

Enterprise Project Update

John Wanzer, Assistant Vice Provost, Undergraduate Education

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Enterprise Project



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What's Next?

- Transformation Roadmap
- What we need from you
- Need more information – Contact us!

Questions

The Enterprise Project

A business process transformation and system implementation that will leverage Workday and other enterprise technologies to enable the OSU Strategic Plan



Financial
Management



Student



Human Capital
Management and
Payroll



Enablement and
Analytics

Modern
Systems



More Efficient
Processes



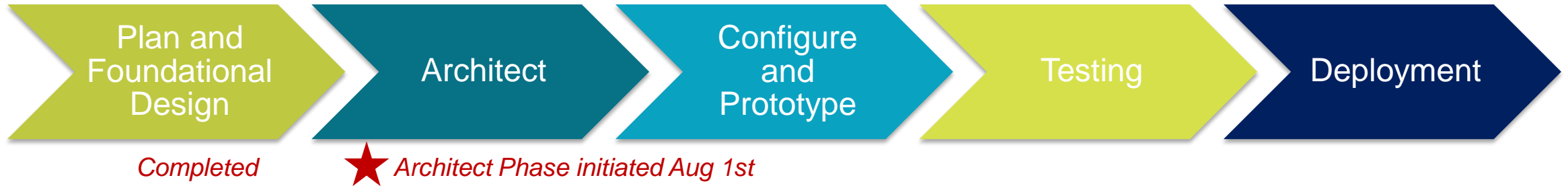
A Better Workday



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Enterprise Project Phases



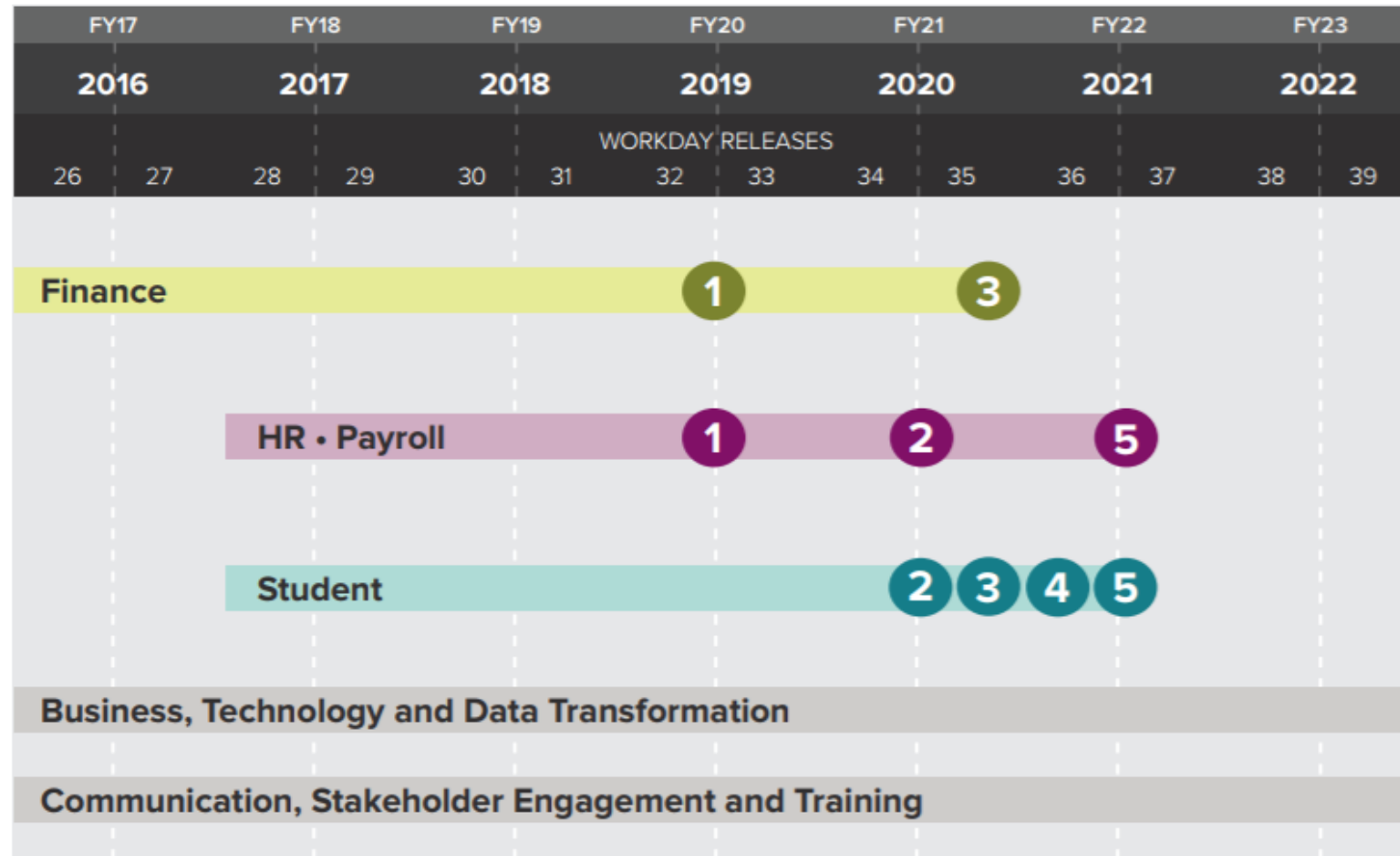
Plan and Foundational Design Phase Outcomes

- Established strategic direction and transformation opportunities
- Defined business expectations and technical requirements
- Confirmed schedule, scope, and budget
- Staffed project team
- Began defining Foundation Data Model (FDM)

Architect Phase Goals

- Design future state business processes
- Define reporting and analytics requirements
- Solidify integration, conversion and technology requirements
- Create policy and service delivery recommendations
- Continue to analyze the Plan and Foundational Design Phase recommendations
- Develop the next iteration of the Ohio State Workday tenant
- Confirm system dispositions

ENTERPRISE PROJECT DEPLOYMENT TIMELINE



1 RELEASE 1 - FINANCE

- ▶ Accounts Receivable
- ▶ Asset Management
- ▶ Banking and Settlement
- ▶ Capital Planning (Initial Components)
- ▶ Debt Management
- ▶ Endowment Accounting
- ▶ Expense/Travel
- ▶ Financial Accounting
- ▶ Grants Management (Post-Award)
- ▶ Project Management & Execution
- ▶ Supply Chain

1 RELEASE 1 - HR & PAYROLL

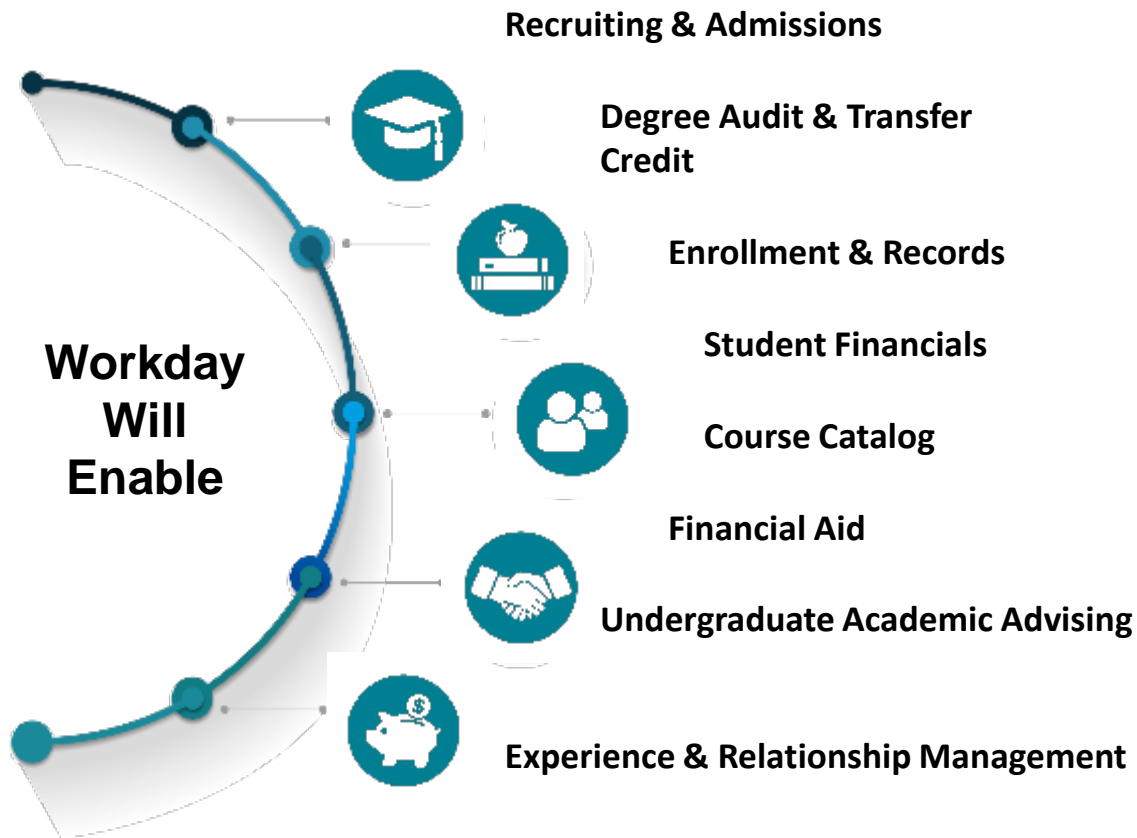
- ▶ Academic Appointments
- ▶ Annual Merit Compensation Process (AMCP)
- ▶ Benefits Administration
- ▶ Compensation Administration
- ▶ Fee Authorization
- ▶ Onboarding
- ▶ Payroll Processing
- ▶ Payroll Accounting & Commitments
- ▶ Position Management
- ▶ Retirement Administration
- ▶ Time Tracking & Absence Management
- ▶ Hire/Transfers/Terminations

OHIO STATE RELEASES

- 1 Jul '19**
 - FINANCE**
 - ▶ Functionality (See release 1 details)
 - HR & PAYROLL**
 - ▶ Functionality (See release 1 details)
 - ▶ Employee Recruiting (OSUWMC)
- 2 Jul '20**
 - HR & PAYROLL**
 - ▶ Employee Recruiting (University)
 - STUDENT**
 - ▶ Academic Foundation
 - ▶ Recruiting and Admissions
- 3 Oct '20**
 - STUDENT**
 - ▶ Student Records I
 - ▶ Financial Aid I
 - FINANCE**
 - ▶ Financial Planning
- 4 Feb '21**
 - STUDENT**
 - ▶ Student Records II
 - ▶ Financial Aid II
 - ▶ Student Financials I
- 5 Jun '21**
 - HR & PAYROLL**
 - ▶ Learning
 - ▶ Performance Management
 - ▶ Succession Planning
 - STUDENT**
 - ▶ Student Records III
 - ▶ Student Financials II



Direction: Improve the undergraduate, graduate and professional student experience through consistent and streamlined processes so *that time and cost to degree completion is decreased, while student engagement is increased.*



Notable Improvements

Consistent and high-quality undergraduate advising services

A degree-planning tool for all students to manage their course selections and time to degree

Integrate curriculum approval process and course catalog to manage course creation and changes

Ease of scheduling classes, managing course waitlists, and obtaining transcripts

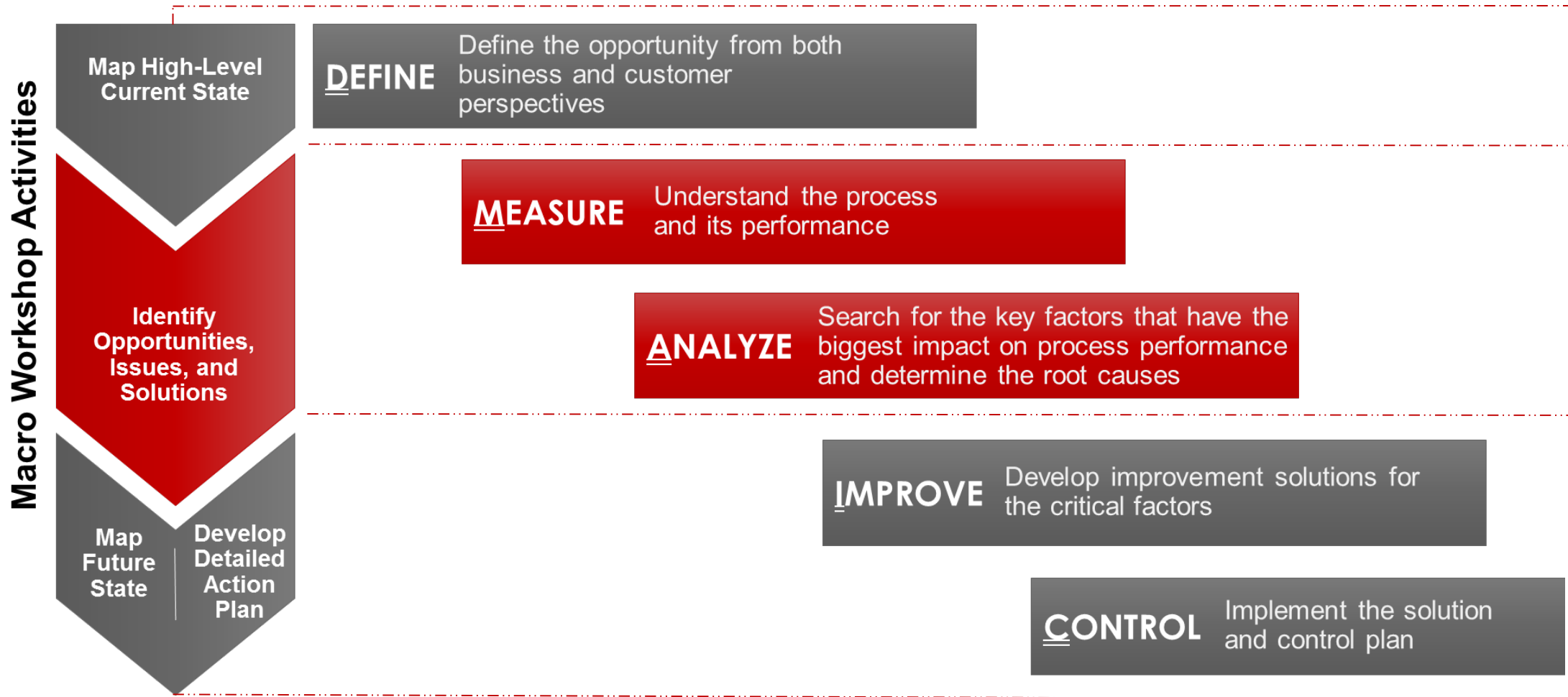
Support of room and exam scheduling and optimization

“I think the lesson learned for me throughout these different ERP implementations has truly been, we cannot treat these like technology implementations. They really need to be treated like true **business process transformations** because you can spend a lot of money on fancy technology, but if you implement it over flawed process, you’re not really gaining anything.”

– **Susan Basso**

Senior Vice President for Talent, Culture and Human Resources
and Enterprise Project Executive Sponsor

Approach

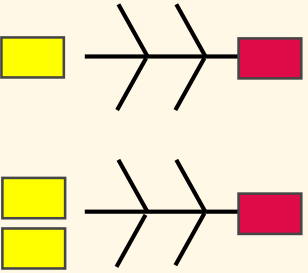
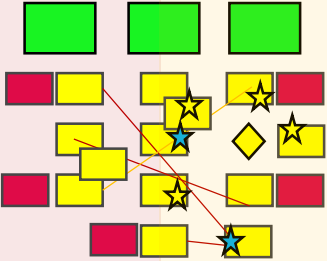
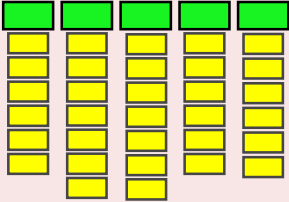
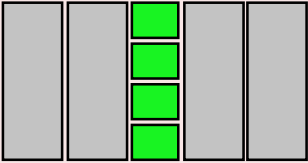


Workshop Roadmap

DEFINE

MEASURE/ANALYZE

- CTQ
- CTQ
- CTQ
- CTQ



Critical to Quality Indicators

SIPOC

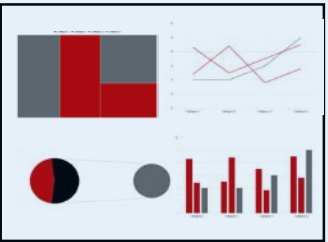
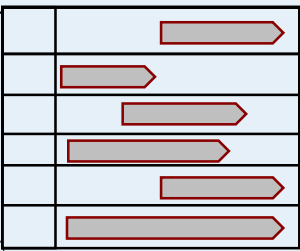
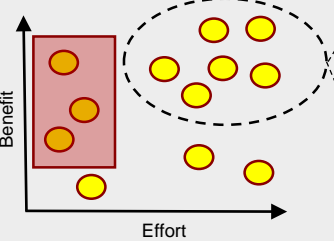
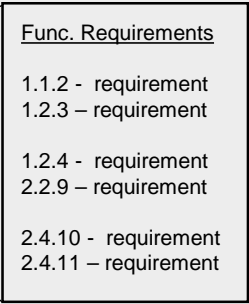
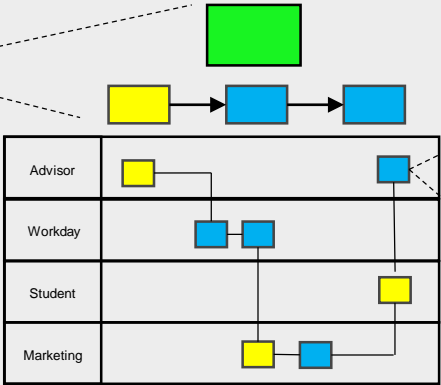
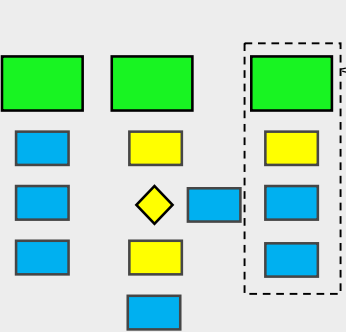
Technology List

Current State Value Stream Mapping

Fishbone Analysis & Solution Brainstorming

IMPROVE

CONTROL



Future State Value Stream Mapping

Future State L4 & L5 Swimlane Process Mapping

Functional Requirement Documentation

Quick Wins

Project Plan

Future State Dashboard

BUSINESS PROCESS TRANSFORMATION TAKES COLLABORATION



SREM: Current State

146 Pain points associated with operations where the process can be improved

68 Waste operations identified to remove in future state process

24% Value Added steps leaves room for improvement

376 Total Operation Steps

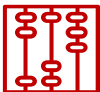
~238 *Systems Identified



Inconsistent messaging



Manual processes



Lack of clear financial planning for students



No communication analytics

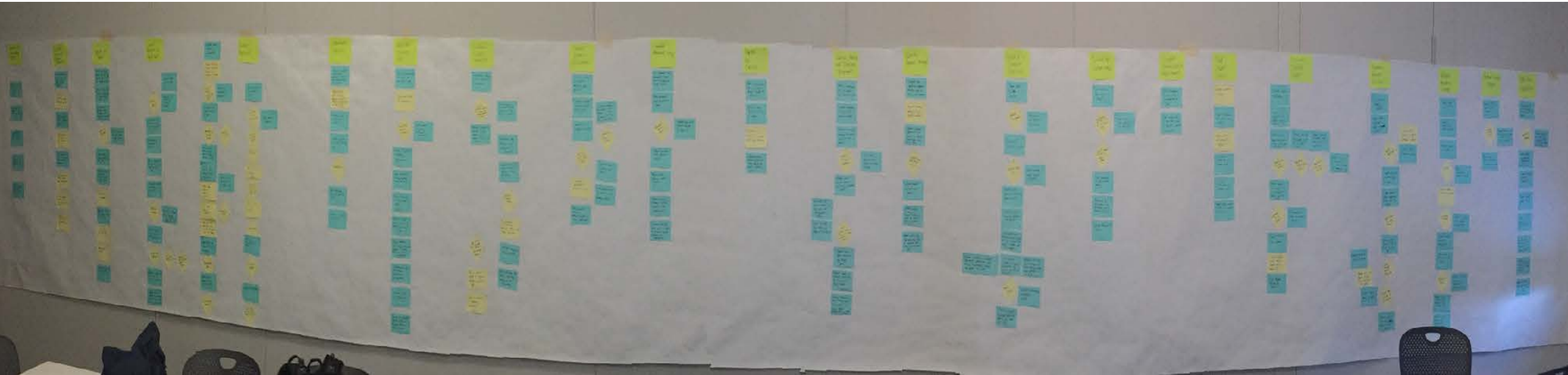


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**Systems totaled per process area, could be duplicate systems but with different functionalities per process area*

SREM: Future State



Improved reporting
and analytics



Dynamic
Communication
Campaign



Personalized Payment
Strategy for Students



Intuitive student portal
with student journey
checklist items



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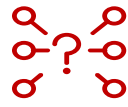
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Advising: Current State

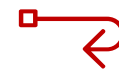
132 Pain points associated with operations where the process can be improved **42%** Waste of total time identified to remove in future state process **18** Defect/ Breaks found in the process creating waste/rework **477 hrs** Total Elapsed Time **~156** *Systems Identified



Inconsistent Student Services



Lack of visibility of student records



Manual processes



Multiple disparate processes



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Enterprise Project

**Systems totaled per process area, could be duplicate systems but with different functionalities per process area*

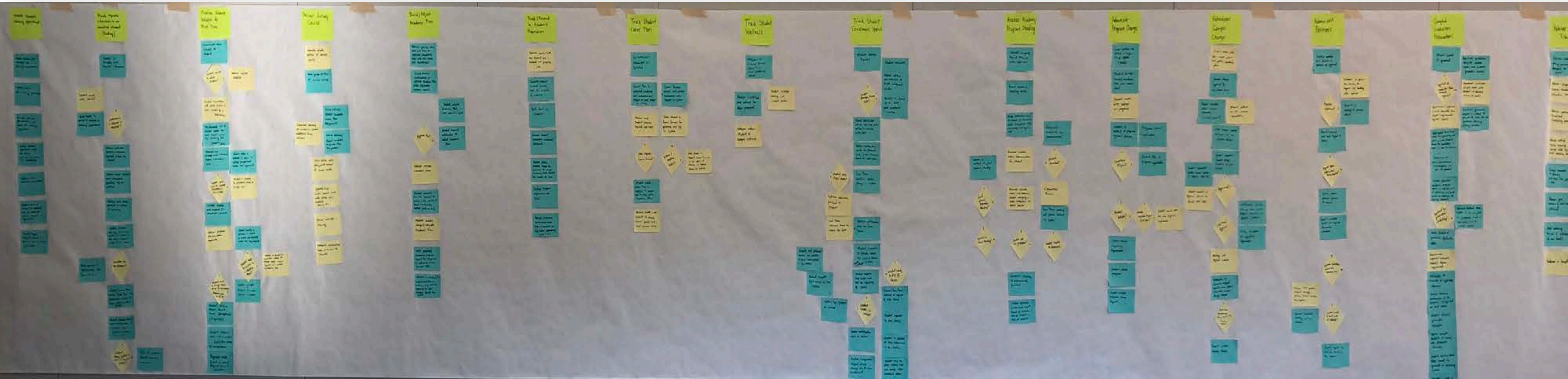
Advising: Future State

61% Customer Value Add of total number of process steps in future state process

45% Time reduction from current state

70% Handoff reduction from current state

83% Defect/Break reduction from current state



Dynamic academic planner



Improved reporting for proactive outreach



Self service appointment scheduling



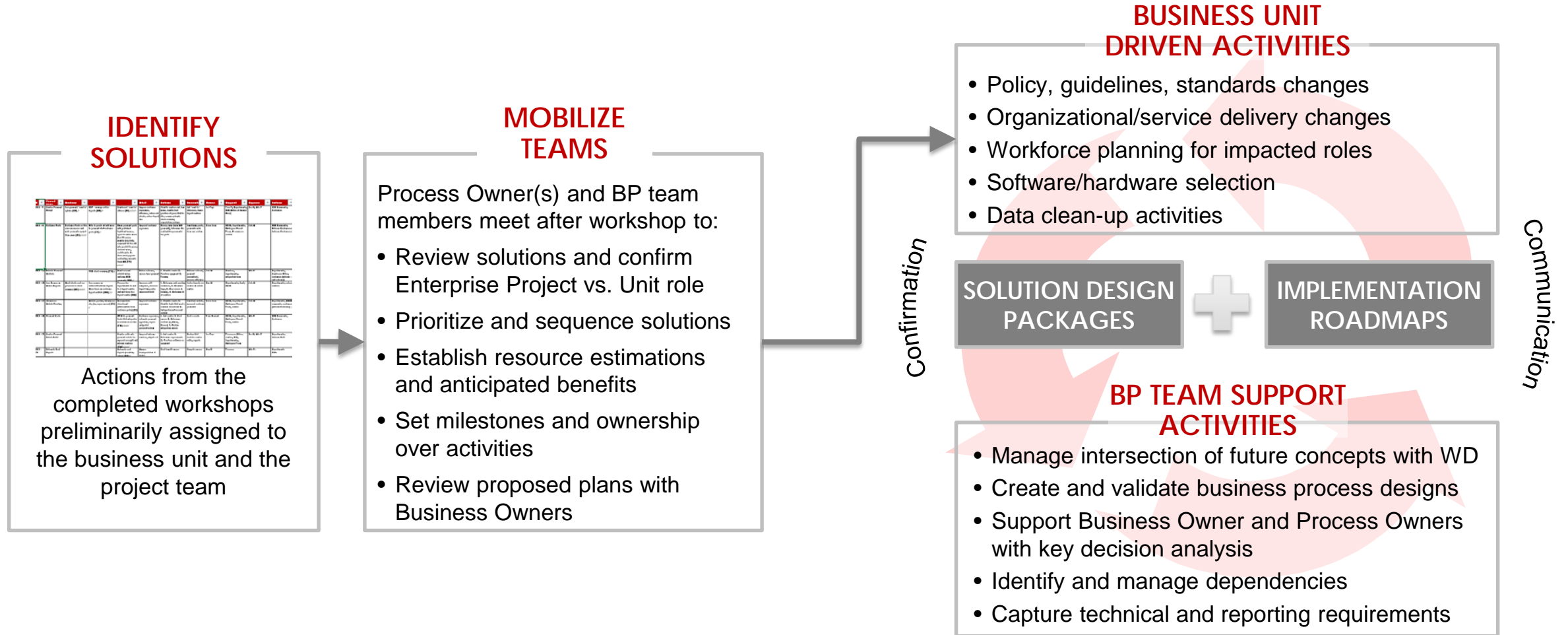
Accurate time-to-degree and financial impact warnings



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Solution to Implementation Approach





What we **need** from you...

- Champion the changes
- Talk with your staff members who are involved in the project
- Offer insights into your units throughout the life of the project
- Stay connected to the project

Questions?



Contact us at

enterprise-project@osu.edu

Learn more here:

<https://enterprise-project.osu.edu/>



Thanks to all of our workshop
participants!

Advising BPT Participants

Name	Type	Association/Process Ownership
John Wanzer	Core Team	Enterprise Project Sponsor / UE
Jennifer Belisle	Core Team	Workday Project
Shannon Peltier	Core Team	Undergraduate Education
Derrick Tillman-Kelly	Core Team	UIA Fellow -
Sarah Hughes	Core Team	Regional Campus (NWK)
Marilyn Ervin	Alternate	Regional Campus (NWK)
Christine Meadows	Core Team	UAHR or Knowlton - Architecture
Angi Beer	Alternate	UAHR or Knowlton - Architecture
Sarah Howard	Core Team	Exploration
Brooke Raake	Alternate	Exploration
Niki Jaburek	Core Team	OnCourse / First In the World
Alisa Paulsen	Core Team	ASC, Psychology
Laura Whitaker	Alternate	ASC
Jaimi Knisley	Core Team	Fisher College of Business
Kristina Healy	Core	Regional Campus (Lima)
Karen Meyer	Core	Regional Campus (Lima)
Rachel Steele	Core Team	ASC Honors
Kim Zaccaro	Core Team	Education & Human Ecology

Name	Type	Association/Process Ownership
Heather Long	Alternate	Education & Human Ecology
Amy Schmidt	Core Team	ASC, Dance -Arts & Sciences
Gabe Tippery	Core Team	Design
Dr. D'Arcy Oaks	Core Team	CSSL, Student Life
Misty Lenhart	Core Team	OSU Functional Lead
Kristen Wethington	Core Team	Student Workday Team
Dan Doremus	Core Team	Workday Functional Lead
Kristy Gardner	Core Team	OSU OCM Workstream Lead
Armada Henderson	Core Team	Office of Diversity and Inclusion
Chila Thomas	Core Team	Office of Diversity and Inclusion
Amanda Crall	Core Team	College of Engineering
Shellie Shirk	Core Team	Regional Campus (Marion)
Margaret Neweler	Extended Team	First in the World
Colette Dollarhide	Extended Team	Faculty Senate
Amanda Patterson	Extended Team	Military/Veterans
Vicki Melnick	Extended Team	SASSO
Lindsay Lee	Extended Team	Online Advising



SREM BPT Core Team Participants

Name	Type	Association/Process Ownership	Name	Type	Association/Process Ownership
Beth McGuffey	Core Team	Enterprise Sponsor	Kellie Uhrig	Core Team	Office of Student Life
Ben Bettin	Core Team	IT Business Systems Analyst	Nicole Claven	Core Team	First Year Experience
Jill Hampshire	Core Team	Undergraduate Admissions	Eric Jaburek	Core Team	First Year Experience
Karin Henn	Core Team	CRM Marketing	Rand McGlaughlin	Core Team	University Registrar
Brandon Smith	Core Team	Office of Student Life	Alida Smith	Core Team	University Marketing
Ellen Strawn	Core Team	Student Financial Aid Office	Kristy Gardner	Core Team	OSU OCM Workstream Lead
Rich Chappel	Core Team	Executive Director GP Admissions	Trent Huff	Core Team	OSU Functional Lead
Erin Howard	Core Team	Buckeye Link	Stephanie Hairston	Core Team	Associate Director for Credentials
Brent Carlson	Core Team	OES Analysis & Reporting	Kara Miller	Core Team	Buckeyelink
Kathleen Wallace	Core Team	Graduate School Administration	Keith Gehres	Core Team	Undergraduate Admissions
Benjamin Hancock	Core Team	OCIO Mobile & Web Applications	Rick Roark	Core Team	Workday Functional Lead
Shannon Peltier	Core Team	Undergraduate Education	Lucy Ramos	Core Team	ODEE Marketing & Communication

SREM BPT Extended Team Participants

Name	Type	Association/Process Ownership
Megan Dugan	Core Team	OSU Functional Lead
Eric Mayberry	Alternate	Enterprise DW & Analytics
Chelsea Hagan	Alternate	ODEE Marketing & Communication
John Wanzer	Alternate	Undergraduate Education
Eileen Bertolini	Alumni Development	Associate VP, Advancement Services, Associate Vice President
David Graham	Student Athletes	Director of SASO
Lynette Lindsey	Student Athletes	UG Admissions - Dir of Application Processing
David Egelhoff	Student Athletes	Director Operations Men's Basketball
Emily Haynam	Student Athletes	Financial Aid
Briana Fields	Student Athletes	Associate Director, Compliance, Associate Director
Lisa Duffy	Student Athletes	Registrar
Tim Quinlan	Student Athletes	Registrar

Name	Type	Association/Process Ownership
Vivian Jones	Distance Education	Admission Counselor, Admission Counselor
Lauren Evans	Distance Education	Student Administrative Assista, Student Assistant
Corinna Owens	Distance Education/ Non-Degree	Director of Student Services & Enrollment - Non Degree Seeking Students
Jessica Phillips	Distance Education/ Non-Degree	Instructor Designer & Strategic Initiatives - Student Experience Initiative
Tony Newland	Extended	Financial Services
Steve Fischer	Extended	Enterprise DW & Analytics
Sierra Zwilling	Extended	Undergrad Admissions
Rachel R. Foltz	Extended	Grad/Prof Outreach
Chad Foust	Extended	Student Financial Aid Office
Scott Blackburn	Extended	Workday Functional Co-Lead
Jennifer Marinello	Graduate/Prof International	Grad and Prof Counseling
Megan Alexander	Graduate/Prof/ International	Graduate Program Manager - Admissions

SREM BPT Extended Team Participants

Name	Type	Association/Process Ownership	Name	Type	Association/Process Ownership
Jill Auxter	Graduate/Prof/International	Coord of Academic Advisement, Coordinator Academic Advis - College of Nursing	Megan Lawther	International	Program Manager, Program Manager
Elizabeth Freeman	Graduate/Prof/International	Graduate Program Coordinator, Program Coordinator	Megan Chew	International	Sr G/P Ops Support Assoc, Information Associate
Jillian Baer	Graduate/Prof/International	Associate Director, Assoc Dir 1-Enrollment Svcs	Debbie Weldon	International	Interim Assistant Director, Assistant Dir-Enrollment Svcs
Carolyn Morales	Graduate/Prof/International	Director,Diversity Initiatives	Marco Chavez	International/Transfer	Undergraduate Admissions
Lisa Terek	Graduate/Professional Students	Director-Academic Studies, Director-Academic Studies	Amanda Patterson	Military/Veterans	Program Manager - OMVS, Program Manager
Natasha Faze	Graduate/Professional Students	Graduate Program Coordinator, Program Coordinator	Michael Forrest	Military/Veterans	Military/Veteran Affairs
Linn Van Woerkom	Honors & Scholars	Associate Vice Provost and Director	Donya Gilmor	Office of Diversity and Inclusion	Program Manager, ODI
Angela Taylor	Honors & Scholars	Administrative Manager	Khadijah Jones	Office of Diversity and Inclusion	Diversity Recruitment, Undergraduate Admissions
Phyllis Miller	Honors & Scholars	Data Analyst, Resource Planning Analyst	Jacquelyn Beckner	Regional Campuses	Marketing Director - Lima
Giffy Ako-Adounvo	International	Asst Vice Provost for Global Strategies & International Affairs	Jennifer Fry	Regional Campuses	Admissions Director - Mansfield
Maureen Miller	International	Office of International Affairs Director of Communications	Emilia Louy	Transfer	Admission Counselor, Admission Counselor