BOARD OF REGENTS
BRIEFING PAPER

1. **AGENDA ITEM TITLE:** <u>NSHE Business Centers Update</u>

   MEETING DATE: March 5-6, 2020

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

NSHE's initial agreement with Workday in January of 2015 for an Enterprise Resource Planning (ERP) solution providing Human Resources, Payroll and Financial systems did not include a budget and planning module. The absence of this core capability requires NSHE institutions to use many of the budget and planning practices relied upon in the legacy mainframe environment that Workday was intended to replace.

In August 2016, the NSHE budget officers began examining industry-leading budget and planning products to find an appropriate solution for NSHE to use in conjunction with Workday. In April 2017, the budget officers made a cost-conscious decision to select Workday's own Workday Planning product. Due to multiple factors, including Workday withdrawing the product from market, the Workday Planning implementation was discontinued.

Through discussions with the NSHE business officers regarding the ongoing need for a budget and planning solution, the NSHE Budget Planning Working Group was formed in June 2019, under the sponsorship and guidance of NSHE Chief Financial Officer Andrew Clinger. The Working Group, comprised principally of budget officers or business officers from all NSHE institutions and System Administration personnel, was commissioned to design, select, and facilitate an affordable implementation of a single budget planning solution on behalf of all of NSHE while at the same time considering the unique needs of NSHE's diverse institutions.

Through a NSHE-wide collaborative process, the Working Group identified budget planning requirements and expectations, formulated an RFP that was administered by BCN Purchasing, reviewed responses, conducted finalist presentations, further refined specifications, and identified means to accelerate adoption of a solution to serve all of NSHE. Through concerted and time-consuming effort, the Working Group identified Anaplan as the solution that will address budget commonalities and implementation requirements while still allowing for the unique needs of NSHE institutions and System Administration.

The Working Group therefore recommended the award of a software services and implementation contract to Anaplan. The NSHE business officers approved the recommendation.

This collaborative effort is the first step in a shared services budget and planning solution. Institution needs were identified organically. RFP specifications were defined jointly. The Working Group assessed proposals, presentations, and clarifying documents collaboratively. Working Group members are preparing to work together as a team to ensure success of the implementation throughout NSHE. While a formal governance model has not been agreed to at this time, it is reasonable to believe that the NSHE Budget and Planning Working Group will continue to serve in this function.

Process
From the formation of the Working Group, the NSHE institutions and System Administration have come together through face to face meetings, video conferences, and a seemingly endless series of email discussions to ensure that the needs of all NSHE institutions are met through the process.

Form Revised: 1/2018

RFP specifications were prepared for a Financial Planning and Reporting Analytics System through spirited team discussions and the thoughtful exchange of opposing ideas, which led to a solicitation for a service that would meet the overall needs of the NSHE. To avoid the need to implement new computing infrastructure and to facilitate a faster implementation, the Financial Planning and Reporting Analytics System is to be provided as Software as a Service (SaaS) or as it is commonly known as "through the Cloud." UNLV, UNR and System Administration committed to be the first entities to adopt the system (a three-instance model). Due to fiscal limitation, human resource constraints, or other institution concerns, other NSHE institutions anticipated adopting the solution later.

Upon the opening of the proposals, each institution reviewed the responses individually and then met together via video conference to develop a NSHE-wide evaluation of the responses. This process resulted in the identification of four (4) finalists, which were all invited to present their proposals in both open sessions for the broader NSHE budget community and closed sessions for the Working Group itself.

To ensure an understanding of the proposed solutions by the broader budget and technical community within NSHE, the Working Group hosted in-person finalist presentations in Las Vegas at CSN and in Reno at UNR. By dispelling regional focuses and supporting broad access to information, participation in the sessions by the broader budget and technical communities was significant to the point of being nearly standing room only in some sessions. While time consuming and resource intensive, this state-wide approach provided the Working Group and budget practitioners with perspectives that only direct participation and collaboration can provide. As a byproduct of the finalist presentations, a significant design change was made in the requested solution. When the Working Group was commissioned, the focus was on a single consolidated solution to support all NSHE institutions. Through discussions with the finalists, the Working Group collaboratively determined that the needs of NSHE would be best served by a common solution with instances for each NSHE institution and a core reporting instance for the System as a whole. This change not only served to address the unique needs of NSHE institutions but also supply a road to common reporting vehicle needed by System Administration. The number of instances increased from the initial three (3) to a total of nine (9). Finalists were offered the opportunity to update their proposals to encompass the nine-instance model and other licensing considerations found during the presentation process. Further, the scope of the initial implementation was revised to focus on the parts of the implementation that are common among institutions; importing data from Workday, operational and position-level budgeting, and reporting. Revised proposals were requested of finalists. The Working Group as a collaborative forum re-evaluated the proposals and reduced the number of finalists from four (4) to two (2).

To ensure that the System and implementation proposal were realistic both functionally and fiscally, the Working Group continued to engage two (2) final proposers in both technical and implementation scoping discussions. Institutions' technical resources joined in information technology related conference calls with the final proposers.

A request for best and final offer resulted in NSHE identifying a single proposer capable of meeting its budget planning needs in a fiscally responsible fashion. (Note that GBC has chosen to not participate at this time. The NSHE institutions felt it was beneficial to maintain this option for GBC and the model has remained a nine-instance model with costs shared by the seven (7) other institutions and System Administration.)

A joint in-person implementation scoping meeting was conducted in Reno to reaffirm the understanding of NSHE's needs and the predicted cost to meet those needs. Through that meeting,

Form Revised: 1/2018

the Working Group identified that 60% of NSHE's operational and position-level budgeting, and reporting needs are common. To be successful, that must grow to 80%. NSHE's institutions are committed to bridging this gap.

Based upon the recommendation of the Working Group, the NSHE business officers approved the issuance of an Intent To Award to Anaplan..

Next Steps
The Working Group must now move to the next phase of collegiality and cooperation: the final design of core components such as budget templates and the active implementation of the solution itself.

In mid-February, the Working Group will meet in Las Vegas for a two-day working session to begin the next phase. UNR articulated a need to be live with base functionality by May 1, of this year. NSHE institutions will work as a team and join UNR in its implementation effort and will move on to their own implementations. This too will be a time-consuming and intense team effort.

Additionally, the expense distribution must be formalized, general and final contact terms must be agreed to by NSHE counsel, and a final award must be made to the successful proposer, and the solution must be integrated with Workday for content interchange.

To date, this process has been a model of inter-institution collaboration and partnership. Institutions are striving to find their commonalities in the budget arena and are recognizing unique subject matter expertise in certain areas, which is to be shared by all.

Success will be achieved when every institution and System Administration work together in support of each other's budget and planning needs.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

4. IMPETUS (WHY NOW?):
Request of Board for an update on efficiency efforts

5. CHECK THE NSHE STRATEGIC PLAN GOAL THAT IS SUPPORTED BY THIS REQUEST:
- ☐ **Access (Increase participation in post-secondary education)**
- ☐ **Success (Increase student success)**
- ☐ **Close the Achievement Gap (Close the achievement gap among underserved student populations)**
- ☐ **Workforce (Collaboratively address the challenges of the workforce and industry education needs of Nevada)**
- ☐ **Research (Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile)**
- ☒ **Not Applicable to NSHE Strategic Plan Goals**

INDICATE HOW THE PROPOSAL SUPPORTS THE SPECIFIC STRATEGIC PLAN GOAL
N/A

6. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

7. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

8. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

9. RECOMMENDATION FROM THE CHANCELLOR'S OFFICE:

10. COMPLIANCE WITH BOARD POLICY:

☐ Consistent With Current Board Policy: Title #_____   Chapter #_____   Section #_____
☐ Amends Current Board Policy: Title #_____   Chapter #_____   Section #_____
☐ Amends Current Procedures & Guidelines Manual: Chapter #_____   Section #_____
☐ Other:_____
☒ Fiscal Impact: Yes__X___   No _____
     Explain: _Fees will be borne by participating institutions and system administration based upon their percentage of overall NSHE budget_____