

Seneca College Transformed its Operations with Deloitte's Total Campus Solution on a Complete Oracle Red Stack Architecture

Seneca

About Seneca College

Founded in 1967, Seneca College is one of Canada's leading post-secondary institutions. Seneca offers a comprehensive range of programs across all disciplines to nearly 100,000 full- and part-time students at 10 campuses across the Greater Toronto Area. Seneca's graduate certificates, degrees, and diplomas attract students from 120 countries around the world and across Canada. Combining the highest academic standards with work-integrated and applied learning, expert teaching faculty and the latest technology ensure Seneca graduates are career-ready.

Headquarters: Toronto, Ontario, Canada

Employees: Nearly 5,000

BENEFITS HIGHLIGHTS

- Saved \$364,000 over competing technology platform
- Transformed operations with streamlined, automated, efficient processes
- Consolidated data to create single views of students and employees
- Modernized decades-old legacy systems
- Set stage for private cloud architecture



EXECUTIVE SUMMARY

Higher-education institutions are not usually viewed as early-adopters on the technology bell-curve. Instead, colleges and universities often find themselves behind the proverbial eight-ball with aging systems built on outdated technologies that can't easily scale, aren't integrated across the organization, and require employees to use manual processes and work-arounds. When you juxtapose this legacy technology landscape with a predominantly tech-savvy 21st-century student population, most higher-education institutions find themselves in a quandary as they try to keep pace with innovation, technologies rapidly evolve, and big budgets aren't usually available. Such was the case with Seneca College in Toronto, Ontario, Canada.

Seeking an IT partner with extensive expertise in higher education, Seneca turned to Deloitte for guidance that would go beyond the underlying technology to deliver transformational business value. Deloitte proposed its innovative "Total Campus" solution with a proven methodology to quickly deliver measurable results. Based on the Oracle PeopleSoft Campus and Oracle EPR application suites, Deloitte's methodology offers a library of templates to guide clients through the complex decisions and configuration options, and at the same time, gives clients an understanding of how each decision fits the big picture.

"Our students are more tech-savvy than ever. They want a cohesive experience, mobile functionality, and immediate results. We knew we needed to upgrade our technology infrastructure to meet their expectations. However, just replacing our legacy technology wouldn't address all of our issues. We needed to transform the way we operate across the board. Deloitte helped us do just that. We know our new infrastructure and processes will help us stay competitive well into future."

ROY HART, CIO, SENECA COLLEGE

ORACLE PRODUCTS AND SERVICES

- Oracle PeopleSoft Human Capital Management 9.2a
- Oracle PeopleSoft Financials 9.2 (including Maintenance Management)
- Oracle PeopleSoft Campus Solutions 9.0
- Oracle PeopleSoft Customer Relationship Management 9.2
- Oracle PeopleSoft Interaction Hub 9.2
- Oracle Hyperion Budgeting and Planning
- Oracle Business Intelligence Applications (OBIA) Data Warehouse, including:
 - Financial Analytics
 - Procure Analytics
 - Student Information Analytics
- Oracle Fusion Middleware
- Integration with Oracle Identity Management
- End-user training delivered through Oracle User Productivity Kit (UPK)
- Oracle Development tools (PeopleTools 8.53, SQL Developer)
- Oracle Exadata Database Machines x3-2 Quarter Racks (for both production and non-production)

Seneca followed Deloitte's recommendation to deploy its new Total Campus solution on an Oracle Exadata platform because it offered tremendous functional and financial value over the existing competitive system in a side-by-side comparison. With Deloitte's in-depth knowledge of Oracle's technology stack, it could align the right PeopleSoft Campus modules to address the school's challenges.

Giving Seneca a comprehensive picture of the total cost of ownership, Deloitte estimated that the college could save more than \$364,000 in IT costs with the Oracle solution over the competing proposal. Seneca also had peace-of-mind knowing that Deloitte's Center of Excellence for Oracle Engineered Systems was available for proof-of-concept testing, which gave Deloitte and Oracle a significant advantage over its competition.

Together, Oracle and Deloitte worked in lock-step, always sharing information and strategies, to ensure that Seneca's implementation was successful. As the implementation came to a close, the two vendors used best practices to teach the college's IT team how to manage the new platform long-term.

ADDRESSING 21ST CENTURY EXPECTATIONS

As one of Canada's leading colleges with more than 100,000 full and part-time students, Seneca needed an across-the-board transformation to ensure its long-term competitiveness. To that end, the college wanted to replace aging, disparate systems with a modern IT platform that was more integrated, scalable, and efficient. Taking a holistic approach, Seneca decided to look beyond the technology and also address its operational challenges and disjointed user experiences.

The college embarked on a comprehensive ERP initiative, called i3, which stood for "Integration, Information, and Innovation." The ambitious project touched nearly every back-office function within the college, including finance, HR, payroll, budgeting, student administration, CRM, and business intelligence systems.

From a technology standpoint, Seneca wanted to modernize its legacy systems—some were three decades old—to improve transaction speeds and scalability at a minimum. It also wanted to consolidate silo'ed data that seemed to be "locked away" from key decision-makers, impeding strategic decisions and planning. As evolving regulatory requirements became an increasing burden, Seneca wanted to streamline development to create IT efficiencies and minimize challenges. Since the college's existing systems couldn't easily adapt to the social, mobile, and on-demand expectations of its students, Seneca wanted to migrate to a technology platform now that would allow it to transition to a private cloud architecture down the road.

Seneca wanted to improve the student experience— with a goal of creating a cohesive experience from application to graduation to alumni relations.

KEYS TO SUCCESS

- Take a holistic approach rather than just replacing technology
- Include all key stakeholders in the fit-gap process
- Plan a phased roll-out to mitigate risks and facilitate change management
- Stay focused on the customer's success

Functionally, the college was plagued with many issues ranging from convoluted, confusing student transcripts to a complex, cumbersome curriculum management system, as well as inadequate student financial account data with few controls and an inefficient general ledger structure that made reporting very difficult. In addition, Seneca wanted to automate several time-consuming manual processes such as end-of-term student evaluations, transcript requests, and many finance and HR approvals.

As its overarching driver for change, Seneca wanted to improve the student experience—with a goal of creating a cohesive experience from application to graduation to alumni relations.

APPLYING ERP TO HIGHER EDUCATION

Since enterprise resource planning (ERP) systems are the foundation of virtually all corporate sector businesses, many schools and universities are turning to ERP solutions for a comprehensive, fully-integrated approach to solving technology, operational, and data challenges.

Deloitte listened to Seneca's extensive list of technology and functional challenges as well as the school's improved user experience goals. Then Deloitte offered a detailed recommendation of ERP and learning management process improvements.

In what became a two-year journey, Deloitte deployed a state-of-the-art, scalable infrastructure using a complete Oracle red stack architecture. The system utilized two Oracle Exadata Database Machines with a quarter rack each for production and development. Deloitte integrated systems using PeopleSoft integration points and Oracle Fusion Middleware. During the project the existing student management system was also replaced with Oracle Identity Management. Using the PeopleSoft Student Administration Integration Pack, Deloitte integrated PeopleSoft Campus modules with Blackboard Learn, a third-party virtual learning and course management system.

At the core of Seneca's Total Campus transformation, Deloitte created three online centers that cater to each key audience within the college—students, faculty, and advisors. The "Student Center" followed a single-person model and consolidated each student's grades, finance, financial aid, schedule, enrollment, and academic advisory information. It also gave students a one-stop-shop for intuitive academic planning, transcript requests, and online payments. The "Faculty Center" gave professors a single repository to access schedules, class rosters, grading functionality, and student biographical information. Meanwhile, the "Advisor Center" provided online career-planning capabilities and allowed users to view advisee lists, academic records, transfer credit reports, and unofficial transcripts. This consolidated approach eliminated the siloed data repositories, automated inefficient manual processes, and greatly improved the user experience for not only students, but also for faculty and staff.



KEY FIRSTS

- First Exadata platform in the Canadian higher education marketplace
- One of the first student information analytics implementations in the world

Deloitte's Total Campus solution also delivered tremendous process improvements to key departments within Seneca. In particular, the registrar's office gained a robust curriculum management system that automated its previous labor-intensive registration processes. The new platform included rigorous controls to help maintain student records, financial accounts, and financial aid information. To help streamline systems, Deloitte also integrated the admissions websites for international and continuing education students.

In the HR department, Deloitte followed the "single-person" model, similar to the new "Student Center," and implemented the same paradigm for employees. This created one enterprise "single-person" model, identifying a constituent in the College by one unique identifier regardless of whether they were a student or employee. Furthermore, by consolidating employee data across all systems, HR could see a single view of an employee in one place. In addition, Deloitte automated Seneca's timesheet entry and approval process, making the function completely paperless. The HR department also gained functionality to quickly and easily create part-time employee contracts.

Since ERP systems typically address accounting challenges, Seneca's finance department was overhauled as well. Deloitte streamlined the general ledger and aligned department, payroll, and regulatory requirements to simplify accounting and reporting. Deloitte also deployed several automated workflow applications—for budget planning and management, procurement and expenses, as well as facilities maintenance and management—and integrated the functionality across all educational and back-office departments so that appropriate employees could use the functionality.

While marketing may not seem like a typical function for higher-education institutions, it is necessary to promote the college as well as track and communicate with prospective students, alumni, and fundraising donors. To that end, Deloitte deployed CRM functionality to facilitate these activities. The solution allows Seneca to target marketing campaigns towards business partners, while also providing a "lead-to-alumni" view of all interactions with prospects, students and alumni, further providing data points to enhance these campaigns.

"Deloitte helped us see the value in a complete solution that would be certified and supported—for both hardware and software—by a single point of accountability. Couple that with the estimated savings over the alternative solution, and that's why we went with an Oracle Exadata solution with Oracle PeopleSoft Campus and Enterprise applications."

ROY HART, CIO, SENECA COLLEGE

The college found that it could save more than \$364,000 in software, hardware, installation, and support costs with the Oracle solution.

ABOUT THIS CASE STUDY

Research and analysis for this study was conducted by Mainstay, an independent consulting firm that has performed over 500 studies for leading information technology providers including Cisco, IBM, Oracle, Microsoft, Salesforce, Lexmark, HP, EMC and NetApp.

This case study was based on interviews with companies currently using Oracle E-Business Suite Human Capital Management. Information contained in the publication has been obtained from sources considered reliable, but is not warranted by Mainstay.



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TECHNOLOGY INNOVATION AND FINANCIAL VALUE

Seneca followed Deloitte's recommendation to deploy its new Total Campus solution on an Oracle Exadata platform because it could realize significant cost savings over the competitive technology. Since Exadata keeps compute-intensive database processing on the database servers and moves data- and storage-intensive processing to the storage servers, Exadata can deliver more database throughput with fewer database CPUs—leading to lower software licensing costs. In this case, Deloitte estimated that Seneca could save more than \$220,000 in database license costs over the competition. Seneca could also realize significant hardware and support savings because storage and networking systems are integrated with the Exadata platform. In addition, the college's 10-to-1 storage compression ratio generated further savings. Overall, the college found that it could save more than \$364,000 in software, hardware, installation, and support costs with the Oracle solution. Once it moves to a private cloud infrastructure in the future, Seneca anticipates that it will be able to reduce licensing costs even more.

Seneca saw great benefits with Oracle's Platinum Services that included 24/7 fault monitoring, accelerated response times, and system patching services. The college's CIO also liked Oracle's fully integrated Engineered Systems approach. With only "one back to pat," the college's IT staff would not have to spend time resolving conflicts between database, storage, and network systems.

"Working closely with the Seneca and Oracle teams, we designed a next-generation infrastructure solution that automated Seneca's higher-education business processes and reduced their total cost of IT infrastructure. Our goal is to work 100% toward the client's success."

MARK EDWARDS, SENIOR MANAGER, VENDOR ALLIANCES, DELOITTE