



## Administrative Modernization Program Update

### EXECUTIVE SUMMARY

Oregon State University's Administrative Modernization Program (AMP) is a three-year, \$81.3 million initiative to modernize administrative systems and processes through implementation of the Workday enterprise platform. The program remains on schedule and within budget, with \$42.5M expended as of March and no use of contingency funds. AMP is projected to deliver approximately \$10.8M in annual savings by fiscal year (FY) 2028.

As the program approaches the July 2026 go-live, the focus is on final readiness to promote stable operations. Role-specific trainings and continued support for users. Major system testing has been successfully completed, including end-to-end testing and payroll validation exceeding accuracy targets. Broad employee engagement efforts, such as training programs, readiness sessions, and user experience reviews, have strengthened institutional preparedness and awareness.

AMP is designed not only as a technology implementation, but as a comprehensive transformation of administrative processes supported by strong organizational change management (OCM). The program has prioritized leadership engagement, clear communication, and the development of local support networks (e.g., Change Champions and Foundational Liaisons) to reinforce adoption and unit-level readiness. Change readiness assessments and real-time feedback mechanisms are actively informing targeted communications and support strategies.

At go-live, the university will prioritize a defined set of "essential outcomes," including payroll, financial accounting, procurement, and grants management, while acknowledging that some enhancements will occur during a structured six-month post-go-live optimization period. A dedicated sustainment model will support continuous improvement beyond initial stabilization.

Key risks remain typical of large-scale transformations and are being actively managed. These include leadership transitions, resource capacity constraints (particularly in HR), stakeholder expectations regarding the pace of benefits realization, and the complexity of data migration from legacy systems. Additionally, the Office of Audit, Risk and Compliance AMP/Workday payroll module control design audit resulted in management responses to create a control framework in payroll design as well as across other Workday functional processes. That work is ongoing in partnership with the Controller's unit and the AMP team. Mitigation strategies include enhanced leadership alignment, supplemental resourcing, clear expectation-setting for phased improvements, and continuous application of lessons learned from peer institutions and prior implementations.

Overall, AMP represents a foundational investment in OSU's long-term operational effectiveness, enabling improved data access, streamlined processes, and more strategic use of institutional resources. As financial pressures persist, the program is positioned as a critical enabler of institutional agility and resilience.

### AMP OVERVIEW

The Administrative Modernization Program (AMP) is a three-year, \$81.3M initiative to modernize administrative processes and replace the university's 35-year-old core information technology

systems supporting administrative work. AMP is deploying Workday—a cloud-based platform for enterprise resource planning (ERP) solution—to modernize capabilities across HR, finance, budgeting, procurement and post-award research.

AMP delivery extends beyond system implementation to administrative process redesign and organizational change management (OCM), led by a dedicated OSU team with support from external consultants. Workday Adaptive Planning was implemented in February 2025 and has completed a full budget cycle process including quarterly projections.

Workday will form the foundation for ongoing administrative improvement, significantly improving operational effectiveness and enabling the university to create greater impact through efficient use of time and resources. The program is estimated to generate \$10.8M in annual savings by FY28. AMP is expected to realize savings from technical system retirements, and key business processes in terms of automation, efficiency, simplification, and cost avoidance. While savings estimates are provided below for some key process areas, at least **fifty-six administrative business processes have been modernized** and configured to reflect best practices.

AMP will modernize and simplify OSU's systems experience, streamline key administrative processes, and improve access to real-time data. This work is foundational to the university's ability to effectively leverage people's time and talent as well as financial resources, stay agile, and deliver a modern administrative experience that reflects OSU's teaching, research, and outreach mission and ambitions. Given today's significant financial pressures and change fatigue, AMP remains a university imperative to rethink how we operate, structure work, and deliver value to the OSU community.

Key elements of the program approach to drive readiness and sustained adoption through go-live include:

**Organizational Change Management (OCM).** AMP is led by a dedicated OCM team. The program prioritizes employee readiness and support alongside technology rollout through tailored communications, role-based training, before and after go-live to drive sustained adoption.

**Governance and Leadership.** AMP is governed by a steering committee and Executive Sponsors who make timely decisions, manage risk, and plan for go-live readiness. In addition to the Sponsors and Steering Committee members, senior leaders from across OSU are actively and visibly sponsoring the transition with their teams.

**Change Networks.** OSU is mobilizing two networks across colleges and units—Workday Foundational Liaisons and Change Champions—to build readiness, reinforce training, and provide timely local support.

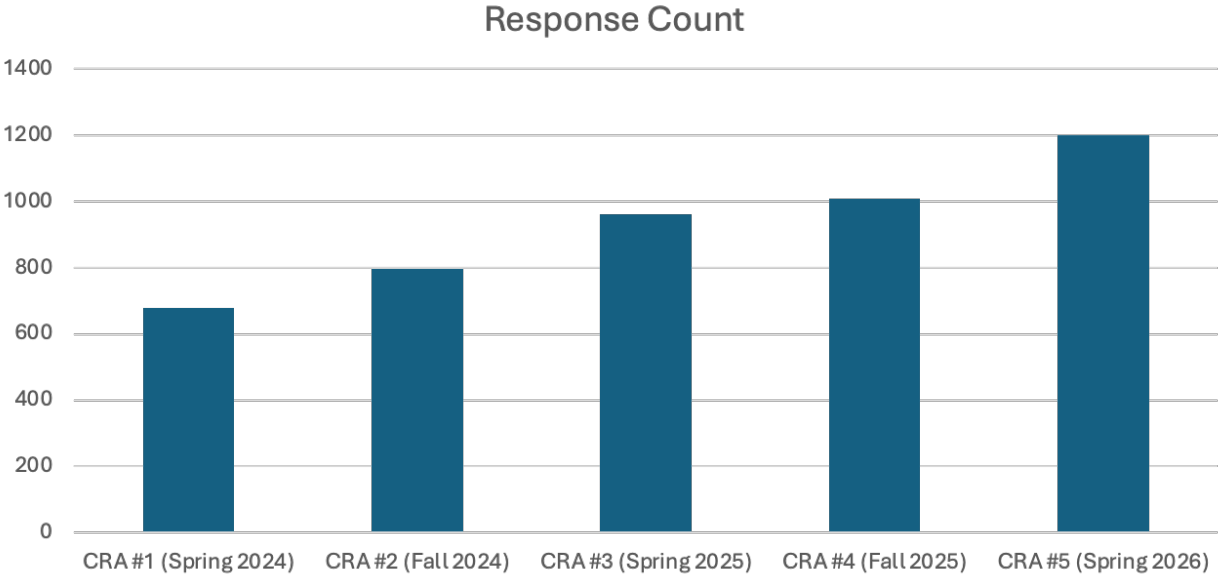
**Workday Foundational Liaisons** serve as the primary points of contact for individuals in their immediate units or working areas. Liaisons direct colleagues to learning resources and answer basic questions about Workday functionality.

**Change Champions** provide bi-directional communication for employees within their colleges and units. This includes answering questions, gathering feedback and helping employees access training materials and resources, socializing learning journeys, and guiding employees on how to identify their Workday Foundational Liaison.

**Communications.** AMP is prioritizing clear, timely communication to all employees, ensuring everyone is informed well before changes take effect. Key communication vehicles include the monthly AMPlifier newsletter and the OSU internal AMP SharePoint site for program updates, detailed administrative changes for impacted employee roles, FAQs, recorded demos, and a chatbot for real-time support.

**Change Readiness Assessments (CRAs) and Real-time Feedback.** Change Readiness Assessments—brief pulse surveys of staff conducted twice annually—are used to assess employee level of understanding and comfort with upcoming process and system changes and generate essential planning data. Response counts have increased over the past four CRAs, showing progress toward preparing our community for the change.

The fifth CRA was launched April 27 and closes May 9 to inform go-live and stabilization planning, as well as targeted communications and engagement. CRA results, together with real-time feedback, are being used to tailor communications, training, and local support efforts where they're needed most.



**Go-Live Readiness.** AMP is tracking progress against a detailed 15-dimension Launch Readiness Assessment that covers success factors including stakeholder engagement, systems testing, and risk mitigation. A structured go-live score card is monitored regularly by the AMP Steering Committee to review readiness, escalate decisions, and focus mitigations. The program is on target at this stage in the process. Risk associated with Cutover, one of the readiness dimensions, recently increased and is being closely monitored and mitigated. The complexity of data in OSU's existing Banner system creates risk for business process continuity when HR and Finance information move into Workday, and risk for system integration with student data that will remain in the Banner Student Information System.

**Lessons Learned.** AMP continuously applies lessons learned—both positive and negative—from prior OSU rollouts and peer institutions. For example, insights from our State of Oregon partners informed key decisions to prioritize OCM, conduct robust testing (including payroll compare testing during an OSU peak period), and simplify the system through a fit-to-standard approach rather than replicating legacy practices that don't align with best practices.

**Essential Go-live Outcomes.** AMP is being transparent about what process and system functionality must be stable on Day 1, known as essential go-live outcomes. OSU will prioritize: payroll, financial accounting, post-award financial billing and award setup, time management, procurement, and vendor setup. The AMP team is also setting expectations and actively planning for post-go-live improvements.

## STATUS

As of March 2026, \$42.5M of the total \$81.3M AMP budget has been spent, all from base budget—no contingency funds have been used. Planned increases in “data ecosystem” spending will support reporting and analytics delivery in Workday and the Data Platform.

AMP also remains on track for a projected \$10.8M return on investment to be realized by FY2028, with ongoing validation of savings and efficiencies in Talent Acquisition, Payroll, Financial Close, Budget Planning, Grants Effort Reporting and Post Award Administration, Time and Attendance, and Purchasing.

The program continues to advance process and system readiness across all major process areas. July’s go-live is one milestone in an ongoing journey of improvement. Ongoing enhancements will be delivered iteratively in the planned, post-go-live optimization (short-term) and sustainment (long-term) periods.

With major testing activities complete, AMP has transitioned to role-based training, go-live readiness activities and post-go-live support planning.

## PROGRESS UPDATES

### Governance

Key decisions made by the AMP Steering Committee since the last full update to the Board of Trustees in October 2025 include:

**Timeclocks.** The Committee approved a Workday-only time entry approach to align with OSU’s enterprise architecture standards and AMP’s guiding and design principles and to reduce long-term integration, security, and support risks. At go-live, Workday will become the sole time entry method and will be available on a range of devices. Legacy physical timeclocks will be removed and replaced where needed with Workday-enabled, tablet-based kiosks

**Pay on Demand.** The Committee approved the decision to delay the implementation of Pay on Demand to be included as an early post-go-live optimization. The decision was made after a thorough review and prioritization of ongoing Payroll activities and program team bandwidth to meet AMP go-live milestones. Pay on Demand will be a new service for OSU employees to leverage. Until the functionality can be released post-go-live OSU will continue to use the current process for requesting an Emergency Draw.

The AMP Team will host a final pre-go-live Leadership Bootcamp on April 30 to align senior leaders on Day 1 expectations and how they will support teams through the change.

## Testing

**End-to-End Testing.** Testing of all components in a fully integrated Workday environment was completed in late December, with over 5,700 test cases executed across all HR, Finance, and Grants Administration process areas. End-to-End testing informed the final set of detailed change management data, which was then used to build OSU personas and tailor change narratives by employee types.

**Payroll Compare Testing.** Legacy payroll data was compared with Workday results for the same dataset to validate calculation accuracy. Cycle 1 ended in January with +95% accuracy, exceeding the goal of 90%; Cycle 2 ended in March with 97% accuracy, exceeding the goal of 95%. In April and May the team is focused on analyzing and addressing differences and continuing to resolve process related questions, issues and defects that have been identified in the testing process.

**User Experience Review (UER).** UER sessions were designed to expand hands-on exposure to the new Workday system and future processes, strengthen community awareness of key changes, and solicit feedback on what additional training and support will best prepare employees for change. Over 50 sessions were held from mid-February to mid-March, with 405 volunteer participants representing all major roles and units. Participation exceeded expectations—both in total number and anecdotal engagement levels—strengthening program confidence in community readiness. In alignment with the feedback received, AMP is planning for support and activities as follows:

### ***Readiness and Training***

AMP is preparing the university for change through coordinated readiness and training efforts. Key activities include:

**AMP Readiness Series (March - May).** Open, bi-weekly sessions featuring demos and walkthroughs of key process changes, along with an open Q&A forum. As of March 25, 2026, at least 239 employees have participated.

**Persona-based Learning Journeys (available since April 1).** Outline tailored training resources and timelines based on an employee's role in Workday; available to all employees.

**Get Ready for Go-Live Fair (May 1).** Employees participate in the fair featuring key demos, Q&As, and July go-live expectations to help teams prepare for the transition.

**Manager and HR Liaison Showcase (May 27).** This showcase will help OSU managers understand Workday's impacts, key process changes and deadlines (including freeze dates and temporary access restrictions), and plan for a smooth transition to Workday.

**Training.** Comprehensive, role-based AMP training is available to all OSU employees, including 20+ instructor-led courses, 80 on-demand resources, and more than 25 Navigator tours (AI-enabled, step-by-step process guidance in Workday) to support end-to-end process readiness.

### ***Post-Go-live Support and Sustainment***

AMP will launch a post-go-live support phase beginning June 30 and continuing for six months through the end of 2026 to support all employees during go-live and optimization. In parallel, a

permanent OSU Sustainment team will be established to support the use of new processes and technology and to facilitate continuous improvement and optimization.

## IDENTIFICATION OF RISKS AND MITIGATION STRATEGIES

Top go-live risks and issues (realized risks) fall into five areas, with mitigations underway.

### **ISSUE: Leadership turnover in key AMP sponsor roles (VPFA, CHRO, CIO and Provost).**

*Mitigation Strategy:* Consistently reinforce commitment and benefits of AMP, including consistent leader talking points and targeted leader readiness efforts (e.g., April 30 AMP Leadership Bootcamp) to equip leaders to communicate priorities and expectations. AMP sponsor and Vice President for Finance and Administration brought interim leadership roles until permanent leadership is recruited, selected and onboarded.

### **ISSUE: Limited HR bandwidth and potentially reduced AMP team availability through go-live and stabilization (July – Dec 2026).**

*Mitigation Strategy:* Resourcing and coverage plans are being actively managed to protect critical post-go-live capacity and response times. Additional external experts in Workday implementations, supported by AMP Executive Sponsors have been onboarded and integrated into the AMP teams.

### **RISK: Leadership transitions may delay full benefits realization as the operational change needed to use the system effectively is not fully adopted**

*Mitigation Strategy:* Align and reinforce leadership expectations for the operational changes required to realize benefits (e.g., recruitment and learning) through go-live and stabilization. Work with OSU auditors to schedule process audits post-go-live to ensure benefits are realized.

### **RISK: Stakeholder concerns that go-live will not immediately realize expected benefits or resolve all pain points.**

*Mitigation Strategy:* AMP is clearly defining what the program will and will not deliver at go-live. For example, payroll accounting adjustments will remain manual in the near term and undergo some process changes that require grants stakeholders to adjust to a new temporary workflow.

### **RISK: Lessons learned by peer universities and other public entities not consistently applied to go-live decisions.**

*Mitigation Strategy:* Continuously managing efforts using lessons learned—positive and negative—including being transparent about what must be stable on Day 1 and planning a launch focused on essential go-live outcomes. AMP has also incorporated lessons learned from peer institutions and the State of Oregon to include prioritizing and focusing on organizational change management, robust testing (e.g., Payroll compare testing during an OSU peak period), and simplifying the system through a fit-to-standard approach rather than replicating legacy practices that don't align with best practices. Decisions focus on minimizing disruption, while building confidence, and supporting a smooth transition.

**NEXT STEPS**

The Finance and Administration Committee will discuss this Administrative Modernization Program Update at its May 2026 meeting. Another update is planned for the October 2026 meeting.