

## Administrative Modernization Program (AMP) Update

### EXECUTIVE SUMMARY

The Administrative Modernization Program (AMP) is an \$81.3 million (M) program 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.

With less than one year to go-live, the program continues to be on time, in scope and on budget.

The program is on track and is anticipated to achieve go-live by July 1, 2026, transforming OSU's business administrative processes through best practices enabled by Workday. AMP is aligned to deliver on the estimated \$10.8M in savings by fiscal year 2028, supporting realignment of university resources to deliver on OSU's mission.

The first phase of AMP testing is complete, and the team is moving into end-to-end testing, the most critical phase of the journey to date. Preparation for AMP training is in progress, and the training team is designing tailored learning journeys for different employee groups, conducting learning needs assessments, and holding focus groups to ensure OSU employees are receiving timely, relevant, hands-on preparation for working with the new processes and the new Workday tool.

### AMP OVERVIEW & CURRENT STATUS

The following key elements in the university's approach to AMP are 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:

**Organizational Change Management (OCM):** Organizational transformation continues to be prioritized throughout the AMP journey. It begins with a unified vision that is shared by senior leadership, the AMP program team, and extends to all the project team members. AMP is committed to actively supporting employee change experiences and facilitating the adoption of new work practices through carefully planned OCM activities and tailored change personas. This approach ensures that every level of the university is aligned and engaged with the transformation process.

- **OSU OCM Certification:** AMP is delivering on its commitment to build OSU's OCM muscle by developing and delivering an OSU-specific OCM certification program. The goal is to have participants learn the basics of OCM aligned with OSU's unique culture and earn a verified virtual credential. Twenty-one participants earned their credentials at the initial training in May 2025. The second series offered in September 2025 resulted in 74 additional certified employees. A third series is in the planning stages and focuses on the role of people managers in supporting change initiatives.
- **Change Readiness Assessments:** Change Readiness Assessments (CRAs) continue to be conducted to assess organizational readiness and generate essential planning data for

OCM work. These surveys are conducted every six months throughout AMP. The third CRA, administrated in April 2025, resulted in 962 responses, a 20.7% increase over the second CRA survey conducted in November 2024. Response rates varied across units. Overall, responses indicated a moderate growth in readiness scores and instances of “Not Sure” responses decreased. This change is correlated with increased AMP communications. Future CRAs will be used to identify subsequent course corrections and adjustments throughout the duration of AMP with the goal of preparing the community for change.

- **Change Impacts:** AMP change impact represents ways in which routines, processes, and/or general ways of working will change including new business processes, and/or other organizational shifts. To date, over 400 change impacts have been collected and are being used to develop and implement activities that prepare the university community for change. Change actions are strategic activities to support community awareness and preparedness for change. Examples include tailored communications, participatory engagements, and fit-for-purpose training to equip employees with the skills and knowledge needed for change.
- **University Engagement:** The AMP team continues to engage the community in consistent activities that bring high levels of interaction and requests including Workday Demo Days and Community Check-Ins. In summer 2025, the team presented topics such as the new Foundation Data Model (FDM), standard reporting, hiring workflows, supplier creation, and training. These sessions have provided OSU employees with a first-hand preview of how Workday will streamline administrative tasks along with updates on process changes, training strategies, and system transitions. The AMP Leadership Update, “One Year to Go-Live” was also held in July at the OSU Cascades campus. This event featured AMP executive sponsors and leaders who discussed AMP’s strategic importance, its integration with AI, and its role in enhancing OSU’s agility and efficiency. The update emphasized that the focus of AMP is on empowering OSU employees by enabling them to concentrate on higher-value work.
- **AMP in Action Engagement Series:** Between July and September, OCM embarked on a tour to visit OSU locations across the state to connect with and better understand the unique needs of employees. Sites visited included OSU Cascades campus, Hatfield Marine Science Center, and six Extension and Engagement regions. Each visit was valuable and included general AMP updates as well as focus group conversations to learn more about how to best engage with folks in these areas and what information and training is needed to prepare for implementation.
- **ChAMP:** AMP’s chatbot plays a key role in the OCM strategy. By serving as a digital assistant, ChAMP helps OSU employees quickly access timely and relevant information about AMP changes. It supports self-service access to updates, definitions, and role-specific impacts, which facilitates employees understanding and adoption of new processes. ChAMP also empowers the Change Champion Network by equipping these OSU employees with baseline resources. Tailored support for highly impacted units also facilitates two-way engagement by steering OSU employees towards feedback tools. This integration ensures that AMP communications, training, and engagement activities are informed by real-time insights and community needs, making ChAMP a central tool in preparing OSU employees for organizational transformation.

**AI in Workday:** Workday has integrated artificial intelligence (AI) into its platform to support finance and human resources functions. The AI framework, known as Workday Illuminate, is

built on enterprise data, processing over 800 billion transactions annually. There are 85+ generally available AI features embedded across Workday modules, including:

- Human Capital Management: Skills matching and task recommendations.
- Recruiting: Candidate-job matching and semantic search.
- Financial Management: Journal insights, invoice automation, and predictive forecasting.
- Talent Optimization and Learning: Career hub recommendations and personalized learning paths.
- Labor and Scheduling: AI-based shift generation and demand forecasting.

These capabilities are available without additional implementation support and are used by over half of Workday's customer base. The platform also supports the addition of new capabilities and functionality through the Workday AI Gateway and partnerships.

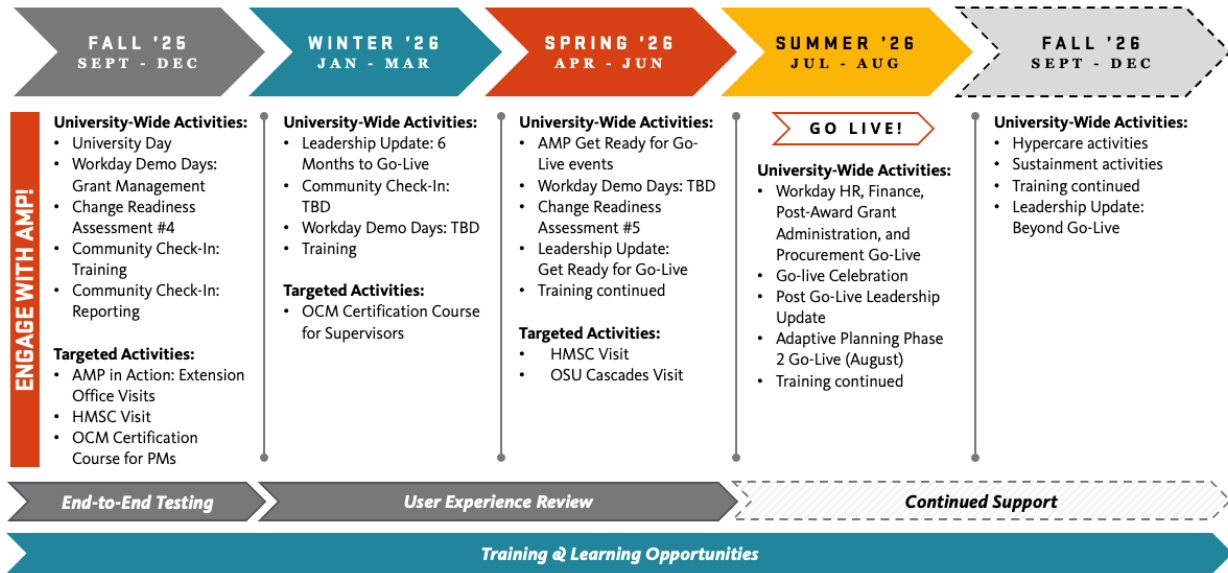
The AMP team will be working closely with the consultants and AMP Steering Committee to assess AI functionality that will be available and active at go-live along with functionality that will be added to the OSU Workday roadmap for future implementation and feature additions.

**Governance:** In May, August and December of 2024, senior leadership at OSU convened for three AMP Bootcamps. The series of bootcamps resulted in the development of the AMP Case for Change, alignment on the AMP fit to standard approach and the AMP Guiding and Design Principles. Following a 45% turnover in senior leadership since the last boot camp, we will be reconvening a fourth bootcamp in November 2025. This session will serve as a critical opportunity to revisit and realign the case for change, ensuring members of the senior leadership team at OSU are fully engaged and prepared for their impactful and essential role in leading the community through this transformative period. This preparation is critical as we approach the go-live of Workday at OSU in July 2026.

**Sustainment:** Sustainment represents a strategic, long-term organizational framework designed to provide the necessary people, processes and technology to support the ongoing success of the Workday platform at OSU after go-live. Following the completion of implementation, go-live, and stabilization, the primary objectives of sustainment are to ensure operational continuity and service excellence, embed governance and accountability, and enable capability and adoption. The Steering Committee is aligned on the overall approach for OSU and guiding and design principles will continue to serve as guiderails for future activities and improvements. A cross functional team has been assembled to develop a comprehensive sustainment plan and make recommendations by early 2026.

## **PROGRAM STATUS**

AMP is progressing as planned and is currently in end-to-end testing. This milestone sets the stage for a comprehensive user experience review scheduled to commence in early 2026. The AMP Team is preparing for the next series of community engagements throughout the fall and winter, and training activities will begin in early spring. These initiatives are designed to ensure that the OSU community is well-informed and equipped to navigate the upcoming changes, reinforcing OSU's commitment to a seamless transition and successful implementation.



**Testing:** The first phase of AMP testing is complete, with 95 testers completing 2,500 test cases and identifying 950 defects, most of which were resolved through fixes or training. The experience boosted user confidence, confirmed system alignment between design and configuration, and set the foundation for a more stable testing environment moving forward. In late August, AMP began End-to-End (E2E), the most critical phase of this effort which expands system validation to encompass the entirety OSU workflows from start to finish. This phase simulates real-world scenarios to ensure processes, systems, integrations, and teams work seamlessly together. For example, an E2E test case might verify that a new employee can be successfully onboarded through Workday. Seven instances of the Workday environment will be tested and refined, leading to a robust, user-friendly final solution for the OSU community.

**Training and Upskilling:** AMP will equip employees for ongoing change by integrating training initiatives throughout the project, rather than relying solely on a one-and-done static training approach. These touch points will occur during community engagements such as demonstrations, community presentations, and user experience review testing. In addition to these informal learning opportunities, the training team will develop tailored learning journeys for different employee types informed by validated change impacts. In spring of 2026, a series of training resources will be available to support employees based on their level of use of Workday. Upskilling activities will enhance existing skills, enabling employees to better leverage their capabilities using technology and to support changes in policies and procedures.

**Budget:** AMP continues to be on time and under budget. As of August 31, 2025, AMP is approximately 10.7% under budget, with \$30.9M spent out of the planned \$72M.

**Benefits Realization:** Preliminary projections indicate that AMP is progressing toward its FY28 annual savings goal of \$10.8M. The implementation of automated and streamlined business processes is anticipated to enhance the OSU employee experience while yielding time efficiencies that can be allocated to higher-value, mission-focused activities and increased productivity. Furthermore, advanced smart access capabilities are expected to deliver cost avoidance by mitigating security risks. The planned retirement or replacement of more than two dozen administrative systems is projected to generate additional financial benefits.

**RISKS AND ISSUES WITH MITIGATION STRATEGIES**

The following is an updated table containing the identified risks/issues impacting the program and associated mitigation strategies. Risks are potential future events that may impact the program with actions focused on prevention through mitigation and avoidance strategies. Issues are present problems or something that has already occurred, requiring immediate action to resolve the problem and minimize its negative effects.

Project Risk/Issue	Mitigation Strategy
<p><b>Issue:</b> Transitions in university leadership and the departure of key subject matter experts result in a loss of institutional knowledge and continuity, potentially causing delays and disruptions to the program's progress and the achievement of its objectives.</p>	<p>OSU enacted strong governance and alignment amongst university senior leaders to collectively determine a cohesive case for change for AMP, and the subsequent changes to 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><b>Issue:</b> The federal and state landscape continues to result in uncertainty and/or funding reductions, impacts on employee morale, and increased change fatigue 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 potential adjustments to workloads 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 support employees experiencing fatigue.</p>

Project Risk/Issue	Mitigation Strategy
<p><b>Issue:</b> Resource capacity and continuity risk. It reflects the dual challenge of constrained financial resources and the operational strain on key personnel, both of which threaten the AMP program’s ability to deliver on its objectives.</p>	<p>To mitigate these risks, the following strategies are being considered and/or implemented:</p> <ul style="list-style-type: none"> <li>• <b>Fatigue Management:</b> Conduct targeted role assessments and provide interim support and/or staff augmentation to ensure continuity in critical functions. Where feasible, backfill or redistribute responsibilities to reduce burnout among core team members. Introduce structured workload balancing, mandatory recovery periods, and access to wellness resources to address sustained fatigue and preserve team effectiveness.</li> <li>• <b>Governance Escalation:</b> Elevate risk visibility to executive sponsors and governance bodies to ensure timely intervention and alignment on trade-offs between budget constraints and program outcomes.</li> <li>• <b>Scenario Planning:</b> Develop contingency plans for key deliverables, including phased implementation options and prioritization frameworks, to maintain momentum under constrained conditions.</li> <li>• <b>Communication Reinforcement:</b> Strengthen internal communications to clarify strategic intent, reinforce program value, and maintain morale among impacted stakeholders.</li> </ul>
<p><b>Risk:</b> Workforce capability misalignment risk. It signals a gap between current employee skills and future operational needs. If not mitigated, OSU will not sustain and continuously improve efficient and effective work practices.</p>	<p>To sustain and continuously improve efficient and effective work practices at OSU, we will align employee skills with the future ways of working by investing in targeted upskilling, role redesign, and change enablement. This includes identifying critical capabilities, providing structured learning pathways, and embedding new competencies into performance expectations and organizational workflows.</p> <p>OSU hired an upskilling lead to conduct that work as well as to create learning and skill building pathways and opportunities. OSU will continue to 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/Issue	Mitigation Strategy
<p><b>Risk:</b> Process and Policy enabling risk. It signals that without aligning processes and policies to support new ways of working, OSU risks underutilizing its modern technology investments risking the promise of a positive ROI.</p>	<p>AMP was built with strong executive sponsorship. 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 the current environment. OSU will use metrics to track progress and support continuous improvement.</p>
<p><b>Risk:</b> Stakeholder engagement and adoption risk. 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 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 the university.</p>
<p><b>Risk:</b> Administrative burden gains unrealized. If OSU does not identify and quantify the distributed costs of administrative work across colleges and units, it will be difficult to accurately measure and attribute the return on investment (ROI) of the AMP initiative. While AMP is centrally funded, many of the efficiency gains—such as reduced administrative burden—will be realized locally within colleges and departments. Without a clear baseline and cost visibility, the university risks underreporting the value of AMP, limiting its ability to demonstrate impact, justify future investments, and inform strategic decision-making.</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 will have an opportunity to discuss this report at the October 2025 Finance and Administration Committee meeting. Updates about the Administrative Modernization Program are planned for each regularly-scheduled FAC meeting in FY2026.