

## **Administrative Modernization Program Update**

### **EXECUTIVE SUMMARY**

The Administration Modernization Program (AMP) is an \$81.3M investment that consists of multiple projects staged over three years to modernize administrative processes and replace the university's core information technology systems supporting administrative work. The university is adopting Workday, a cloud-based platform for financial management, budget planning, post-award grant administration and human resources management. As planned, OSU went live with the Workday Adaptive Planning module in February 2025, providing critical early functionality to support OSU's management of the budgeting and planning cycle. Procurement scope was added in February 2025 at the direction of the AMP Steering Committee. AMP completed design for approximately 80% of the business processes by December 2024 and finalized the remaining processes by March 2025. The configuration of those designs is being tested in the next phase of the program (March 2025-March 2026).

**Approaching its second year, the program continues to be on time and within budget.**

### **BACKGROUND**

The Administrative Modernization Program will replace the university's 35-year-old core information technology systems and redesign administrative processes for financial management, budget planning, post-award grant administration, human resources management and procurement. Implementing Workday, coupled with the redesign of administrative processes for greater effectiveness and efficiency, will form the foundation for future upgrades, significantly improving administration and enabling the university to deliver on its mission with greater impact and at lower cost. The project is estimated to save \$10.8M in annual administrative costs by fiscal year 2028. A dedicated OSU team, assisted by experienced external consultants, leads the program using a highly structured organizational change management approach.

The initial milestones for AMP have played an integral role in the program's progress to date and include prioritizing organizational change management with extensive community wide engagement, the establishment of AMP governance, contracts with external partners and the recruitment of a fully dedicated OSU AMP team. In February, the AMP team implemented phase one of Workday's Adaptive Planning module. Adaptive will support budget planners in the colleges and units along with central administrators and transition budget development and financial planning from Excel spreadsheets to Workday. This phase marks the first tangible AMP impact, offering an opportunity to learn and incorporate feedback for future changes.

### **AMP OVERVIEW**

The following represents key elements in the university's approach to AMP - transforming the way OSU works, informed by best practice, and incorporating lessons learned from and to be shared with peer institutions and organizations across Oregon and beyond:

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**Organizational Change Management (OCM):** Organizational transformation is achieved through shared vision and individual change journeys. AMP actively supports employee change experiences and enables adoption of new ways of working through carefully planned OCM activities.

The AMP Change Champions network is comprised of 63 representatives from academic colleges and administrative units from all levels of the organization and across all campuses. These community members tailor OCM activities for their peers and are conduits of robust, two-way communication.

Through Community Check-Ins, held in winter 2024 and spring 2025, over 425 OSU community members heard how Workday technology, combined with streamlined processes, will bring efficiency to administrative work. Feedback gathered during these sessions is being used to iterate system configuration.

AMP hosted its first series of Workday Demo Days in February 2025, during which over 450 OSU community members had their first glimpse of Workday functionality. Community Check-Ins and Demo Days will continue through go-live in July 2026.

**Change Readiness Assessments:** Change Readiness Assessments (CRAs) are being conducted to assess organizational readiness and generate essential planning data for the OCM work. These surveys are conducted every six months throughout AMP. The second CRA, administrated in November 2024, included 800 responses, a 23% increase over the first CRA survey, conducted in April 2024. Response rates varied across units. Overall, respondents indicated a low understanding of how AMP will directly impact their day-to-day work. These findings are not surprising at this stage of the program and are now guiding efforts to ensure full engagement among units and encourage leaders to share information and expectations about AMP more intentionally and effectively to employees. Future CRAs will be used to identify subsequent course corrections and adjustments throughout the duration of AMP with the goal of best preparing the community for change.

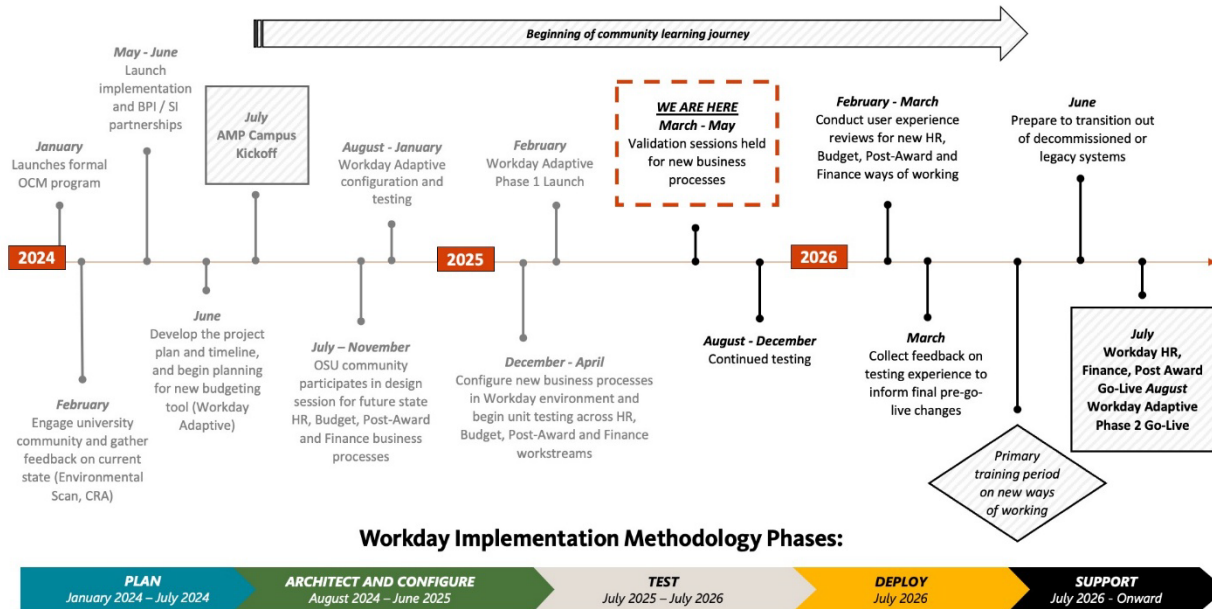
**Governance:** AMP Guiding and Design Principles inform program and design activities. Project teams are supported by AMP's governance structure and are empowered to escalate issues as appropriate. The AMP Steering Committee made several strategic decisions that will shape how OSU designs administrative processes. For example, effort certification required for federal compliance will be limited to federal and federal pass-through sponsored projects on a semi-annual cadence. Aligning to leading practice in this way will reduce faculty and staff administrative burden and enable research faculty and staff to increase focus on mission critical activities.

**Sharing Resources with Peers:** Aligned with OSU's outreach mission and leadership role as Oregon's land grant university, documentation of OSU's digital transformation will be shared to provide a guide for institutions and organizations in Oregon and beyond to support similar transformative efforts. AMP team members are collaborating with Southern Oregon University (SOU) on their Workday implementation, to learn from their journey and share OSU's challenges and successes as they continue to refine their program plans. The AMP team is developing a site to share the AMP process documentation with peers to support others and create an opportunity for conversation and learning.

**STATUS**

Project teams conducted over 423 process design sessions from July through November 2024. Design sessions were informed by best practices in higher education and Workday functionality. OSU’s system implementation vendor used the process design outcomes to configure the university’s initial Workday environment. Project teams worked on the technical intersection with functional areas, including preparation for testing, mapping data, integrating systems, defining process roles, and exploring reporting requirements.

**AMP TIMELINE AT A GLANCE**



Workday Adaptive Planning Phase One went live in February and supports the FY26 budget planning process. The Adaptive Planning Phase One launch included recording valuable lessons learned that will be used to inform larger go-live efforts in July 2026.

In February, the technical workstream went into an at-risk status due to insufficient internal resources to complete integration work with existing university technology systems. The AMP team secured additional resources with the help of external partners, prioritizing the integrations necessary to get the workstream back on track and ensuring the use of best practices that contribute to greater efficiencies in the work. Further assessment led to the restructuring of the technical workstream to address stability and manage competing demands on resource time within OSU. In March, the workstream returned to on-track status.

In October 2024, AMP was tracking 19 percent below budget. Through March 2025, actual expenses are 16 percent below planned expenditures. Spending for the data ecosystem foundational project remains lower than anticipated at this stage but will continue to incur expenses throughout the program’s duration. Staff augmentation expenses also continue to be under budget as a result of engaging in professional development opportunities and utilizing lower-cost augmentation options. Furthermore, consulting hours needed for design activities were fewer than planned. Additionally, the timing of receiving vendor invoices fluctuates across

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the program depending on when contractual incentives are satisfied and vendor billing timing and processes, causing adjustments in the anticipated and realized expenses to date.

**RISKS AND MITIGATION STRATEGIES**

The following are identified risks to the success of the program and associated mitigation strategies:

Project Risk	Mitigation Strategy
<p>If the changing federal landscape results in continued uncertainty and/or funding reductions, employee workload and morale may be impacted, further exacerbating the change fatigue felt across OSU and higher education more broadly.</p>	<p>OSU continues to work closely with functional and technical leaders to address concerns in a proactive and timely manner, assessing if adjustments to workloads are needed in cases where employees are serving in multiple AMP roles simultaneously. The AMP team will continue to create and share talking points for leaders to use in meetings with employees experiencing fatigue.</p>
<p>If leadership does not align on the vision, objectives and principles of AMP, there may be unanticipated delays to the program and challenges to achieving the stated benefits and metrics for AMP.</p>	<p>OSU has enacted strong governance and alignment amongst university senior leaders to collectively determine the cohesive case for change, the importance of AMP, and the changes to our business processes and supporting technology. The AMP Steering Committee is broadly representative, providing leadership, making program-level decisions and ensuring teams operate in alignment with AMP Guiding and Design Principles.</p>
<p>If the current campus financial planning exercise to identify possible reductions/reallocation results in a constraint mindset, OSU leaders may limit strategic and generative thinking and may shift to resource hoarding and territorial behavior.</p>	<p>OSU's leaders continue to align the university's financial and human resources to the strategies outlined in <i>Prosperity Widely Shared</i>, and promote a culture aligned to working collaboratively in service to the goals of this strategic plan. Leadership recognizes and communicates the impact that AMP will have in reducing faculty administrative burden, and free-up time for mission-critical work.</p>
<p>If employee skills are misaligned to the future ways of working, OSU will not sustain and continuously improve efficient and effective new ways of working.</p>	<p>OSU is hiring an upskilling lead to assess existing and future skills necessary for OSU employees to lead and maintain the new way of working, (process and technology) as well as create learning and skill building pathways and opportunities. OSU will work with external partners to provide support and education to leaders, while building the necessary alignment and accountability for the future sustainment of the new strategies and environment.</p>

Project Risk	Mitigation Strategy
<p>If OSU does not transform processes and policies to support new ways of working, the investment in modern technology will not yield the expected return.</p>	<p>OSU has established a shared vision and set strong principles and expectations with university leaders and managers regarding the need for concurrent practice and process upgrades. OSU continues to seek guidance from peers and consultants to inform the redesign efforts and leverage business process best practices to avoid a lift and shift of our current environment. OSU will use metrics to track progress and support continuous improvement.</p>
<p>If the university does not engage a broad range of stakeholders, bringing the community along for the journey, and training in the new ways of working, user adoption will not meet expectations, limiting the impact of AMP.</p>	<p>OSU has an AMP organizational change management (OCM) team consisting of internal resources with deep knowledge of the university, and external change management experts and consultants to guide readiness, training, and adoption. OSU has developed a common framework and language for change management and has established a program that includes change champions across the university to identify methods, communication strategies, and activities that engage the entire community. OSU has created an OCM certification program to sustain and internalize change management knowledge and skills at OSU.</p>
<p>If OSU does not identify the current distributed costs of administrative work across the university, it will not be possible to accurately reflect the return on investment of AMP.</p>	<p>OSU is leveraging the expertise of external partners with the AMP team to quantify and document savings realized through automation, employee time savings, and reduction of duplicate tools. The AMP team will ensure that the information is made visible through AMP governance, allowing for transparent tracking of return on investments.</p>

**NEXT STEPS**

Trustees have an opportunity to discuss the Administrative Modernization Program at the May 2025 Finance and Administration Committee meeting. The next update is planned for October 2025.