Project SkyVU Launch
March 15, 2016
Executive Steering Committee

John Lutz
Eric Kopstain
Susan Wente

Dennis Johnson
Barb Carroll
Brett Sweet
Vanderbilt's ongoing evolution and our impending separation combine to create demand for new core administrative systems.

- **Separation assurance**
- **Significant risks**
- **Lost productivity**
- **Lagging technology**
- **Strategic evolution**
Vanderbilt's profile has changed significantly over the thirty years since we implemented the ERP finance modules.

**We have seen substantial growth in a number of areas...**

- Increasing regulatory burden (e.g., Uniform Guidance)
- Expanding research base
- Evolving international footprint
- Broadened external partnerships
- Thriving endowment
- Enhanced cross-institutional collaboration
- Expanded financial aid program

...resulting in additional complexity across the University

**Our tremendous growth coupled with increasingly complex business processes presents significant challenges**
For example, Vanderbilt's core financial systems today...
Processing FedEx® charges shouldn’t be this difficult
The separation of the Medical Center will not only magnify existing risks but also create new risks for the University.

- The shared key contracts / vendor agreements increase the likelihood of key vendors abandoning support.
- There is substantial risk in sharing key business processes and core systems as two separate legal entities.
- Sharing legacy systems and processes create significant operational and technical risk for the University.
Our staff is frustrated with the old, unconnected applications and inefficient business processes

"Vanderbilt has a homegrown budgeting system – VUbudget, implemented in 1996, and no updates ever since... it is hard to utilize because the system doesn't have much functionality"

"We have lots of paper based processes... many can be automated"

"We have boxes of paper invoices for scanning... We have to manually open, sort, and scan the invoices... there is no workflow"

"We have to manually track and manually run queries to check... because we have much customization, PeopleSoft can't get updates"

"We have to take every transaction in the institute and allocate it to different offices"

"PeopleSoft does not talk to GL, so we have to talk to two systems... The reconciliation is huge"

"We are losing the hearts and minds of our staff"

"Only one person knows how to use the system now, and she's moving to the Medical Center"

Source: Vanderbilt University internal interviews
While we have made significant strides on many fronts, we are behind our peers in administrative technology.

**Ranking vs. Information technology landscape**

- **1980s – Mainframe era**
- **1990s – Client/Server era**
- **2000s – Mobile/Cloud era**

**Vanderbilt is a Top 20 institution with lagging administrative systems to support the mission**

Source: 2016 US News National Universities Rankings
We evaluated vendors and products across a number of technical and non-technical dimensions.
Our assessment showed Oracle is one of the most competitive business system vendors on the market

Source: Oracle's 2015 10K annual reports; BCG analysis
Support Vanderbilt University’s academic mission by modernizing its financial, administrative and research support systems

- Improved quality and accuracy
- New opportunities
- Modern processes and systems
- Risk mitigation
Commitment to Vanderbilt’s Vision and Culture

Education
We must offer and absolutely outstanding educational experience for all our students.

Research
We must undertake world-class research that produces new and important discoveries that address important problems and questions.

Deep Societal Impact
We must guarantee these first two goals are mutually reinforcing so as to ensure Vanderbilt’s impact on society is deep and enduring.
# High-level Timeline of Implementation Work Streams

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### Oracle ERP / HCM
- IDM implementation
- MDM - Person data (EPI replacement) implementation
- Oracle Business Intelligence Suite (On-premise)
- Evaluation and Replacement (Coeus and PEER)

### Business Process Mapping and Training
- BP Mapping
- End User Training Prep
- Build User Training
- Deliver End User Training

### Change Management
- Communications, Project website, Change Network engagements, Roadshows

### IDM & MDM
- Addtional Data Configuration

### Business Intelligence
- Evaluation and Replacement (Coeus and PEER)

### Research Systems
Commonalities...
Guiding Principles

- **Simplification & Standardization**
- **Forward Focus**
- **Accountable Governance**
- **Transparency & Inclusion**
- **Measurable Results**
Questions?

SkyVU@vanderbilt.edu