

The top-left portion of the slide features a series of thin, light-brown lines that intersect to form several overlapping, irregular polygons. These lines create a complex, abstract pattern that suggests a network or a series of interconnected paths.

TECHNOLOGY AUDIT AND NEXT STEPS

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OVERVIEW

- Introduction from Vice Dean Hilbert
- Terminology
- Lessons from Unit4
- Strategic Technology Objectives
- Summary of Technology Audit
- Next Steps
- ERP Selection and Implementation
- Questions and Feedback

TERMINOLOGY

- **ERP**: Enterprise Resource Planning system (comprehensive institution-wide software system including finance, human resources, student information)
- **SIS**: Student Information System (currently Agresso but can include admissions, financial aid, career and professional development, academic advising, calendar, etc.)
- **HCM**: Human Capital Management (human resources: payroll, benefits, talent acquisition)
- **CRM**: Customer Relationship Management system (manage information about and communications with prospective students, students, alumni, etc.)

LESSONS FROM UNIT4

For a successful implementation, we need:

- Thorough research, analysis, and planning
- Frequent and transparent communication
- Widespread participation, input, and buy-in from departments, faculty, executive leaders, and the board of trustees
 - The ITS website will be updated to provide resources, information, and opportunities for feedback throughout the process.
- Recognition that this is an institution-wide strategic project and not an IT project
- Excellent project management and leadership

STRATEGIC TECHNOLOGY OBJECTIVES

1. To facilitate execution of the school's strategic plan, including a strong focus on:
 - a) Student experience (e.g., mobile interface, self-service, calendar, etc.)
 - b) Intraschool collaboration and communication
 - c) Data-driven decision-making
2. To make legal education more accessible to historically underserved populations
3. To align students, staff, faculty, executive leaders, and the board of trustees relative to how we integrate technology into business and academic operations and educational programs
4. To build on the school's commitment to technological innovation (e.g., blended learning) by digitally transforming our operations
5. To automate processes and create operational efficiencies, to enable staff to use their talents and skills to contribute to the success of the organization.

INTRODUCTION TO TECHNOLOGY AUDIT

This summer, we solicited and received feedback on the software systems that departments use to carry out the business and academic operations of the school. Some examples include:

- Dude Solutions (calendar)
- Kronos (payroll)
- LSAC Unite (Admissions)
- PowerFAIDS (financial aid)
- Raiser's Edge (development)
- SIS (Agresso)
- Symplicity (Career and Professional Development)
- Starfish (academic advising)
- Ultipro (human resources)
- Unit4/UBW (Finance)

SUMMARY OF TECHNOLOGY AUDIT

- MHS� has nearly two dozen software systems that lack sufficient integration within and across departments. With a more integrated system, MHS� could adopt best business practices, streamline operations, and lower costs.
- Departments rely on manual processes for work that could be automated to free up individuals time to focus on higher level initiatives.
- We routinely program software and create software workarounds to accommodate business practices rather than build our business practices around the software we have, and we rarely question whether our business practices are truly optimal.
- We lack robust data reporting and data analytic capabilities and cannot effectively engage in data-informed decision-making, particularly when assessing our academic programs.

SUMMARY OF TECHNOLOGY AUDIT (CONTINUED)

- Our software systems are not user friendly for students, staff, and faculty because the systems offer limited self-service opportunities and lack the capacity for functions such as student advising and communication. There is no mobile interface.
- We have not embraced next-generation technology such as AI, chatbots, or machine learning in our software solutions, even though those options would make us more efficient, accessible, and innovative.
- Many of our software systems lack modern architecture, are not nimble, and have security vulnerabilities.
- Our software systems do not facilitate cross-departmental communication or project management.

NEXT STEPS

1. Continued focus on course development and delivery.
Examples: Continued HyFlex innovations, focus on developing more inclusive courses, continued exploration of academic technology for blended, HyFlex, and BAM courses, development of additional access to justice courses.
2. School-wide communication solutions. Working group convenes this month to begin exploring solutions.
3. Infrastructure and network audit conducted by Cenbion.
4. Movement to the cloud.
5. ERP selection and implementation.

ERP SELECTION AND IMPLEMENTATION

This project entails the selection and implementation of an Enterprise Resource Planning (ERP) system, which includes a student information system (SIS), a finance system, a customer relationship management system (CRM), and a human capital management (HCM) system.

The two solutions that have been evaluated as the best fits for MHS� are **Elucian** and **Workday**. We have paused further evaluation of Jenzabar and Anthology. Anthology has had many failed implementations and lawsuits, including at Cal. Western School of Law. Jenzabar has more limited functionality and is not coming out with new software until 2022 or 2023.

OVERVIEW OF ELLUCIAN

- More institutions have selected an Ellucian SIS than an SIS from any other vendor, with 47 percent total market share in the United States.
- Ellucian offers two solutions: Colleague (smaller institutions) and Banner (midsize/large institutions that have more complex requirements).
- Ellucian Banner and Colleague were designed for on-premises deployment (inconsistent with digital transformation).
- Ellucian plans to continue to invest in Banner and Colleague self-service application suites, but its mobile interface is not a mature solution.
- **Advantages:** multiple solutions and ability for configurations, potentially lower cost solution up front, long history in the industry, would very likely meet all of our current functional needs.
- **Disadvantages:** Ellucian solutions are outdated. CIOs noted they have been forced to rely on consultants for complex and costly upgrades and could not rely on Ellucian to stay current with product functionality.

OVERVIEW OF WORKDAY

- As of May 2021, Workday Student controls 3 percent of the U.S. student systems market share and continues to expand its market share across all higher education segments.
- Workday provides modern, enterprise-wide cloud solutions for financial management (finance), HCM, student affairs, payroll, reporting, and analytics through a single native cloud-based system.
- Workday is the only student administration application built in this century.
- Workday solutions are designed for accessible and attractive mobile delivery with real-time embedded analytics and reporting.
- **Advantages:** Modern and forward thinking, would allow MHSL to grow over time, less long-term maintenance required, all users run on the same version, designed for student success, flexible architecture.
- **Disadvantages:** newer solution with Workday Student track record since only 2016; less customizations and configurations.

TENTATIVE TIMELINE

SEPTEMBER–
OCTOBER 2021

- Meet with members of ELT.
- Host two school-wide meetings to acquaint folks with our strategic objectives, the vendors, and the process .
- Host a school-wide Workday high-level demo*

NOVEMBER 2021–
JANUARY 2022

- Complete the discovery process with Ellucian and Workday
- Participate in the in-depth demos with Ellucian and Workday
- Follow-up questions

JANUARY–JUNE 2022

- Select vendor
- Contract and legal work
- Planning for implementation: team and resources

JULY 2022

- Begin implementation
- HCM, Payroll & Finance first
- Student to follow

Note: a high-level demo of Ellucian was completed in August.

OPPORTUNITIES FOR PARTICIPATION

- Discuss needs/concerns with your ELT member
- Participate in high-level demo of Workday (date TBD)
- Discovery*
 - Process in which the vendor interviews MHS� constituents to gather data and insights about our processes in order to gauge fit and create a customized demonstration.
- In-depth demos
- Coming Soon: Learn more, review resources, and provide feedback on the ITS webpage (mitchellhamline.edu/technology)
- Attend any open forums scheduled throughout the process, which will be intended to keep the school updated on the project status

*Note: Not all staff/faculty will participate in discovery, but you will have the opportunity to provide input to the representative from your team who will participate in discovery.



QUESTIONS?