SUBJECT	Integrated Renewal Program Student – Update and Funding Release						
SUBMITTED TO	Finance Committee						
MEETING DATE	March 13, 2024						
SESSION	Recommended session criteria from Board Meetings Policy:						
CLASSIFICATION	OPEN						
REQUEST	APPROVAL REQUESTED						
	IT IS HEREBY RESOLVED that the Finance Committee recommends to the Board of Governors						
	approval of a funding release of \$47.3 million (including contingency) for the Student						
	component of the Integrated Renewal Program (IRP) in fiscal year 2024-2025 within a total						
	program envelope of \$284.9 million (including contingency), in accordance with Board 3						
	approval received in June 2021.						
LEAD EXECUTIVE	Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan						
SUPPORTED BY	Gage Averill, Provost and Vice-President Academic, UBC Vancouver						
	Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan						
	Elana Mignosa, Associate Vice-President Finance & Operational Excellence						
	Jennifer Burns, Chief Information Officer and AVP Information Technology						
	Joanne Fox, Principal and Academic Director, UBC Vantage College						
	Rella Ng, Associate Vice-President Enrolment Services and Registrar						
	Bert Annear, Deputy Registrar, UBC Okanagan						
	Shelly Morrison, Senior Director, Financial Services & Strategic Procurement						
	Patricia Lasserre, Associate Professor, Computer Science, Faculty of Science, UBC Okanagan						
	Janice Stewart, Associate Dean, Innovation and Strategy, Faculty of Arts						
	James Charbonneau, Associate Dean Students, UBC Faculty of Science						
	Jenny Phelps, Assistant Vice-Provost for Graduate & Postdoctoral Strategic Academic Initiatives						
	Diana Carter, Undergraduate Studies in the Faculty of Creative and Critical Studies						
	Cam Gray, Executive Director, HR Operational Excellence						
	Corinne Pitre-Hayes, Program Director, Integrated Renewal Program						
	Laura Wecker, Manager, Program Administration & Internal Communications						

PRIOR SUBMISSIONS

The subject matter of this submission was most recently considered by the Finance Committee on November 20, 2023. IRP Student provided an overall program update, highlighted program activities, and brought forward a change request for the Student Completion Project.

EXECUTIVE SUMMARY

Since 2018, the University has been pursuing a Board-approved strategy to replace the current Student Information System (SIS) with Workday Student as a core component.

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). In April 2021, the Board approved a release of \$54.4 million for 2021-2022. In February 2022, the Board approved a release of \$84.0 million for 2022-2023. In March of 2023, the Board approved a release of \$99.2 million for 2023-2024. These funding release requests are unchanged from the initial projection provided to the Board on June 24, 2021.

In November, 2023, the Board approved a change request for the use of up to \$55 million of contingency funds for the Student Completion Project. These funds had been already released to IRP Student.

Launch 1 of Workday Student went live on October 4, 2023. The first phase of implementation impacts a relatively small number of staff and Hypercare support is progressing well.

Scope and Resources are reporting on track (green) on the Status Report. Schedule continues as "At Risk" and holding. Overall, the Program Health indicator shows IRP Student "At Risk" and holding.

Hypercare for Launch 1 continues with the majority of business activity in Admissions. Activity is currently keeping pace with last year. Scheduling and Curriculum Management are on track with no major issues.

Changes were made to Hypercare triaging and reporting to enable increased focus on business priorities. Preparations for Launch 2 Hypercare are being finalized based on lessons learned from Launch 1. Mitigations are being put in place to manage higher volumes of support requests/tickets including access requests.

Institutional Readiness activities continue with Launch 1 and lessons learned are informing plans for Launch 2. The approach to training has been revised for Launch 2 with hands on training for the most common tasks, processes and scenarios. Scheduling of training is designed to adhere with the academic cycle and be prioritized based on first business use of the capabilities.

Launch 2 will begin as scheduled on February 26. The first phase will involve Workday Student going live. A data catchup process is underway that will culminate in data readiness for staff and faculty on March 11. Students will gain access to Workday Student on May 6.

Workforce transition and staff retention continue to be a top priority for IRP Student leadership. Preparations are underway for the Student Completion Project.

Endorsement is requested from the Finance Committee for funding release for fiscal year 2024-2025. The following table provides a summary the dates and funding releases for IRP Student as they relate to Board 3 approval.

Date	Board Approval	Fiscal Year(s)	
April 2021	\$54.4 million released	2021-2022	
February 2022	\$84.0 million released	2022-2023	
March 2023	\$99.2 million released	2023-2024	
March 2024	\$47.3 million requested	2024-2025	
June 2021	\$284.9 million Board 3 approved	2021-2025	

The current funding release request will take the total release to IRP Student to \$284.9 million in accordance with Board 3 approval.

APPENDICES

- 1. Program Status:
 - Status Report
 - Summary of Launch 1 Hypercare
 - Hypercare Update and Launch 2 (L2)
 - Institutional Readiness
 - Institutional Readiness & Training
 - Launch 2 Phased Approach
 - Workforce Transition
 - Student Completion Project

PRESENTATIONS

1. IRP Student Update

PROGRAM STATUS:

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 which 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. The Program Health is listed as "At Risk", and holding steady.

At this time Scope continues to be on track. Schedule remains "At Risk" and holding steady in the lead up to Launch 2. Launch 1 of Workday Student successfully went live on schedule and Hypercare is progressing well with issues being triaged and addressed in a timely manner. The current focus for the Program is Launch 2 cutover. Additional areas of focus include Institutional Readiness (IR), Transition to Operations (TOPs), and the revised solution for Learner Financial Support (LFS).

Resources are showing as green, with a downward trend, based on a slightly increased attrition rate. Attrition rates are monitored and HR analyzes trends and continues to verify retention strategies. Leadership is monitoring individual and overall team health, as there are concerns around burnout. The HR focus remains on retention strategies as staff begin to think about program end dates. To help address questions or concerns around term endings and future roles in the Transition to Operations support organization the HR team is holding monthly team sessions where staff can receive updates and ask questions.

IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO. PERIOD ENDING WEDNESDAY FEBRUARY 14, 2024

Program Progress Updates

Key Accomplishments Last Week:

Institutional Readiness:

- · Training Sessions Delivered:
 - ADM Process Changes training complete and debrief done by team
 - Pathway Declaration 10 training sessions delivered
 - Degree Audit 5 training sessions delivered
 - Grad Education Management 3 training sessions delivered
 - Student Records Management 1 training session delivered for ES
 - Transfer credit training sessions delivered for ES and TEO

TCM:

- TCM facilitated reporting workshop with IRP SLT members and SME's on
- Shared preliminary IRA #3 results with Executive Sponsors, completed TCM Team review and recommendations discussion
- Provided L2 Hypercare support update for SPOC

- · Continued work on Access Request Optimization
- ServiceNow Incident Management Session Complete on Feb 15th
- L2+ Cutover Plan locked for editing for Assigned PM's as of Feb 9th
- Move to Production is at 68% as of Feb 14th

QA:

- Overall completed 36 / 47 Data Catchup BDV
- Completed 87% of Prod Sandbox Tenant Validation (non-BP) tasks by Stu Sol & QA teams

General Updates:

- · Milestone 12 check-in occurred with SLT on Feb 9th
- Monthly IRP Student all team meeting occurred on Feb 13th
- Monthly IRP Student HR Information session occurred on Feb 14th
- HR Freeze for Student Hiring completed between Feb 11th to 12th
- Milestone 12 Consolidated Plan date change freeze starting Feb 16th and last date for Change Requests and Notifications was Feb 14th

Upcoming Activities Next Week:

Institutional Readiness:

- · Training Sessions Upcoming:
 - Pathway Declaration continuing until Feb 20th
 - Degree audit continuing until Feb 20th
 - Grad Ed Management Continuing until March
 - Student Records Management Continuing until April
 - SCH TREP QA sessions with SMEs being delivered between Feb-May
 - Registration Drop in Sessions Feb 20-23, 2024
- Student Readiness: Content development underway and team to continue with student facing content catalog

- Finalize Dual Entry information and socialize with the Transition Network
- Gain approval for IRA#3 results and recommendations at Steerco on Feb.
- Host the L2 Prep Call in session events on Feb 21st and Feb 22nd

- ServiceNow QA testing for L2 Incident & General Request Modules
- ServiceNow Tool Training Pod Members
- New Access Request form Testing
- · Community Call-In sessions

Cutover:

Continue loading the 1st Data Catchup into Production

- Complete remaining Data Catchup BDV
- · Complete Prod Sandbox Tenant Validation (non-BP) tasks

General Updates:

- Final M12 check-in scheduled with SLT on Feb 21st
- Production Sandbox signoff targeted for Feb 23rd

Program Health Legend Status Indicator Projected Risk Trend Risk Indicator Very High: On Track: Improving: High: At Risk: Holding: Medium: Off Track: Declining:

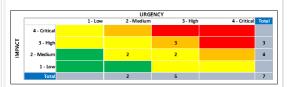
I ow.

Top Risks and Issues

Program Health Overall:

Scope: ♠ ♠ → Resources: ♠ ♦ | Schedule: ▲ ♠ →

Issue Heat Map



Closed Issues: 0 In-active: 0 New Issues: +1

New Very High Score Issue: None

Risk Heat Map - After Mitigation*

			Residual F	robability		
		1 - Unlikely	2 - Possible	3 - Likely	4 - Almost Certain	Total
벟	4 - Critical	1	1			2
Impa	3 - High		4			4
Residual	2 - Medium	2	14	2		18
	1-Low	35	13		1	49
	Total	38	32	2	1	73

New Risks: +3 | Response Plans Executed: 0 | Risk Realized: 0 No Longer a Risk: 0 | In-active: 0

New Very High Score Risk Before Mitigation: +2

* Includes Mitigated and Accepted risks

Top Focus for Launch 2

Institutional Readiness

Data Catchup and Sync

One Program Data Catchup plan on track

Initial role based access list and request optimization for Launch 2

Information handed off to technical teams and implementation in progress - on track per

Launch 1 Hypercare Status

- ADM: Communications for the initial application stage are 100% complete with 7,600 offers made. Activity is currently keeping pace with last year. Work continues on duplicate identity issues and bulk processes
- SCH: UBC-O and UBC-V scheduling business processes are on track. Fixes to non-critical defects continue
- CM: No high priority issues. Business validation of course changes in Workday has started.

SUMMARY OF LAUNCH 1 HYPERCARE:

Hypercare for Launch 1 continues with the majority of business activity in Admissions. Activity is currently keeping pace with last year. Scheduling and Curriculum Management are on track with no major issues.

Overview:

- Three (3) capabilities launched: Admissions, Scheduling, and Curriculum Management.
- Hypercare Pods staffed with mix of resources including IRP team, subject matters experts and business owners
- Majority of business activity is in Admissions. Applications ingested as of February 16, 2024:
 - Undergrad (~47,000)
 - Graduate (~25,500)
- Admissions issues (data, access, communications) prioritized and addressed by Hypercare team
- Scheduling and Curriculum Management are stable with no critical issues; activity expected to increase

ServiceNow (Incident Reporting Tool)

- ServiceNow ticketing system workflow implemented and working well
- Workflow(s) set up and trouble tickets routing to correct pods

HYPERCARE UPDATE & LAUNCH 2 (L2):

Changes were made to Hypercare triaging and reporting to enable increased focus on business priorities. Preparations for Launch 2 Hypercare are being finalized based on lessons learned from Launch 1. Mitigations are being put in place to manage higher volumes of support requests/tickets including access requests.



Hypercare Reporting

- In November, changes were made to Hypercare triaging processes and reporting with emphasis on business-driven priorities to provide:
 - · Better alignment with business priorities
 - Simplified issues reporting to leadership including business impact
 - Process for publishing known issues to the community

L2 Preparations

- L2 Hypercare underway incorporating feedback from lessons learned from L1
- Anticipating significantly higher support requests/ticket volumes and have developed plans to address
- Access requests expected to be high volume area for L2, developing plans for mitigation:
 - Additional validation of Workday Student user list prior to launch
 - o Optimized user access request process
 - Additional user education of 'role-based access' and access differences during transition from SIS to Workday



READINESS:

INSTITUTIONAL READINESS

Institutional Readiness activities continue with Launch 1 and lessons learned are informing plans for Launch 2. The approach to training has been revised for Launch 2 with hands on training for the most common tasks, processes and scenarios. Scheduling of training is designed to adhere with the academic cycle and be prioritized based on first business use of the capabilities.

Institutional Readiness (IR)

- Engagement completed with Enrolment Services on L1 IR Retrospective and L2 IR Plan review
- Communication of L2 timeline with Community Engagement Partners (CEPs) for socialization
- · IRP Student website updated with training content
- · Continued refinement of detailed project plan and resourcing review
- · Community Testing and Mock Registration will be in context of IR activities and objectives
- · Finalization and mobilization of L2 IR activities
- Institutional Readiness Survey #3 completed, analysis in progress

INSTITUTIONAL READINESS & TRAINING:

The approach to training has been revised for Launch 2 with hands on training for the most common tasks, processes and scenarios. Scheduling of training is designed to adhere with the academic cycle and be prioritized based on first business use of the capabilities.

Institutional Readiness & Training

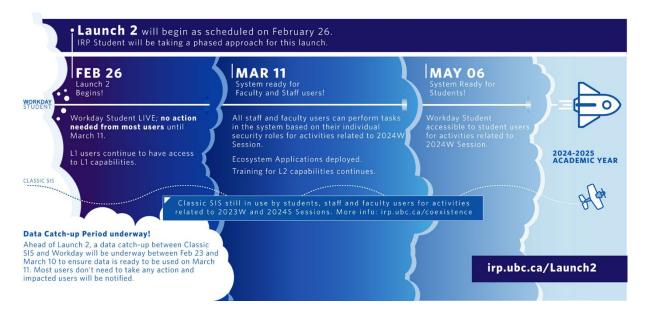
Based on learnings from L1, and community feedback the team has revised the approach to training

- Training guided by community needs and preferences with a focus on the most common tasks, processes, and scenarios for staff and faculty
- Training timeline designed to adhere to the academic cycle and be prioritized based on first business uptake of tasks in Workday
- Scheduling of training aimed at providing faculties, departments, and units with ample time
 to determine how to use the newly-trained functionality and incorporate it into their
 operations
- · Eligibility for attending training determined by the business



LAUNCH 2 PHASED APPROACH:

Launch 2 will begin as scheduled on February 26. The first phase will involve Workday Student going live. A data catch-up process is underway that will culminate in data readiness for staff and faculty on March 11. Students will gain access to Workday Student on May 6.



WORKFORCE TRANSITION:

Workforce transition and staff retention continue to be a top priority for IRP Student leadership. Preparations are underway for the Student Completion Project.

Workforce Transition

Workforce Transition continues to be a priority for IRP Student leadership

- It is critical to support staff in their Transition Plans and to retain high level key knowledge and skills
- Transition Plans are underway with Managers working with staff to identify interests and opportunities
- Integrated Service Centre and UBC IT Open Houses took place in December and January.
 These sessions provided details of the team structures and available positions as well as providing a forum for staff to ask questions
- Postings for ISC and IT positions have begun and will continue to do so throughout January and February
- Alignment is being maintained between Student Completion, ISC, and UBCIT to help relieve stress and ensure Launch 2 success

STUDENT COMPLETION PROJECT:

Preparations are underway for the Student Completion Project.

Student Completion Project

A CR for the Student Completion Project was approved by the UBC Board on December 5, 2023

- · IRP Student staff completed a survey to indicate interest in the Student Completion Project
- Over 300 staff confirmed they would like to be part of Student Completion
- Positions will be filled based on the IRP Student Values & One Program Approach
- The selection process & conversations will begin after Launch 2
- The process will be in waves beginning with more senior roles, once those are completed, the next wave will begin
- · A Student Completion selection committee has been formed to oversee the process

ENDORSEMENT REQUESTED:

RESOLUTION:

Endorsement is requested from the Finance Committee for funding release for fiscal year 2024-2025. This funding release will take the total release to IRP Student to \$284.9 million in accordance with Board 3 approval.

Resolution

Endorsement is requested from the Finance Committee for funding release for fiscal year 2024-2025

This funding release will take the total release to IRP Student to \$284.9 million in accordance with Board 3 approval

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IRP Student - For INFORMATION

- Program Status
 - Status report
 - Summary of Launch 1 Hypercare
 - Hypercare Update & Launch 2
- Readiness
 - Institutional Readiness & Training
 - Launch 2 Phased Approach
 - Workforce Transition
- Endorsement Requested

Program Status

Status Report

IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY FEBRUARY 14, 2024

Program Progress Updates

Key Accomplishments Last Week:

Institutional Readiness:

- Training Sessions Delivered:
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TCM:

- TCM facilitated reporting workshop with IRP SLT members and SME's on Feb 12th
- Shared preliminary IRA #3 results with Executive Sponsors, completed TCM Team review and recommendations discussion
- Provided L2 Hypercare support update for SPOC

TOPS:

- · Continued work on Access Request Optimization
- ServiceNow Incident Management Session Complete on Feb 15th

Cutover:

- L2+ Cutover Plan locked for editing for Assigned PM's as of Feb 9th
- Move to Production is at 68% as of Feb 14th

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- Overall completed 36 / 47 Data Catchup BDV
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- SCH TREP QA sessions with SMEs being delivered between Feb-May
- Registration Drop in Sessions Feb 20-23, 2024
- Student Readiness: Content development underway and team to continue with student facing content catalog

TCM

- Finalize Dual Entry information and socialize with the Transition Network
- Provide Sponsors with Faculty specific IRA#3 results for follow up
- Host the L2 Prep Call in session events on Feb 21st and Feb 22nd

TOPS:

- ServiceNow QA testing for L2 Incident & General Request Modules
- ServiceNow Tool Training Pod Members
- New Access Request form Testing
- Community Call-In sessions

Cutover:

Continue loading the 1st Data Catchup into Production

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General Updates:

- Final M12 check-in scheduled with SLT on Feb 21st
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New Issues: +1 Closed Issues: 0 In-active: 0

1-Low

Program Health Overall:

Resources: 🙉 🧖

Program Health Legend

Improving:

Declining:

2

Holding:

Top Risks and Issues

Projected Risk Trend Risk Indicator

Medium:

Low:

4 - Critical Total

4

New Very High Score Issue: None

Status Indicator

On Track:

Off Track:

At Risk:

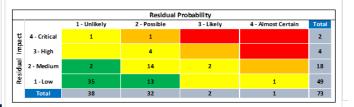
Issue Heat Map

4 - Critical

2 - Medium

1 - Lov

Risk Heat Map - After Mitigation*



New Risks: +3 | Response Plans Executed: 0 | Risk Realized: 0 No Longer a Risk: 0 | In-active: 0

New Very High Score Risk Before Mitigation: +2

* Includes Mitigated and Accepted risks

Top Focus for Launch 2

- · Institutional Readiness
- · Data Catchup and Sync
- One Program Data Catchup plan on track
- Initial role based access list and request optimization for Launch 2
- Information handed off to technical teams and implementation in progress on track per plan
- ADM comms for the initial application stage are 100% complete and 7,600 offers have been
 made to date. Activity is keeping pace with last year. New issues are being discovered as
 processes move into the offer and acceptance phase, and some issues have re-occurred.
 Slight reduction in Hypercare capacity as the IRP team is prioritizing L2 critical items. Work
 continues on duplicate identity issues and processes both short and long term.

Launch 1 Hypercare Status

- Scheduling business processes are on track and fixes to non-critical defects continue.
- L2 Hypercare planning continues with training sessions in progress.

Integrated Renewal Program - Student

Launch 1 (L1) Hypercare Summary

Overview:

- Three (3) capabilities launched: Admissions, Scheduling, and Curriculum Management.
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Hypercare Update & Launch 2 (L2)

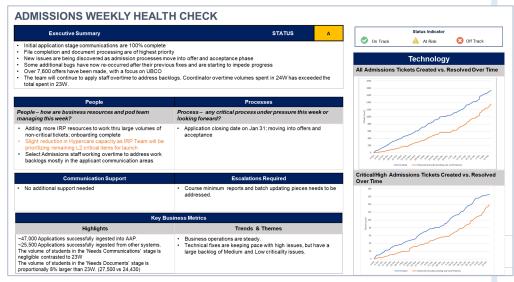
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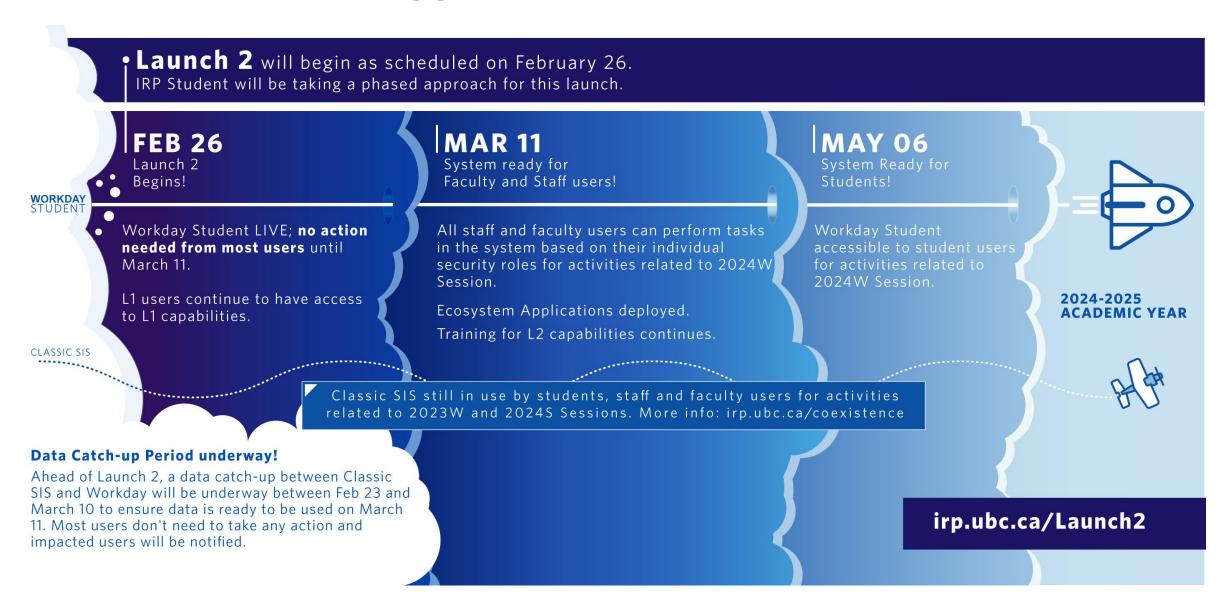
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Launch 2 Phased Approach



10

Workforce Transition

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