Boosting the value of cloud ERP:
What leading schools are doing differently

**How higher education institutions can increase the value of their Workday investment**

Moving to the cloud is a pivotal strategic decision and a significant investment for higher education institutions. The initial return on investment of a cloud-based enterprise resource planning (ERP) implementation like Workday should be celebrated—and protected over time.

For colleges and universities to continue realizing value throughout the life of the system, the technology transformation should be paired with business process improvements, a comprehensive organizational change management program that prepares users ahead of Day 1, and a documented plan for ongoing operational change management and training after the go-live. Leaders across the institution should align goals and objectives at the earliest stages of planning and continue to collaborate throughout design, implementation, and ongoing operation and enhancement of the Workday solution.

The ongoing value of a Workday solution depends significantly on how fully an organization embraces the cloud culture of continuous improvement and operational excellence. Cloud transformation is fundamentally a change in mindset and culture. Leaders should encourage this shift in mindset and look for it in new hires. Your technical teams will need the skills and initiative to anticipate next release features and talk to business leaders about opportunities and challenges Workday might address.

In short, to realize value long after the initial Workday implementation, colleges and universities should incorporate people, processes, and technology fully in the transformation, from the earliest planning stages through go-live and the ongoing daily use of the evolving Workday solution.
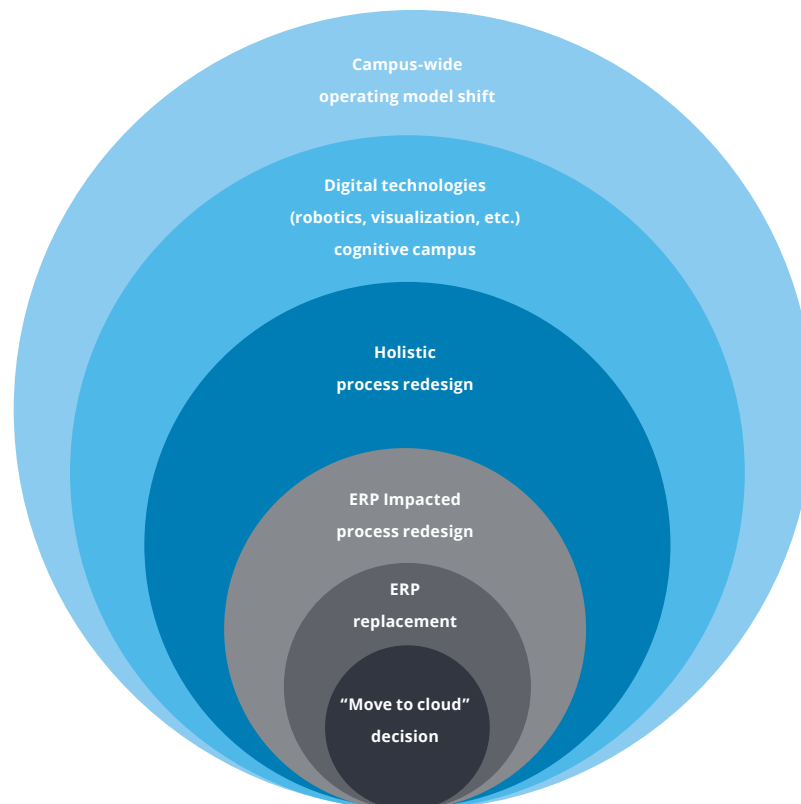
Why do schools move to the cloud?
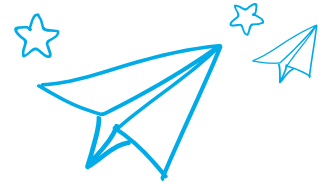
Moving to a cloud ERP system can be a critical first step to enabling your institution to transform and shift to a campus-wide operating model that yields returns, creates new opportunities for growth, and offers innovative ways to serve students.

As higher education institutions struggle to compete for an increasingly limited pool of top students and faculty, they can gain competitive advantage by achieving the financial and administrative efficiency needed to more effectively interact with students, parents, and internal constituents.

However, many are saddled with disparate aging systems that don't support processes, making administration cumbersome and costly. It becomes difficult to comply with financial aid policies, maintain data integrity, interface with external systems, and extract data and analytics needed for reporting. In addition, error-prone manual spreadsheets are commonly used to track expenses and manage grants and endowments, which are a critical component of financial management.

Moving to a cloud ERP system can be a critical first step to enabling your institution to transform and shift to a campus-wide operating model that yields returns, creates new opportunities for growth, and offers innovative ways to serve students. ERP deployment is foundational to cloud transformation, so it's important to keep the bigger picture in mind. Incorporating key adders and methods allows you to accelerate your transformation, achieve faster digital maturity, and see results sooner. For example, if the deployment is orchestrated to allow for quicker stabilization and adoption across campus, you achieve the benefits inherent in new software, while simultaneously developing a mindset and operational shift toward campus-wide efficiency and effectiveness.

Campus-wide
operating model shift

Digital technologies
(robotics, visualization, etc.)
cognitive campus

Holistic
process redesign

ERP Impacted
process redesign

ERP
replacement

"Move to cloud"
decision

Why do schools choose Workday?
Managing an educational institution is a monumental task. Workday offers an intuitive, mobile-enabled, automated, and integrated platform to manage finance, human capital management (HCM), students, grants, and planning, enabling you to streamline operations, better meet user needs, and run more efficiently and effectively.

How can schools maximize their investment in Workday?

A Workday cloud ERP implementation is a significant undertaking, but done right, it is transformative and lays the foundation for future improvements. Cloud transformation presents an opportunity for higher education leaders to continually improve operations, lower costs, and align resources more closely to your core mission and strategy through consistent and efficient business processes, streamlined integration between applications, and access to information that enables transparency and visibility into integrated data across the institution.

Inherent gains from a Workday implementation can include:

- Mobile-capable solution

- Fully unified data business process and data usage

- Standardized, efficient business processes and workflow with compatibility across schools, departments, and units

- Less dependence on in-house technical capacity and a smaller role in IT infrastructure management

- Ongoing industry-relevant updates and enhancements

- A platform for current and future technology that enables continuous improvement

- Accessibility to the right information at the right time

- Significantly improved user interface and user engagement

- Data validation that maintains data integrity across the entire enterprise

Workday provides a platform to enable further value realization, such as helping to ease the administrative burden of faculty, increasing compliance, and providing better reporting for improved management and decision making. However, your ability to take advantage of the benefits and realize the planned or expected return on investment (ROI) should be carefully considered and deliberately woven into the planning and implementation of the Workday solution.

The ROI may provide you with a strategic competitive advantage, or it may be a critical business need that will enable greater longevity. Deloitte leverages our deep knowledge and experience to help colleges and universities heighten the value of Workday implementations by enabling them to fully utilize the inherent benefits of Workday and positioning them to achieve their goals and objectives.

How do you sustain—and increase—the value of your investment?
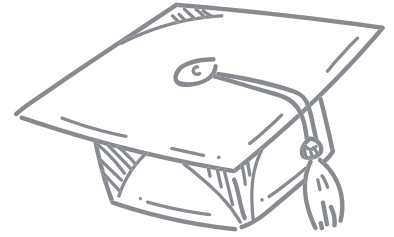
Achieving the full value of a cloud solution requires a thoughtful implementation strategy and a documented post-implementation plan for ongoing change management, continuous improvement, and a sustainment model.

Carefully laying the foundation by integrating the following five approaches into the Workday deployment strategy can help position you to achieve high-level gains post-implementation:

1. Arriving prepared is essential

To tap the full potential of Workday, technology implementation should be paired with effective business process improvements. Users should be prepared to do things differently and embrace the new user experience as they learn new ways to leverage and access information, new processes, and other fundamental changes in the way they do their jobs. A thorough and comprehensive change management program during implementation will prepare users for the initial implementation and beyond.

2. Change management is "living" and agile

With Workday's two feature releases annually, change management cannot end after implementation—especially given the dynamic culture of university life. A documented plan for ongoing change management and training is essential for early successes after implementation and to address inevitable changes related to people and technology. Your plan should be a "living" document that is refreshed as needed so you are prepared for changes and able to leverage new features and capabilities that can help increase the value of Workday.

3. Cross-functional goal alignment and collaboration is the norm

Workday offers the benefit of an integrated platform that works across modules, a common user interface and security framework, and the ability to access data across functional areas for improved reporting. In addition, Workday offers highly configurable functionality and business processes that reduce the need to meet unique needs through extensive customization. These characteristics have clear benefits and make it impossible to operate in silos across functional areas and/or schools, departments, or units. It is important that leaders across your institution align their goals and objectives at the early stages of planning for a Workday project and that they continue to collaborate throughout the design, implementation, and ongoing operation and enhancement of the Workday solution.

4. Continuous improvement is a culture hallmark

True cloud transformation is much more than a move to a new infrastructure model. It's a change in mindset and culture. The value of your Workday solution depends significantly on how fully your organization embraces the "agile" model that drives cloud culture. Agile is a collaboration between self-organizing, cross-functional teams to enable adaptive planning, evolutionary development, early delivery, continuous improvement, and rapid and flexible response to change. In keeping with the cloud model, encourage continuous improvement to achieve operational excellence—direct your teams to fully explore Workday capabilities, adopt new features as they are released, and look ahead for opportunities to leverage future capabilities.

5. Sustainment teams built for the future

An effective sustainment model will not look like your former IT department. Your sustainment team will need the skills and mindset to anticipate next-release features and talk to business leaders about opportunities and challenges Workday might address. They should also be prepared and empowered to deliver changes frequently. This requires business-facing, functional experts and analysts for each area of implementation, people with the functional and technical expertise to integrate new features, and sponsors to oversee governance.

The stakes are high for a successful implementation

Many colleges, universities, and state-wide systems across the globe are making the move to Workday, and Deloitte is on the forefront. With more than 1,300 Workday-certified professionals who have significant higher education experience, we understand the nuances, needs, and missions of higher education.

While Workday on its own is a valuable tool, we help schools drive additional value by taking a holistic, collaborative approach to implementation that fosters acceptance and creates a better post-implementation experience. Our proprietary tools and accelerators are designed to extend the software, and we structure our teams to align with our internal counterparts for a seamless implementation experience. Many colleges and universities initially implement Workday's HCM, Payroll, and Financial Management applications to establish a solid foundation. Completing the foundation with the academic functions, such as admissions, financial aid, advising, and student records, with Workday Student brings everything together onto one platform for a fully functioning, end-to-end system that is truly transformational.

Change is the biggest challenge institutions face as new practices, processes, and standardizations are deployed. Instead of focusing on the functions of the software, Deloitte focuses on the people who will use the system. By understanding how users view a business process, we can configure the solution and align it to their needs.

Creating a better, smoother experience helps generate early adopters who can champion and improve new processes and promote change throughout the organization. The stakes are high. Many institutions have large initiatives planned that hinge on their ability to implement and optimize a stable technology foundation, making it critical to have a consulting partner who can set them up for success.

When schools follow Deloitte's approach and philosophy, some of the early advantages they can expect include:

- **More efficient, effective operations and service delivery:**
  Reduced cycle time, introduction of mobile capabilities and self-service, and less reliance on paper forms.
  – In a conversation with Deloitte Consulting LLP Managing Director, Nina Thanjan and Senior Manager, Marnie Fulton, they shared the importance of identifying success metrics for an institution. Take a measurement before deployment as well as after the go-live, and commit to regular measurement. The new system is continuously improving; therefore, the school should be continuously improving. Schools that regularly evaluate the metrics and take action typically have greater long-term gains.

- **Higher levels of adoption of new processes:**
  Capability to proactively monitor performance and track activity in the system so issues can be identified and addressed.
  – Sustainment is not an afterthought. Colleges and universities that consider and begin to build their sustainment model during deployment and then use the implementation timeline to establish the operational excellence and expectations that will be needed post-deployment are ready to take advantage of opportunities that come from a continuously improving system. They are also able to expeditiously respond to the changing needs and requirements of the regulatory and user communities.

- **Greater alignment of policy and procedure:**
  Ability to configure validations, business rules, and workflows to help compliance.

- **Better alignment and use of talent:**
  Reduced administrative burden and automation of nonstrategic activities.

- **Enhanced reputation of business offices:**
  Greater data integrity and access to information.
  – While the system inherently provides the ability to have online, real-time reporting that is mobile and interactive, it is the implementation of the right architecture and security models as mechanisms to protect information that produce greater usage and acceptance of this significant new capability. As usage rates increase with personnel across the institution, normalization of the new efficient and consistent business processes occurs. Shadow systems and redundant work are eliminated, creating more focus and a gain of greater value from the talent of staff.

- **Increased trust and integrity:**
  Transparency increases when all users are on a single platform working collaboratively with aligned business practices.

Our clients realize significant benefits from Workday. For example, Deloitte worked with one Ivy League university to implement Workday HCM-Payroll, which reduced transaction time for key administrative tasks by up to 93 percent and provided 24/7 mobile self-service options for a variety of functions that further reduced administrative burden. Eliminating paper forms and standardizing processes transformed the university's workforce, enabling resources to focus on more strategic business analysis and support.

Lessons learned in operational efficiencies

An Ivy League University leverages technology to alleviate administrative burdens

workday®

implementation included HCM
(human capital management)

19,000+
EMPLOYEES

and

170+
CAMPUS-WIDE ADMIN SYSTEMS

were affected

Strategic objectives:

Simplify and standardize processes

Make it easy to get work done and harder to make mistakes

Establish an accurate, trusted, and timely reporting environment

Minimize admin overhead for faculty and end users

Lower operating costs and improve effectiveness

The results? Compare then with now.

THEN

NOW

Reliance on paper forms
and manual data entry

Reduction or complete elimination
of paper forms through automation

Tied to desktop
to complete tasks

Freedom
with 24/7, cloud-based mobile access

≥ 1-month turnaround
for tasks like terminations

2-day turnaround
transactional time lowered by 93%

≥ 1-week lifecycle
to hire new staff

1-day completion
process improved by 86%

By reducing time spent on administrative tasks, faculty, staff and students are able to turn their attention back toward what truly matters—the academic mission.
www.deloitte.com/highereducation

Why Deloitte
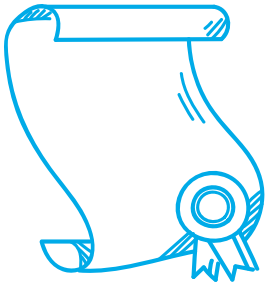
Deloitte's Workday experience in higher education and the strength of our practice speak volumes. We were the primary systems integration partner for the first single deployment of Workday HCM, Payroll, and Financial Management applications in higher education. We led the largest Workday HCM-Payroll cloud implementation in higher education to date, and we led the first "Finance First" implementation of Workday in any industry at a large research university. We invest heavily in our relationship with Workday, which shows in the depth and breadth of our team. Our more than 1,300 Workday-certified consultants have completed more than 350 major Workday projects globally. Deloitte is the only Workday alliance partner approved to prime all the following Workday products: Adaptive Insights, Prism Analytics, Learning, Workday Cloud Platform, and Workday Student. Beyond our Workday product-specific knowledge, our inside-out perspective on higher education and cloud enterprise systems gives us an appreciation for the many variables involved. No two institutions are alike or use technology in precisely the same way. On every campus, constituencies have different needs and budgets that must be balanced with the operational efficiencies of an integrated, overarching system.

We know from experience that successful cloud transformation requires built-in, day-one alignment of technology with people and process areas such as change management, organizational design, human capital, finance transformation, and learning capabilities vital to effective rollouts. Our global and interdisciplinary breadth provides a single point of contact for all aspects of the Workday journey, distinguishing our practice from other providers, along with:

A focus on rethinking business processes, not just implementing technology.

"The most successful are the schools with leaders that are bold in their objectives to take full advantage of the transformational opportunity—they push mobility, they advocate for end-user empowerment, and they do not accept the past as an excuse for not embracing better ways for the future."
—Cathy Milazzo, Principal, Deloitte Consulting LLP

"Once our clients have the success of moving to the new platform, they are ready, positioned, and expecting fundamental operating model changes. They can move forward with realignment of departments or transferring responsibilities for work closer to the points of engagement. They are capable of making big shifts to increase efficiency and improve user experience."
—Kathy Karich, Principal, Deloitte Consulting LLP

The ability to incorporate leading practices from our experience implementing Workday in higher education, health care, and across industry.

Data-driven change management methodology and tools, and demonstrated mitigation strategy based on facts and data collected from your user community. As Deloitte Consulting LLP Managing Director, Jay Dumphy describes it, "transformation doesn't accomplish anything if the users don't adopt the change. And so, for change management, it's primarily around preparing the user community to do things differently than they have in the past."

Our higher education Workday implementations—and the lessons others can learn from them—are only part of the value Deloitte brings as the largest professional services firm in the world.

Higher education institutions rely on our guidance to help them achieve transformation from start to finish and assist in more targeted ways at discrete stages. No matter where you are in your cloud journey—considering implementation, ramping up, or encountering challenges with an implementation underway or post-implementation—Deloitte has the functional and technology skills as well as the industry knowledge and experience in higher education to help you achieve the value you want from your transition to the cloud, post-implementation and beyond.

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