

Deloitte.



DELOITTE HIGHER EDUCATION

Client Success Story

University of Arkansas System

University of Arkansas System

Project One: The project to replace and update core administrative systems for Finance, Procurement, Human Capital Management, Payroll, and Student Administration within the University of Arkansas System

The University of Arkansas System (UA System) is composed of 21 institutions across the State of Arkansas including: 4-year universities, 2-year community colleges, an academic medical center, a presidential school, a residential math and science high school, a criminal justice institute, a 100-percent online university, and divisions of agriculture and archeology. The UA System provides access to academic and professional opportunities, develops intellectual growth and cultural awareness in its students and provides knowledge and research skills to an ever-changing society.



Background

The University of Arkansas System (UA System)— a public university system known for being a driving force in the state's economic, educational, and cultural advancement—embarked on a project to replace and update its core administrative systems for finance, procurement, human capital management, payroll, and student administration. This multi-year project, titled Project One, included new functions phased in over several years. The UA System selected Workday for the solution and Deloitte as the implementation partner based on our deep understanding of both their unique culture and the broader context of higher education, administrative modernization experience, and comprehensive technology strategy and implementation capabilities.



Process

The project is defined by easy-to-use systems that lower the administrative burden for all, deliver trusted information and reduce overall cost. This mirrors UA System's excellence in teaching, research, and service, making it easier for faculty, students, and staff to get their work done. Working closely with UASYS in a collaborative effort, Deloitte developed a solution with a scope that includes a phased, full-platform implementation for over 35,000 workers across 21 institutions with 13 distinct conversion data sources. Deloitte implemented Workday in three cohorts, with 14 institutions in Cohort 1, 6 institutions in Cohort 2, and 1 institution in Cohort 3. Moving forward, all 21 institutions within the UA System will be operating on the same Finance and HCM platforms. This will not only eliminate most manual and paper-based processes, but also streamline business processes across institutions.



Focus Areas

Financials

Before deploying Workday Financials, institutions across UASYS were either operating on a 30-year-old mainframe or a collection of outdated legacy applications. Workday Financials has transformed the financial processes for 20 of the 21 institutions with the last (21st) institution scheduled to go live in July 2022. More notably, UASYS is now able to leverage Workday's Foundational Data Model (FDM) which goes beyond the traditional Chart of Accounts used in legacy applications. The new data model is a flexible, multidimensional structure composed of objects that hold meaning to end users (e.g. Cost Centers, Grants, Gifts, Projects, Sites, etc.). This empowers users to process operational transactions (e.g. requisition, expense report, customer invoice, accounting adjustments, etc.), and drive financial and management reporting without requiring a background in accounting to derive insights.

Human Capital Management (HCM)

The 21 institutions across UASYS were relying on outdated and unreliable HR platforms. These platforms were unable to support simple tasks, such as producing accurate headcount reports across the system, without heavy manual effort. Workday HCM solved their vision of providing a single system of truth and enabled them to harmonize key business processes across all institutions. Similar to Workday Financials, 20 out of the 21 institutions are live on Workday HCM enabling them to provide a robust cloud experience for all their employees from applying for a position to onboarding to retirement. Deploying all of Workday HCM's functionalities resulted to UASYS's many "firsts" as a system, including their first system-wide Open Enrollment and Performance Review cycle.

Scope of Work

Scope included a phased, full platform implementation for over 35,000 workers across 21 institutions with 13 distinct conversion data sources.

Financials

- Banking and Settlement
- Business Assets
- Core Financials
- Expenses
- Grants and Awards
- Inventory
- Procurement
- Projects
- Revenue

Human Capital Management (HCM)

- Academic
- Absence
- Benefits Compensation
- Core HCM
- Payroll
- Performance
- Talent Management
- Time Tracking
- Safety
- Learning



Learning

UASYS embarked on a Workday Learning journey which allowed them to bring 14,000+ learners from Blackboard onto a user-centric, contemporary platform. The goal for deploying Workday Learning is to enhance the employee experience, improve administrator efficiency, and empower managers to make quick, data-driven decisions. Though the institutions across the system were brought into a single platform, it was designed to provide flexibility to tailor training programs that are unique to each institution. Workday Learning was delivered to 20 of the 21 institutions in January 2021, which aligns to the start of a new semester when a wave of new employees joins the organization. The new system allowed UASYS to automate the administration of new hire training for employees and managers. Workday Learning is scheduled to go live for the remaining institution in July 2022.

Adaptive Planning

Workday Adaptive Planning was deployed to UASYS to mitigate the assortment of challenges that the system faces when it comes to financial planning. Though this is one of the first Adaptive implementations for a university system, we were able to successfully deploy a centralized, system-wide solution to 20 of the 21 institutions in just 6 months; with the final institution scheduled to go live in November of 2021. Prior to deploying Workday, UASYS used various approaches for financial planning which included manual use of spreadsheets.

Now with Workday Adaptive Planning, institutions can efficiently perform their budgeting process and fulfill State reporting requirements quickly. The first go-live, which included 5 revenue models, 3 expense models, a pre-configured UASYS Board Package report and integration of current-year budget, YTD actuals, and personnel position date, was completed in time to provide the 20 institutions with an improved financial planning cycle rooted in reliable, real-time data as they completed their FY22 planning cycle.

Supply Chain Management

The University of Arkansas for Medical Sciences (UAMS), which includes the only level one trauma center in the state, is the last (21st) institution scheduled to go live in Workday on July 2022. In addition to deploying Workday HCM, Financials, Learning, and Adaptive Planning, Deloitte is helping to deliver Workday's Supply Chain Management (SCM), with a focus on inventory and procurement management. Delivering quality care to every patient, especially during a pandemic, requires a well-orchestrated supply chain organization; and a robust, tech-enabled supply chain tool is paramount in achieving this. Workday SCM's ability to provide real-time management reports increases transparency into day-to-day transactions which will enable UAMS to drive key business decisions that can minimize waste, expired inventory, and stockouts and drive substantial cost savings.

Organizational Change Management

Stakeholder engagement, strategic communications, and organizational change management were critical parts of this project. A highly customized approach included a tailored, institution-specific communications plan, meeting directly with chancellors and deans, regularly engaging with faculty and staff in academic and administrative units at each institution, and leveraging a network of “Change Champions” – trusted individuals within each institution to serve as liaisons between the project implementation team and UA System employees. This was accompanied by role-based information sessions and computer-based training to prepare each institution for success.



Impact

Collaboratively, Deloitte and the UA System have brought **20 out of the 21 member institutions** of the UA System onto Workday which resulted in:

- Transitioning over **20,000+ workers** into Workday HCM & Financials
- Configuring over **540+ business processes** across HR, Finance, Procurement, and Payroll
- Building **177 integrations, 12 BIRT reports** and a total of **1,300+ reports/dashboards**
- Completing a successful first full planning cycle on Adaptive which includes **5 revenue models** and **3 expense models**
- Deploying **350+ learning courses and lessons** through the Workday Learning solution
- Engaging **400+ stakeholders** engaged to gather detailed feedback on the future state
- Enabling **60+ Change Champions** to provide a local face for the change and to serve as advocates for the communication and training needs at their campus

For more information, please contact us.

Brad Cobbs

Senior Manager
Deloitte Consulting LLP
bcobbs@deloitte.com
+1 404 631 3426

Keith Costello

Senior Manager
Deloitte Consulting LLP
keicostello@deloitte.com
+1 410 800 8828

Authors

Brett Schaedler
Cecilia Daizovi Weiland
Ingrid Schwartz
Paulo Bautista Pagsambungan
Sanju Tuniki
Sean Moore

Connect with us!



highereducation@deloitte.com



deloitte.com/highereducation



[@DeloitteEdu](https://twitter.com/DeloitteEdu)



This document contains general information only and Deloitte is not, by means of this document, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This document is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this document.

As used in this document, "Deloitte Risk and Financial Advisory" means Deloitte & Touche LLP, which provides audit and risk advisory services; Deloitte Financial Advisory Services LLP, which provides forensic, dispute, and other consulting services; and its affiliate, Deloitte Transactions and Business Analytics LLP, which provides a wide range of advisory and analytics services. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2021 Deloitte Development LLC. All rights reserved.