



THE OHIO STATE
UNIVERSITY

ENTERPRISE PROJECT
APLU Council on Research
July 2018

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Enterprise Project

The Enterprise Project is a business transformation and systems implementation that will leverage Workday.



What is Workday?

Workday is a cloud-based application that will serve as a single system for Ohio State's finance, HR, payroll and student information and processes.

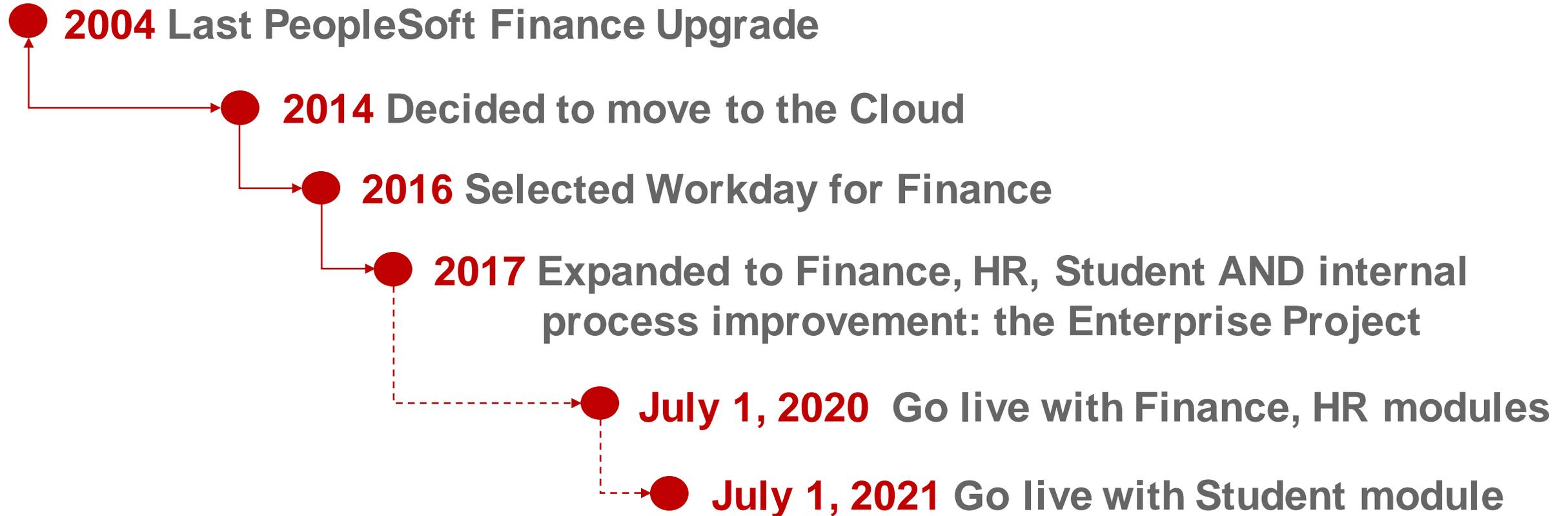
The benefits of Workday for Ohio State include:

- Mobile and secure access to information
- Improved data utilization and reporting
- Greater visibility into university transactions and processes
- More frequent software upgrades to keep us current

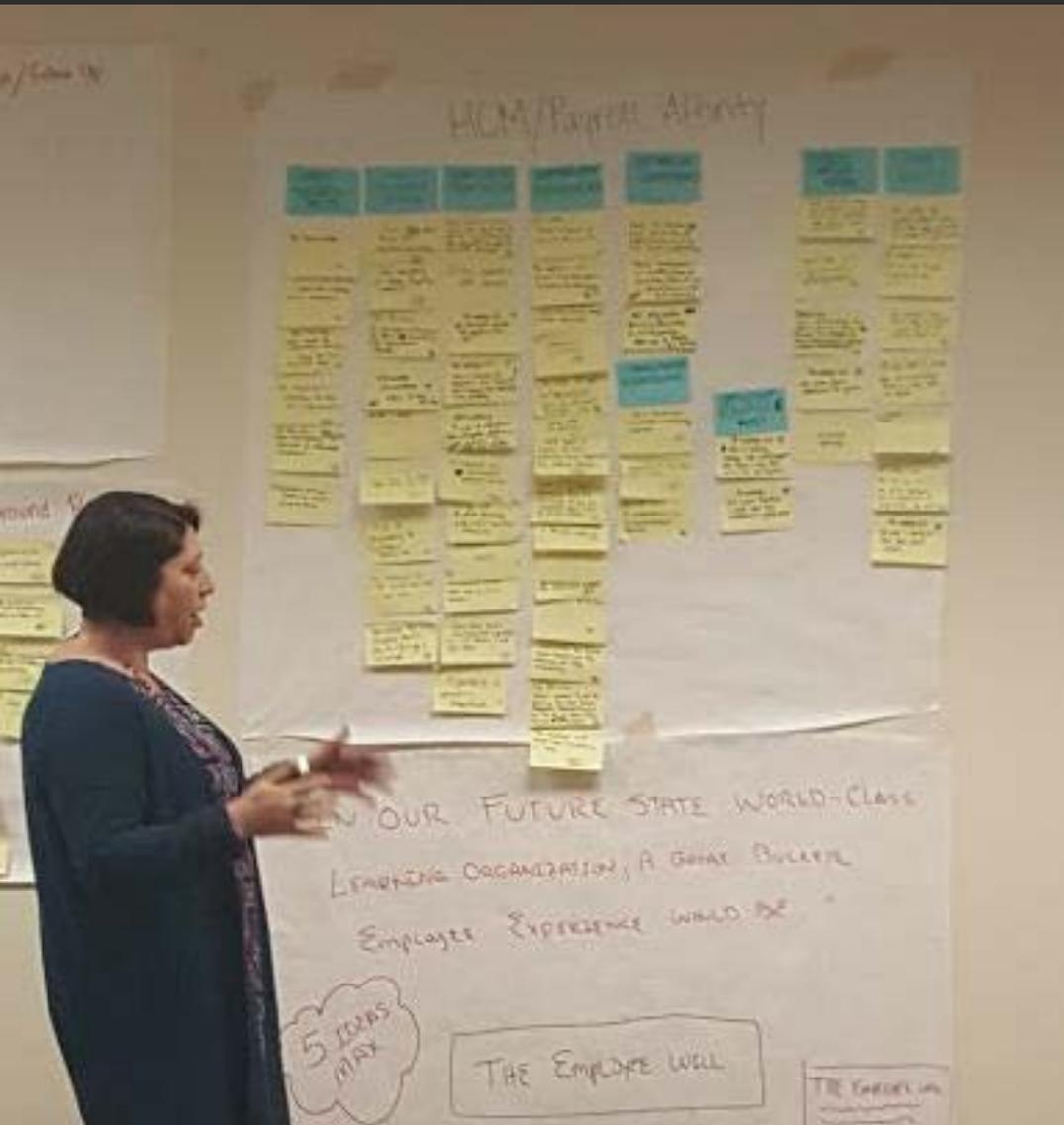




A Brief Timeline



Process Transformation



Value Stream Mapping to identify and develop process improvements.

A series of multi-day workshops across business functional areas.

Our work is organized into the following areas:

July 2021

Student

July 2020

Human Resources and
Payroll

July 2020

Finance and Supply
Chain Management

Technology and Business Intelligence, Analytics and Reporting

Organizational Change Management

Scope - Impacts to Research

- Supply chain / procurement
- Post-Award Grants management
- (Pre-Award will stay the same)
- Travel and expense
- Financial data and reporting
- Recruiting and hiring
- Effort certification
- Student Fee Authorization

Some Benefits

- Single Portal for most PI grant management needs
 - Certification, travel, subaward cost approval, cost transfers, etc.
- Much more timely finance and HR data from a single data source.
- ‘Anywhere, anytime’ access via the cloud
- Financial reporting across a portfolio including grants as well as other external and internal funding sources.
- Workday staff have been very responsive to addressing our functional needs and seem genuinely interested in helping us to succeed.



Risk and Challenges

- An extremely big change with an ambitious timeline
 - HR, Finance, and Student modules.
 - Not just software – also business process transformation
- Workday structure is not always well-mapped to grants management
 - Supplier invoices must be settled before sponsor billing
 - Workday doesn't commit F&A at present
- Maintaining sound and timely grant billing practices in a 'one university' system
 - Invoice timeliness with strict project end date restrictions
 - Procurement pre-certification



Lessons Learned

- This was a bigger FTE commitment than we originally thought
 - 10-15 hrs/week for 7-10 OSP people serving as SMEs
- Engage an SME with functional business knowledge as the Grants lead.
- Dig early and often to understand the implementation details
 - Question everything – assume nothing
 - F&A commitment issue uncovered late was nearly a show-stopper for us
- Be prepared for some workarounds for grant management elements that do not (yet) map well to the software.
 - Talking to earlier adopters has been helpful





Thank You



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