



SUFFOLK
UNIVERSITY
BOSTON

IT Strategic Planning Core Operating System Renewal

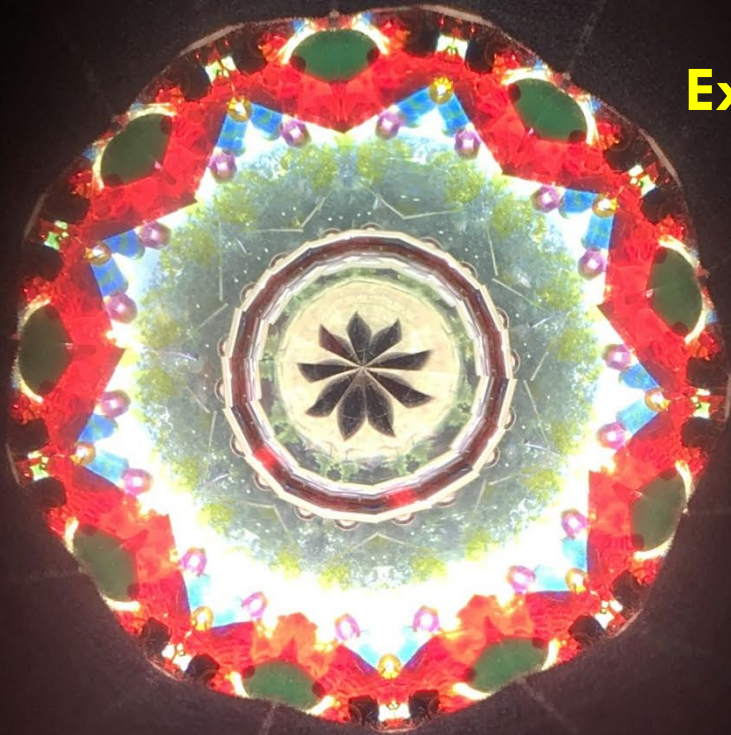
Finance & Administration
Manager's Forum
March 5, 2019

Tom Lynch, CIO

Operational ITS Update

- Instructional Technology Team
 - Jenene Cook just joined Suffolk to lead this team
 - Building a new team
 - Further bond Instructional Tech team with CTSE, & KeyPath
 - Focus on building strategic technical capabilities. Interactives, AR
- Campus Cruiser replacement go live 3/4/19
 - Built a new web portal. FAQ and notices (Bb, CC) published.
 - Blackboard & Colleague Web Advisor appear the same (registration, grade entry, rosters, course lookup, etc.)
 - All Clubs are now in Campus Labs (just SBS/CAS previously).
 - Communities/Committees are in Bb.
- O365 roll out for Staff (starting soon) and Faculty (after SP19 term)
- New AR/VR Lab in 73T first floor. Loaner equipment available!
- Suffolk-wide HPC survey coming soon
 - Invited speaker re WPI HPC program
- EverTrue implementation for Advancement team research & planning

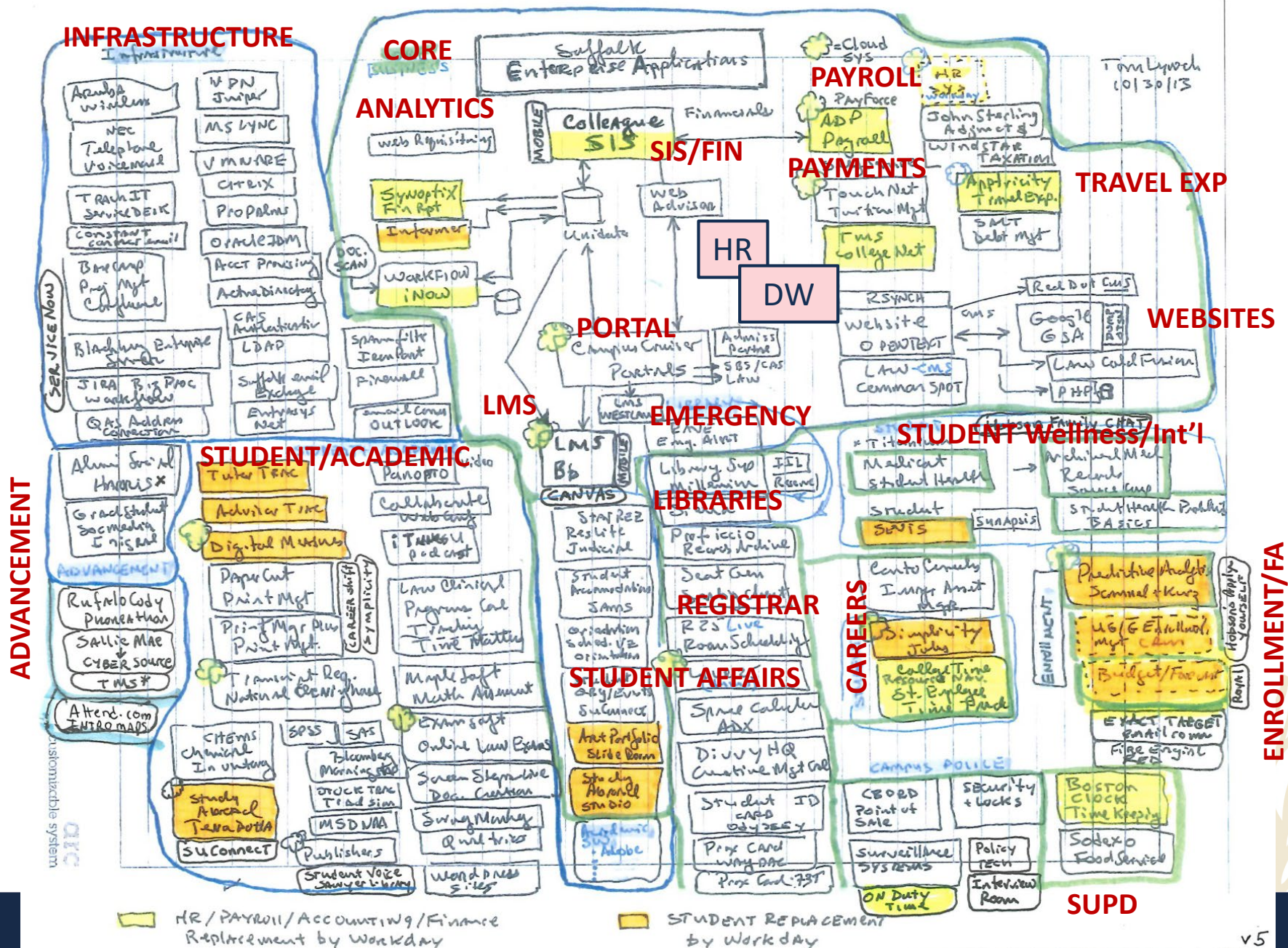




Exponential Complexity

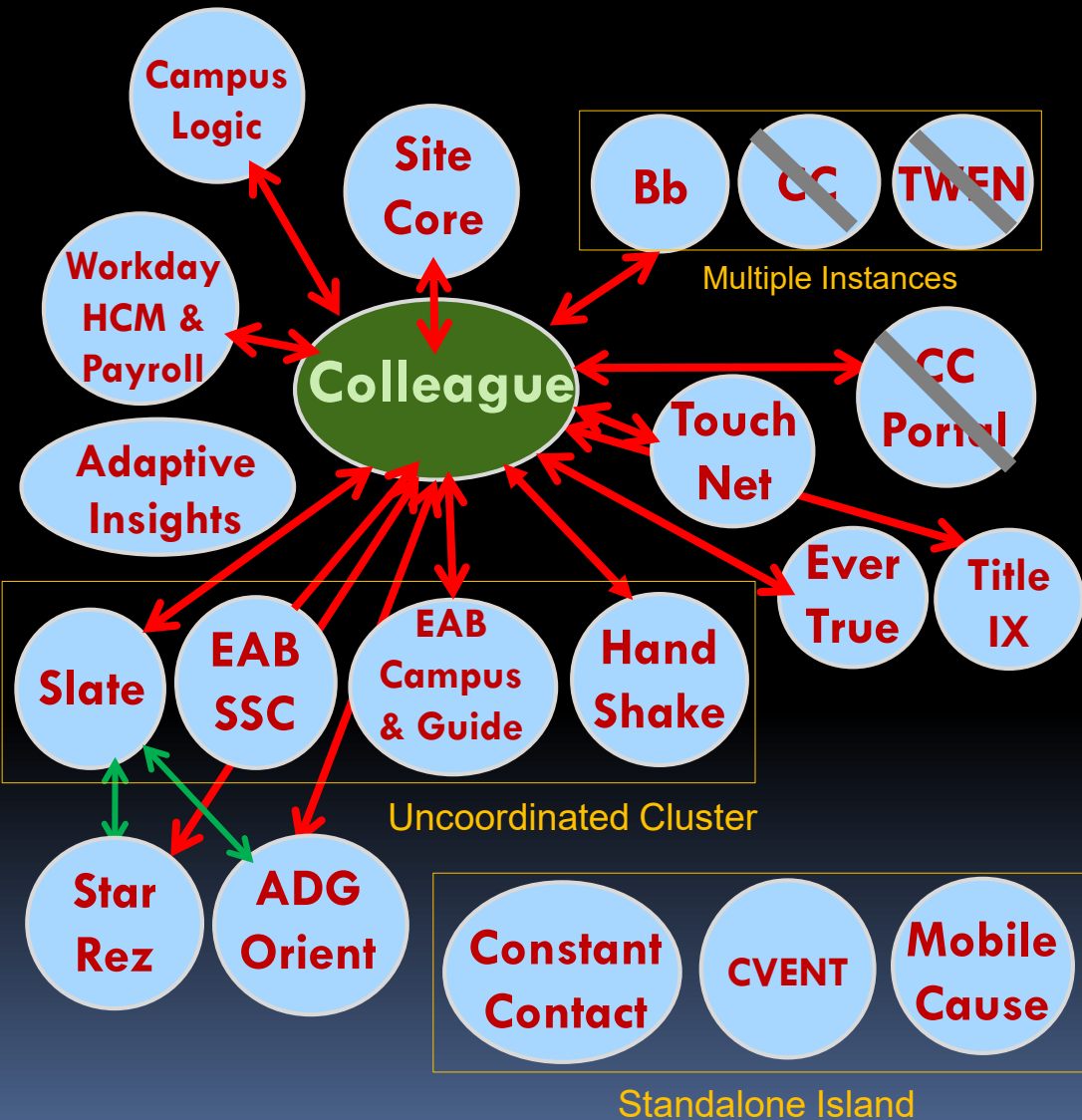
SUFFOLK ENTERPRISE ARCHITECTURE

Suffolk Technology Landscape Circa 2013



Suffolk Core & Key Enterprise Applications 2018

Over 100+ Applications, 60+ Databases



4 Levels of Risk

- Company—Ellucian
- Product—Colleague
- People
- Strategy Execution Ability

Focused on Point Solutions

Focused on firefighting, rather than on Business Strategy

Not all Integrations between the Systems are Automated

Colleague Challenges

- Colleague is 35+ years old, inflexible and missing basic functionality
- Unsustainable application complexity due in part to on-premises deployment; too many customizations that require long upgrade projects
- Limited real-time and historical data reporting capabilities
- Financial data model issues (GL)
 - Chart of Accounts (COA) cannot accommodate University needs
 - Current COA segments are used for dual purposes, creating reporting and analysis challenges
- No inherent Business Intelligence (BI) solution within system
 - Includes multiple data reporting tools for users to maintain and learn
 - No ad-hoc analytic or dashboard functionality
- Data issues
 - Not clean and limited metadata
 - Too many data sources & connections and unreliable data feeds
- Limited mobile strategy and business continuity

Opportunity Cost of Current Architecture

Forced focus on technology rather than business outcomes limits innovation

- Current focus is on sustaining inefficient, complex, multiple systems
 - Time consuming monolithic upgrades
 - Point solution projects: bolt on additional applications, databases, integrations, ...
- Cost is high
 - IT expense ~ \$1.6M/year staff direct labor. Stakeholder expense is likely greater.
- Outcome—not meeting the University’s exponentially growing needs
 - Fundamental business, reporting and analytical needs are not met
 - Duplication of effort to gather and report on data; manual work and rework required across the University
 - Cannot access or report on historical data
 - No data warehouse or one source of data “truth”
- Unsustainable and Urgent
 - Too many applications and databases
 - Too much complexity and maintenance cost is high
 - Not enough staff to sustain current path



Important IT Strategy Decision Point

Suffolk is at a fork in the road!

Colleague is a difficult to extend,
non-mobile, limited real-time,
IT Enterprise Application CORE.

Urgent need to focus on improving our core
business processes rather than on
sustaining old technology!

Do we Upgrade or Replace our core
ERP and SIS?



IT Strategic Planning Committees Created to Address the Issues

IT Strategic Planning Committee (ITSPC)

Future Vision for Academic,
Administrative, IT Governance

*Part of strategic
planning efforts in
FY19 –
Recommendations will
be evaluated in context
of overall Strategic
Plan*

Enterprise Applications Committee (EAC)

Assess Current State of EA
Develop Future State EA

Teaching Innovation Learning Technology (TILT)

Assess Current State of Technology in
Teaching, Learning, Scholarship, Research

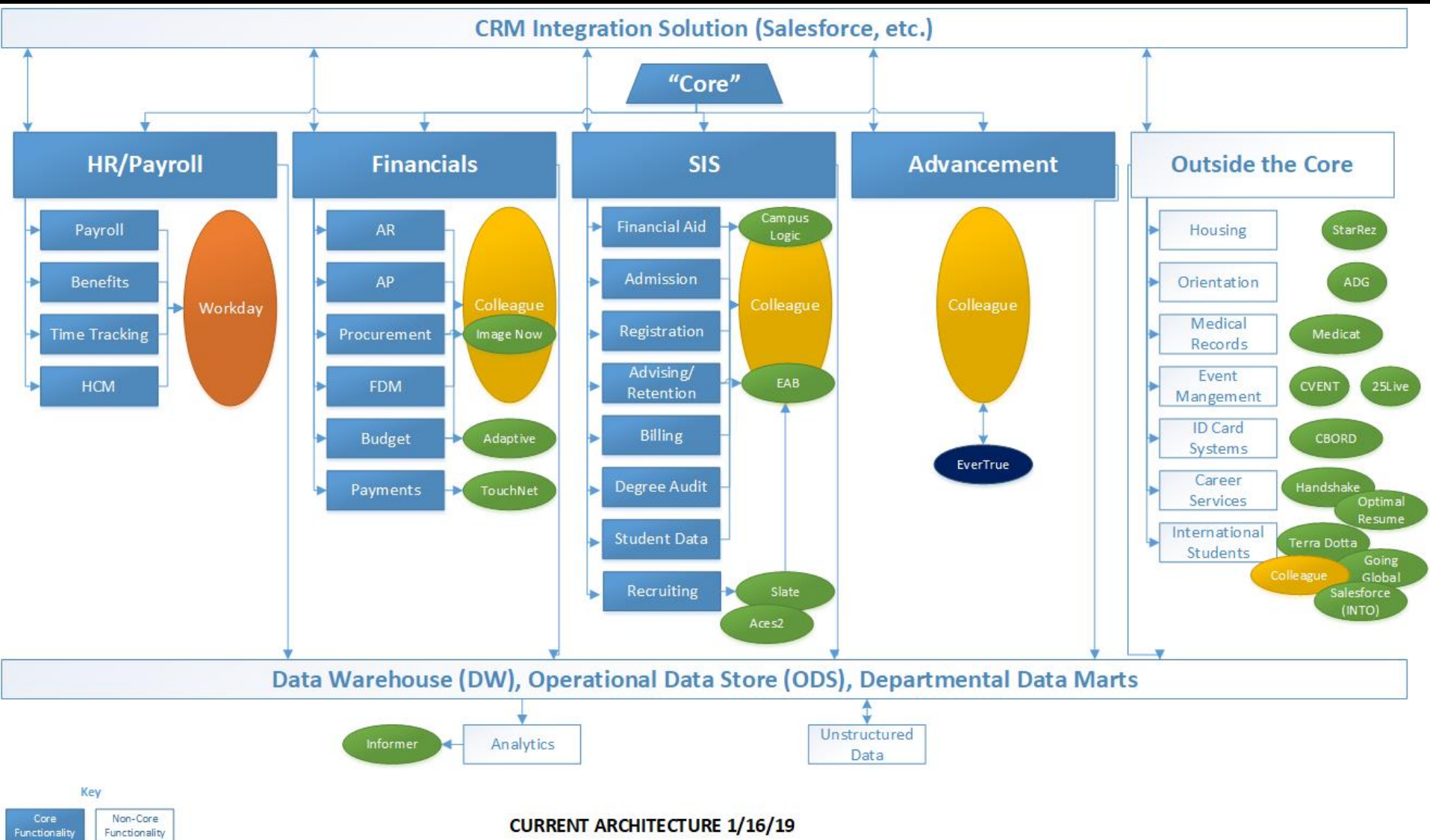
Enterprise Application Guiding Principles

Strong Core	A Single System
User-Experience Focused	Intuitive, Convenient, Memorable
Cloud SaaS First	Transparent Updates, Configurability
Simplify	Minimize Customizations
Operations	Real-time, Redundant, and Scalable
Mobility	Responsive Design
Accessible	For ALL
Secure	Robust, Flexible Information Security
Resiliency	Built-in Disaster Recovery and Business Continuity
Data Stewardship	Standards, Definitions, Retention, Business Intelligence Platform with Extensible Data Warehousing
Change	IT Governance and Change Management
Supportable	Post-Production Support



Suffolk Current Core System Architecture

2019



Options Evaluated

- Upgrade Colleague: On-Prem/Cloud
 - Keep Workday HCM & Payroll
 - Fill Gaps
 - Self Service modules, HCM Recruiter, Student Retention, Budget & Planning, Analytics, Data Warehouse, Advancement CRM, Ethos
- Implement New Core
 - Keep Workday HCM & Payroll
 - Cloud SaaS New Core Choices
 - Workday
 - Oracle Cloud
- Pick Best of Breed (BoB)
 - Different Vendor Modules & Apps to Create the Core System

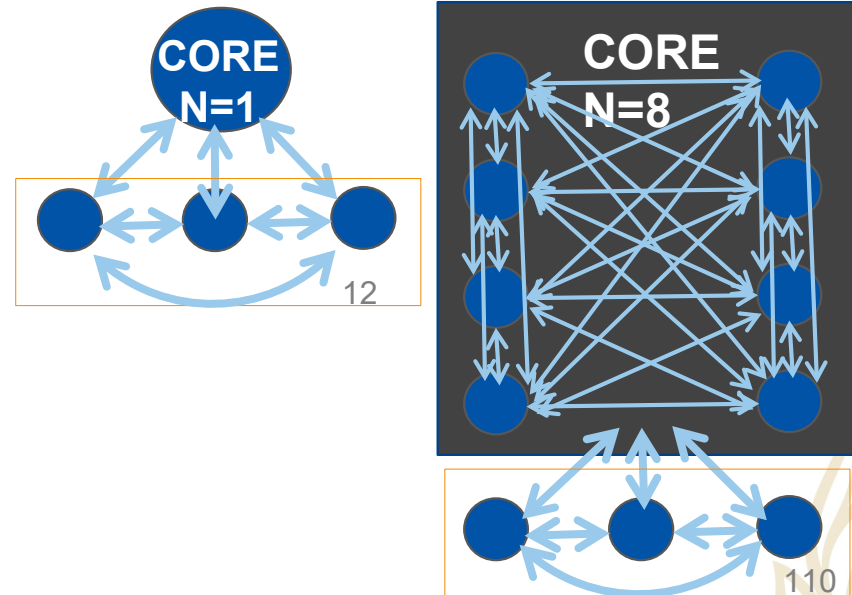
Best of Breed Approach Creates Exponential Complexity in Many Areas

1 vs.8 security models, data models, user experiences, analytic tools, process designers, etc.
12 vs.110 integrations; DR & BC complexity ...

SINGLE CORE

VS

BoB CORE with 8 APPS



Exponential Complexity
 $N*(N-1)$ Integrations

EAC Progress

Replace Colleague with either Workday or Oracle Cloud

- ☑ Retained Higher Ed IT **consultant** to advise, understand and narrow options
- ☑ Defined guiding **architectural principles** and **tech planning assumptions**
- ☑ **Functional requirements** from each business unit gathered and refined
- ☑ **Discovery** sessions for both **Workday** and **Oracle** SaaS complete
- ☑ Evaluation **scorecards** are designed and finalized
- ☑ Product **demos** for Workday and Oracle complete
- ☑ **Workday** product **survey** complete
- ☑ **Workday follow-up** Q&A sessions complete for specific functional teams
- ☑ **Oracle** product **survey** complete
- ☑ **Oracle follow-up** Q&A sessions complete for specific functional teams
- ☑ **Vendor comparison survey** complete
- ☑ **Value Factor Analysis** complete. Straw Poll taken.
- ☐ **BI/Data Warehouse team** is evaluating solutions, which may depend on the core system vendor(s) chosen.
- ☐ EAC software platform **recommendation** made

EAC Value Factor Analysis

Jan 2019
"Straw Poll"

	7 VALUE FACTORS	WORKDAY Rating (1 to 5)	ORACLE Rating (1 to 5)	WEIGHTING FACTOR
<p>Value Factor Rating Scale (1 to 5)</p> <p>1 = Unacceptable 2 = Weak 3 = Good 4 = Very Good 5 = Excellent</p>	Functionality 651 Requirements Evaluated			
	Vendor			
	Value of Architectural Principles			
	Support Models			
	Training			
	Total Cost of Ownership (1 = High \$ and 5 = Low \$)			
	Change Management			
	OVERALL SCORE			100%

RESULTS TO BE REPORTED AT NEXT EAC MEETING

ERP/SIS Financial Model

Project team developing comprehensive implementation and future financial impact

- Direct Costs
 - Yearly subscriptions
 - 1-Time Implementation
 - Partners
 - Back/Front-filling staff
 - Training
 - 1-Time Services
 - Customer success
 - Change management
 - Recurrent Support
 - Staffing
 - Training
- Operating vs. Capital
 - Determination of whether costs should be expensed or capitalized
- “Hard” Cost Reductions
 - Software applications eliminated
 - IT application upgrade cost avoidance
 - Disaster recovery
- “Soft” Factors
 - Improved services
 - Higher customer satisfaction
 - Data-driven decision making
 - Resource optimization
 - Shift of IT expertise to business units; revised IT support model
 - Productivity increases
 - Error elimination
 - Process efficiency
 - Process agility
 - Risk reduction and enhanced business continuity solutions

ERP/SIS Decision Making Timeline

- November 2018 – January 2019:
 - Complete vendor demonstrations
 - Evaluate vendors
 - Contact references of clients and schools using vendor functionality
 - Present estimated financial impact as part of FY20 preliminary budget and multi-year plan
- March:
 - EAC vendor **recommendation**
 - UITSPC review of recommendation and decision made
- April:
 - Incorporate projected **financial impact** in FY20 final budget and multi-year plan
- June:
 - UITSCP Academic & Administrative Plans Merged with Overall University Strategic Plan
 - To be presented to Board of Trustees at June 2018 meeting
- July - October:
 - **Commence** project implementation



****Draft**** Suffolk Enterprise Applications Project Road Map

Timing subject to resource availability.

