thresholds have been identified for each area to determine what needs to occur for the items to shift back to green.

Recent key accomplishments include agreement on the preliminary Enterprise Risk Assurance (ERA) engagement with the draft in progress, a plan in action for sponsor engagement around Benefits Realization Measures (BRM) for the Student program, and the revised Issues and Decision Management Framework are in use. Consolidated Plan work continues, with an in-depth review led by the PMO to ensure alignment between the consolidated and detailed plans in all focus areas. Milestone 2 is set for March 4<sup>th</sup>, preparations are underway in all focus areas.

To address ongoing pressure on the current Student Information System (SIS) the SIS Stabilization Framework and Communication Plan were created and approved to ensure the SIS remains functional and lowers risk for both IRP Student and UBC as a whole.

# IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY, FEBRUARY 23, 2022

### Program Health

Scope: ✔ ✔ → Resources: ⚠ ⚠ → Schedule: ⚠ ⚠ →

<b>Current Status</b> <span style="color: green;">✔</span> On track <span style="color: orange;">⚠</span> At risk <span style="color: red;">✘</span> Off track <span style="color: green;">✔</span> <span style="color: green;">✔</span> Past / current week Status	<b>Projected Trend</b> Receiving attention ↑ Holding → Slippage imminent ↓	<b>Risk Scoring Metrics</b> <span style="color: red;">●</span> Very High <span style="color: orange;">●</span> High <span style="color: yellow;">●</span> Medium <span style="color: green;">●</span> Low
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### Program Highlights

Key Accomplishments (This Week)	Upcoming Activities (Next Week)
<ul style="list-style-type: none"> <li>Wave 2 hiring ahead of schedule. Optimistic of moving resources to green in the near future</li> <li>Agreement on preliminary ERA engagement guidelines and draft in progress</li> <li>Plan in progress for BRM sponsor engagement</li> <li>Issue and Decision Management Framework rollout preparation completed</li> </ul>	<ul style="list-style-type: none"> <li>Finalize version 1.0 of ERA engagement guidelines</li> <li>Milestone 2 Review; receiving check point 2 deliverables for completion review</li> <li>Review detail plans to ensure clear alignments between delivery areas</li> <li>Rollout of Issue and Decision Management Framework target by Feb. 25</li> </ul>

### Top Risks and Issues

#### Risk Heat Map

Current Impact	Current Probability				Total
	1 - Unlikely	2 - Possible	3 - Likely	4 - Almost Certain	
4 - Critical	1	1	1	1	2
3 - High	2	1	1	1	7
2 - Medium	4	2	12	12	28
1 - Low	2	2	11	11	5
<b>Total</b>	10	14	16	16	46

Active Risk Count – Weekly Variance [-1]

Top Focus	Leadership Support or Action Required
<b>Schedule</b> <ul style="list-style-type: none"> <li>Schedule status remains amber as we continue to monitor the program schedule and incorporate detail plans into the Consolidated Plan</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support for mindset of minimizing impact on schedule (Decisions, Feedback, Requirements Adjustment etc.)</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>Resource status remains amber as we continue to monitor Wave 2 recruitment activities and onboarding</li> </ul>	

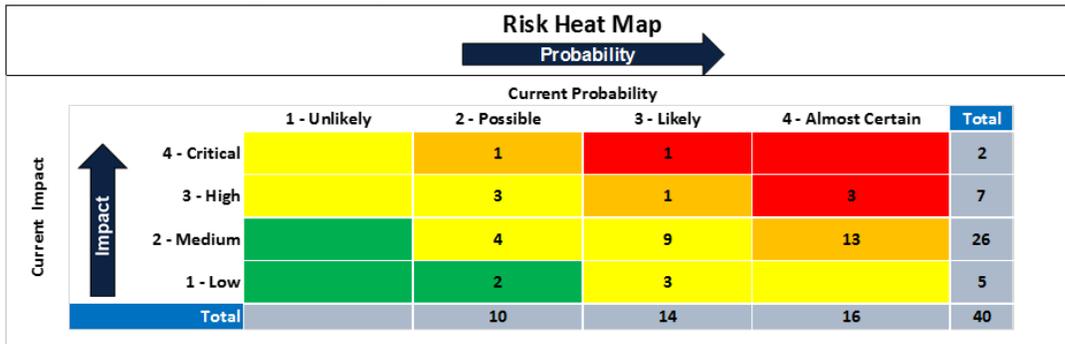
#### Very High Risks and Issues

**New Risk:** None

**Response Plan Completed:** None

Program risks are tracked and monitored on a weekly basis. The highest risks to the Program are loss of key personnel, LFS lack of a detailed data model for AwardCloud, Point Solutions data conversion scope is unknown, and the delay of the start of programmatic BDV may cause late discovery of data issues. All risks have mitigations in action and are monitored by PMO and the focus areas.

**PROGRAM RISK REGISTER**  
 PERIOD ENDING WEDNESDAY, FEBRUARY 23, 2022



The Program continues to receive strong support from leadership and sponsors and is planning proactively to address possible impacts from staff shortages due to the Covid 19 pandemic.

**IRP PROGRAM RECRUITMENT UPDATE**

Resources are currently amber, however hiring continues at a solid pace as the program continues its second wave (Jan 1 – May 31, 2022) of hiring. The pace for recruitment is ahead of target, as the team is currently at 62% of positions filled. This includes the additional positions approved via the IRP Student Recommendations to help with workload and deadlines.

HR continues to receive a high number of applications week-to-week and are seeing very low turnover. To bolster the recruitment process, the HR team reintroduced an employee referral program, which offers the referrer a one-time payment of \$500, 6 months into the referred employees’ position. This referral incentive program was successfully utilized in Release 1.

Bi-monthly team polls are taken at the Monthly IRP Student Team Meetings to gauge how team members are feeling about the program and their workload. IRP Student is averaging a 3.8 / 5, for satisfaction and confidence in the program. A more detailed Pulse Survey will be completed in early March to better understand any concerns or pain points, and will be helpful in identifying themes or needs across the Program and within focus areas. IRP remains hard at work, overall staff are engaged and feeling positive about the year ahead.

# PROGRAM RECRUITMENT PROGRESS

PERIOD ENDING WEDNESDAY, FEBRUARY 23, 2022

IRP Student Recruiting Dashboard | Week ending:

Date: 2/23/2022

Snapshot of IRP Student recruiting progress is highlighted below

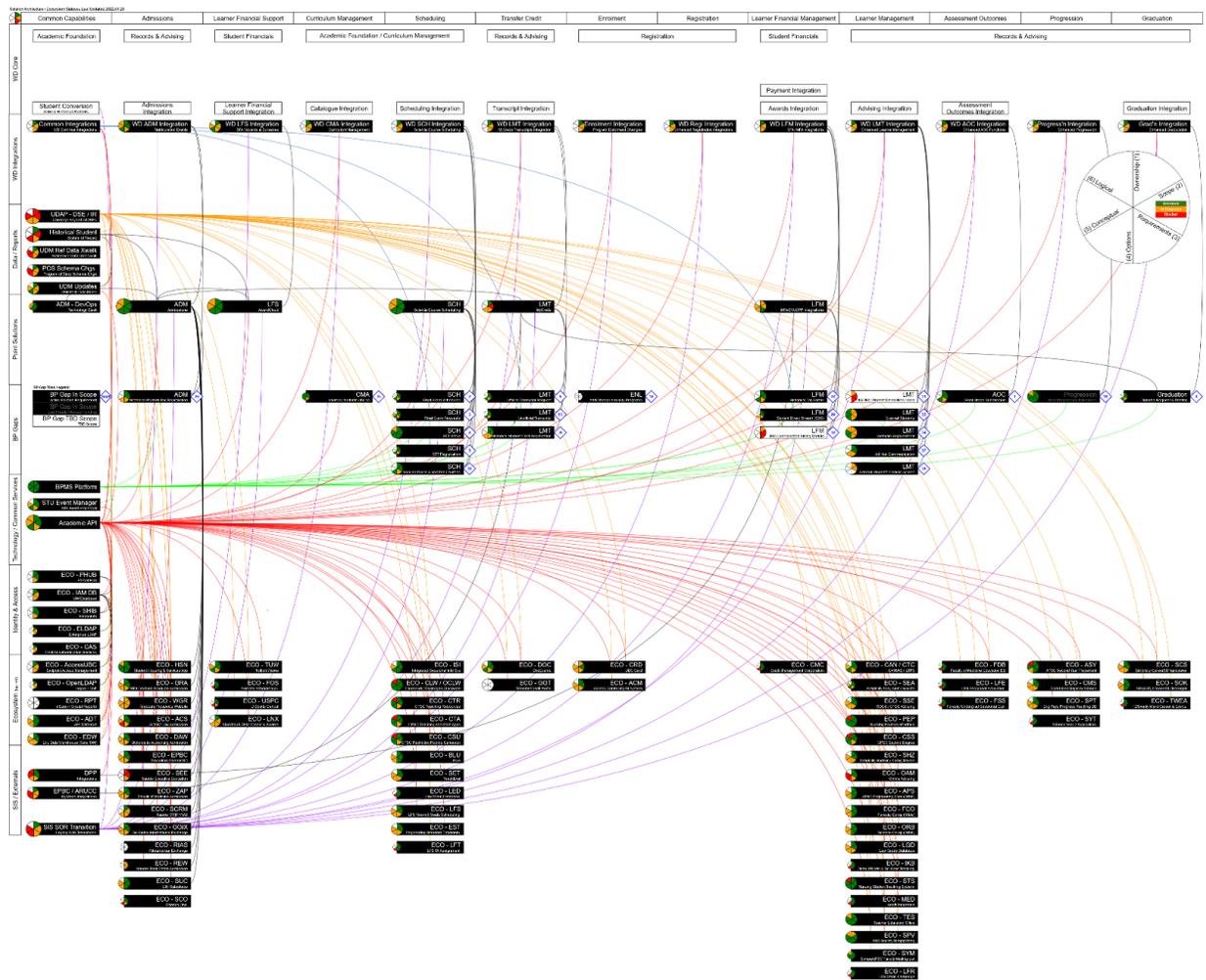
WAVE 2 PERIOD: 01/01/2022 - 05/30/2022					
Wave 2 - Internal Hiring into Positions			Wave 2 - External Hiring into Positions		
	100%	% Position Posted		88%	% Position Posted
	GREEN	Overall Status		AMBER	Overall Status
	100%	Offers Completed		62%	Offers Completed

Percent Complete (per position) by key stage gate of recruiting						
Wave 2 - Internal Hiring into Positions				Wave 2 - External Hiring into Positions		
	Actual	Planned	Percentage	Actual	Planned	Percentage
Approved for Hiring inside IRP	3	3	100%	139	139	100%
Job Descriptions Completed	3	3	100%	137	139	99%
Position Approved by Compensation	3	3	100%	137	139	99%
Position Approved by HR and in WD	3	3	100%	123	139	88%
Offers Made	3	3	100%	89	139	64%
Offers Accepted	3	3	100%	86	139	62%

Recruitment Update	HR Action Plan and Outlook
<ul style="list-style-type: none"> <li>Received 300 net new applications since last week for all positions posted.</li> <li>2 expected offers this week - Senior Change Management Specialist &amp; PM II, Student.</li> <li>1 resignation – Senior BA, Student Ecosystem.</li> <li>1 offers declined – Data Developer, SADR.</li> </ul> <p>Workstream Updates</p> <p>QA: Working through difficult to fill role reposting on all platforms</p> <p>ECO: Working through last BA II hire, strong candidate identified</p> <p>TCM: Engaging 1st round and 2nd round and references. Progressing well. Ramping up change management specialist postings.</p> <p>STU: Engaging in 1st round and 2nd round. Hired PM II this past week.</p> <p>SADR: Engaging in 1st and 2nd round interviews. Progressing well.</p>	<ul style="list-style-type: none"> <li>19 interviews scheduled this week for various work streams</li> <li>Continue expediting reference checks and offer letters</li> <li>24-48 on average hour turnaround time for offer letters focused</li> </ul>

# STUDENT INFORMATION ECOSYSTEM

To assist with illustrating both the complexities and the interdependencies of the Student Information Ecosystem, the Program team is exploring the use of graphic visualizations.



Using the CAUDIT (Council of Australasian University Directors of Information Technology) Higher Education Model, specifically the Teaching and Learning section, the IRP Student Architecture team has visually demonstrated the whole of the institution/Student Information Ecosystem view for the UBC community and its stakeholders.

To determine the functional capabilities dispositions the team started with the CAUDIT model to assess the major categories (Core, Enabling, Strategic etc.), functional domains (admissions, enrolment, registration etc.), and the functional capabilities. Next UBC conducted a current state capabilities fit and gap analysis with Workday Student to determine non-Workday functional capabilities. After the analysis was complete the team arrived at four functional capability disposition types:

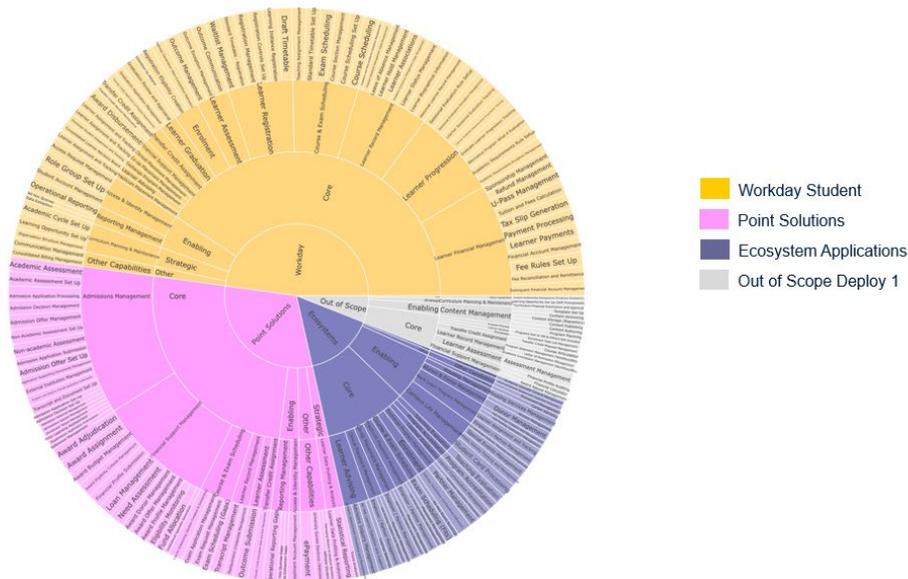
- Workday Core
- Point Solutions / BPMS Solutions (Business Process Management System)
- IRP Student Ecosystem
- Out of Scope of IRP Student

In the Student Information Ecosystem pie chart visualization, the functionalities have been colour coded into the four categories above. The graphic highlights which category each functional area and capability fall under. Approximately fifty percent of functionality is covered within Core Workday, just over thirty percent is covered by Point Solutions, with the remaining work handled by Ecosystem Applications or the area has been deemed out of scope for IRP Student deployment 1.

## Student Information Ecosystem

The team is developing a visualization to illustrate UBC's Student Information Ecosystem

DRAFT



The representation of data through graphics continues to evolve in relation to the Student Information Ecosystem and will be used as a tool to communicate with the community to clearly illustrate the scope of IRP Student.

### MILESTONE 2 REVIEW PROCESS

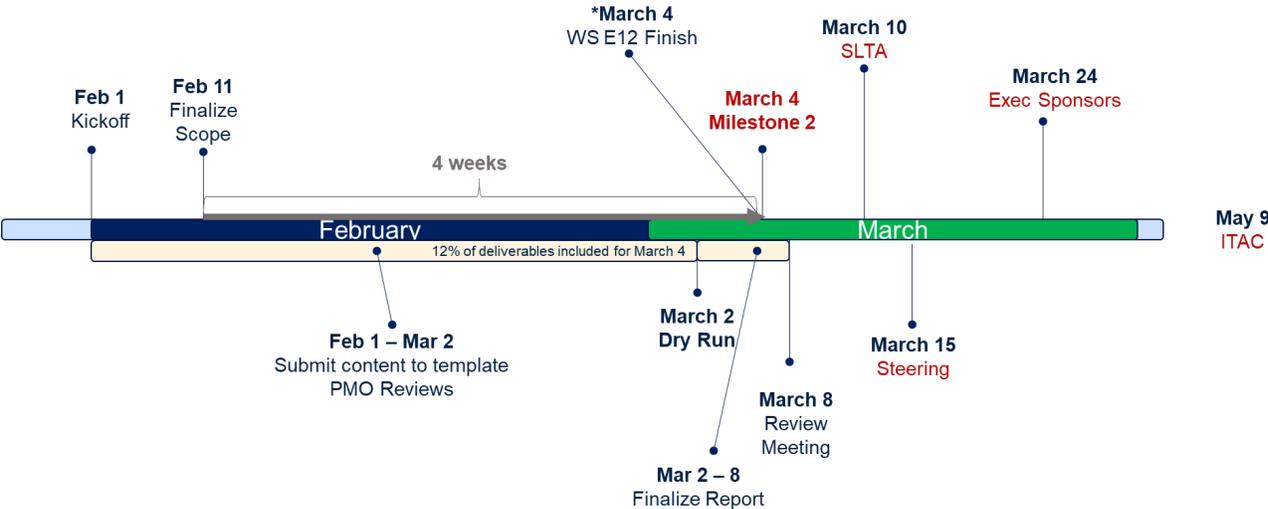
IRP Student Milestone 1 achieved an 85% pass rate on deliverables and completed version 2.0 of the Consolidated Plan. The remaining 15% received a conditional pass, with the conditions having now been met. The PMO is currently preparing for Milestone 2, taking place on March 4<sup>th</sup> and leveraging lessons learned from the first Milestone review. Some of these lessons learned include streamlining the process, providing standard templates for consistency, clarification around the exit criteria, and incorporating aspects of quality into the process.

The objective of the Milestone 2 review is to understand the completion level of the expected body of work and key deliverables, and to gauge to what degree we are on/off track. The review meeting looks at the summary results, challenges the degree of completeness and quality of the deliverables, identifies remediation action and timelines, and looks for creative solutions. The agenda items are discussed and lessons learned and action items are logged in the issue log and in the Final Milestone 2 Report.

The key IRP Student Milestone 2 scope areas for review include:

- The Consolidated Plan version 3.0 finalized and published. All detailed project plan Minimum Viable Product (MVPs) published
- Check Point #2 Deliverables/Milestones due by target date, and progress against the plan
- Budget, HR, and Risks, Issues, and a Decision Summary

The Milestone 2 timeline highlights the review process. Milestone 2 will then go through IRP governance and be approved by Steering and Executive Sponsors and will be reported on at subsequent meetings.



**SIS STABILIZATION FRAMEWORK**

As highlighted in an independent review done as part of IRP Student, the current Student information System (SIS) is 30+ year old and very fragile. It is very complex and there are a limited number of team resources who are able to troubleshoot and fix issues when they occur. The system fails routinely and requires a highly trained SWOT team that is needed 24/7 during peak periods to address outages quickly. The IRP Student operations teams (DASS and Academic Systems) have been tasked to undertake selective measures aimed at reducing know causes of system instability. A key strategy to mitigate the risk of SIS instability is to minimize changes to SIS code, changes to applications that integrate with the SIS, and any changes to system data made by other applications.

There continues to be increasing pressures on the SIS stability, despite the stabilization measures already in place. Pressures come from both IRP Student, as many knowledgeable operational staff transitioned into the IRP, and there are the challenges of planning and implementing parallel operation with Workday Student from August 2023 through to August 2024. There are also Community pressures including increasing requirements to accommodate emergency changes (e.g. Covid initiatives), regulatory changes from the Provincial Government, ongoing enhancement requests (which include decisions from the Senates of both campuses), and a backlog of capital projects that may require integration with the SIS; there are 14 projects in the pipeline, 2 of which are known to have direct impact on the SIS.

It was agreed that an SIS Stability Framework was necessary to ensure a controlled and consistent approach to managing pressure on the SIS stability which will focus on prioritization and transparency.

Over the course of deployment there are four distinct periods for SIS stabilization:

- **Phase 1 – Implementation (Jan 2022 – Dec 2022)** Critical period to complete all Student Information Ecosystem implementation work including Workday, all Integrations, and changes to Ecosystem Applications. Paramount that staff responsible for IRP Student activities remain focused
- **Phase 2 – End-to-End (E2E) Testing (Jan 2023 – July 2023)** Comprehensive, integrated testing phase for all Student Information Ecosystem capabilities including Workday, all Integrations, and changes to Ecosystem Applications. Implementation tenants and ecosystem test environments frozen except for bug fixes
- **Phase 3 – SIS-Workday Parallel Operation (Aug 2023 – Aug 2024)** Series of go-lives and Business Function Milestones aligned with the Academic cycle. All IRP Student systems frozen except for bug fixes to enable stabilization
- **Phase 4 – SIS Offline (Aug 2024 – Nov 2024)** SIS in read-only mode prior to decommissioning. All integrations with SIS decommissioned

PHASE	WHAT'S HAPPENING IN IRP STU	IMPACT ON SIS CHANGES
<b>Phase 1: Implementation</b> (Jan 2022 – Dec 2022)	<ul style="list-style-type: none"> <li>• Critical period to complete all Student Ecosystem implementation work including Workday, all Integrations, and changes to Ecosystem Applications</li> <li>• Paramount that staff responsible for IRP Student activities remain focused</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change requests that pass existing ES process for requests ok</li> <li>✓ Regulatory or operational emergency changes ok</li> <li>- Ok if impact on IRP Student resources negligible</li> <li>× No changes to SIS API or SIS code</li> <li>× No changes to direct integrations with SIS</li> </ul>
<b>Phase 2: End-to-End Testing</b> (Jan 2023 – July 2023)	<ul style="list-style-type: none"> <li>• Comprehensive, integrated testing phase for all Student Ecosystem capabilities including Workday, all Integrations, and changes to Ecosystem Applications</li> <li>• Implementation tenants and ecosystem test environments frozen except for bug fixes</li> </ul>	<ul style="list-style-type: none"> <li>✓ ONLY regulatory or operational emergency changes permitted</li> <li>× No access to IRP Student resources</li> </ul>
<b>Phase 3: SIS-Workday Parallel Operation</b> (Aug 2023 – Aug 2024)	<ul style="list-style-type: none"> <li>• Series of go-lives and Business Function Milestones aligned with the Academic cycle</li> <li>• All IRP Student systems frozen except for bug fixes to enable stabilization</li> </ul>	<ul style="list-style-type: none"> <li>✓ ONLY regulatory or operational emergency changes permitted</li> <li>× No access to IRP Student resources</li> </ul>
<b>Phase 4: SIS Offline</b> (Aug 2024 – Nov 2024)	<ul style="list-style-type: none"> <li>• SIS in read-only mode prior to decommissioning</li> <li>• All integrations with SIS decommissioned</li> </ul>	N/A

An exception process has been built into the framework, it is a five-step process that includes consultations with the proposing team, IRP Student leadership, SIS Operations, Enrolment Services and the Program Director. The Program Director will consult with Program Co-Leads to arrive at a final decision. The resulting decision is communicated back to the team to who proposed the change, and the decision is documented in the IRP Student Decision Log.

The Framework is about managing the transition to a freeze of SIS code and integration. This is the technical side of the freeze rather than freezing the data. The focus of the stabilization is to mitigate the risk of the system itself failing before or during the implementation period, as well as to support the successful go live of the new system.

There will be a full year of parallel operations from August 2023-2024 to cover hypercare, with an additional period of hypercare focusing on the stabilization from August 2024 to November 2024 for the legacy system, which will be offline. There may be scrutiny by some of the community who are eager to get their projects done. IRP leadership agreed it made sense to complete a quick review once the process is in use to determine it is working as planned, and suggested including this in a governance process so the community does not heavily invest in something that cannot be done. The SIS Stabilization Framework was endorsed by the Steering Committee and approved by Executive Sponsors. Effective communication of the framework is crucial, the IRP Student External Communications team has built a communication plan and the topic will be presented at the campus Deans meetings for visibility.

Included below are the considerations that will be applied when using the framework, and an example of what it looks like to apply the framework to a request (Sauder RHL Recruitment and Admissions (RAS)).

## Considerations

There are several key considerations when applying the Framework to a request

CONSIDERATION	LOWER RISK	HIGHER RISK
Phase	Risk is lower in Phase 1: Implementation	Risk is higher in Phase 2: E2E Testing and highest in Phase 3: Parallel Opns
Existing Integrations	Existing integrations have lower risk, particularly if they are being used as is with no change	New applications being integrated through existing integrations must be tested and could introduce risk if there are bugs in the data e.g. Tuition Waiver
1 <sup>st</sup> Mile Integration (changes to existing integrations, or new integrations)	1 <sup>st</sup> mile integration is between the ecosystem application and Mulesoft; these are generally lower risk however risk increases with degree of complexity	Risk increases as we move toward IRP Student Go-Live due to requirement for minimizing all potential instability
Last Mile Integration	Last mile integration is between SIS and Mulesoft to meet the requirements of the ecosystem application; these are never lower risk as changes to SIS required	The risk increases as we move through phases 1 through 3
Impact on IRP Resources	Due to the tight schedule, impact on IRP resources are never lower risk	The risk increases as we move through phases 1 through 3
Any other changes to SIS	Code changes to SIS are never lower risk	The risk increases as we move through phases 1 through 3

## Applying the Framework

e.g. Sauder RHL Recruitment and Admissions (RAS)

CONSIDERATION	RAS	REQUIREMENTS TO PROCEED
Phase	Current plan for RAS is to complete by Fall 2022	Must be in production and stable by Dec 31, 2022 (in production by Sep 2022)
Existing Integrations	The current plan is to utilize an existing published SIS API not connected to Mulesoft with no changes	No new integrations with SIS
1 <sup>st</sup> Mile Integrations	No changes are anticipated	Not applicable
Last Mile Integration	No changes are anticipated	No changes to SIS endpoints
Impact on IRP Resources	Commitment to minimize impact on IRP Resources	No more than occasional advice from IRP Resources (including DASS)
Any other changes to SIS	No code changes required to SIS	No changes to SIS

**RESULT:** RAS may proceed provided the above requirements continue to be met. If any requirements are no longer met, the integration with SIS will be suspended.

## CONCLUSION & NEXT STEPS

The Student Leadership Team continues to work cooperatively to ensure alignment across all focus areas. The PMO is refining program reporting and updating processes to ensure accurate and clear logging of risks, issues, and decisions. Program recruitment for wave 2 is underway and will be ongoing through May of 2022. The IRP Student team is working hard to meet timelines and pivot as gaps are uncovered. Next, IRP Student will bring forward the approved resolution to authorize funding release of \$84.0 million (including contingency) for fiscal year 2022 - 2023 within a total program envelope of 284.9 million (including contingency) for final approval by the Board of Governors on March 31st.

# **IRP Student Update**

## **Finance Committee**

**March 2022 – Open Session**

**Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan**

**Peter Smailes, Vice-President Finance & Operations**

**Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver**

**Rehan Sadiq, Provost and Vice-President Academic pro tem, UBC Okanagan**

**Kate Ross, Associate Vice-President Enrolment Services and Registrar**

**Jennifer Burns, Chief Information Officer and AVP Information Technology**

**Cam Gray, Executive Director, HR Operational Excellence**

**Corinne Pitre-Hayes, Program Director, Integrated Renewal Program Student**



# Agenda

## Key Topics

1. Current Status
2. Recruitment Update
3. Student Information Ecosystem
4. Milestone #2 Review Process
5. SIS Stabilization

# Current Status

Resources, Schedule amber pending outcomes from Consolidated Plan review recommendations

## IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY, FEBRUARY 23, 2022

Program Health		
Scope:   →	Resources:   →	Schedule:   →

Current Status	Projected Trend	Risk Scoring Metrics
 On track	Receiving attention ↑	 Very High
 At risk	Holding →	 High
 Off track	Slippage imminent ↓	 Medium
  Past / current week Status		 Low

Program Highlights	
Key Accomplishments (This Week)	Upcoming Activities (Next Week)
<ul style="list-style-type: none"> <li>Wave 2 hiring ahead of schedule. Optimistic of moving resources to green in the near future</li> <li>Agreement on preliminary ERA engagement guidelines and draft in progress</li> <li>Plan in progress for BRM sponsor engagement</li> <li>Issue and Decision Management Framework rollout preparation completed</li> </ul>	<ul style="list-style-type: none"> <li>Finalize version 1.0 of ERA engagement guidelines</li> <li>Milestone 2 Review; receiving check point 2 deliverables for completion review</li> <li>Review detail plans to ensure clear alignments between delivery areas</li> <li>Rollout of Issue and Decision Management Framework target by Feb. 25</li> </ul>

Top Risks and Issues																																									
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Top Focus	Leadership Support or Action Required
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Very High Risks and Issues
<p><b>New Risk:</b> None</p> <p><b>Response Plan Completed:</b> None</p>

# Recruitment Update

Wave 2 recruitment is progressing well with over 60% offers accepted

## PROGRAM RECRUITMENT PROGRESS

PERIOD ENDING WEDNESDAY, FEBRUARY 23, 2022

IRP Student Recruiting Dashboard | Week ending:

Date: 2/23/2022

Snapshot of IRP Student recruiting progress is highlighted below

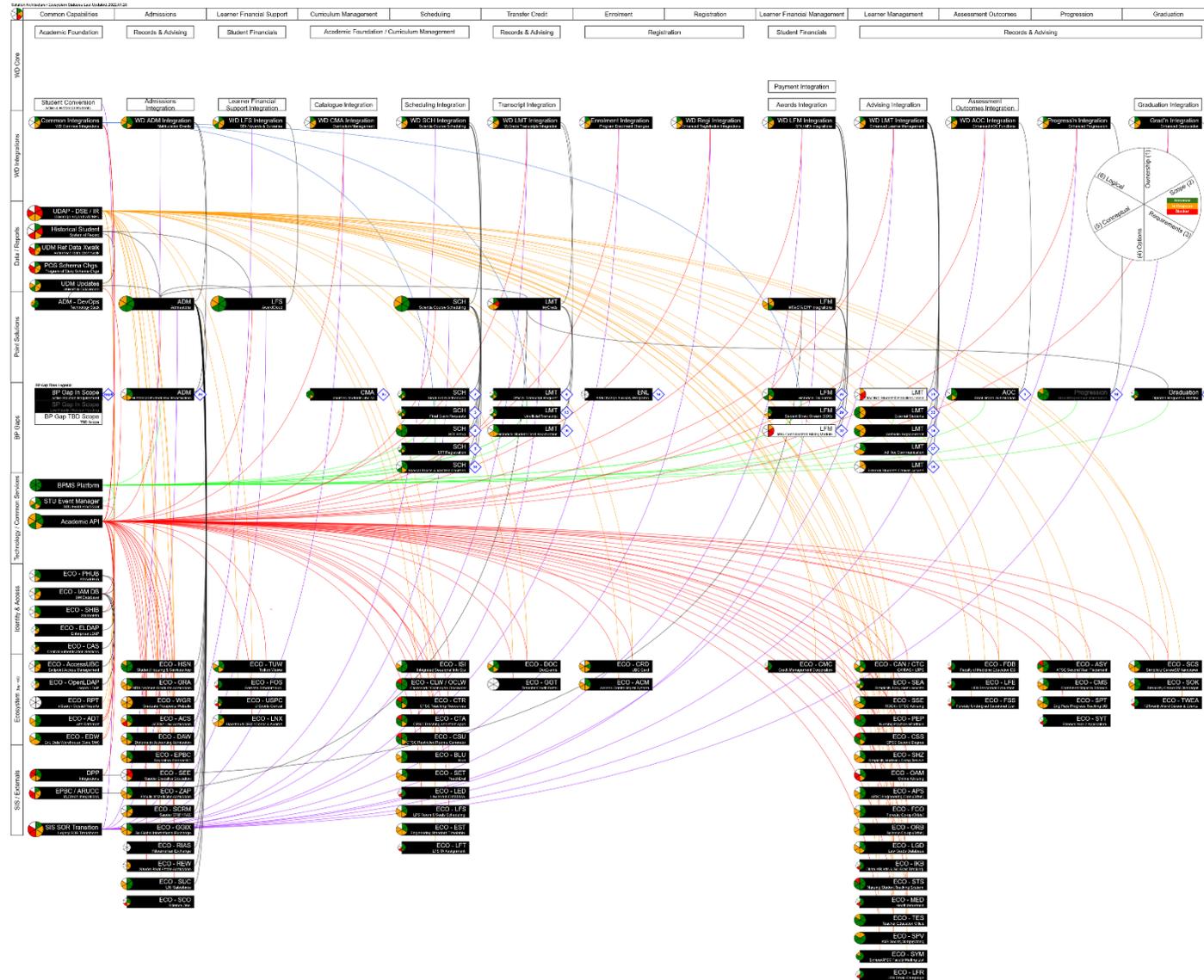
WAVE 2 PERIOD: 01/01/2022 - 05/30/2022						
Highlights	Wave 2 - Internal Hiring into Positions			Highlights	Wave 2 - External Hiring into Positions	
	100%		% Position Posted		88%	% Position Posted
	GREEN		Overall Status		AMBER	Overall Status
	100%		Offers Completed		62%	Offers Completed

Percent Complete (per position) by key stage gate of recruiting							
Wave 2 - Internal Hiring into Positions				Wave 2 - External Hiring into Positions			
	Actual	Planned	Percentage		Actual	Planned	Percentage
Approved for Hiring inside IRP	3	3	100%	Approved for Hiring inside IRP	139	139	100%
Job Descriptions Completed	3	3	100%	Job Descriptions Completed	137	139	99%
Position Approved by Compensation	3	3	100%	Position Approved by Compensation and HR	137	139	99%
Position Approved by HR and in WD	3	3	100%	Jobs posted in WD	123	139	88%
Offers Made	3	3	100%	Offers Made	89	139	64%
Offers Accepted	3	3	100%	Offers Accepted	86	139	62%

Recruitment Update	HR Action Plan and Outlook
<ul style="list-style-type: none"> <li>Received 300 net new applications since last week for all positions posted.</li> <li>2 expected offers this week - Senior Change Management Specialist &amp; PM II, Student.</li> <li>1 resignation – Senior BA, Student Ecosystem.</li> <li>1 offers declined – Data Developer, SADR.</li> </ul> <p>Workstream Updates</p> <p>QA: Working through difficult to fill role reposting on all platforms</p> <p>ECO: Working through last BA II hire, strong candidate identified</p> <p>TCM: Engaging 1st round and 2nd round and references. Progressing well. Ramping up change management specialist postings.</p> <p>STU: Engaging in 1st round and 2nd round. Hired PM II this past week.</p> <p>SADR: Engaging in 1st and 2nd round interviews. Progressing well.</p>	<ul style="list-style-type: none"> <li>19 interviews scheduled this week for various work streams</li> <li>Continue expediting reference checks and offer letters</li> <li>24-48 on average hour turnaround time for offer letters focused</li> </ul>

# Student Information Ecosystem

The Student Information Ecosystem is complex with numerous interdependencies



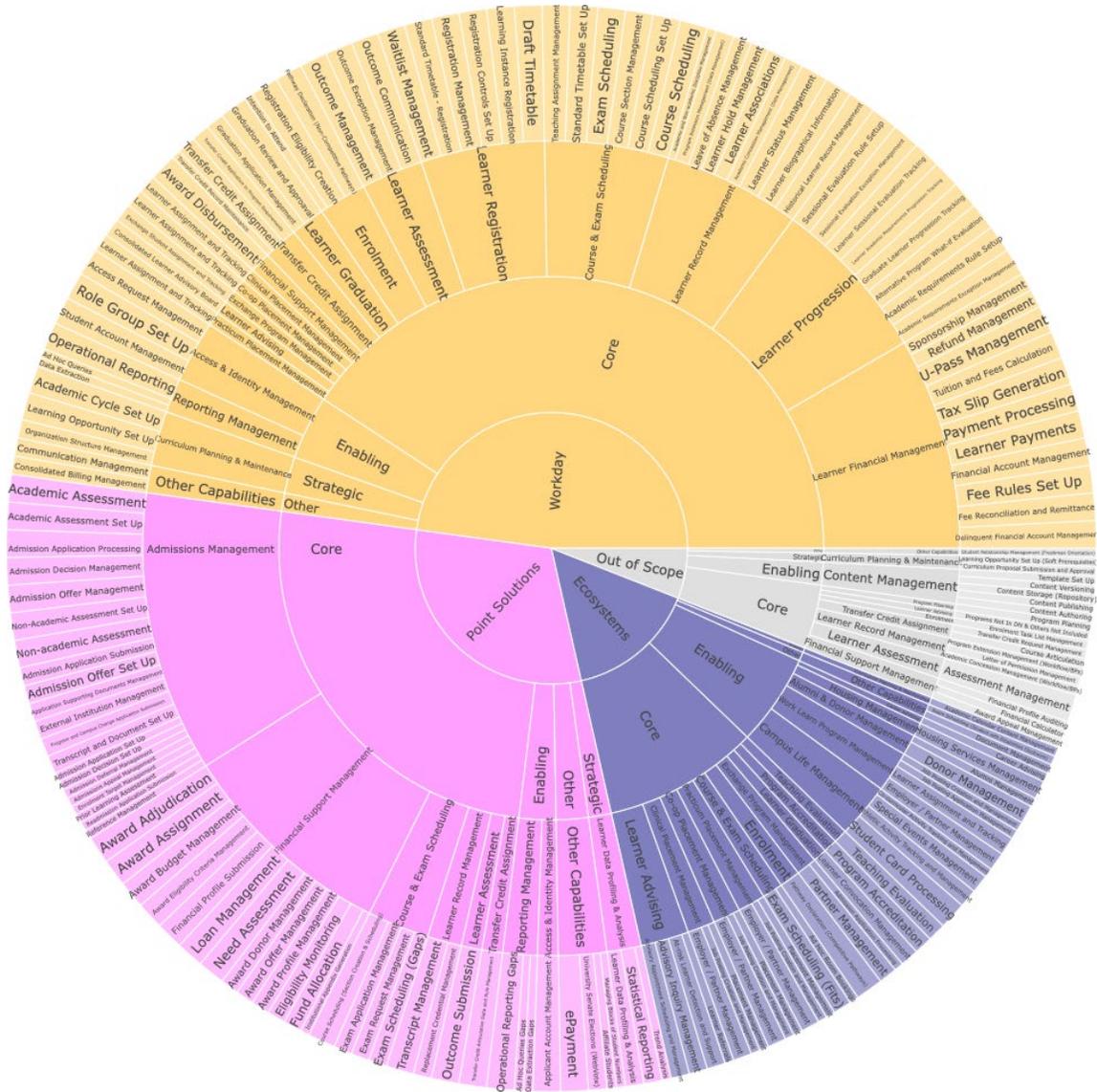
# Student Information Ecosystem

DRAFT

The team is developing a visualization to illustrate UBC's Student Information Ecosystem

## CAUDIT\* HE - Business Reference Model

| SECTION               | REASON       | REQUIREMENTS |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| LEARNING AND TEACHING | Academic     |
|                       | Non-Academic |
| RESEARCH              | Academic     |
|                       | Non-Academic |
| ENABLING CAPABILITIES | Academic     |
|                       | Non-Academic |
| OUTCOME               | Academic     |
|                       | Non-Academic |



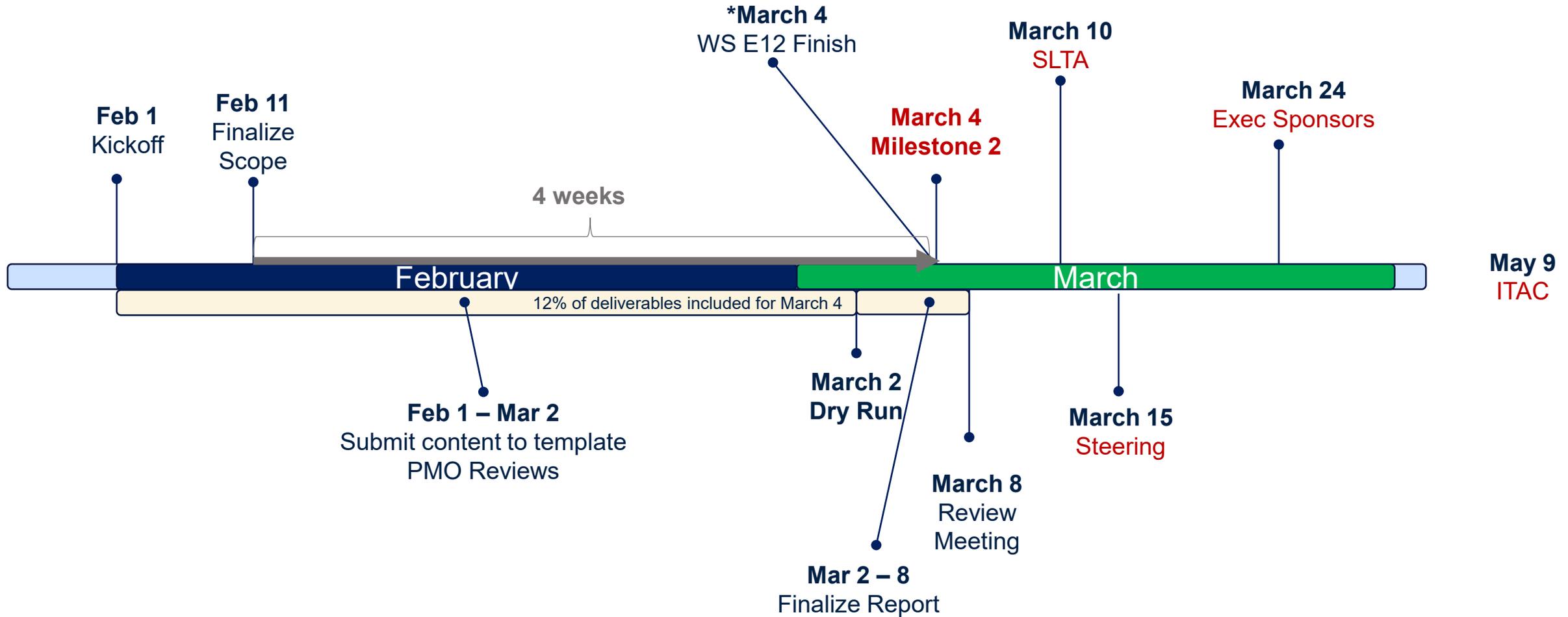
- Workday Student
- Point Solutions
- Ecosystem Applications
- Out of Scope Deploy 1

\* Council of Australasian University Directors of Information Technology

# Milestone #2 Review Process

DRAFT

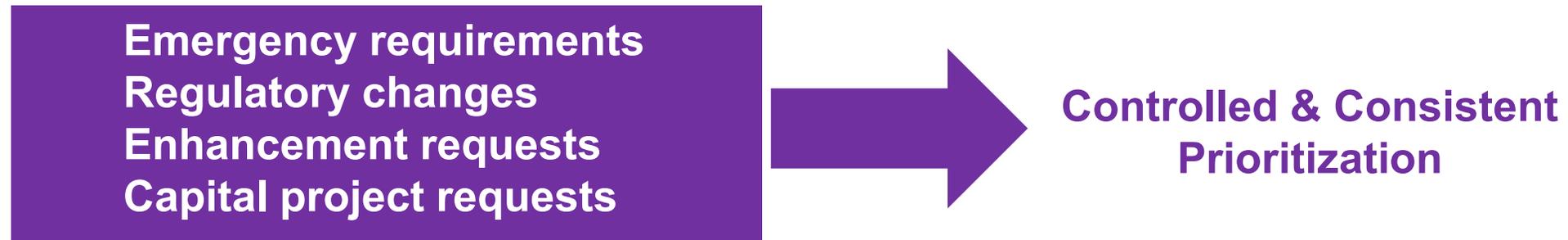
The formal review of Program Milestone #2 will build on lessons learned in Milestone #1



# SIS Stabilization

Despite stabilization measures in place pressures on the stability of classic SIS are increasing

- The mitigation strategy for SIS instability is to minimize technical changes to SIS code, integrations directly with SIS, and automated changes to SIS data made by other applications

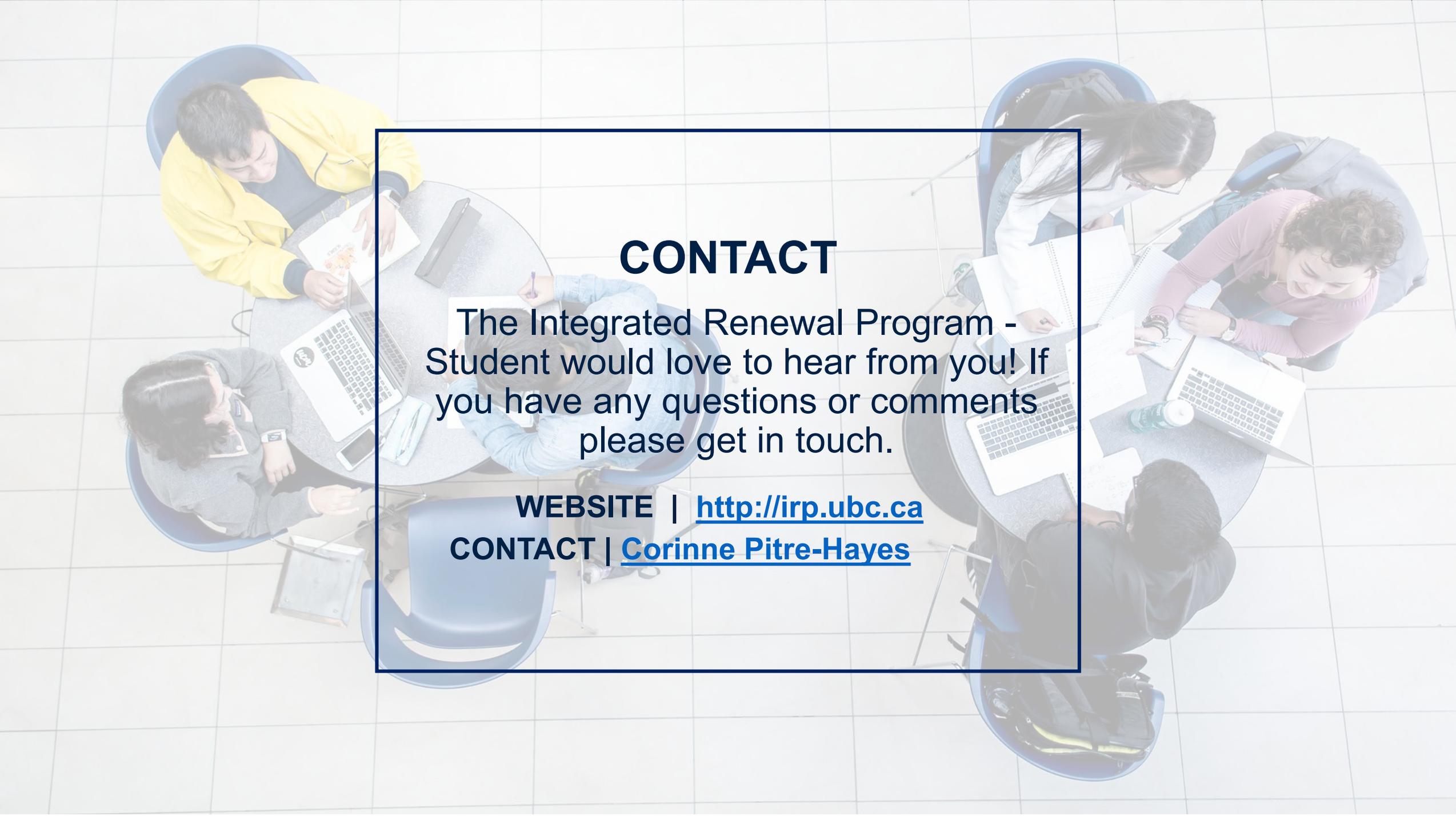


- The approved SIS Stabilization framework will assist with arriving at optimal solutions quickly with lower risk for both IRP Student and the broader business needs of UBC

# SIS Stabilization Framework

Changes to the current SIS **code** base will be increasingly restricted as we progress toward Go-Live

PHASE	WHAT'S HAPPENING IN IRP STU	IMPACT ON SIS CHANGES
<b>Phase 1: Implementation</b> (Jan 2022 – Dec 2022)	<ul style="list-style-type: none"> <li>• Critical period to complete all Student Ecosystem implementation work including Workday, all Integrations, and changes to Ecosystem Applications</li> <li>• Paramount that staff responsible for IRP Student activities remain focused</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Change requests that pass existing ES process for requests ok</b></li> <li>✓ <b>Regulatory or operational emergency changes ok</b></li> <li>- <b>Ok if impact on IRP Student resources negligible</b></li> <li>× <b>No changes to SIS API or SIS code</b></li> <li>× <b>No changes to direct integrations with SIS</b></li> </ul>
<b>Phase 2: End-to-End Testing</b> (Jan 2023 – July 2023)	<ul style="list-style-type: none"> <li>• Comprehensive, integrated testing phase for all Student Ecosystem capabilities including Workday, all Integrations, and changes to Ecosystem Applications</li> <li>• Implementation tenants and ecosystem test environments frozen except for bug fixes</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>ONLY regulatory or operational emergency changes permitted</b></li> <li>× <b>No access to IRP Student resources</b></li> </ul>
<b>Phase 3: SIS-Workday Parallel Operation</b> (Aug 2023 – Aug 2024)	<ul style="list-style-type: none"> <li>• Series of go-lives and Business Function Milestones aligned with the Academic cycle</li> <li>• All IRP Student systems frozen except for bug fixes to enable stabilization</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>ONLY regulatory or operational emergency changes permitted</b></li> <li>× <b>No access to IRP Student resources</b></li> </ul>
<b>Phase 4: SIS Offline</b> (Aug 2024 – Nov 2024)	<ul style="list-style-type: none"> <li>• SIS in read-only mode prior to decommissioning</li> <li>• All integrations with SIS decommissioned</li> </ul>	N/A



## CONTACT

The Integrated Renewal Program -  
Student would love to hear from you! If  
you have any questions or comments  
please get in touch.

WEBSITE | <http://irp.ubc.ca>  
CONTACT | [Corinne Pitre-Hayes](#)