

LAURENTIAN UNIVERSITY BOARD OF GOVERNORS

Wednesday, November 1, 2023

4:00 p.m. to 5:00 p.m. – Public Session

5:00 p.m. to 5:30 p.m. – Closed Session

VIRTUAL - via Zoom

AGENDA

OBSERVERS: All interested observers are welcome to attend the Public Meeting via a **Livestreamed session** **by registering here**. *Note: Upon sign-up, a confirmation reply is issued with the URL.*

Conflict of Interest: *Governors are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas.*

PUBLIC SESSION				
No.	AGENDA ITEM	PG	LEAD	TIME
1.	Adoption of Agenda	-	V. Cameron	4:00
2.	Declaration of Conflicts of Interest	-	V. Cameron	4:00
3.	Operational Transformation Plan 3.1. For Approval: Laurentian University Transformation Plan	3-6 7-72 73-172 173-189	S. Embleton Deloitte	4:05
OTHER ITEMS				
4.	Chair's Items	-	V. Cameron	4:45
5.	Other Business	-	V. Cameron	4:50
ADJOURNMENT				
6.	Adjournment	-	V. Cameron	5:00

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AGENDA

CLOSED SESSION				
No.	ITEM	PG	LEAD	TIME
1.	Adoption of the Closed Agenda	-	V. Cameron	5:00
2.	Declaration of Conflicts of Interest	-	V. Cameron	5:00
3.	Operational Transformation Plan 3.1. For Approval: Laurentian University Transformation Plan Implementation Proposal		S. Embleton Deloitte	5:05 – 5:25
OTHER BUSINESS				
4.	Other Business	-	V. Cameron	5:25
ADJOURNMENT				
5.	Adjournment of Closed Session	-	V. Cameron	5:30



Board of Governors

Agenda Title	Laurentian University Transformation Plan
Agenda Item No.	3.1
Date of Meeting	November 1, 2023
Open/Closed session	OPEN
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Sheila Embleton
Presenter(s)	Deloitte

1. PURPOSE

To recommend that the Board of Governors approve Laurentian’s Transformation Plan.

2. SYNOPSIS

As required by the Plan of Compromise and Arrangement, Laurentian and Deloitte prepared a detailed Transformation Plan to address amongst others the recommendations of the NOUS and Auditor General reports. Deloitte was engaged following a Request for Proposal (RFP) conducted between November 21, 2022, and February 17, 2023.

The objective of the Transformation Plan is to provide the University with the systems, processes, and policies to best support its academic and research missions in the following areas (work streams): Human Resources (HR), Finance (FIN) Registration Services & Student Affairs (RSSA), and Information Technology (IT).

The scope of the work includes the identification of priorities, tasks, resources, timing, sequencing, goals, and deliverables, with trackable workplans aligned across work streams. The Plan provides details on the structure and content of the Transformation Plan, including critical implementation outcomes and key success factors. Each work stream plan covers inter-dependencies and activity sequencing along with an overview of the approach and methods used to develop the detailed workplans and high-level roadmaps.

The Plan provides a high-level understanding of background information, summary of findings, plan development and key themes, which need to be addressed to achieve a successful Transformation Each work stream shows a detailed roadmap with dependencies and activity sequencing. The Plan will equip the Implementation Team with a guide on how to use each of the planning tools throughout implementation.

Following approval of the Plan by the Board of Governors and the Ministry of Colleges and Universities (MCU), Laurentian will then move into the Implementation Phase, which will involve the formation of a Transformation Program Implementation Office (TPIO), responsible to deliver on the expected outcomes identified in the Plan.

As part of the agreement between Laurentian University and Deloitte, dated April 28, 2023, Deloitte has submitted a Statement of Work and estimate for the Implementation phase to support the University in overseeing the implementation of the Plan. This proposal will be considered by the Board in Closed session. In preparation for implementation, Deloitte is also conducting an assessment of the University’s Enterprise Resources Planning (ERP) solution to

determine whether to modernize the existing Colleague system or acquire other best of breed or integrated solutions.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve Laurentian University’s Transformation Plan as recommended by the Audit and Risk and Human Resources Committees and as presented at its meeting of November 1, 2023.

4. RISK ANALYSIS

The NOUS report highlighted deficiencies across all functions of the University, with changes required in strategic planning, service delivery, financial performance, structure, processes, systems, and capability. The transformation recommended by NOUS is a multi-year program that will improve the University’s capabilities to meet “*baseline standards of modern universities*”.

This is a significant undertaking for the University that will be challenging and require a clear plan and implementation strategy. Such a plan must be accompanied by appropriate governance and overseen by a robust program management office. A strong change management focus will be necessary to engage with employees and enable change adoption. Getting the transformation plan design right will be critical to successful implementation.

In addition to ongoing executive, board and government oversight, the Plan will be supported by the University’s Transformation Consulting Group made-up of representatives from staff and labour groups, who will help inform on the implementation of the Plan. The external consultant will bring strong project and change management capabilities and will provide oversight on the implementation of the various workstreams.

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input checked="" type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success

5. RECOMMENDATIONS

Management proposes that the Audit & Risk and Human Resources Committees recommend that the Board of Governors approve Laurentian’s Transformation Plan.

A Background/Issue Description

In developing the Plan, Deloitte reviewed over 135 documents, including the Nous Report, Auditor General Report, and existing collective agreements. Based on this review, Deloitte identified four foundational work streams (which would feed into the other cross-functional areas in implementation): Human Resources (HR), Finance (FIN), Registration Services & Student Affairs (RSSA), and Information Technology (IT). Laurentian leaders were assigned for each of the work stream. In-scope and

out-of-scope categories for each work stream were validated by the respective Laurentian members.

A comprehensive approach was used to establish project governance through the Transformation Consulting Group (TCG) and Transformation Project Management Office (TPMO), which provided oversight and decision-making.

Over 120 Laurentian community members were consulted, and specific deliverables validated against Deloitte expertise in leading practices in the sector. Deloitte facilitated 6 listening sessions for students, faculty, and staff to share insights and feedback about their experience with university operations. Deloitte also conducted multiple weekly roadmaps and detailed workplan validation sessions and facilitated 2 alignment workshops with all Laurentian's work stream members to align on charters, milestones and dependencies across the different work streams. Deloitte facilitated 6 bi-weekly meetings with the Transformation Consulting Group, to communicate developments and seek feedback as the Transformation Plan progressed.

Throughout the engagement, Deloitte worked closely with university leaders to identify and address potential roadblocks. The involvement of Laurentian's participants in the development of the charters, blueprints and workplans was crucial to the success of the planning phase. Participant feedback was solicited regularly to ensure effective communication and address concerns.

B Alignment with Strategic Objective or Plan of the University

This recommendation is aligned with Laurentian's Plan of Compromise and Arrangement, effective November 28, 2022

C Other options considered (where applicable):

N/A

D Risks including legislative compliance

Laurentian's Transformation Plan is an integral part of the University's CCAA restructuring as defined in the Court approved Plan of Compromise and Arrangement, which became effective on November 28, 2022. A multi-year program of this size presents significant planning and implementation risks in the areas of governance, performance, and costs.

Some of the risks that have been identified include:

- Insufficient buy-in and support for the program from the leaders, staff, and faculty
- Governance too focused on process, and failure to remove roadblocks
- Leadership not adequate to deliver and drive the change
- The changes might not be sustained once the Program winds down
- Limited staff capacity and culture issues that would impact implementation

Mitigating measures will require ongoing oversight by the Executive Team and the Board. A strong change management focus and leadership that can prioritize outcomes and results will be essential.

The University is confident that the high level of oversight to be provided by the Executives Team, Board of Governors and Ministry of Colleges and Universities, will help mitigate such risks. In addition, the Project Management Consultant will come equipped with its proprietary Transformation Project Management Program Governance that will provide clarity on roles and responsibilities, reporting processes and risks, issues, and decision

escalation paths. Strengthening capabilities across the organization and getting ready for transformation will be a challenge.

E Financial Implications (where applicable):

The base cost for the Transformation Plan has been estimated at approximately * \$26.0 - \$32.5 million over three years and include costs such as consulting fees, ERP technology, and data migration. Annual continuous improvement costs after year three have been estimated to be \$2.0 - \$3.0 million for the following five years. The cost of the detailed transformation plan totalled \$1.6 million.

* Source: NOUS report, January 2022

F Benefits

The Transformation Plan will be a critical part of the University's rebuilding efforts and will help the University improve its operational efficiency and effectiveness to regain its position of pride amongst Northern Ontarians, the City of Sudbury, and the University's students, faculty, and staff.

G Consultations (where applicable)

See previous sections.

H Communications Plan

The University has engaged the services of a dedicated communications officer who will be responsible to provide regular Plan updates to key stakeholders. The communications will include both an internal and external website that will provide ongoing detail concerning the various work streams initiatives, timelines and accomplishments.

J Next Steps

Following approval of the Plan by the Board and MCU, the University will create a Transformation Program Implementation Office and will begin the Implementation Phase of the Plan.

I Appendices

1. Executive Summary and Transformation Roadmap
2. Transformation Plan and Final Report



ITEM 3.1 B
OPEN | 01-Nov-2023
Board of Governors

Laurentian University Transformation

Executive Summary and Transformation Roadmaps- Draft

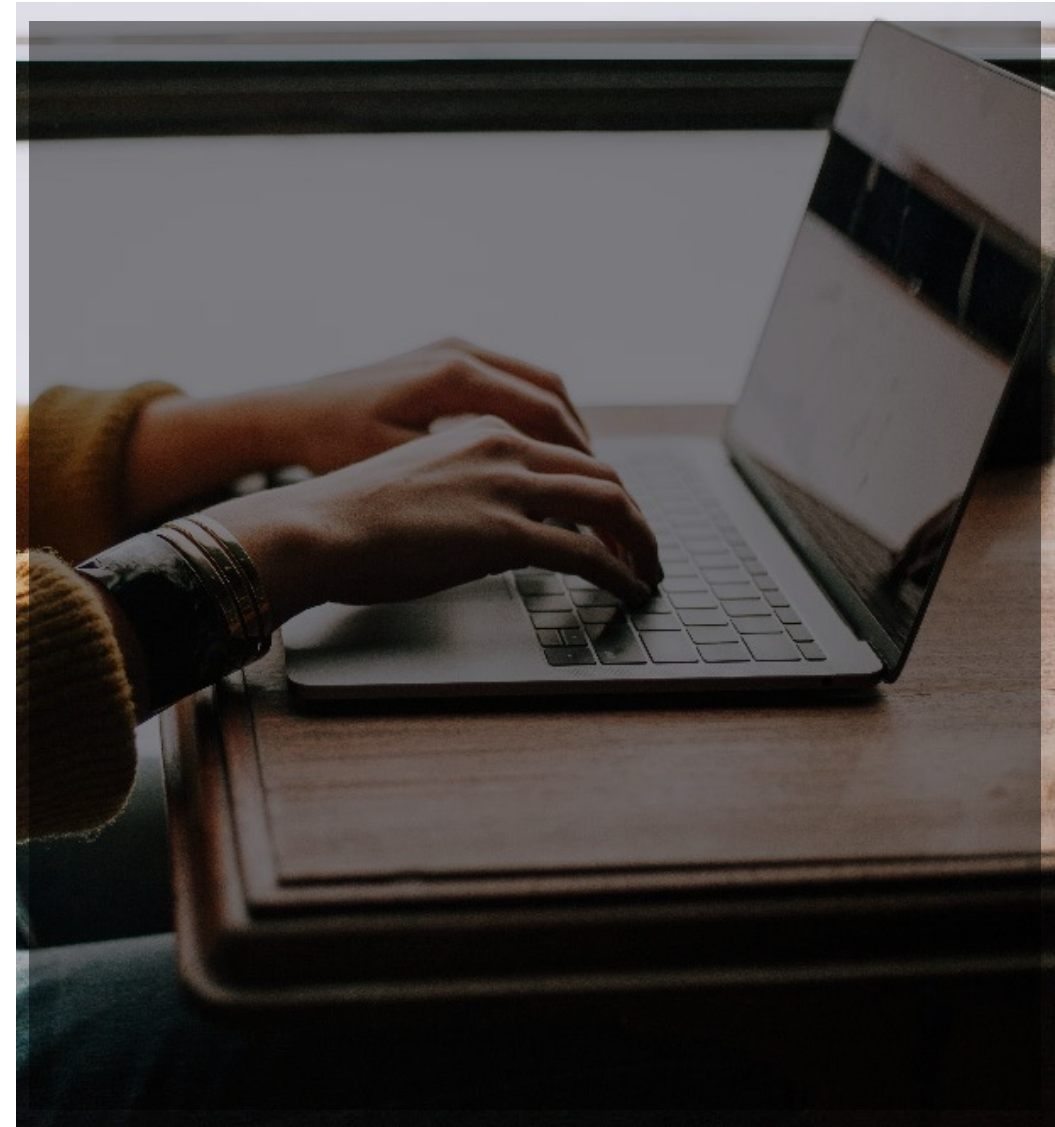
Board of Governors Special Meeting November 1, 2023

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*NOTE: THE LAURENTIAN TRANSFORMATION PLAN HAS BEEN DEVELOPED IN CONSULTATION WITH OUR LABOUR PARTNERS AND IMPLEMENTATION OF WORK ACTIVITIES WILL RESPECT COLLECTIVE AGREEMENTS WHERE APPLICABLE.



Chapter 1



Executive Summary

Background and scope

Background

- Laurentian University is a publicly-funded, bilingual and tri-cultural postsecondary institution, and has become an integral part of Northern Ontario since its inception in 1960. Following the emergence from the Companies' Creditors Arrangement Act ("CCA") protection obtained in February 2021, Laurentian is set to embark on a comprehensive, multi-year transformation program.
- Deloitte was engaged on April 28th, 2023, to support planning for the transformation program. Deloitte's work was substantially completed within the span of 120 days between April 28th and August 28th.
- The objective of the transformation is to provide the University with the systems, processes and policies to best support its academic and research missions.



Objective and Scope

Deloitte has been engaged to assist Laurentian University **develop a detailed operational transformation plan** within **120 calendar days** that includes identification of priorities, required steps, resources, timing, sequencing, goals and deliverables. The transformation plan should be implementation-ready accompanied by trackable detailed workplans that are aligned across work streams to manage interdependencies. The objective of the transformation is to provide the University with the systems, processes and policies to best support its academic and research missions.

The transformation plan will consider the following:

1. A focus on both **operational** and **governance transformation**, based upon recommendations from external and independent reviews as well as reports commissioned by the University.
2. Laurentian University has a **tri-cultural mandate** that must be **incorporated into** the transformation planning and implementation phases.

NOTE THAT THE STRATEGIC REVIEW OF THE UNIVERSITY'S ACADEMIC AND RESEARCH PROGRAMS IS EXCLUDED FROM THE CURRENT SCOPE, AND THE LAURENTIAN TRANSFORMATION PLAN HAS BEEN DEVELOPED IN CONSULTATION WITH OUR LABOUR PARTNERS AND IMPLEMENTATION OF WORK ACTIVITIES WILL RESPECT COLLECTIVE AGREEMENTS WHERE APPLICABLE.



The Laurentian University transformation plan was co-created and led by LU Leaders with support and validation from the Deloitte team

Deloitte's commitment to precision and detail, combined with a thoughtful approach to engagement, has paved the way for a transformative blueprint and workplan to build a better Laurentian. By engaging with participants at all levels of the organization, Deloitte was able to gain a deep understanding of the University's unique challenges and opportunities. This approach allowed for the development of a tailored plan that addresses the specific needs of the University, while also aligning with broader industry trends and leading practices.

Mobilization

- **Over 135 documents** were provided by Laurentian University for review including the **Nous Report, Auditor General Report, and existing collective agreements.**
- Based on careful analysis of the Nous and Auditor General reports, Deloitte identified four foundational work streams (which would feed into the other cross-functional areas in implementation):
 1. **Human Resources (HR)**
 2. **Finance (FIN)**
 3. **Registration Services & Student Affairs (RSSA)**
 4. **Information Technology (IT)**
- Leaders were assigned for each work stream – **In-scope and out-of-scope categories** for each work stream were validated by the respective LU members.
- A comprehensive approach was used to establish project governance and the Transformation Project Management Office (TPMO), including defining its goals and objectives and ensuring effective oversight and decision-making.



Integrated Blueprinting Planning

- **Over 120 Laurentian community members** provided insights into the current state of the university to the Deloitte Team. The different deliverables throughout the transformation planning were co-created with the Laurentian team and validated against Deloitte expertise in leading practices in the sector.
- Deloitte facilitated **6 listening sessions** for students, faculty, and staff to share insights and feedback about their experience with university operations.
- LU work stream members, working with the Deloitte Team, **created a charter per work stream** to detail the main areas for improvement and validate Auditor General and Nous reports findings.
- **80+ Blueprinting sessions** were conducted with process owners to capture current state processes, challenges, and a vision for future state.
- Deloitte conducted **multiple weekly roadmap and detailed workplan validation sessions**, for over 4 weeks, with each work stream to review content as it was being developed.
- **Deloitte facilitated 2 alignment workshops with all LU work stream members** to align on charters, milestones and dependencies across the different work streams.
- **5 departmental work stream sessions** were led by the client with the support of Deloitte to communicate the roadmaps highlighting the key milestones.
- Deloitte facilitated **6 bi-weekly meetings** with the **Transformation Consulting Group**, to communicate developments and seek feedback as the transformation plan progressed.



Detailed Planning















Workplan Alignment & Execution Readiness

- Throughout the engagement, Deloitte worked closely with university leadership to identify and address potential roadblocks to the successful execution of the workplan.
- The involvement of **LU participants** in the development of the **charters, blueprints and workplans** was crucial to the success of the transformation planning.
- A **RAIDD log** was created to identify and manage transformation risks, actions, issues, decisions and dependencies. In total, **40 risks, 35 issues, 11 decisions and 219 dependencies** were captured by Deloitte by the time of issuing the final report.
- Deloitte collaborated with the LU work stream members to develop a comprehensive detailed plan that outlined **key milestones, sequence, timelines, resourcing and responsibilities.**
- **Participant feedback was solicited regularly** to ensure effective communication and address concerns.



List of Deliverables




The table below lists all the agreed upon deliverables and indicates the medium of delivery

Deliverable	Delivered	Description of Purpose	Medium
 Project Kick-Off Package		<ul style="list-style-type: none"> To mobilize the Transformation Project Management Office (TPMO) and Work stream activities 	Meeting conducted April 18 th and emailed April 19 th to TPMO
 Improvement Area Prioritization		<ul style="list-style-type: none"> To prioritize functional areas based on the urgency for improvement 	Included in work stream Charters
 Work Stream Charters		<ul style="list-style-type: none"> To identify leaders for each work stream, and a vision for the transformation in each area To define in-scope and out of scope areas for each work stream and prioritization 	Presented by work stream leads June 19 th and emailed to TPMO
 Functional Blueprints		<ul style="list-style-type: none"> To document the current state of each process and establish the root cause of current challenges To document the target state for each process and sub-process 	Each excel blueprint has been emailed to work stream leads and TPMO
 Detailed Workplans		<ul style="list-style-type: none"> A project management tool to track and assign necessary tasks to complete the transformation. The detailed workplans are subject to refinement once implementation efforts are underway 	Each excel workplan has been emailed to work stream leads and TPMO
 Transformation Roadmaps		<ul style="list-style-type: none"> A visual representation of the milestones and sub-work streams in each workplan, to illustrate milestones, sequencing, ownership, timing, and dependencies 	Included in Chapter 2. Included by phase in Appendix B
 Alignment Workshops		<ul style="list-style-type: none"> To first align the charters, and then the detailed workplans across all work streams; and to identify risks, issues & interdependencies 	Facilitated by Deloitte on June 19 th and August 22 nd
 RAIDD Log		<ul style="list-style-type: none"> Document Identified Risks, Actions, Issues, Decisions and horizontal Dependencies for the transformation 	Master RAIDD Log in excel has been emailed to TPMO

Transformation final report composition, purpose, and guidance

The transformation final report is comprised of 1) the Executive Summary & Transformation Roadmaps, 2) the Transformation Plan Final Report, and 3) the Transformation Plan User Guide





Laurentian University Transformation Plan

	Executive Summary & Transformation Roadmaps	Transformation Plan Final Report	Transformation Plan User Guide
 Purpose	<p>To provide a high-level understanding of the following:</p> <ul style="list-style-type: none"> Background information, summary of findings and how was the plan developed The key themes that need to be addressed in order to achieve a successful transformation Each work stream’s transformation roadmap including dependencies and activity sequencing 	<p>To provide details on:</p> <ul style="list-style-type: none"> The structure and content of the transformation plan. Differences between transformation planning and transformation implementation, including critical implementation outcomes and keys to success. Each work stream’s transformation plan including dependencies and activity sequencing. 	<ul style="list-style-type: none"> To equip the transformation implementation team with a user manual to guide them on how to use each of the provided transformation planning tools and how to effectively utilize them throughout implementation.
 Content	<ul style="list-style-type: none"> A summary of how the plan was developed. A summary of the key observations and themes critical to achieving an impactful transformation at Laurentian University. An overview of each work stream’s transformation roadmaps including significant transformation milestones, activities, and dependencies. 	<ul style="list-style-type: none"> An overview of the approach and methods used to develop the blueprints, detailed workplans and high-level roadmaps. A summary of the current and future state understanding developed through blueprinting sessions An overview of the transformation roadmaps as seen in the executive summary. 	<ul style="list-style-type: none"> A guide on how to use the work stream charters, RAIDD log, functional blueprints, detailed workplans and high-level roadmaps in the transformation implementation.
 Intended Users	<ul style="list-style-type: none"> Board of Directors Executive team Ministry of Colleges and Universities All other users who are looking for a high-level understanding of the plan in condensed format 	<ul style="list-style-type: none"> Any Laurentian University community member who is interested to learn the detailed information of the Transformation Plan and its outcome. 	<ul style="list-style-type: none"> Staff Faculty Other individuals who are responsible for the implementation of the Transformation Plan

Current Report

Summary by work stream

The Transformation Plan addresses the specific needs of each of the four work streams to achieve the desired future state. While there are differences in the structure and maturity of each of these areas, the Enterprise Resource Planning (ERP) transformation is an overarching stream of work that is critical to the path to success. In addition, change management across the entire transformation is significant for its success.

Work Stream	Summary of Observations	Impact on Implementation Plan
<p>HR</p> 	<p>The Human Resources department has gaps in the processes and policies that are core to their operations. These gaps cause a lack of clarity on the standards, roles, and responsibilities, resulting in inconsistencies in the delivery of Human Resource services, which impact the wider Laurentian University community. Additionally, the Human Resources team relies on manual tools to implement processes which creates bottlenecks and inefficiencies.</p>	<ul style="list-style-type: none"> The Human Resources transformation plan will significantly impact the organization by establishing standards, streamlining operations, and increasing efficiency. Skilled talent recruitment will bring capacity and capabilities, stabilizing operations and improving overall performance. After the establishment of foundational processes and policies, the detailed workplan shifts its focus towards the implementation of a Service Delivery Ticketing (Case Management) System and a Human Resources Information System (HRIS). This automation of processes aims to eliminate inefficiencies and integrate with the larger ERP strategy of the university.
<p>Finance</p> 	<p>The Finance department is limited by several factors, mainly: 1) aging technology, as the ERP for the Finance modules has not had a significant evolution since it was rolled out; 2) absence of internal experts in the ERP; 3) insufficient documentation of current processes, hindering employee training; and 4) lack of adherence to defined processes across the University, resulting in manual workarounds, bottlenecks and inefficiencies in Finance.</p>	<ul style="list-style-type: none"> Finance’s transformation plan has a considerable effort on identifying, selecting, and implementing the systems required to support a modern Finance function. Consequently, the transformation plan relies heavily on the ERP strategy of the university. In parallel, enhancements to the current systems and processes will be prioritized and implemented. Obtaining and mobilizing the resources to support the transformation and to become the future ERP power users is a key success factor of the plan.
<p>RSSA</p> 	<p>The registration services and student affairs work stream encompasses a large hive of student-facing offices all interacting in a siloed manner. Despite individual efforts, units are interacting in an ad hoc fashion and lack of clarity on roles and responsibilities is creating friction and misalignment with the institutional mission. Multiple points of entry for services is confusing for students, staff and faculty, and there is a lack of access to data, and a single source of truth.</p>	<ul style="list-style-type: none"> The primary focus for this workplan is to clarify the content and services available for staff, faculty and students, to best support the operational and academic mission of the University to conduct research, teach and matriculate students, including a supportive and intentional approach to student life. Bottlenecks will be reduced by implementing systems, automating data integration, and providing staff support and training to eliminate single points of failure and ensure a sustainable level of service excellence for constituents.
<p>IT</p> 	<p>The effectiveness and operational efficiency of technology across Laurentian has been impeded through several challenges: 1) a lack of clarity on roles and responsibilities with functional areas; 2) limited understanding on the role of IT and the services that should be provided; 3) significant vacancies within the IT Department impacting the capacity to complete operational activities; and 4) ineffective service management practices and low customer satisfaction.</p>	<ul style="list-style-type: none"> The IT transformation plan focuses on uplifting technology related governance and frameworks to better define roles/ responsibilities, drive accountability, and improve decision making and transparency. This includes project governance, system access policies, master data management and asset management. Additionally, IT services will be formally captured and communicated through a Service Catalogue, which will include service level targets to better set expectations with users around timeframes. In parallel, IT will need to support transformation initiatives across the other work streams.

Foundational themes are essential to the successful implementation of the plan

Extensive discussion and consultation with Laurentian University participants and other stakeholders revealed several key themes impacting operations at all levels that must be addressed to ensure a successful transformation and a sustainable future for the University. The identified themes informed the plan and were addressed through the detailed activities defined for each sub-work stream



Commit to **building a culture of trust** with the wider community by demonstrating **integrity** at all levels and through all processes



Take action towards **establishing ownership and accountability** across the University through clearly defined roles and responsibilities and data stewardship



Commit to transparency and openness throughout all processes and communications with internal and external stakeholders



Break down silos and **develop a culture of collaboration and communication**; prioritizing equity, diversity, inclusion, Indigeneity, and accessibility (EDII-A)



Optimize and create efficient processes utilizing technology to drive operational efficiency and reduce manual work



Prioritize service delivery excellence and transparency throughout the service delivery process



Create and implement an operational strategy and measure performance against strategic objectives



Build operational capabilities that meet the University's requirements and commit to develop a culture of continuous improvement

• How do the themes influence the detailed workplans ?

The themes that emerged from the consultations while gathering information about the current state of the University's operations informed the changes that need to take place to successfully achieve the future state. These themes are consistent across the university.

- **For a successful transformation, the foundational themes need to become the guiding principles for the implementation. Therefore, the themes are embedded in the detailed workplans through the activities that focus on the following areas:**



Leadership



Process



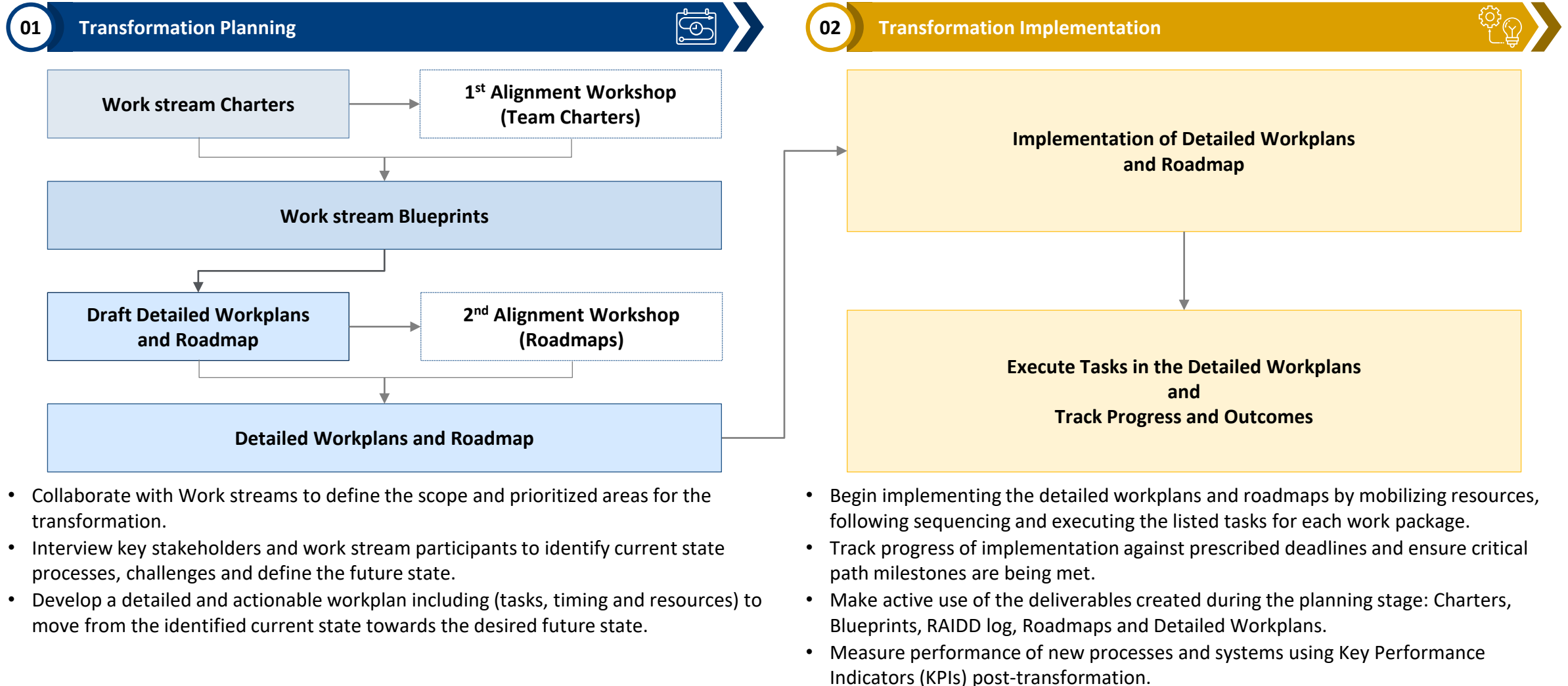
People



Technology

Moving from transformation planning to transformation implementation

The phased approach to transformation will position Laurentian University to effect institution-wide change while protecting operational continuity. The tools developed during transformation planning will be used to support the transition to transformation implementation



Implementation success factors

Multiple risks and issues were raised by stakeholders across Laurentian University when forming the transformation plan. Success factors have been identified to mitigate key risks to ensure the successful delivery of the Transformation Program

Implementation Success Factors

- The implementation success factors are the key areas, factors, or activities that will need to be addressed for the successful delivery of the Transformation Program, to achieve planned objectives and to realize expected benefits.
- It is important to identify these success factors and the associated risks during planning to guide the Transformation Program as it transitions into the implementation phase.
- These implementation success factors have been identified over the course of transformation planning by first identifying and capturing the risks and issues in the RAIDD log, identifying key risks to implementation and grouping them to form the success factors.



Funding: Funding is essential for the Transformation Program at Laurentian, to ensure that it has the necessary resources, support, and alignment needed to succeed.



Staff Resourcing: Resourcing will need to be planned for in advance, prior to beginning the implementation, to ensure that there is capability and capacity to deliver the in-scope initiatives.



Governance: Overarching program governance needs to be established to govern the Transformation Program, with clear accountability, responsibilities and outcomes. This governance body will need to manage key risks, issues and dependencies associated with work streams as well as other related initiatives.



Change Management: A structured approach to change management is essential to the success of the Transformation Program. It impacts the effectiveness of each transformation initiative by improving engagement with stakeholders, increasing adoption of new tools, processes and policies, building buy-in of transformation activities, and managing resistance to change.



Strategic Alignment: Given the number of organizational initiatives at Laurentian University, alignment on direction, objectives and benefits are required to ensure that there is clarity on what success looks like. This includes alignment between the Transformation Program, the Strategic Plan, and the recommendations from other external reviews and audits.



Leadership: Effective leadership will be required to guide the Transformation Program to ensure delivery of planned outcomes. Leaders must be committed to the program, with clear vision and direction for all the transformation initiatives and transparently communicate their importance, while also providing the necessary resources and support.



External Oversight: The external audit conducted by the Auditor General included recommendations which Laurentian University needs to align to and demonstrate progress. Laurentian University will also need to demonstrate compliance with directions/mandates with other relevant external parties.



Risk Management: An enterprise risk management framework will need to be established in order to identify, assess, and manage risks/issues in a standardized manner across Laurentian University. It will improve Laurentian's ability to manage risks, assess their potential impact, and develop strategies to mitigate or manage those risks.

Integrating the Indigenous Programs Strategic Business Plan

Office of Academic and Indigenous Programs, staff, faculty, LUNEC, and organizational partners developed an Indigenous Programs Strategic Business plan in a parallel process to the development of the LU Strategic and the Operational Transformation Plan. Operational recommendations from the Indigenous Programs Strategic Business plan were incorporated into the Operational Transformation Plan.

The Indigenous Program Strategic Business Plan goals

The LU Indigenous Programs Strategic Business Plan outlines recommended strategic directions and outcomes for each of the following strategic priority areas:

- Staffing Renewal
- Programs and Degrees
- Indigenous Research
- Space and Faculties

While Staffing Renewal recommendation goals have been addressed under the Operational Transformation Plan, the other areas were to be considered under the Strategic Transformation Plan work where Programs, Research and Governance will be captured.

The Operations Transformation Plan documented the Academic and Indigenous Programs office and the Indigenous Programs Strategic Business Plan as dependencies during the implementation stage

The operations transformation plan incorporated dependencies and activities that reference the Indigenous Program Strategic Business Plan goals and the Academic and Indigenous Programs office to be part of the implementation phase in the relevant operational areas

The workstream activities that intersect with the Indigenous Program Strategic Business Plan are:

- HR: Recruitment, Compensation (Specifically job descriptions), Learning and Development and EDII-A
- RSSA: Student Portal Development and Service Level Expectations, and Recruitment and Admissions Data
- Finance: Social Procurement Considerations
- The implementation activities include explicit community engagement and are expressed as dependencies
- More specifically, the Office of Academic and Indigenous Programs has been intentionally included as a group, and should be consulted broadly during implementation

Implementation Success Factors

The success factors listed on page 11 establish the foundation to integrate the Indigenous Program Strategic Business Plan into the Operational Transformation, including the following considerations:

- Strategic Alignment with LU executive leadership on the definition of the Tri-Cultural Mandate, its goals and path to implementation
- Establishing an overarching EDII-A strategy institution wide that guides operations to facilitate its implementation
- Engaging LUNEC and all relevant stakeholders to achieve alignment on EDII-A strategy and goals

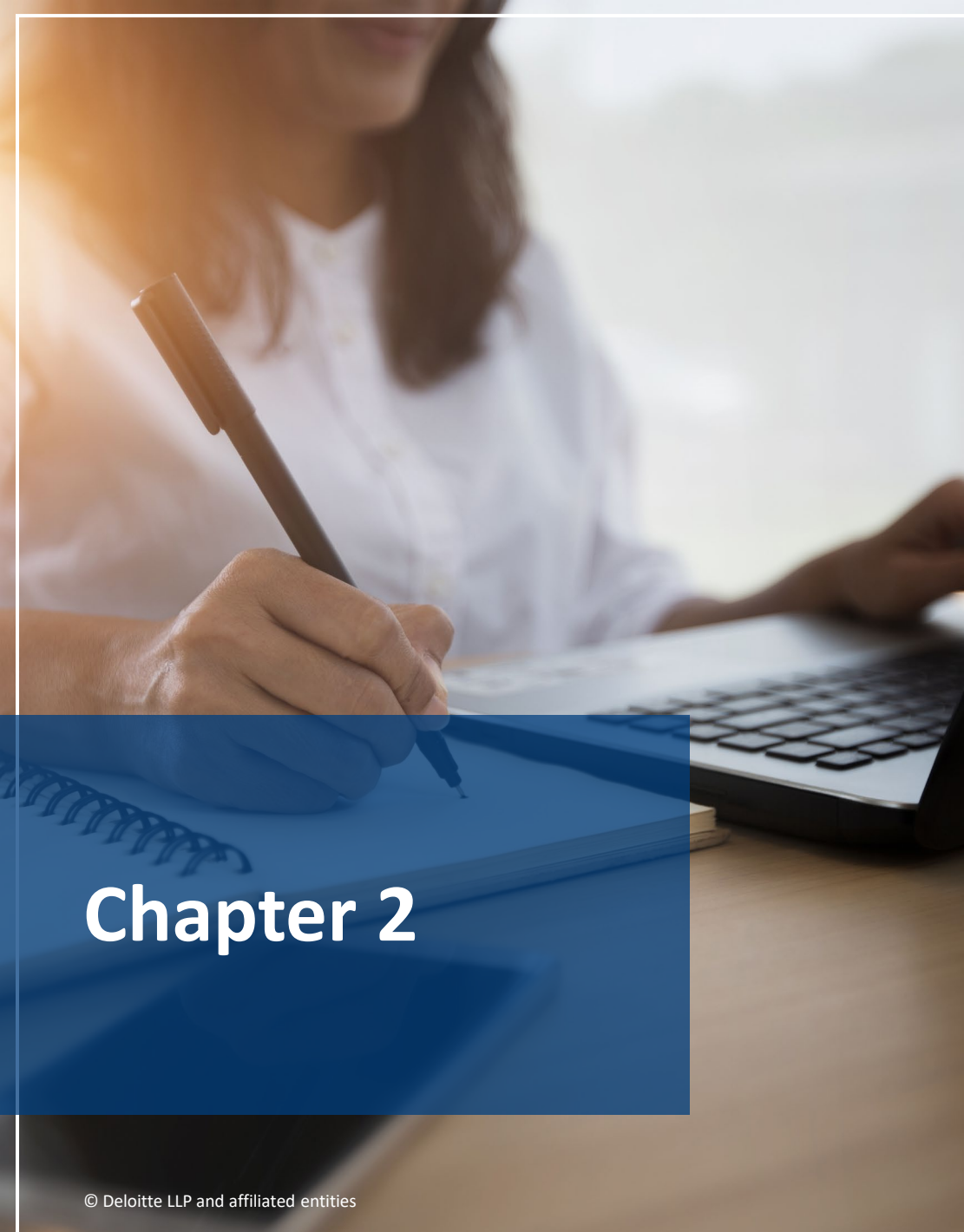


The Indigenous Program Strategic Business Plan has informed the Operations Transformation Plan in the areas that impact the Tri-Cultural mandate and guided identifying relevant dependencies and activities in the plan

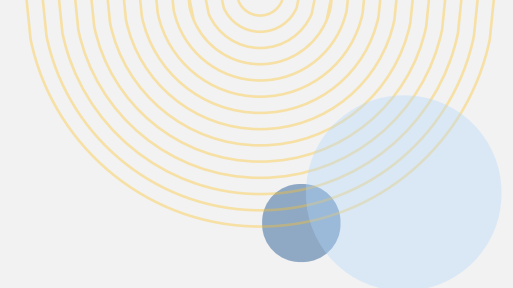
Proposed transformation program next steps

The transformation implementation phase should build from the learnings gained in the planning phase. The proposed steps for the implementation team below support a seamless transition from planning to execution

Next Steps	Description of Purpose
Develop Implementation Program Governance	<ul style="list-style-type: none"> Establish Governance structure and formalize pathway, including when/how to include the Senate and Board; who should be on the Steering Committee and Transformation Program Implementation Office (TPIO); and the decision framework and escalation pathways
Communicate with Constituents	<ul style="list-style-type: none"> Develop a communication plan and communicate with the broader university community regarding the implementation, including soliciting names for participation on work streams and oversight groups
Oversee the Program	<ul style="list-style-type: none"> Stand up the TPIO and determine its responsibilities, such as: drive pace, monitor progress and timelines, remove roadblocks, mitigate risks, manage dependencies and solve issues between work streams, etc.
Allocate Resources	<ul style="list-style-type: none"> Allocate, recruit and onboard the resources identified in the detailed workplan to run a successful transformation implementation program Select and onboard vendors
Review existing cycles and staff	<ul style="list-style-type: none"> Develop a plan and timeline for business as usual (BAU) work; clarify staffing required
Hire/second implementation focused staff	<ul style="list-style-type: none"> Review critical staffing for implementation and create job descriptions and recruit for these roles
Assign work packages to teams	<ul style="list-style-type: none"> Assign work stream leads and sub-work stream teams to work packages from the detailed plan
Monitor and report on progress	<ul style="list-style-type: none"> Use the tools provided (RAIDD log and Detailed Workplans) to monitor progress Set meeting and reporting cadence for monitoring progress



Chapter 2



Transformation roadmaps

What is the transformation roadmap and what is its purpose?

The transformation roadmaps are an important deliverable as they lay out a view of the main milestones that will take place for each work stream in the implementation phase. For a table summary of the milestones please go to Appendix B. The detailed workplans are separate spreadsheets in an excel format.

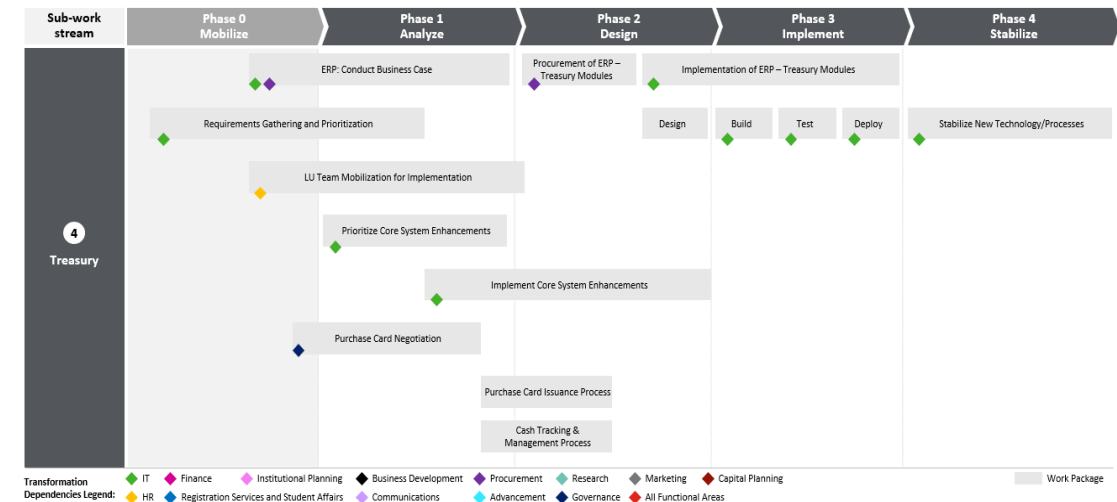
01 Detailed Workplan

Work package details										
Task ID	Workstream line item ID	Sub Work stream	Work Package	Description of Milestone / Task	Milestone	Non Initiative	Blueprint ID Link	Artifacts / Processes / Business Case Requirements and Commitments	Priority	Project Phase
1	WP_FIN-Treasury-1	Treasury	ERP: Conduct Business Case	Based on a gap analysis of the current process and tools, a decision is made regarding the best solution to adopt at LU, short term and long term	Yes	06 Technology & Digital			Priority 1	Phase 1
1.01	WP_FIN-Treasury-1.01	Treasury	ERP: Conduct Business Case	Identify and document functional requirements and assign a priority: "must have" vs. "nice to have"	Yes	06 Technology & Digital		Requirements document	Priority 1	Phase 1
1.02	WP_FIN-Treasury-1.02	Treasury	ERP: Conduct Business Case	Fit-Gap Analysis: Evaluate if whether Colleague can be extended or configured to address any functional gaps or shortcomings.	No	06 Technology & Digital Platforms			Priority 1	Phase 1
1.03	WP_FIN-Treasury-1.03	Treasury	ERP: Conduct Business Case	Conduct Market Scan and Cost Analysis: Understand the ERP landscape across other comparable universities, analyst research, and proven solutions	No	06 Technology & Digital Platforms		Business Case document	Priority 1	Phase 1
1.04	WP_FIN-Treasury-1.04	Treasury	ERP: Conduct Business Case	Business Case development and analysis: If Colleague can be extended, is it worth the cost / effort to configure, customize and extend vs other solutions (business case from a cost, architectural fit perspective)	No	06 Technology & Digital Platforms		Business Case document	Priority 1	Phase 1
1.05	WP_FIN-Treasury-1.05	Treasury	ERP: Conduct Business Case	Make ERP decision: Colleague - Colleague partners - Other solutions	Yes	06 Technology & Digital Platforms			Priority 1	Phase 1
2.00	WP_FIN-Treasury-2	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay -	ERP and Partner to implement it is selected and procured - Procurement process	Yes	06 Technology & Digital Platforms		Vendor contract(s)	Priority 1	Phase 2
2.01	WP_FIN-Treasury-2.01	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Identify and engage potential vendors	No	06 Technology & Digital Platforms			Priority 1	Phase 2
2.02	WP_FIN-Treasury-2.02	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Apply standard procurement process based on thresholds	No	06 Technology & Digital Platforms			Priority 1	Phase 2
2.03	WP_FIN-Treasury-2.03	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Select vendor(s) and complete procurement process and contract negotiation	No	06 Technology & Digital Platforms		Vendor contract(s)	Priority 1	Phase 2

The detailed workplans, which are detailed spreadsheets in an excel format, provide a granular view of all activities and milestones required to successfully transform and includes information such as:

- Timing (by day)
- Specific ownership and accountability
- Dependencies
- Activities and milestone status

02 Transformation Roadmap



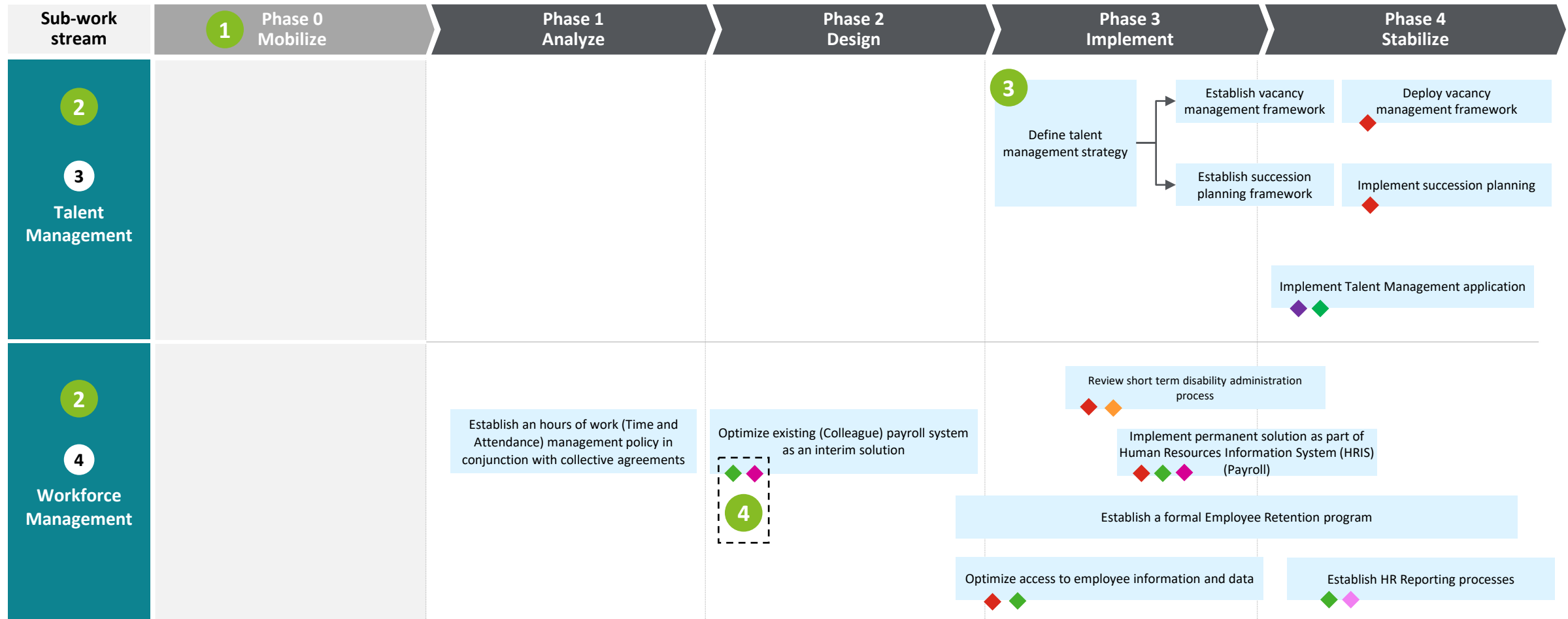
The transformation roadmap contains only the most relevant information to the transformation including:

- High-level milestones (e.g., Enterprise Resource Planning implementation, process re-design, policy establishment, etc.)
- Sequencing and Timing (at the phase level)
- High-level view of dependencies

The transformation roadmaps are designed to provide a high-level sequential view of the milestones and their respective dependencies for each work stream.

Transformation roadmap composition (1/2)

The roadmap summarizes information taken directly from the detailed workplans and are formed by of the following 4 components: Phase, Sub-Work Stream, Milestones, and Dependencies. Please see the following slide for a detailed explanation of each numbered component.







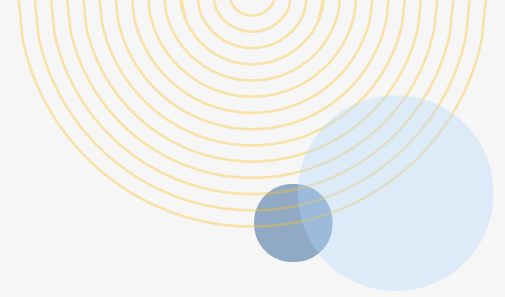
Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Light blue box)

Transformation roadmap composition (2/2)

The roadmap summarizes sub-work streams and milestones taken directly from the detailed workplans that will lead Laurentian University through its transformative journey spanning 3-5 years. Comprising four phases, this strategic approach offers flexibility, empowering the university to adapt to evolving conditions and achieve the transformation goals.

Component	Description
1 Phase 	<p>The transformation can be broken down into four phases taking place over the course of three to five years – one mobilization phase (Phase 0) and four implementation phases (Phases 1 – 4). Organizing the project in this manner provides a clear direction for each stage of the transformation while also enabling the sequencing and prioritization of transformation related tasks.</p> <ul style="list-style-type: none"> • Phase 0 – Mobilize: In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps. • Phase 1 – Analyze: During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state. • Phase 2 – Design: Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules. • Phase 3 – Implement: In Phase 3, the focus will be on building, configuring, testing, and deploying the selected ERP products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc. • Phase 4 – Stabilize: Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.
2 Sub-Work Stream 	<p>Sub-work streams are the core functions of each work stream that drive and support the operations of the University (e.g., Talent Management in HR, Accounting in Finance, etc.). The sub-work streams are used to appropriately categorize and group together relevant transformation work packages and help provide a structure to transformation planning.</p>
3 Milestone 	<p>Milestones are groupings of major activities whose completion are vital to achieving the desired outcomes of the sub-work stream transformation. The milestones are transformation focused and represent key implementation initiatives. These have been identified during discussions with work stream participants and are part of the detailed workplans.</p>
4 Dependencies 	<p>Dependencies arise when there are transformation activities that require support or consultation from another work stream. Identifying, cataloguing, and addressing these dependencies enables more accurate resource planning and will result in a smoother transformation. Dependencies are denoted by diamonds with each function having a corresponding colour.</p>

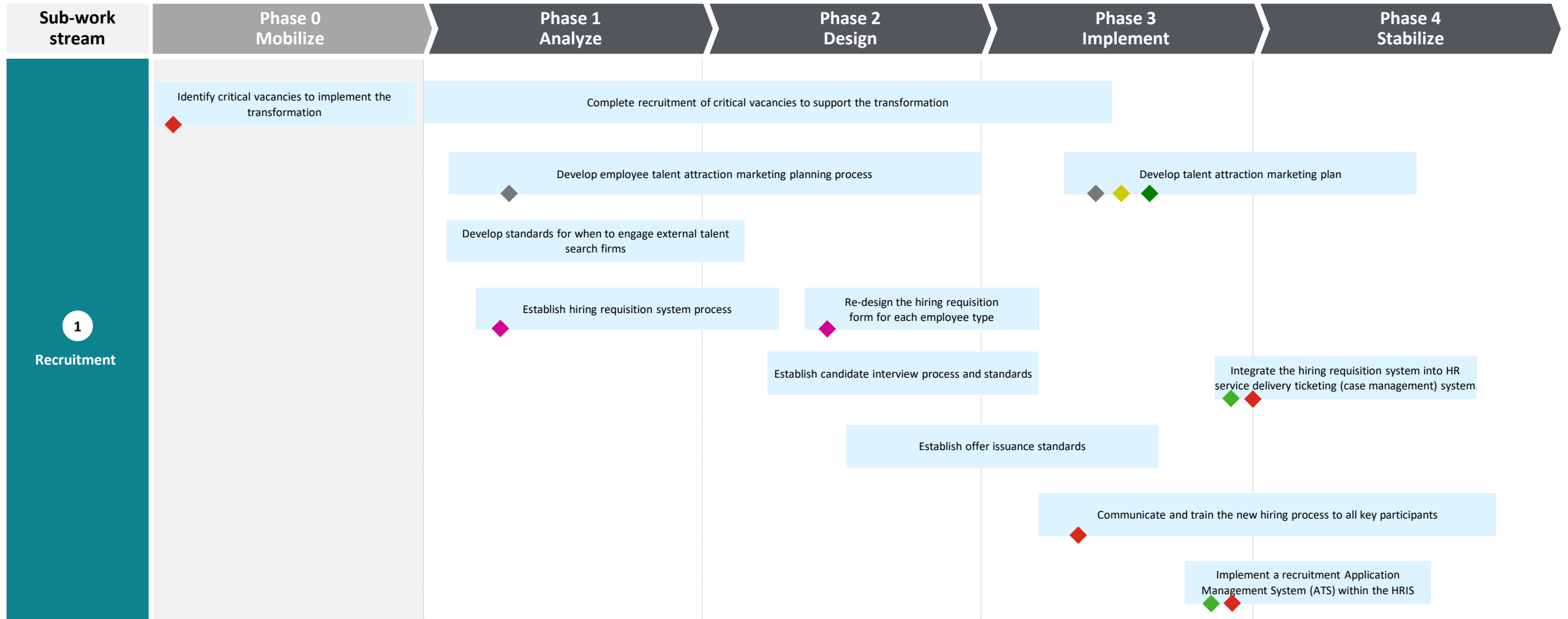


Human Resources



Human Resources Roadmap (1/6)

The recruitment sub-work stream focuses on re-branding the university in the higher education sector to attract talent and re-design the hiring processes to establish governance, transparency and clear accountabilities. Recruiting critical roles is essential for the success of the transformation and will be the first step in the mobilization phase.

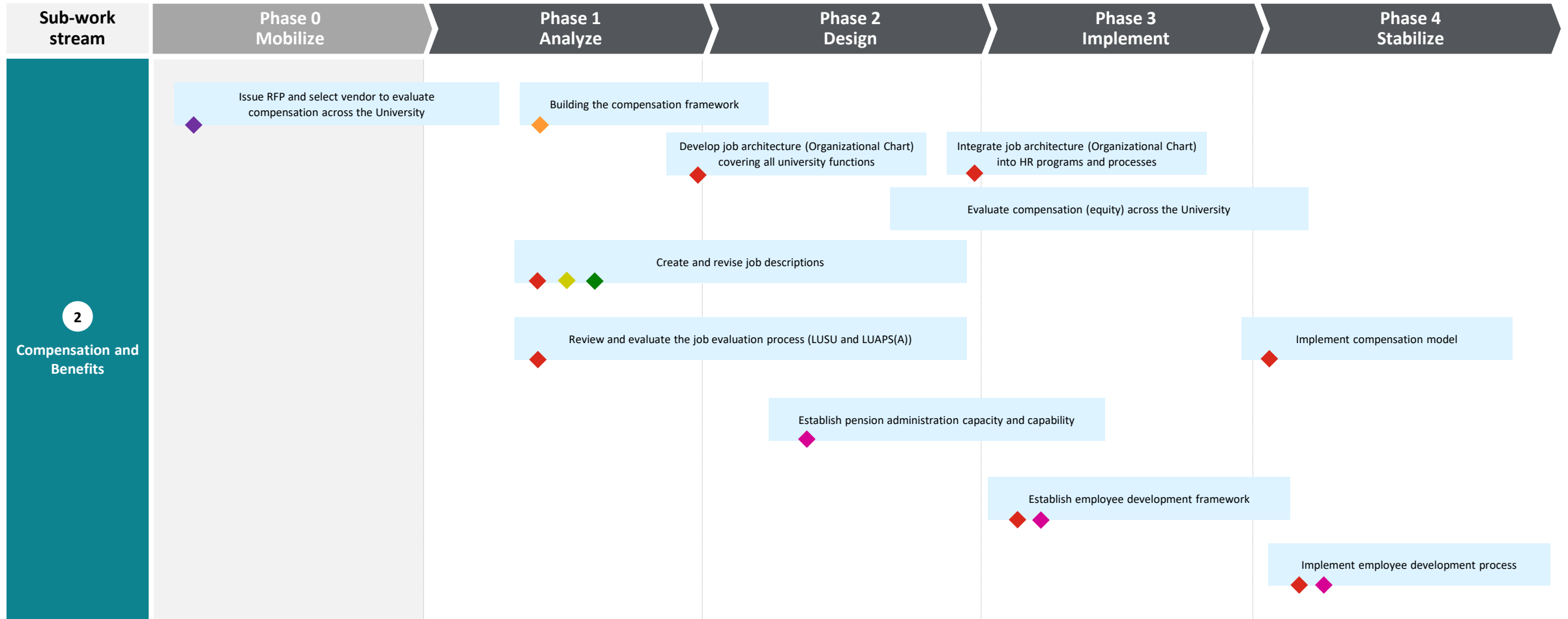


Transformation Dependencies Legend:

- IT
- Finance
- Institutional Planning
- Business Development
- Procurement
- Research
- Marketing
- Capital Planning
- Academic and Indigenous Programs
- Office of Francophone Affairs
- HR
- Registration Services and Student Affairs
- Communications
- Advancement
- Governance
- All Functional Areas
- Equity, Diversity and Human Rights Office
- Labour Unions
- Milestone

Human Resources Roadmap (2/6)

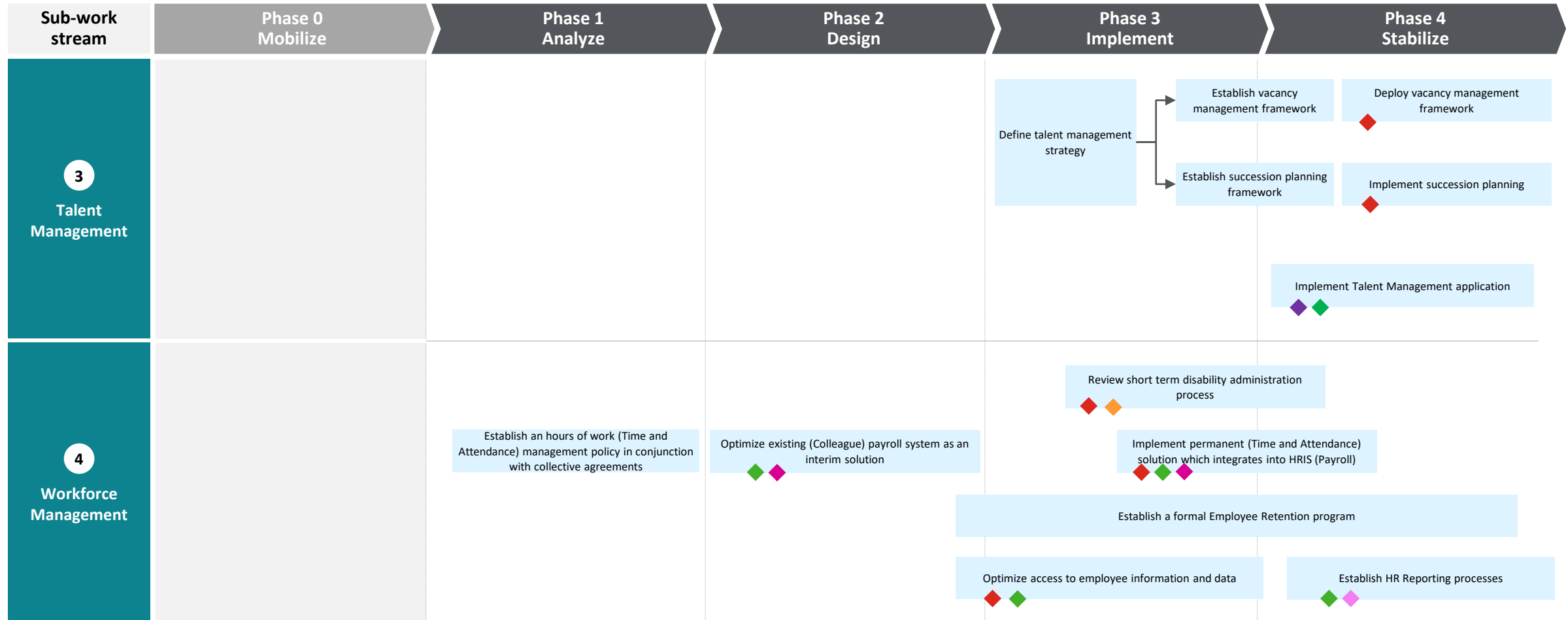
A compensation framework that is aligned with the university’s strategy and competitively positions the university in the higher education sector will be essential to attracting and retaining talent. Collaboration with all functional areas will be essential to understand each role at the university and ensure a comprehensive and transparent job evaluation process.



- Transformation Dependencies Legend:**
- ◆ IT
 - ◆ Finance
 - ◆ Institutional Planning
 - ◆ Business Development
 - ◆ Procurement
 - ◆ Research
 - ◆ Marketing
 - ◆ Capital Planning
 - ◆ Academic and Indigenous Programs
 - ◆ Office of Francophone Affairs
 - ◆ HR
 - ◆ Registration Services and Student Affairs
 - ◆ Communications
 - ◆ Advancement
 - ◆ Governance
 - ◆ All Functional Areas
 - ◆ Equity, Diversity and Human Rights Office
 - ◆ Labour Unions
 - Milestone

Human Resources Roadmap (3/6)

Talent management is a critical component of the retention strategy, providing staff with professional development opportunities and pipelining leadership skills. The workforce management sub-work stream will establish formal policies and processes that will be developed and integrated in collaboration with Finance and IT.

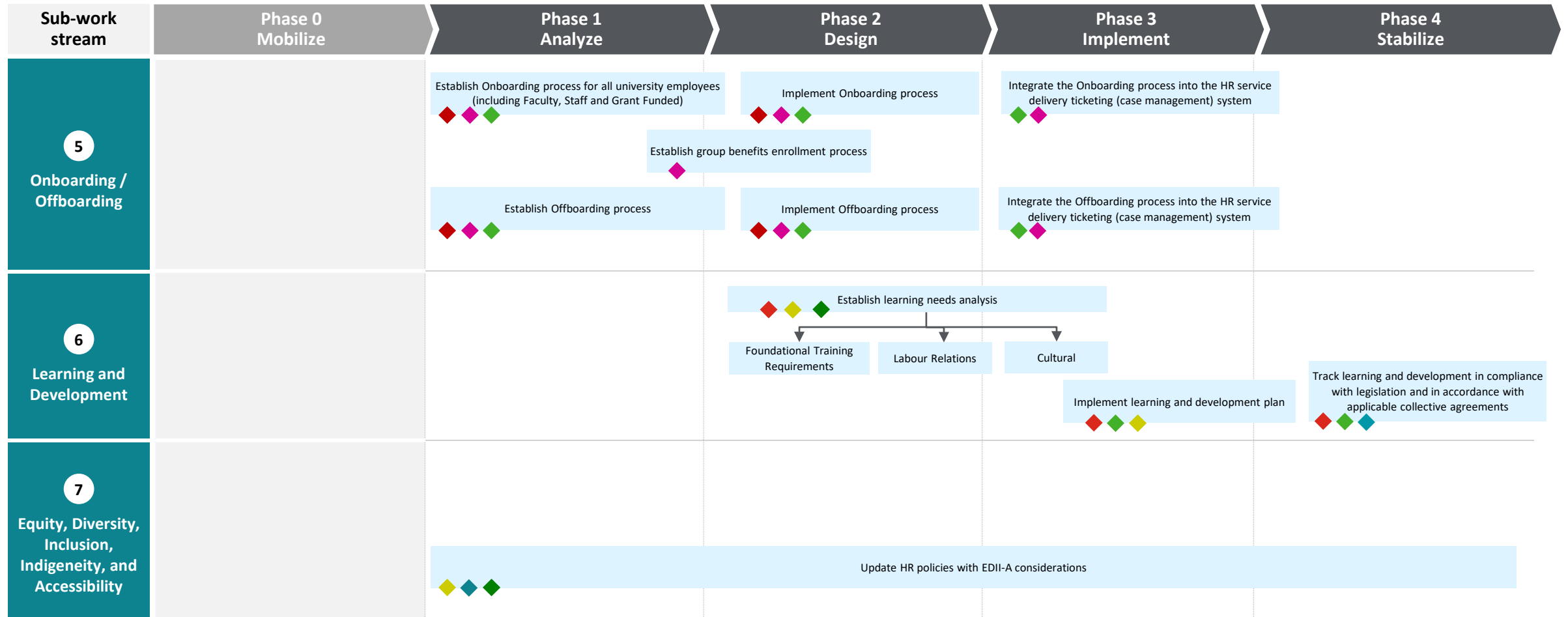


Transformation Dependencies Legend:

- IT
- Finance
- Institutional Planning
- Business Development
- Procurement
- Research
- Marketing
- Capital Planning
- Academic and Indigenous Programs
- Office of Francophone Affairs
- HR
- Registration Services and Student Affairs
- Communications
- Advancement
- Governance
- All Functional Areas
- Equity, Diversity and Human Rights Office
- Labour Unions
- Milestone

Human Resources Roadmap (4/6)

Onboarding and Offboarding functions will be developed to help the university create clarity in roles and responsibilities and help mitigate risks during times of transition. The learning and development area will ensure people have the information they need and ensure core compliance is met. The EDII-A area is one part of the larger institutional strategy.

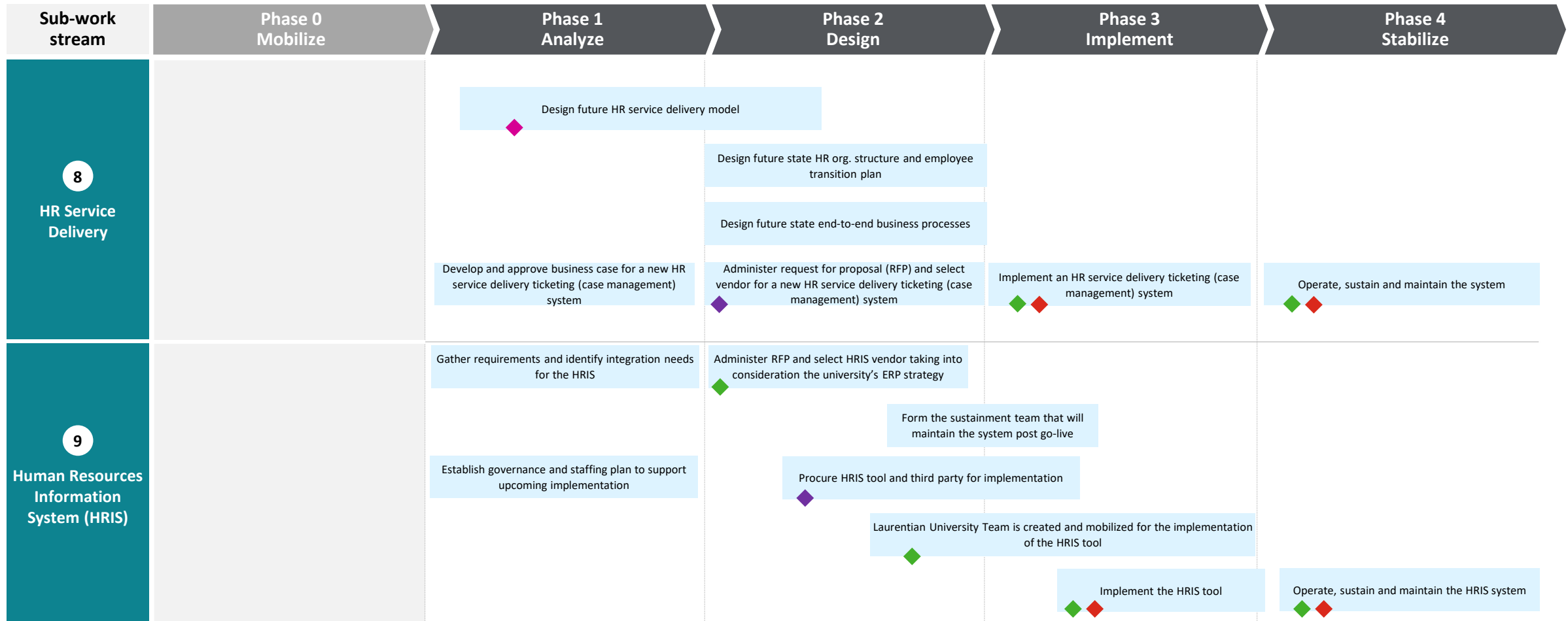


Transformation Dependencies Legend:

- IT
- Finance
- Institutional Planning
- Business Development
- Procurement
- Research
- Marketing
- Capital Planning
- Academic and Indigenous Programs
- Office of Francophone Affairs
- HR
- Registration Services and Student Affairs
- Communications
- Advancement
- Governance
- All Functional Areas
- Equity, Diversity and Human Rights Office
- Labour Unions
- Milestone

Human Resources Roadmap (5/6)

Implementing a case management system for service delivery will positively transform the way HR serves the university employees to allow them to be successful and increase satisfaction. A Human Resources Information System (HRIS) will also optimize the way HR operates and integrates with other administrative functions to enable them to perform their work.

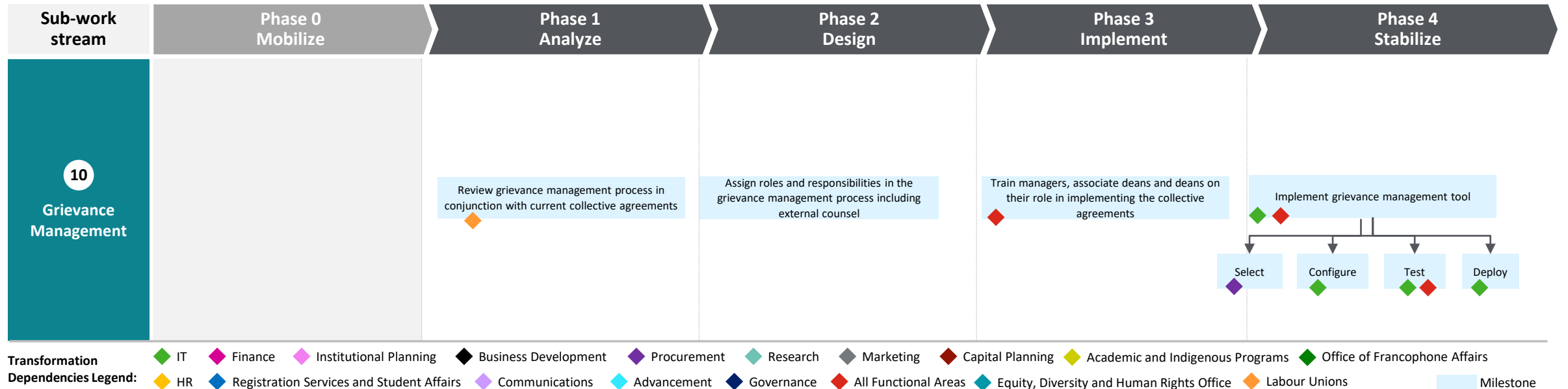


Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

Human Resources Roadmap (6/6)

Reviewing the grievance management process will allow holistic changes to policy inputs as well as provide more clarity around roles and responsibilities across the institution and leverage more technology to help better manage cases.



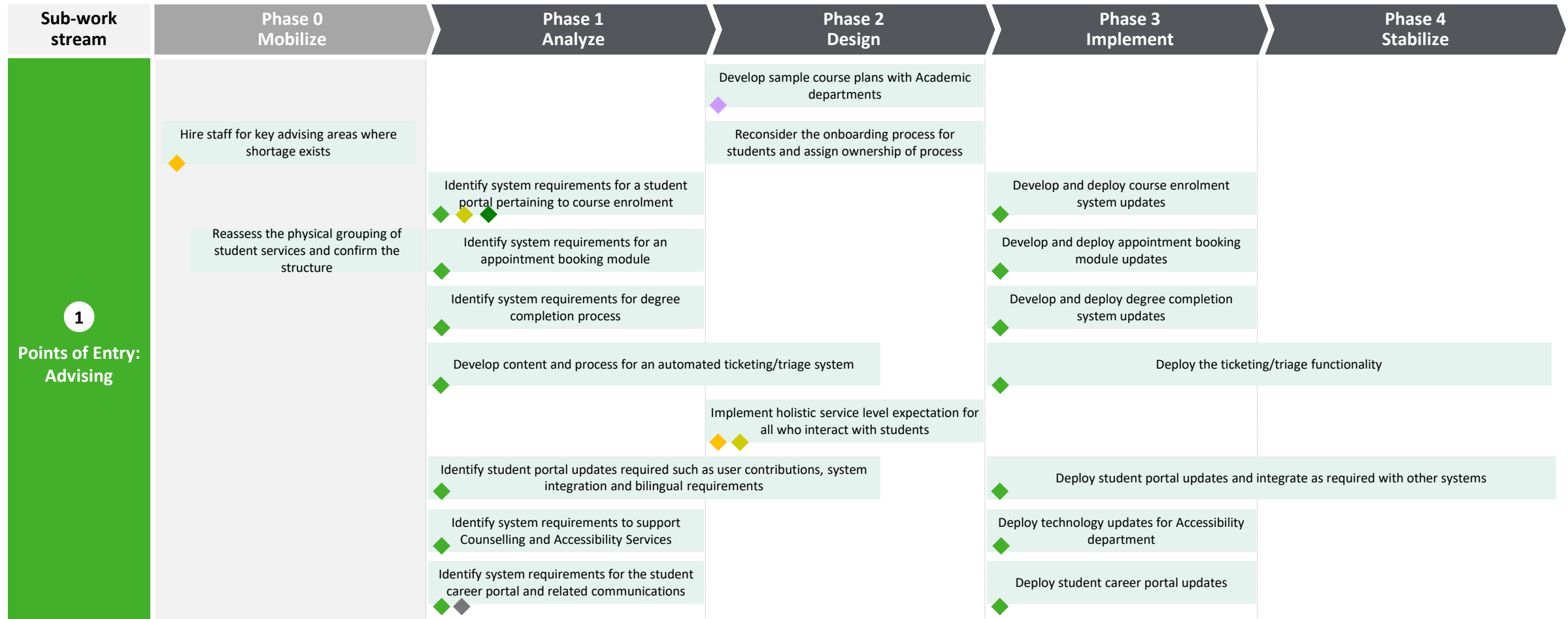


Registration Services and Student Affairs



Registration Services and Student Affairs roadmap (1/5)

The first area of focus is Points of Entry: Advising for students, as this emerged as a core pain point. By focusing on the redesign of the structure and physical grouping of student services and how key information is accessed, all users will be directed towards a single point of entry and have access to the right information at the right time.

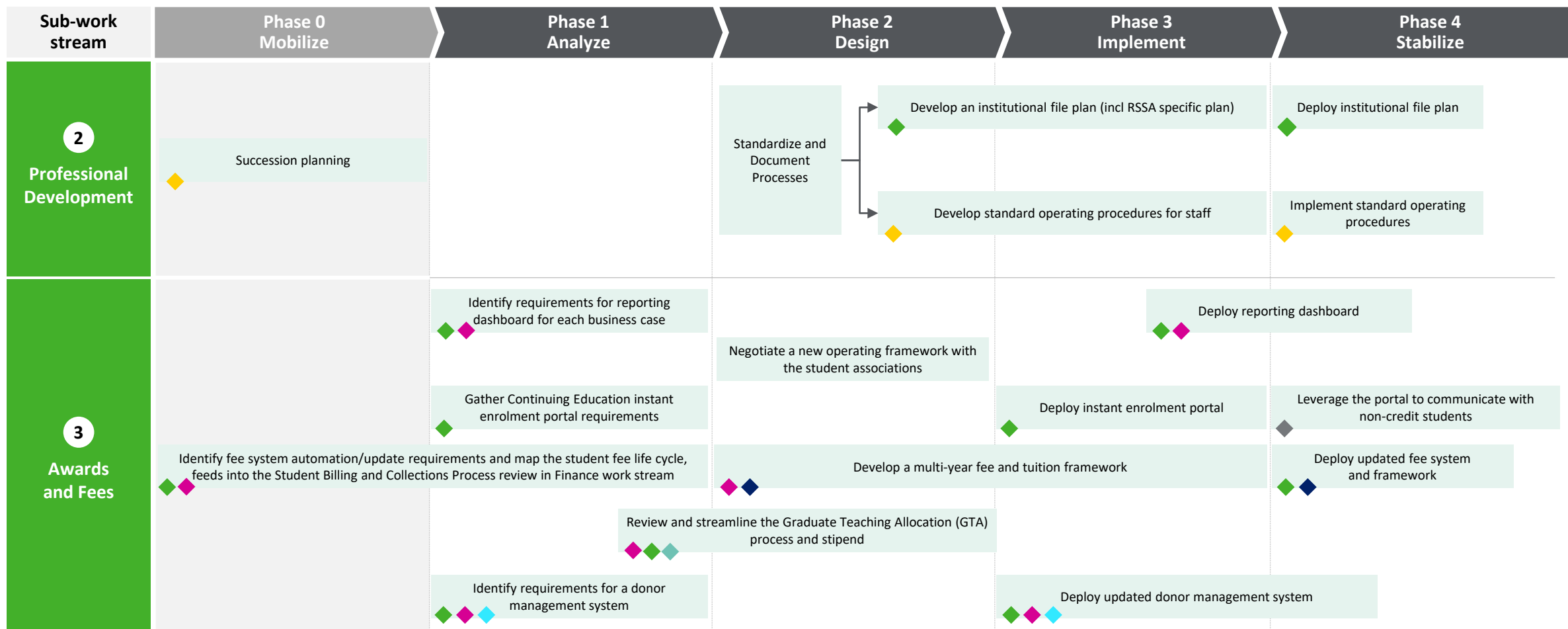


Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

Registration Services and Student Affairs roadmap (2/5)

The second area of focus surrounds the professional development of the teams, including onboarding, training, and creating standard operating procedures to ensure critical tasks are completed and the process is resilient to transitions and vacancies. The third area is awards and fees, a critical part of the student journey which needs reconceptualization.

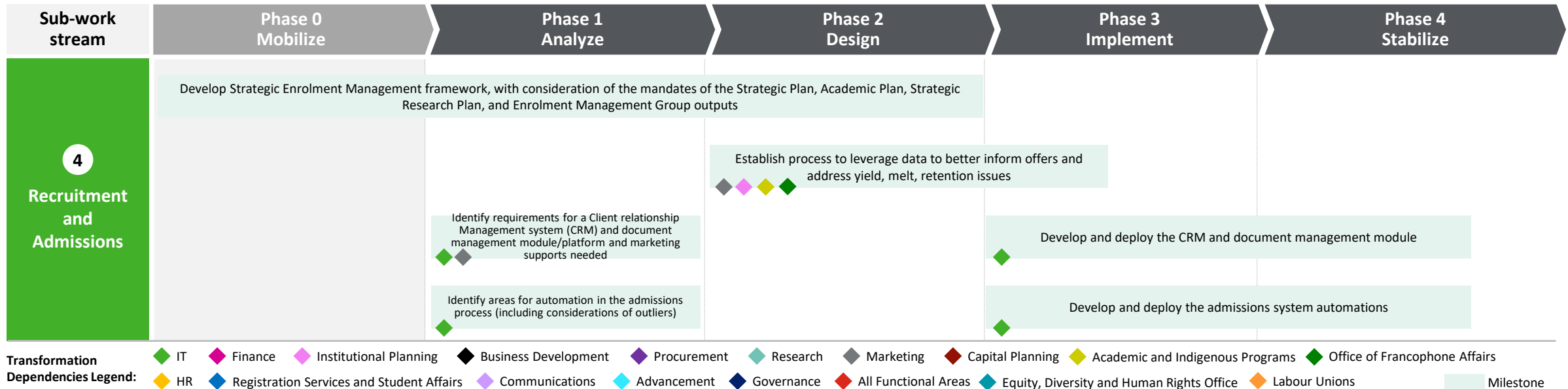


Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

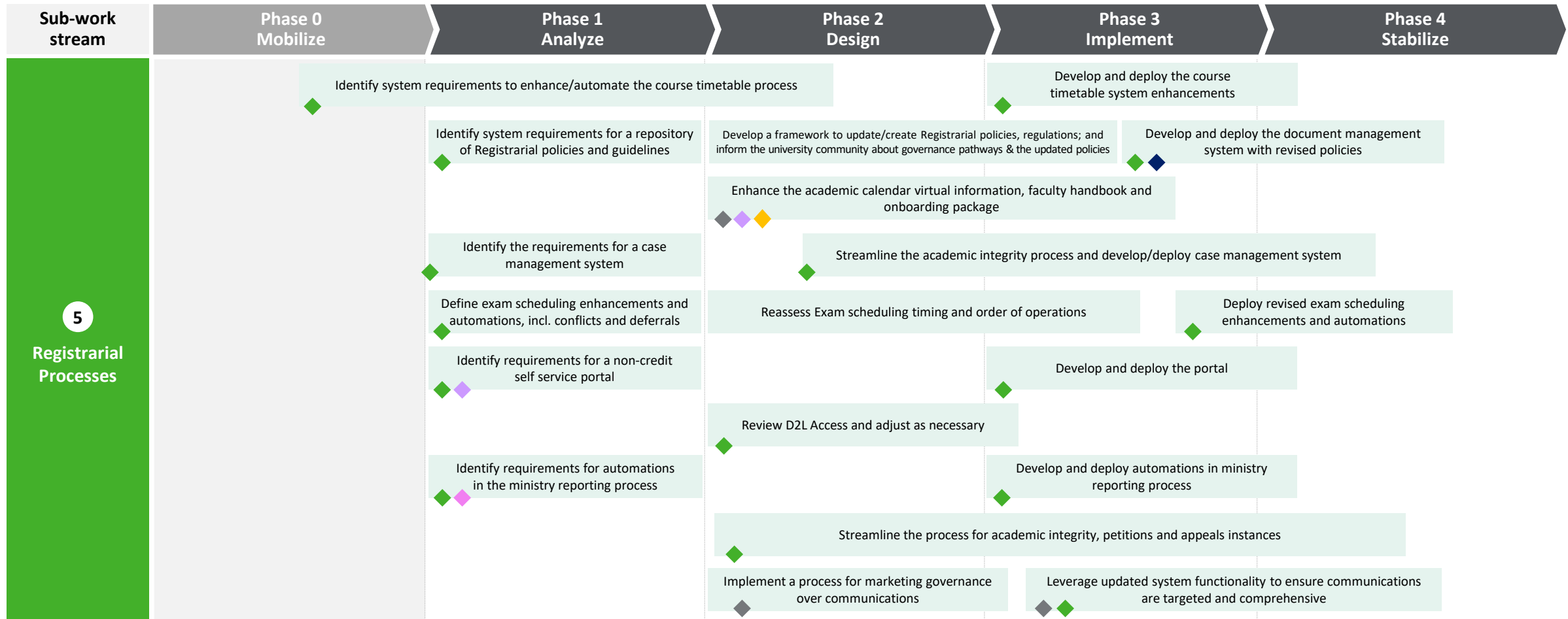
Registration Services and Student Affairs roadmap (3/5)

The recruitment and admissions portfolio is high volume and a critical first connection point for interested students. Updating and optimizing the framework around the various drivers and implementing additional technical solutions to support the work will help to stabilize this critical function.



Registration Services and Student Affairs roadmap (4/5)

The registrarial processes need to be optimized to reduce the volume of outliers to be resolved, and to have a single source for policies, processes, dates and deadlines. This will optimize interactions between the various community members who need this information, including faculty, students and staff.

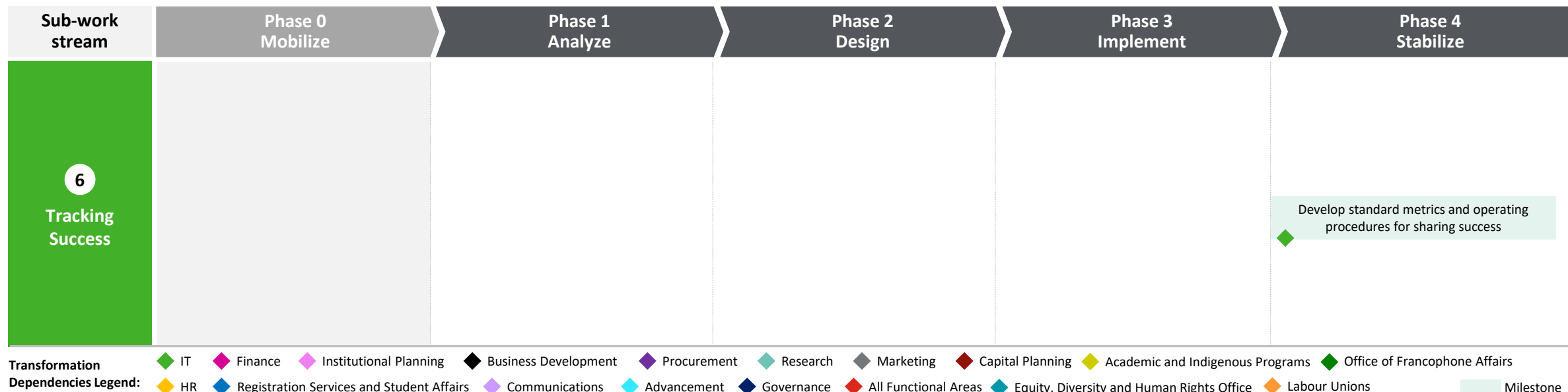


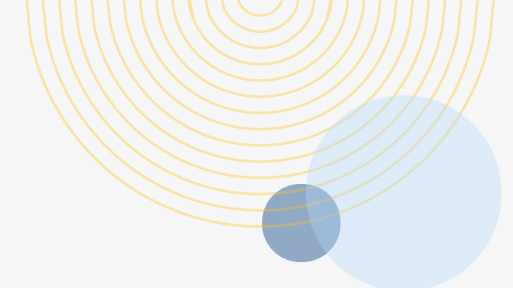
Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
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- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

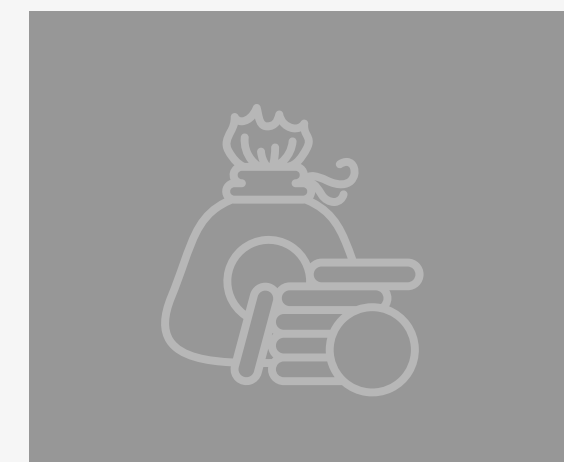
Registration Services and Student Affairs roadmap (5/5)

This final area is the basis for continuous improvement, to measure the outcomes of the technological, policy and process changes over the course of the transformation. By setting data-driven metrics, based on the newly improved processes, the university can remain flexible and responsive to new friction points and give members of the community the opportunity to provide feedback.



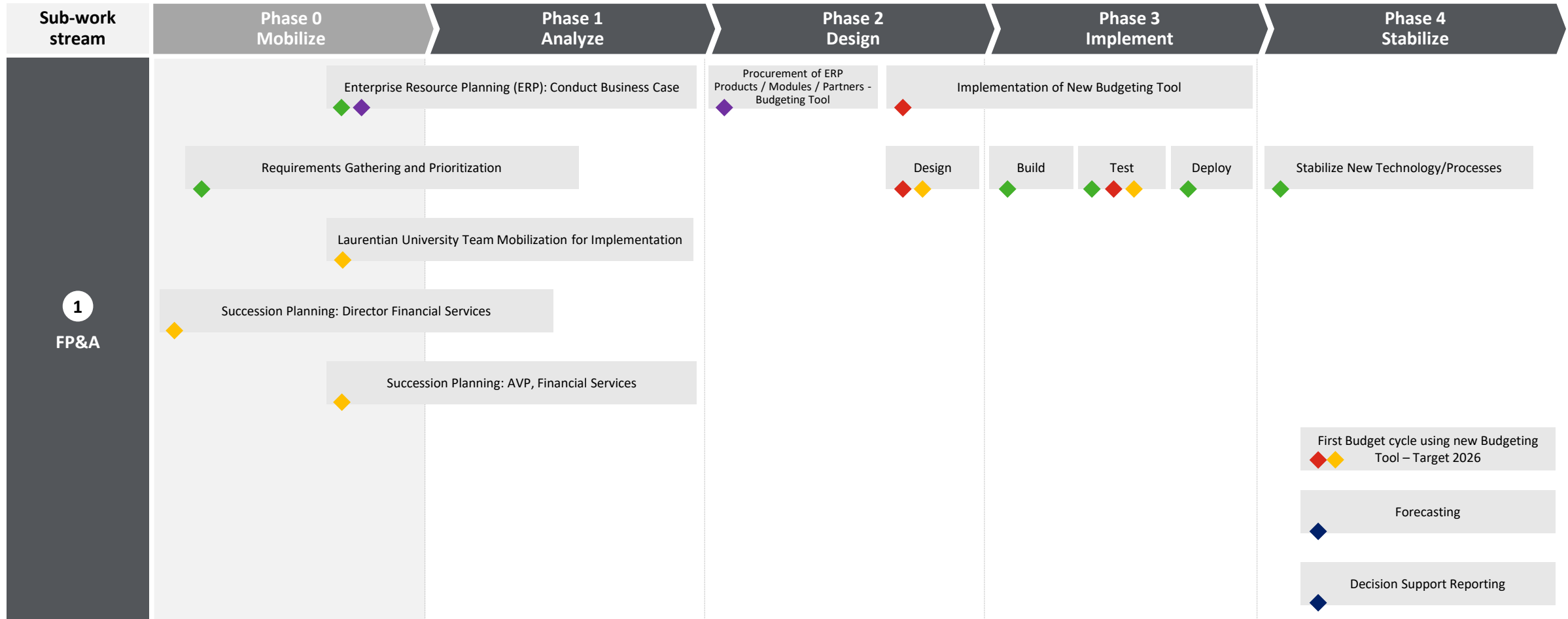


Finance



Finance roadmap (1/6)

Identification and implementation of a modern budgeting tool will be priority during the transformation of Laurentian University's Financial Planning and Analysis (FP&A) function. This initiative will depend extensively on HR, IT and Procurement, and when the time comes to design and test the tool's reports and features, active participation of all functional areas and budget holders will be key.

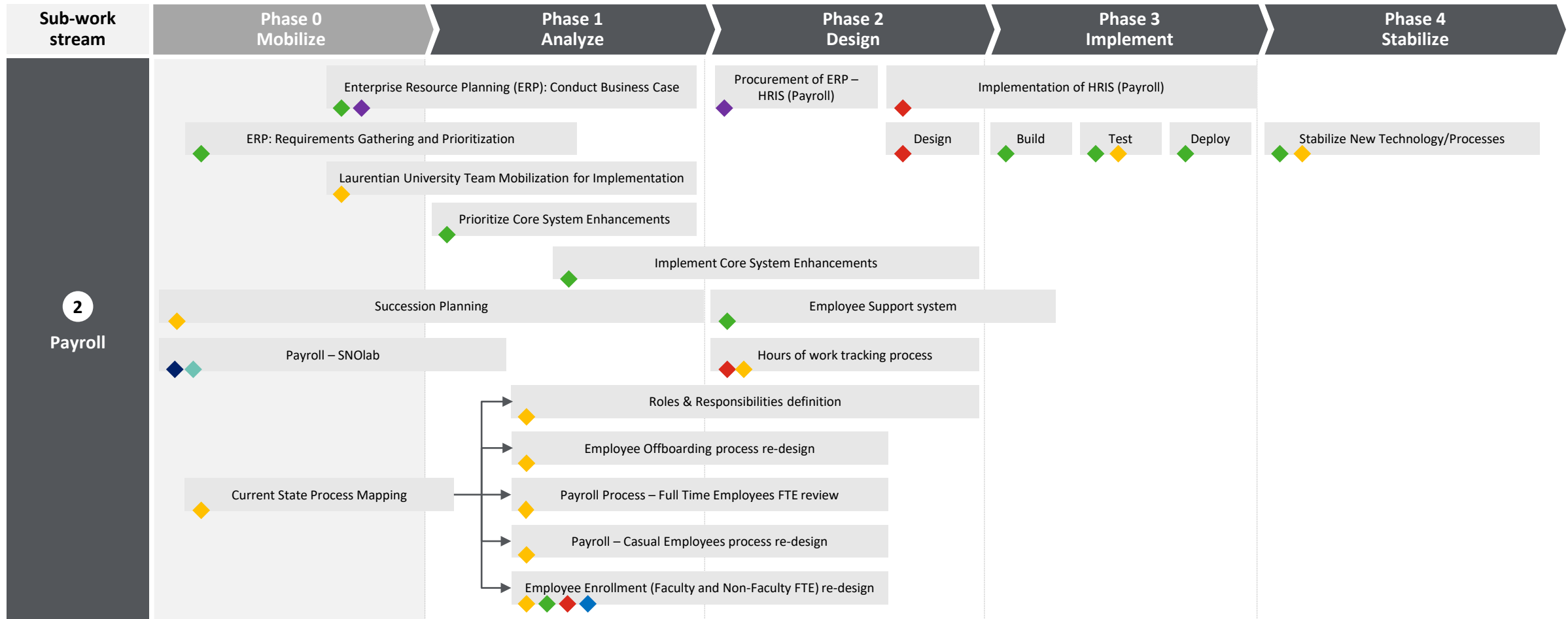


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Light purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey bar)

Finance roadmap (2/6)

A thorough review of current processes in conjunction with HR, in order to redesign the Payroll function will be required. In parallel, a selection process for a Human Resources Information System (HRIS) will take place, to be deployed during phase 3 of the project. In the short term, enhancements to the current system will be prioritized and implemented, in collaboration with IT.

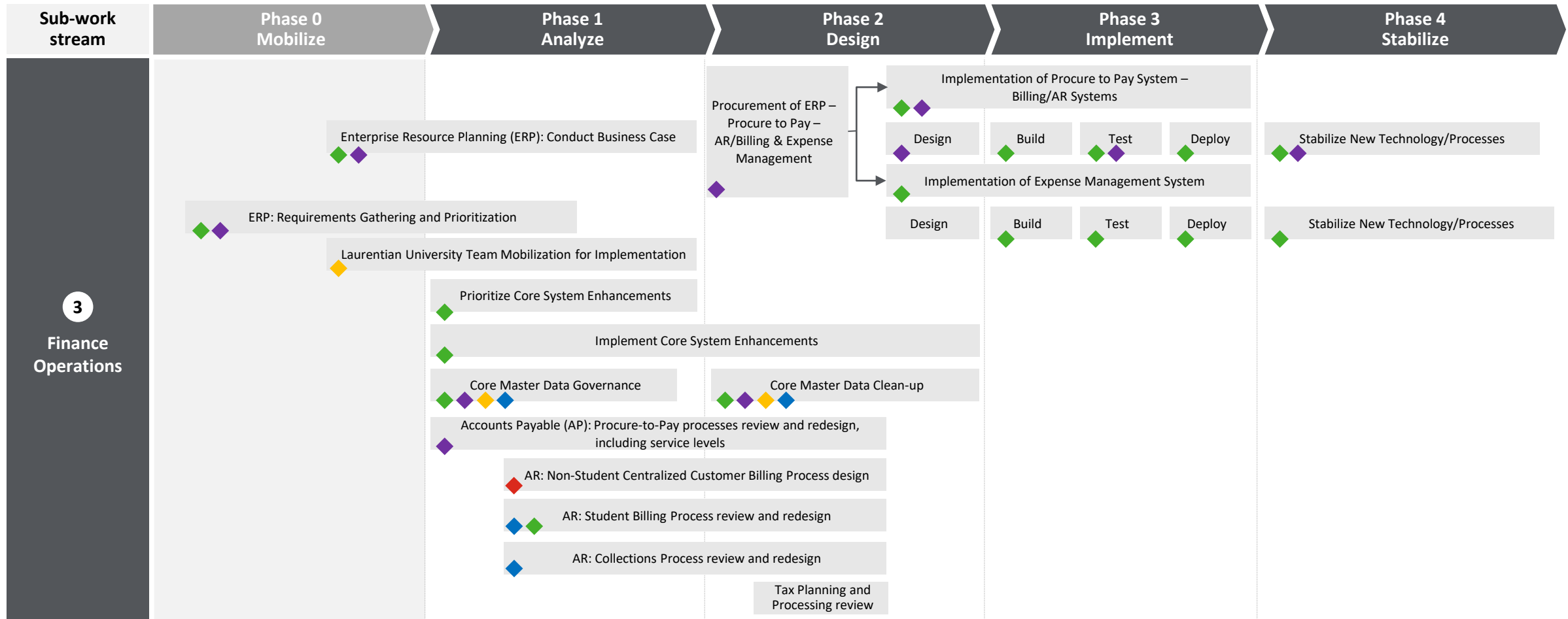


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Green diamond)
- HR (Yellow diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark Blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey bar)

Finance roadmap (3/6)

Finance Operations transformation will focus on revamping the Procure-to-Pay, Billing, and Accounts Receivable (AR) processes with support required from IT and Procurement on the selection and implementation of tools. With the aim of providing a better service to the university in the interim, enhancements to the current processes and systems will be implemented.

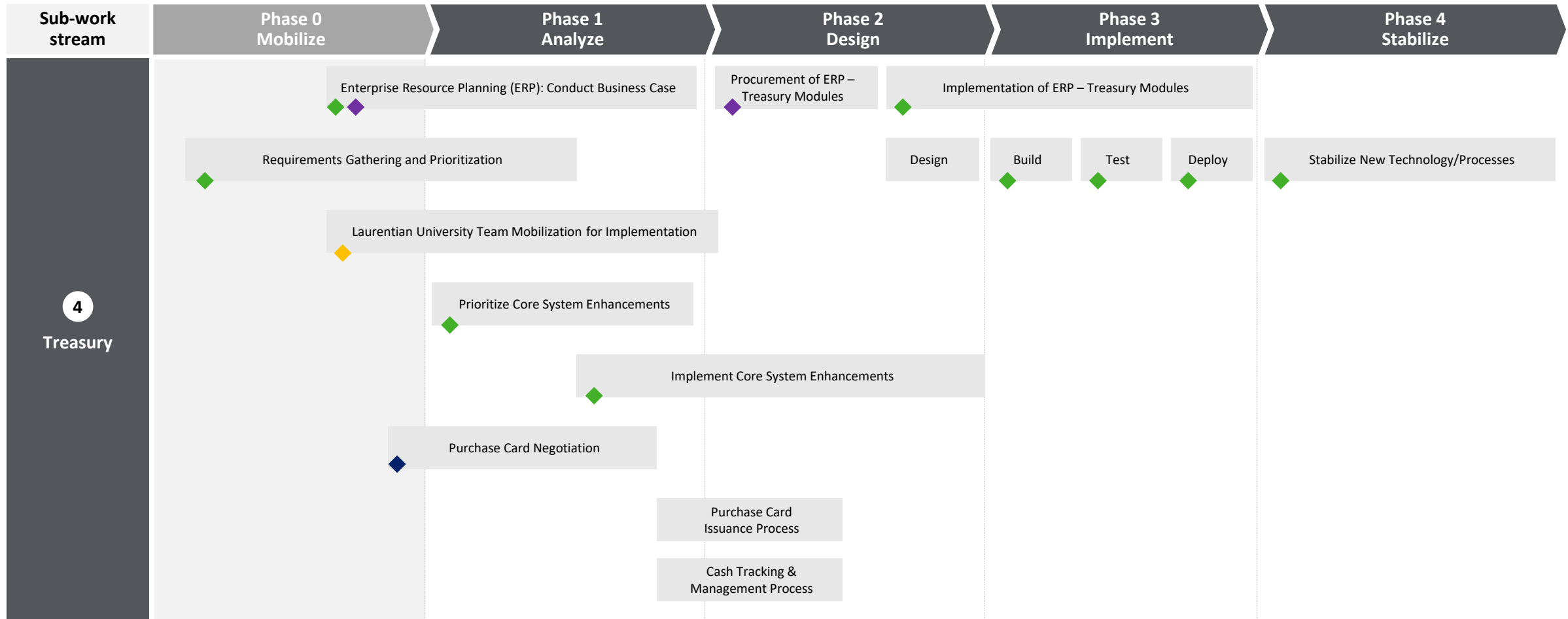


Transformation Dependencies Legend:

- IT
- Finance
- Institutional Planning
- Business Development
- Procurement
- Research
- Marketing
- Capital Planning
- Academic and Indigenous Programs
- Office of Francophone Affairs
- HR
- Registration Services and Student Affairs
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- Labour Unions
- Milestone

Finance roadmap (4/6)

Treasury’s transformation plan seeks to create a modern Treasury function, implementing tools that will allow proactive and efficient management of working capital, enabling the team to effectively anticipate and manage risks, all while optimizing banking relations with terms favorable to the university.

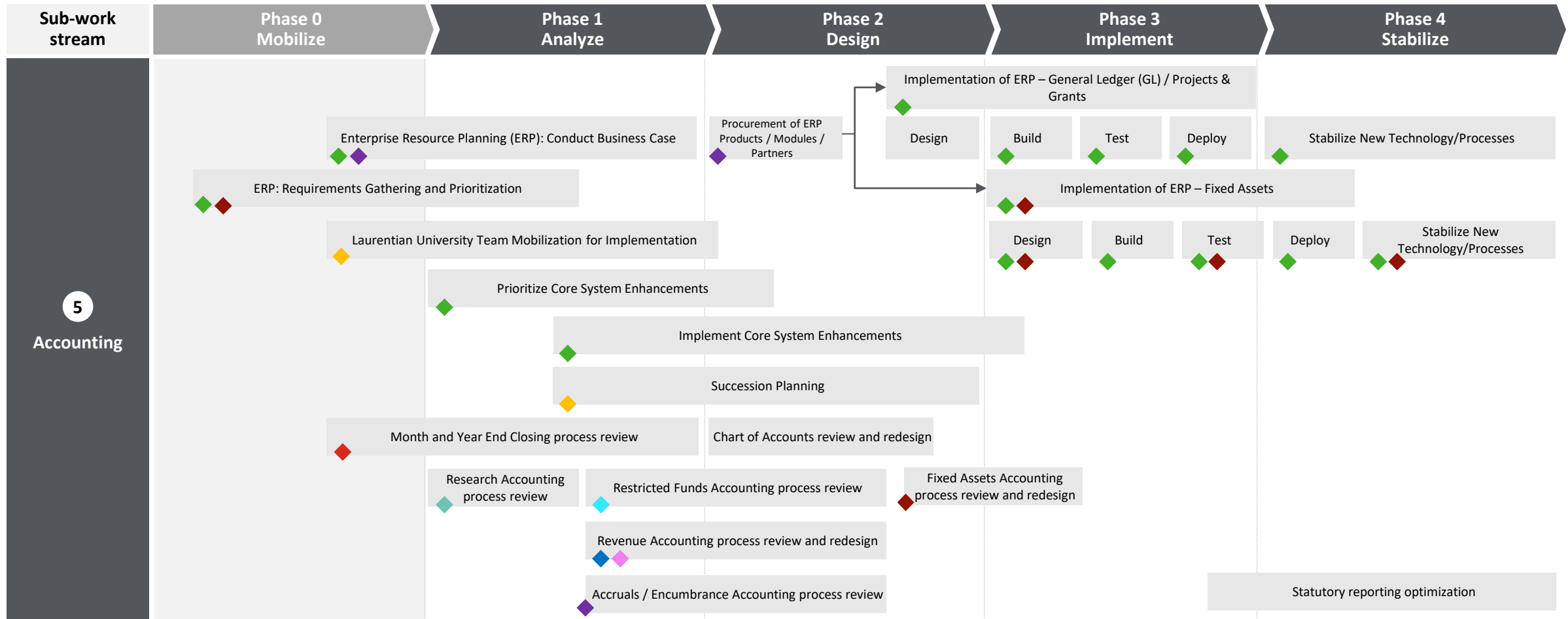


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark Purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light Green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light Purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark Blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey box)

Finance roadmap (5/6)

The focus will be the design and implementation of processes that will provide the team with the ability to deliver timely and accurate financial information to the university to support decision-making processes. It includes the implementation of tools to track projects and grants more efficiently, as well as a tool to track the University's fixed assets.

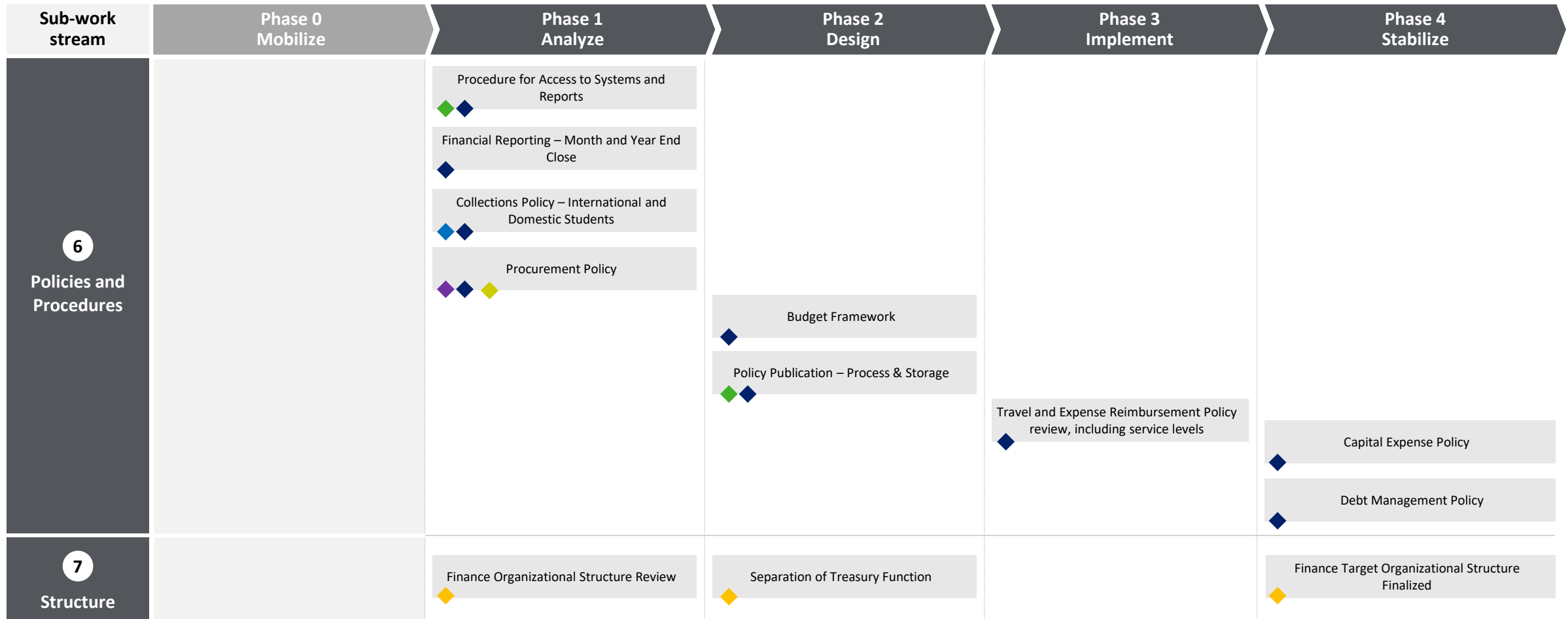


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Light blue diamond)
- Business Development (Black diamond)
- Procurement (Purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Dark green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark blue diamond)
- All Functional Areas (Dark red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey box)

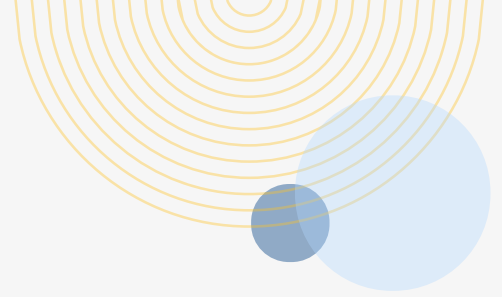
Finance roadmap (6/6)

Along the transformation roadmap, Finance will devote efforts to document its future state procedures and review finance policies to ensure alignment with the new improved processes and tools. Also, the team will review its current organizational structure, in order to design and implement the ideal structure to support future state processes.



Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- Milestone

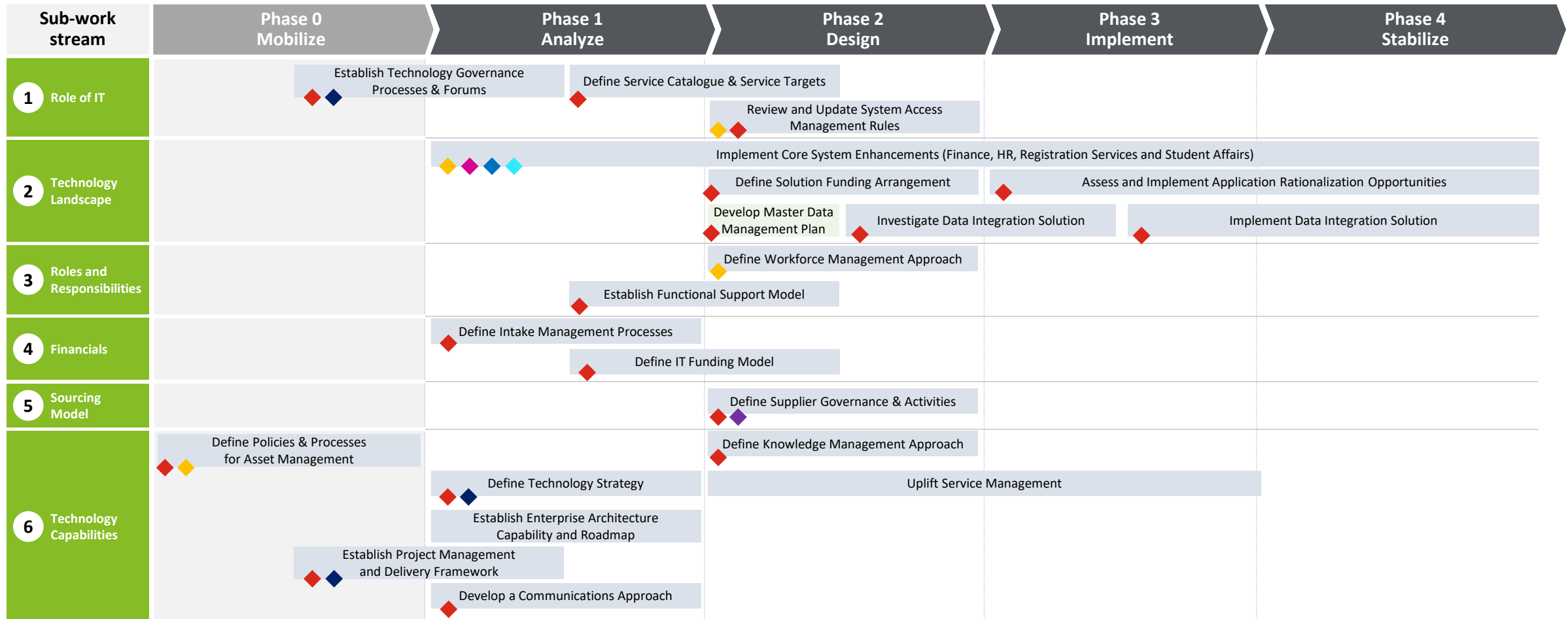


Information Technology



Information Technology roadmap

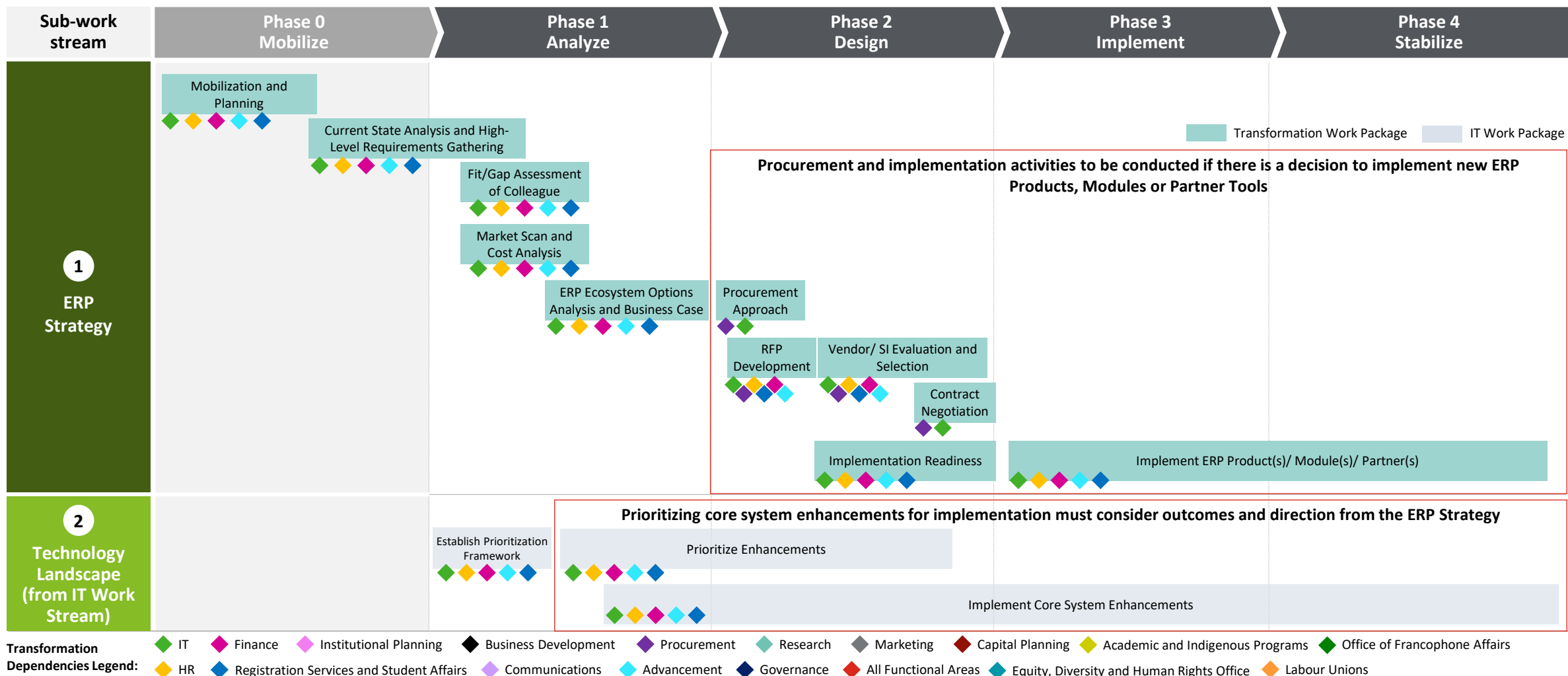
The recommended work packages will guide transformation within the IT department and across Laurentian University. These work packages focus on uplifting technology capabilities, processes and tools and establishing revised governance models and frameworks to improve the effectiveness of technology and its operational efficiency.

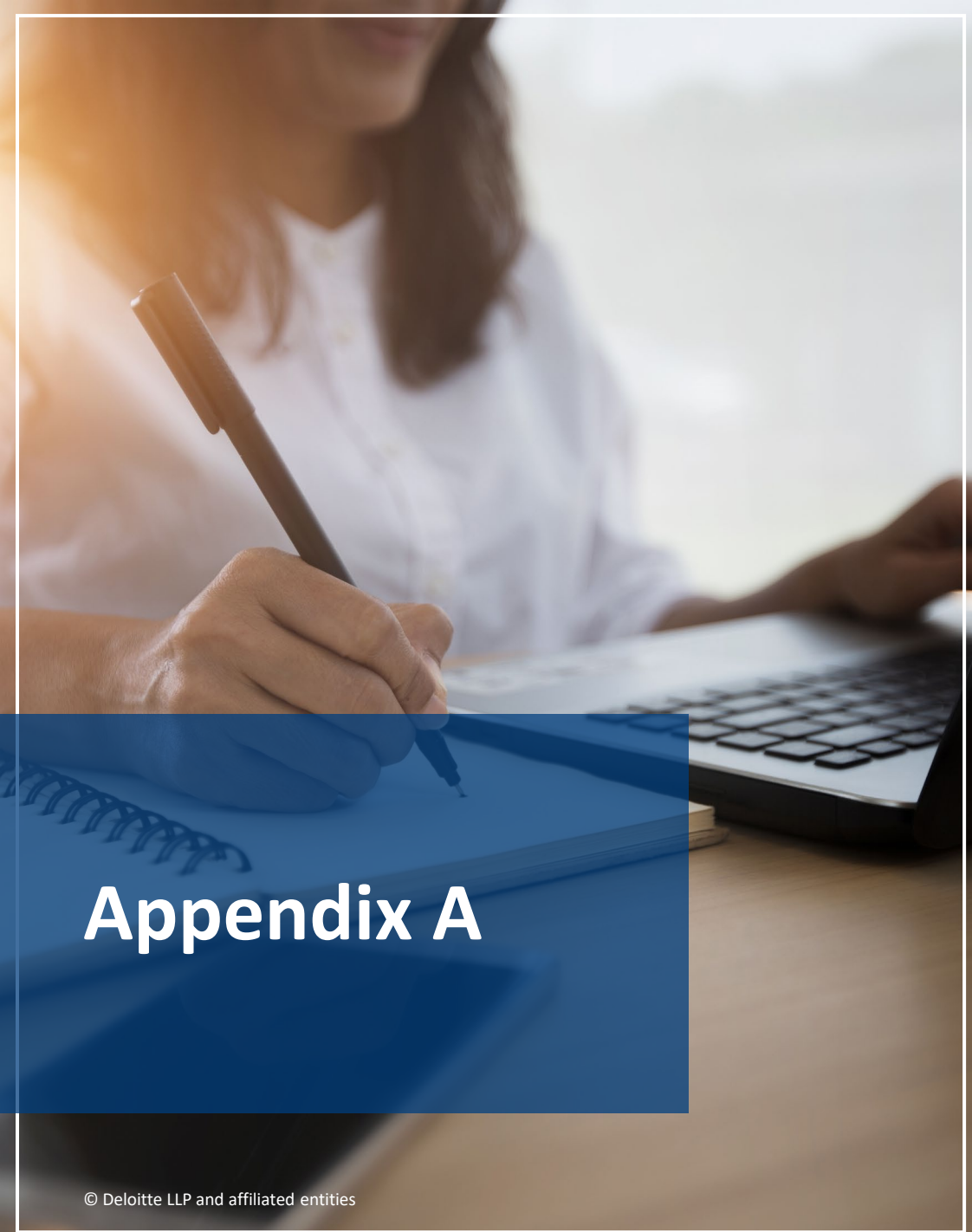


Transformation IT Finance Institutional Planning Business Development Procurement Research Marketing Capital Planning Academic and Indigenous Programs Office of Francophone Affairs
Dependencies Legend: HR Registration Services and Student Affairs Communications Advancement Governance All Functional Areas Equity, Diversity and Human Rights Office Labour Unions Milestone

ERP strategy

A comprehensive Enterprise Resource Planning (ERP) strategy needs to be undertaken to determine whether Colleague can and should continue to be the core solution for the University. This strategy should uncover whether Colleague has the needed capabilities across Finance, HR, RSSA and advancement or whether other solutions may be more appropriate for Laurentian University's longer term needs.





Appendix A



List of consultations

Input from Key University Participants (1/3)

The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Abdirahman Jama	Security Analyst
Alain Lamothe	Associate Librarian Chair, Library & Archives
Albrecht Schulte-Hostedde	Full Professor, School of Natural Sciences
Alexie Foucault-Forest	Human Resources Clerk
Aliki Economides	Assistant Professor, McEwen School of Architecture
André Whissell	Manager, Treasury & Payroll
Andree Noiseux	Research Advisor
Andrew Dale	Student Employment Advisor
Ann Hodgson	Interim Associate University Secretary
Athanase Simbagoye	Full Professor, School of Education
Avery Morin	Students' General Association Representative
Benjamin Demianiuk	Director, Business Development
Bettina Brockerhoff-Macdonald	Director of Continuing Learning, Centre for Academic Excellence
Brenda Brouwer	Interim Provost
Brent Roe	AVP, Academic (Student Success) & University Librarian
Casey Sigurdson	Administrative Assistant
Céleste Boyer	General Counsel
Chantal Veilleux	Assistant to the Provost & Vice-President Academic
Chloé Lavigne	Human Resources Advisor
Christina Larocque	Student Engagement Coordinator
Christina Skopke	Manager, Micro-Credentials & Non-Credit Programming

Name	Position
Christopher McTiernan	Research Advisor
Colette Rainville	Graduation Coordinator
Corine Loranger	Placement Coordinator, Faculty of Science, Engineering and Architecture
Curtis Radey	Manager, Student Awards Fees & Mylaurentian Hub
Dan Robidoux	Manager, IT Service Desk
Daniel Scott	Associate Librarian
David Deloye	Residence Coordinator
Dayna Hicks	Administrative Officer
Deb Sullivan	Manager, OD & Learning
Diane Roy	Associate Registrar
Dominic Beaudry	AVP, Academic & Indigenous Programs
Elizabeth Carlson-Manathara	Associate Professor, School of Social Work
Erfan Azadehfar	Graduate Student, CUPE representative
Ernst Gerhardt	Associate Professor, School of Liberal Arts
Fabrice Colin	Associate Professor, Bharti School of Engineering and Computation, Science, Engineering and Architecture
Francine Lalonde	Labor & Staff Relations Assistant
Francis Tousignant	Audio Visual Technician
Gabrielle Courtemanche	Manager, Counselling and Accessibility Services
Ginette Gervais	Manager, Library Operations
Gisele Roberts	Director, Research & Innovation Services
Heather Dufour	Innovation & Commercialization Coordinator

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above

Input from Key University Participants (2/3)

The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Imane Ricard	Manager, Records & Systems
Ishmeet Singh Ahuja	Manager, Enterprise Resource Planning(ERP) Development
Ivana McCue	Project Manager
James Ketchen	Assistant Professor, School of Liberal Arts
Jean-Paul Rains	Director, Communications & Digital Strategy (Communications Contact)
Jeff Battistuzzi	Manager, Operations & Student Financial
Jeff St-Jean	Space Coordinator
Jen Dowdall	Interim Co-Director, EDHRO
Joanne Goudreault	Director, Financial Services
Jody Tverdal	Administrative Lead
Joy Gray-Munro	Dean, Faculty of Science, Engineering & Architecture
Julie Birnie	Executive Administrative Assistant
Julie Ceming	Manager, Business Development
Julie Richer	Benefits & Disability Advisor
Kimberley Fitzgerald	Enterprise Resource Planning(ERP) Administrator
Kristine Montpellier St.Jean	Human Resources Advisor
Laura Geryk	Director, Information Management & Systems
Leeanne Croteau	Manager, Procurement & Contracts
Lily Racine-Bouchard	Manager, Advancement
Linda St. Pierre	LUFA Representative, Sessional Member, Faculty of Science, Engineering and Architecture, Faculty of Arts
Lise Carrière	Post-Awards Research Officer

Name	Position
Lise Dignard	Scheduling & Examinations Coordinator
Lise Nastuk	Database Administrator
Louise Tremblay-Croxall	Director, Planning & Budgeting
Luc Roy	AVP, Information Technology
Lyne Rivet	Manager, Health and Wellness Services
Marie-Lynne Michaud	Director, Marketing
Mark Thompson	Manager, Information Technology Operations
Mary Laur	Acting Director, Indigenous Sharing & Learning Center
Matthew Faubert	Business Analyst
Maxine Vincent	Research Accountant
Meghan Fielding	Office Manager
Melissa Ouimette	Manager, Applicant Services
Melissa Wiman	Sessional Member, Faculty of Arts, Centre of Academic Excellence
Meredith Teller	Business Manager, Faculty of Arts, Co-Chair TCG
Michel Piché	VP, Finance & Administration
Mona Ali	Project Manager
Morgan Reynolds	Enterprise Resource Planning(ERP) System Analyst
Nicole Roy	Supervisor, Payroll Services
Nicole St. Georges	Director, Faculty & Staff Relationships
Nicole St. Marseille	Director, Campus Safety
Normand Lavallée	AVP Financial Services

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above

Input from Key University Participants (3/3)

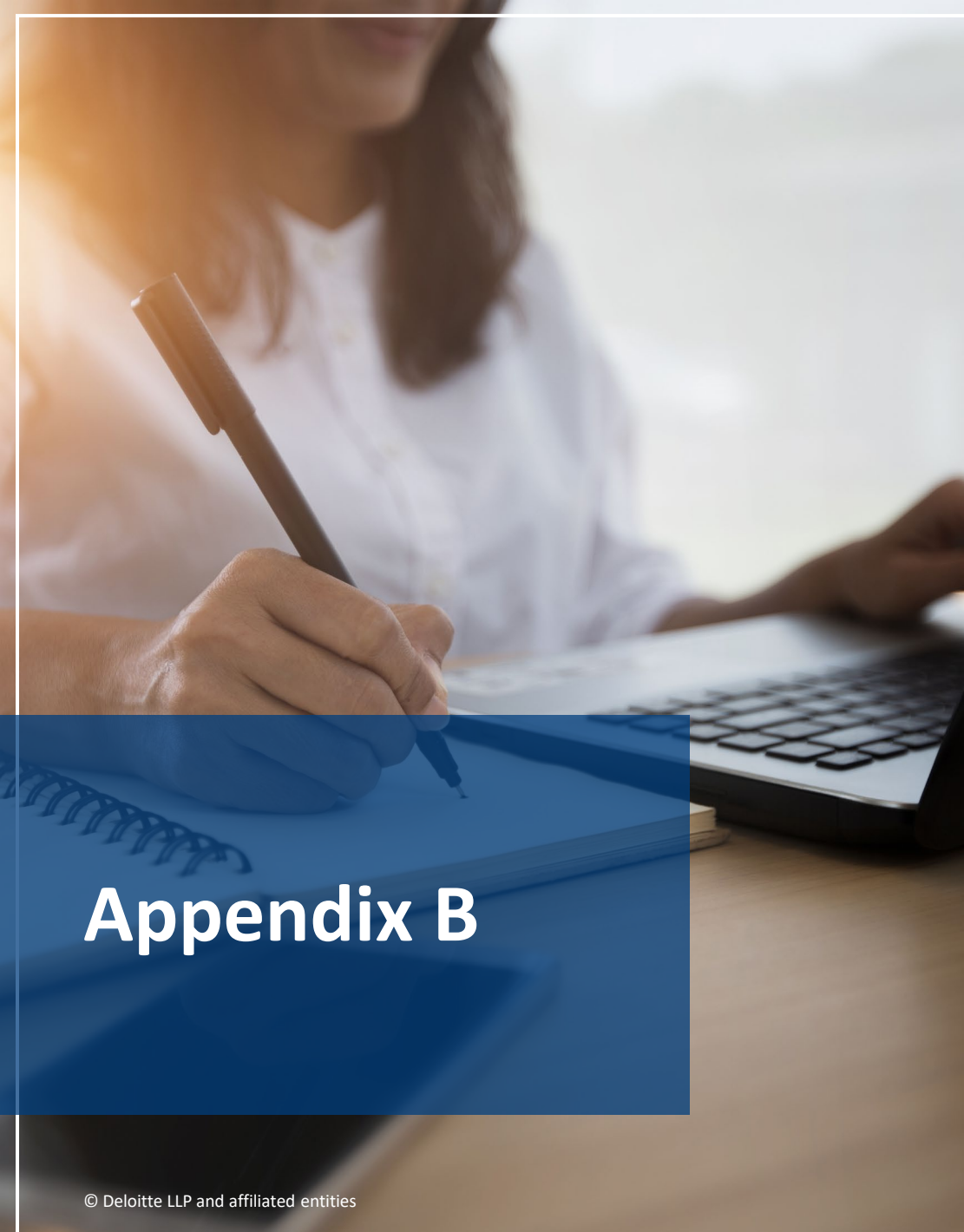
The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Peter Hellstrom	Director, Laurentian Voyageur Athletics and Recreation
Pierre Fontaine	Director, Maintenance & Operations
Pieter Breijer	Manager, Domestic Recruitment
Rachel Trudeau	Business Manager, Faculty of Science, Engineering and Architecture
Ralf Meyer	Associate Professor, School of Engineering and Computation Science
Renée Renaud	Admin Assistant
Roberta Heale	Full Professor, School of Nursing
Roch Gallien	Special Advisor of Francophone Affairs
Roxane Marois	Manager, Buildings & Grounds
Scott Fairgrieve	Full Professor, Vice-Dean, Faculty of Science, Engineering & Architecture
Serge Demers	AVP, Student Affairs, Registrar & Secretary of Senate
Shannon Goffin	Interim Co-Director, EDHRO
Shauna Lehtimaki	Director, Institutional Planning
Shawn Frappier	Director of Faculty and Staff Relations
Sheila Embleton	Interim President & Vice-Chancellor
Shelley Carpenter-Wright	AVP Human Resources & Organizational Development
Stacy Sathaseevan	Information Officer
Sue Radey	Special Advisor to AVP Finance
Sylvie Chrétien-Makela	Buyer, Procurement & Contracts
Tammy Eger	VP, Research
Tania Montpellier	Part-Time Staff, Financial Services

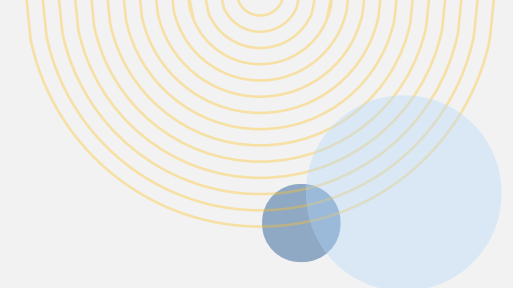
Name	Position
Tanya Shute	LUFA Representative, Associate Professor
Thomas Fenske	Laboratory Technologist & LUSU President
Thomas Matheson	Postal Coordinator
Tracy Fleury	Director, Accounting & Reporting
Tracy MacLeod	Chief Advancement Officer
Victoria Kannen	Research Equity, Diversity & Inclusion Advisor
Xuan Zhao	Manager, International Recruitment

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above



Appendix B



List of all milestones by Phase

Phased Roadmap Summary (1/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	HR	Recruitment	Identify critical vacancies to implement the transformation	All Functional Areas
	HR	Compensation and Benefits	Issue RFP and select vendor to evaluate compensation across the University	Procurement
	RSSA	Points of Entry: Advising	Hire staff for key advising areas where shortage exists	HR
	RSSA	Points of Entry: Advising	Reassess the physical grouping of student services and confirm the structure	
	RSSA	Professional Development	Succession Planning	HR
	RSSA	Awards and Fees	Identify fee system automation/ update requirements and map the student fee life cycle	IT, Finance
	RSSA	Recruitment and Admissions	Develop Strategic Enrolment Management framework	
	RSSA	Registrarial Processes	Identify system requirements to enhance/automate the course timetable process	IT
	Finance	FP&A	Enterprise Resource Planning (ERP): Conduct Business Case	IT, Procurement
	Finance	FP&A	Requirements Gathering and Prioritization	IT
	Finance	FP&A	Laurentian University Team Mobilization for Implementation	HR
	Finance	FP&A	Succession Planning: Director Financial Services	HR
	Finance	FP&A	Succession Planning: AVP, Financial Services	HR
	Finance	Payroll	ERP: Conduct Business Case	IT, Procurement

Phased Roadmap Summary (2/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	Finance	Payroll	Enterprise Resource Planning (ERP): Requirements Gathering and Prioritization	IT
	Finance	Payroll	Laurentian University Team Mobilization for Implementation	HR
	Finance	Payroll	Succession Planning	HR
	Finance	Payroll	Payroll - SNOlab	Research, Governance
	Finance	Payroll	Current State Process Mapping (Roles & Responsibilities definition, Employee Offboarding re-design, Payroll process review, Casual Employee process re-design, Employee Enrolment redesign)	HR
	Finance	Finance Operations	ERP: Conduct Business Case	IT, Procurement
	Finance	Finance Operations	ERP: Requirements Gathering and Prioritization	IT, Procurement
	Finance	Finance Operations	Laurentian University Team Mobilization for Implementation	HR
	Finance	Treasury	ERP: Conduct Business Case	IT, Procurement
	Finance	Treasury	Requirements Gathering and Prioritization	IT
	Finance	Treasury	Laurentian University Team Mobilization for Implementation	HR
	Finance	Treasury	Purchase Card Negotiation	Governance
	Finance	Accounting	ERP: Conduct Business Case	IT, Procurement
	Finance	Accounting	Requirements Gathering and Prioritization	IT, Capital Planning

Phased Roadmap Summary (3/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	Finance	Accounting	Laurentian University Team Mobilization for Implementation	HR
	Finance	Accounting	Month and Year End Closing Process Review	All Functional Areas
	IT	Role of IT and Services	Establish Technology Governance Processes and Forums	All Functional Areas, Governance
	IT	Technology Capabilities	Define Policies & Processes for Asset Management	All Functional Areas, HR
	IT	Technology Capabilities	Establish IT Project Management and Delivery Framework	All Functional Areas, Governance
	Enterprise Resource Planning (ERP) Strategy	ERP Strategy	Develop ERP Modernization Business Case	HR, Finance, Advancement, RSSA

Phased Roadmap Summary (4/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	HR	Recruitment	Complete recruitment of critical vacancies to support the transformation	
	HR	Recruitment	Develop employee talent attraction marketing planning process	Marketing
	HR	Recruitment	Develop standards for when to engage external talent search firms	
	HR	Recruitment	Establish hiring requisition system process	Finance
	HR	Compensation and Benefits	Building the compensation framework	Labour Unions
	HR	Compensation and Benefits	Develop job architecture (Organizational Chart) covering all university functions	All Functional Areas
	HR	Compensation and Benefits	Create and revise job descriptions	All Functional Areas, AIP, OFA
	HR	Compensation and Benefits	Review and evaluate the job evaluation process (LUSU and LUAPS(A))	All Functional Areas
	HR	Workforce Management	Establish an hours of work (Time and Attendance) management policy in conjunction with collective agreements	
	HR	Onboarding/Offboarding	Onboarding Process established for all university employees (including Faculty, Staff and Grant Funded)	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Offboarding Process established	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Establish group benefits enrollment process	Finance

Phased Roadmap Summary (5/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	HR	Equity, Diversity, Inclusion, Indigeneity, and Accessibility	Update HR policies with EDII-A considerations	Academic and Indigenous (AIP) Programs, EDHRO, Office of Francophone Affairs (OFA)
	HR	HR Service Delivery	Design future HR service delivery model	Finance
	HR	HR Service Delivery	Develop and approve business case for a new HR service delivery ticketing (case management) system	
	HR	HRIS	Gather requirements and identify integration needs for HRIS	
	HR	HRIS	Establish governance and staffing plan to support upcoming implementation	
	HR	Grievance Management	Review grievance management process starting in conjunction with current collective agreements	Labour Unions
	RSSA	Points of Entry: Advising	Identify system requirements for a student portal pertaining to course enrolment	IT, AIP, OFA
	RSSA	Points of Entry: Advising	Identify system requirements for an appointment booking module	IT
	RSSA	Points of Entry: Advising	Identify system requirements for degree completion process	IT
	RSSA	Points of Entry: Advising	Develop content and process for an automated ticketing/triage system	IT
	RSSA	Points of Entry: Advising	Identify student portal updates required such as user contributions, system integration and bilingual requirements	IT
	RSSA	Points of Entry: Advising	Identify system requirements to support Counselling and Accessibility services	IT
RSSA	Points of Entry: Advising	Identify system requirements for the student career portal and related communications	IT, Marketing	

Phased Roadmap Summary (6/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	RSSA	Awards and Fees	Identify requirements for reporting dashboard for each business case	IT, Finance
	RSSA	Awards and Fees	Gather Continuing Education instant enrolment portal requirements	IT
	RSSA	Awards and Fees	Identify requirements for a donor management system	IT, Finance, Advancement
	RSSA	Awards and Fees	Review and streamline the GTA allocation process and stipend	IT, Finance, Research
	RSSA	Recruitment and Admissions	Identify requirements for a CRM and document management module/platform supports needed	IT, Marketing
	RSSA	Recruitment and Admissions	Identify areas for automation in the admissions process (including considerations of outliers)	IT
	RSSA	Registrarial Processes	Identify system requirements for a repository of Registrarial policies and guidelines	IT
	RSSA	Registrarial Processes	Identify the requirements for a case management system	IT
	RSSA	Registrarial Processes	Define exam scheduling enhancements and automations, incl. conflicts and deferrals	IT
	RSSA	Registrarial Processes	Identify requirements for a non-credit self-service portal	IT, Communications
	RSSA	Registrarial Processes	Identify requirements for automations in the ministry reporting process	IT, Institutional Planning
	Finance	Payroll	Prioritize Core System Enhancements	IT
	Finance	Payroll	Implement Core System Enhancements	IT
	Finance	Payroll	Roles & Responsibilities definition	HR

Phased Roadmap Summary (7/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	Finance	Payroll	Employee Offboarding process re-design	HR
	Finance	Payroll	Payroll Process – Full Time Employees FTE review	HR
	Finance	Payroll	Payroll – Casual Employees process re-design	HR
	Finance	Payroll	Employee Enrollment (Faculty and Non-Faculty FTE) re-design	All Functional Areas, HR, IT, RSSA
	Finance	Finance Operations	Prioritize Core System Enhancements	IT
	Finance	Finance Operations	Implement Core System Enhancements	IT
	Finance	Finance Operations	Core Master Data Governance	IT, Procurement, HR, RSSA
	Finance	Finance Operations	Accounts Payable (AP): Procure-to-Pay processes review and redesign, including service levels	Procurement
	Finance	Finance Operations	Accounts Receivable (AR): Non-Student Centralized Customer Billing Process design	All Functional Areas
	Finance	Finance Operations	AR: Student Billing Process review and redesign	RSSA, IT
	Finance	Finance Operations	AR: Collections Process review and redesign	RSSA
	Finance	Treasury	Prioritize Core System Enhancements	IT
	Finance	Treasury	Implement Core System Enhancements	IT
	Finance	Treasury	Purchase Card Issuance Process	

Phased Roadmap Summary (8/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	Finance	Treasury	Cash Tracking & Management Process	
	Finance	Accounting	Prioritize Core System Enhancements	IT
	Finance	Accounting	Implement Core System Enhancements	IT
	Finance	Accounting	Research Accounting process review	Research
	Finance	Accounting	Succession Planning	HR
	Finance	Accounting	Restricted Funds Accounting process review	Advancement
	Finance	Accounting	Revenue Accounting process review and redesign	RSSA, Institutional Planning
	Finance	Accounting	Accruals / Encumbrance Accounting process review	Procurement
	Finance	Policies and Procedures	Procedure for Access to Systems and Reports	Governance, IT
	Finance	Policies and Procedures	Financial Reporting – Month and Year End Close	Governance
	Finance	Policies and Procedures	Collections Policy – International and Domestic Students	Governance, RSSA
	Finance	Policies and Procedures	Procurement Policy	Governance, Procurement, AIP
	Finance	Structure	Finance Organizational Structure Review	HR
	IT	Financials	Define Intake Management Processes	All Functional Areas

Phased Roadmap Summary (9/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	IT	Financials	Define IT Funding Model	All Functional Areas
	IT	Role of IT and Services	Define IT Service Catalogue & Service Targets	All Functional Areas
	IT	Roles and Responsibilities	Establish Functional Support Model	All Functional Areas
	IT	Technology Landscape	Implement Core System Enhancements for HR	HR
	IT	Technology Landscape	Implement Core System Enhancements for Finance	Finance
	IT	Technology Landscape	Implement Core System Enhancements for RSSA	RSSA
	IT	Technology Capabilities	Define Technology Strategy	Governance, All Functional Areas
	IT	Technology Capabilities	Develop a communications approach	All Functional Areas
	IT	Technology Capabilities	Establish Enterprise Architecture Capability and Roadmap	N/A

Phased Roadmap Summary (10/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	HR	Recruitment	Re-design the hiring requisition form for each employee type	Finance
	HR	Recruitment	Establish candidate interview process and standards	
	HR	Recruitment	Establish offer issuance standards	
	HR	Compensation and Benefits	Establish pension administration capacity and capability	Finance
	HR	Compensation and Benefits	Integrate job architecture (Organizational Chart) into HR programs and processes	All Functional Areas
	HR	Compensation and Benefits	Evaluate compensation (equity) across the University	
	HR	Workforce Management	Optimize existing (Colleague) payroll system as an interim solution	IT, Finance
	HR	Workforce Management	Optimize access to employee information and data	IT, All Functional Areas
	HR	Workforce Management	Establish a formal Employee Retention program	
	HR	Onboarding/Offboarding	Implement Onboarding process	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Implement Offboarding process	All Functional Areas, Finance, IT
	HR	Learning and Development	Establish learning needs analysis	All Functional Areas, AIP, OFA

Phased Roadmap Summary (11/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	HR	HR Service Delivery	Design future state HR org. structure and employee transition plan	
	HR	HR Service Delivery	Design future state end-to-end business processes	
	HR	HR Service Delivery	Administer RFP and select vendor for a new HR service delivery ticketing (case management) system	Procurement
	HR	HRIS	Administer RFP and select HRIS vendor taking into consideration the university's ERP strategy	IT
	HR	HRIS	Form the sustainment team that will maintain the system post go-live	
	HR	HRIS	Procure HRIS tool and third party for implementation	Procurement
	HR	HRIS	Laurentian University Team is created and mobilized for the implementation of the HRIS tool	IT
	HR	Grievance Management	Assign roles and responsibilities in the grievance management process including external counsel	
	RSSA	Points of Entry: Advising	Develop sample course plans with Academic departments	Communications
	RSSA	Points of Entry: Advising	Reconsider the onboarding process for students and assign ownership of process	
	RSSA	Points of Entry: Advising	Implement holistic service level expectation for all who interact with students	HR, AIP
	RSSA	Professional Development	Develop an institutional file plan (incl RSSA specific plan)	IT
	RSSA	Professional Development	Develop standard operating procedures for staff	HR

Phased Roadmap Summary (12/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	RSSA	Awards and Fees	Negotiate a new operating framework with the student associations	
	RSSA	Awards and Fees	Develop a multi-year fee and tuition framework	Finance, Governance
	RSSA	Recruitment and Admissions	Establish process to leverage data to better inform offers and address yield, melt, retention issues	Marketing, Institutional Planning, AIP, OFA
	RSSA	Registrarial Processes	Develop a framework to update/create Registrarial policies, regulations; and inform the university community	
	RSSA	Registrarial Processes	Enhance the academic calendar virtual information, faculty handbook and onboarding package	Marketing, HR, Communications
	RSSA	Registrarial Processes	Streamline the academic integrity process and develop/deploy case management system	IT
	RSSA	Registrarial Processes	Reassess Exam scheduling timing and order of operations	
	RSSA	Registrarial Processes	Review D2L Access and adjust as necessary	IT
	RSSA	Registrarial Processes	Streamline the process for academic integrity, petitions and appeals instances	IT
	RSSA	Registrarial Processes	Implement a process for marketing governance over student communications	Marketing
	Finance	FP&A	Procurement of ERP Products / Modules / Partners - Budgeting Tool	Procurement
	Finance	FP&A	Implementation of New Budgeting Tool (Design, Build, Test, Deploy)	All Functional Areas, IT, HR
	Finance	Payroll	Procurement of ERP – HRIS (Payroll)	Procurement

Phased Roadmap Summary (13/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	Finance	Payroll	Employee Support system	IT
	Finance	Payroll	Hours of work tracking process	All Functional Areas, HR
	Finance	Payroll	Implementation of HRIS (Payroll)	All Functional Areas, IT, HR
	Finance	Finance Operations	Procurement of ERP – Procure to Pay – AR/Billing & Expense Management	Procurement
	Finance	Finance Operations	Core Master Data Clean-up	Procurement, IT, HR, RSSA
	Finance	Finance Operations	Tax Planning and Processing review	
	Finance	Finance Operations	Implementation of Procure to Pay System – Billing/AR Systems (Design, Build, Test, Deploy)	IT, Procurement
	Finance	Finance Operations	Implementation of Expense Management System (Design, Build, Test, Deploy)	IT
	Finance	Treasury	Procurement of ERP – Treasury Modules	Procurement
	Finance	Treasury	Implementation of ERP – Treasury Modules (Design, Build, Test, Deploy)	IT
	Finance	Accounting	Procurement of ERP Products / Modules / Partners	Procurement
	Finance	Accounting	Chart of Accounts review and redesign	
	Finance	Accounting	Implementation of ERP – GL / Projects & Grants (Design, Build, Test, Deploy)	IT
	Finance	Accounting	Fixed Assets Accounting process review and redesign	Capital Planning

Phased Roadmap Summary (14/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	Finance	Policies and Procedures	Budget Framework	Governance
	Finance	Policies and Procedures	Policy Publication – Process & Storage	Governance, IT
	Finance	Structure	Separation of Treasury Function	HR
	IT	Role of IT and Services	Review and Update System Access Management Rules	All Functional Areas, HR
	IT	Roles and Responsibilities	Define Workforce Management Approach	HR
	IT	Sourcing Model	Define Supplier Governance & Activities	All Functional Areas, Procurement
	IT	Technology Landscape	Define Solution Funding Arrangement	All Functional Areas
	IT	Technology Landscape	Develop Master Data Management Plan	All Functional Areas
	IT	Technology Landscape	Investigate Data Integration Solution	All Functional Areas
	IT	Technology Capabilities	Define Knowledge Management Approach (within IT)	N/A
	IT	Technology Capabilities	Define Knowledge Management Approach (across all functions)	All Functional Areas
	IT	Technology Capabilities	Uplift Service Management	N/A
	ERP Strategy	ERP Strategy	Procure ERP Product(s)/ Module(s)/ Partner(s)	Procurement, HR, Finance, Advancement, RSSA

Phased Roadmap Summary (15/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	HR	Recruitment	Develop talent attraction marketing plan	Marketing, AIP, OFA
	HR	Recruitment	Communicate and train the new hiring process to all key participants	All Functional Areas
	HR	Recruitment	Integrate the hiring requisition system into HR service delivery ticketing (case management) system	IT, All Functional Areas
	HR	Recruitment	Implement a recruitment applicant tracking system (ATS) within the HRIS	IT, All Functional Areas
	HR	Compensation and Benefits	Establish employee development framework	All Functional Areas, Finance
	HR	Compensation and Benefits	Implement compensation model	All Functional Areas
	HR	Talent Management	Define talent management strategy	
	HR	Talent Management	Establish vacancy management framework	
	HR	Talent Management	Establish succession planning framework	
	HR	Workforce Management	Review short term disability administration process	Labour Unions, All Functional Areas
	HR	Workforce Management	Implement permanent (Time and Attendance) solution which integrates into HRIS (Payroll)	All Functional Areas, IT, Finance
	HR	Workforce Management	Optimize access to employee information and data	All Functional Areas, IT
	HR	Onboarding/Offboarding	Integrate the onboarding process into the HR service delivery ticketing system	IT, Finance

Phased Roadmap Summary (16/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	HR	Onboarding/Offboarding	Integrate the offboarding process into the HR service delivery ticketing system	IT, Finance
	HR	Learning and Development	Implement learning and development plan	IT, All Functional Areas, AIP
	HR	HR Service Delivery	Implement an HR service delivery ticketing (case management) system	IT, All Functional Areas
	HR	HRIS	Implement the HRIS tool	IT, All Functional Areas
	HR	Grievance Management	Train managers, associate deans and deans on their role in implementing the collective agreements	All Functional Areas
	RSSA	Points of Entry: Advising	Develop and deploy course enrolment system updates	IT
	RSSA	Points of Entry: Advising	Develop and deploy appointment booking module updates	IT
	RSSA	Points of Entry: Advising	Develop and deploy degree completion system updates	IT
	RSSA	Points of Entry: Advising	Deploy the ticketing/triage functionality	IT
	RSSA	Points of Entry: Advising	Deploy student portal updates and integrate as required with other systems	IT
	RSSA	Points of Entry: Advising	Deploy technology updates for Accessibility department	IT
RSSA	Points of Entry: Advising	Deploy student career portal updates	IT	
RSSA	Awards and Fees	Deploy reporting dashboard	IT, Finance	

Phased Roadmap Summary (17/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	RSSA	Awards and Fees	Deploy instant enrolment portal	IT
	RSSA	Awards and Fees	Deploy updated donor management system	IT, Finance, Advancement
	RSSA	Recruitment and Admissions	Develop and deploy the CRM and document management module	IT
	RSSA	Recruitment and Admissions	Develop and deploy the admissions system automations	IT
	RSSA	Registrarial Processes	Develop and deploy the course timetable system enhancements	IT
	RSSA	Registrarial Processes	Develop and deploy the document management system with revised policies	IT, Governance
	RSSA	Registrarial Processes	Deploy revised exam scheduling enhancements and automations	IT
	RSSA	Registrarial Processes	Develop and deploy the non-credit portal	IT
	RSSA	Registrarial Processes	Develop and deploy automations in ministry reporting process	IT
	RSSA	Registrarial Processes	Leverage updated system functionality to ensure communications are targeted and comprehensive	IT, Marketing
	Finance	Accounting	Implementation of ERP – Fixed Assets (Design, Build, Test, Deploy)	IT, Capital Planning
	Finance	Accounting	Statutory reporting optimization	
	Finance	Policies and Procedures	Travel and Expense Reimbursement Policy review, including service levels	Governance

Phased Roadmap Summary (18/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	IT	Technology Landscape	Assess Application Rationalization Opportunities	All Functional Areas
	IT	Technology Landscape	Implement Data Integration Solution	All Functional Areas
	ERP Strategy	ERP Strategy	Implement ERP Product(s)/ Module(s)/ Partner(s)	HR, Finance, Advancement, RSSA

Phased Roadmap Summary (19/20)

Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 4	HR	Compensation and Benefits	Implement employee development process	Finance, All functional Areas
	HR	Talent Management	Deploy vacancy management framework	All Functional Areas
	HR	Talent Management	Implement succession planning	All Functional Areas
	HR	Talent Management	Implement Talent Management application	Procurement, IT
	HR	Workforce Management	Establish HR Reporting processes	IT, Institutional Planning
	HR	Learning and Development	Track learning and development in compliance with legislation and in accordance with applicable collective agreements	IT, All Functional Areas
	HR	HR Service Delivery	Operate, sustain and maintain the system	IT, All Functional Areas
	HR	HRIS	Operate, sustain and maintain the HRIS system	IT, All Functional Areas
	HR	Grievance Management	Implement grievance management tool (Select, Configure, Test, Deploy)	IT, Procurement, All Functional Areas
	RSSA	Professional Development	Deploy institutional file plan	IT
	RSSA	Professional Development	Implement Standard Operating Procedures	HR
	RSSA	Awards and Fees	Leverage the portal to communicate with non-credit students	Marketing
	RSSA	Awards and Fees	Deploy updated fee system and framework	IT, Governance

Phased Roadmap Summary (20/20)

Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 4	RSSA	Tracking Success	Develop standard metrics and operating procedures for sharing success	IT
	Finance	FP&A	Stabilize New Technology/Processes	IT
	Finance	FP&A	First Budget cycle using new Budgeting Tool – Target 2026	All Functional Areas, HR
	Finance	FP&A	Forecasting	Governance
	Finance	FP&A	Decision Support Reporting	Governance
	Finance	Payroll	Stabilize New Technology/Processes	IT, HR
	Finance	Finance Operations	Stabilize New Technology/Processes	IT, Procurement
	Finance	Treasury	Stabilize New Technology/Processes	IT
	Finance	Accounting	Stabilize New technology/processes	IT, Capital Planning
	Finance	Policies and Procedures	Capital Expense Policy	Governance
	Finance	Policies and Procedures	Debt Management Policy	Governance
	Finance	Structure	Finance Target Organizational Structure Finalized	HR



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Board of Governors

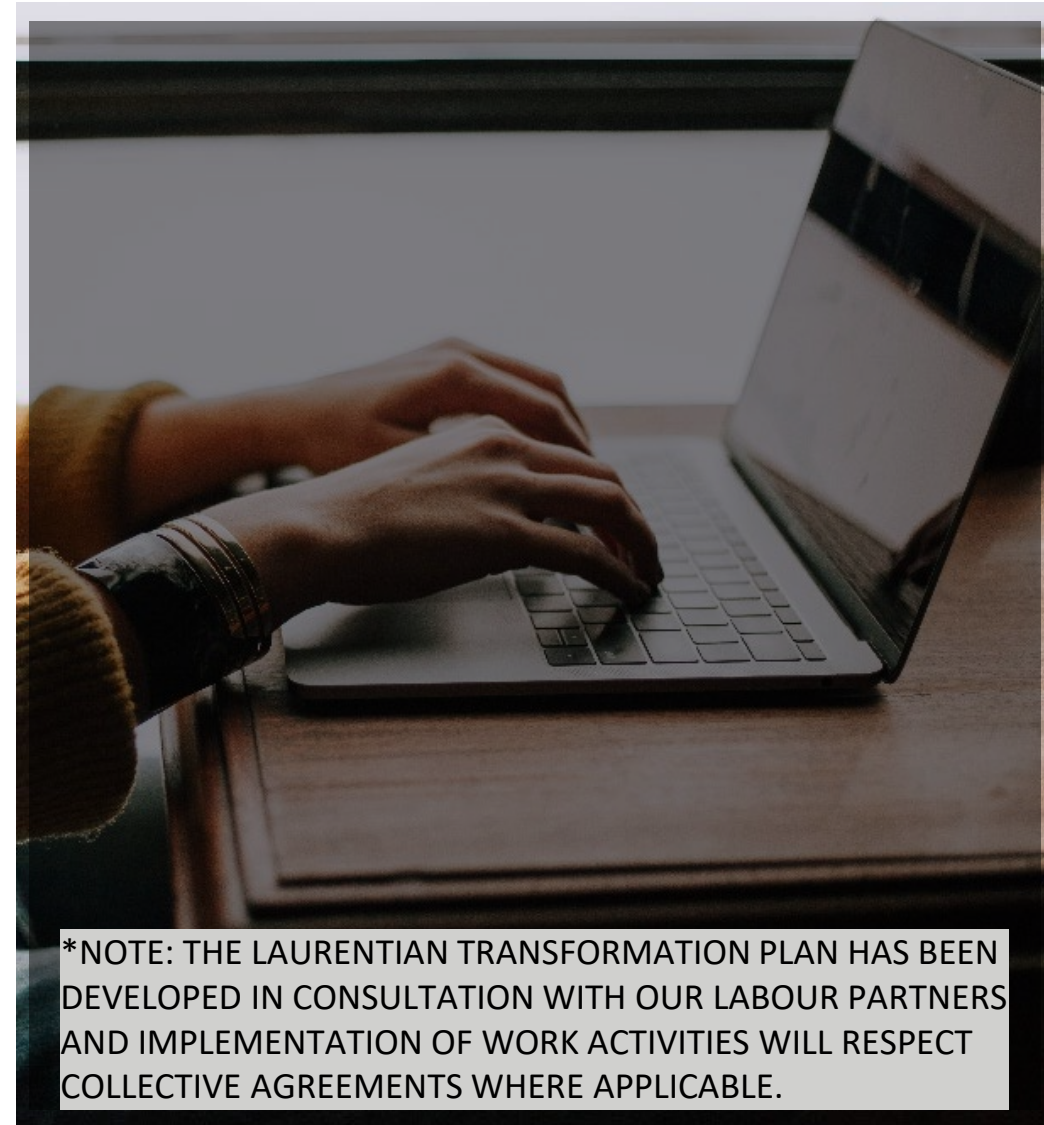
Laurentian University Transformation

Transformation Plan Final Report – Draft

September 14th, 2023

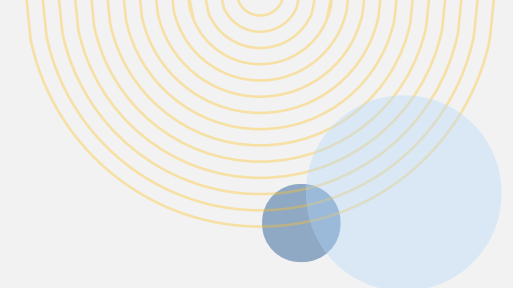
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Chapter 1



Executive Summary

Background and scope

Background

- Laurentian University is a publicly-funded, bilingual and tri-cultural postsecondary institution, and has become an integral part of Northern Ontario since its inception in 1960. Following the emergence from the Companies' Creditors Arrangement Act ("CCA") protection obtained in February 2021, Laurentian is set to embark on a comprehensive, multi-year transformation program.
- Deloitte was engaged on April 28th, 2023, to support planning for the transformation program. Deloitte's work was substantially completed within the span of 120 days between April 28th and August 28th.
- The objective of the transformation is to provide the University with the systems, processes and policies to best support its academic and research missions.



Objective and Scope

Deloitte has been engaged to assist Laurentian University **develop a detailed operational transformation plan** within **120 calendar days** that includes identification of priorities, required steps, resources, timing, sequencing, goals and deliverables. The transformation plan should be implementation-ready accompanied by trackable detailed workplans that are aligned across work streams to manage interdependencies. The objective of the transformation is to provide the University with the systems, processes and policies to best support its academic and research missions.

The transformation plan will consider the following:

1. A focus on both **operational** and **governance transformation**, based upon recommendations from external and independent reviews as well as reports commissioned by the University.
2. Laurentian University has a **tri-cultural mandate** that must be **incorporated into** the transformation planning and implementation phases.

NOTE THAT THE STRATEGIC REVIEW OF THE UNIVERSITY'S ACADEMIC AND RESEARCH PROGRAMS IS EXCLUDED FROM THE CURRENT SCOPE, AND THE LAURENTIAN TRANSFORMATION PLAN HAS BEEN DEVELOPED IN CONSULTATION WITH OUR LABOUR PARTNERS AND IMPLEMENTATION OF WORK ACTIVITIES WILL RESPECT COLLECTIVE AGREEMENTS WHERE APPLICABLE.



The Laurentian University transformation plan was co-created and led by LU Leaders with support and validation from the Deloitte team

Deloitte's commitment to precision and detail, combined with a thoughtful approach to engagement, has paved the way for a transformative blueprint and workplan to build a better Laurentian. By engaging with participants at all levels of the organization, Deloitte was able to gain a deep understanding of the University's unique challenges and opportunities. This approach allowed for the development of a tailored plan that addresses the specific needs of the University, while also aligning with broader industry trends and leading practices.

Mobilization

- **Over 135 documents** were provided by Laurentian University for review including the **Nous Report, Auditor General Report, and existing collective agreements.**
- Based on careful analysis of the Nous and Auditor General reports, Deloitte identified four foundational work streams (which would feed into the other cross-functional areas in implementation):
 1. **Human Resources (HR)**
 2. **Finance (FIN)**
 3. **Registration Services & Student Affairs (RSSA)**
 4. **Information Technology (IT)**
- Leaders were assigned for each work stream – **In-scope and out-of-scope categories** for each work stream were validated by the respective LU members.
- A comprehensive approach was used to establish project governance and the Transformation Project Management Office (TPMO), including defining its goals and objectives and ensuring effective oversight and decision-making.



Integrated Blueprinting Planning

- **Over 120 Laurentian community members** provided insights into the current state of the university to the Deloitte Team. The different deliverables throughout the transformation planning were co-created with the Laurentian team and validated against Deloitte expertise in leading practices in the sector.
- Deloitte facilitated **6 listening sessions** for students, faculty, and staff to share insights and feedback about their experience with university operations.
- LU work stream members, working with the Deloitte Team, **created a charter per work stream** to detail the main areas for improvement and validate Auditor General and Nous reports findings.
- **80+ Blueprinting sessions** were conducted with process owners to capture current state processes, challenges, and a vision for future state.
- Deloitte conducted **multiple weekly roadmap and detailed workplan validation sessions**, for over 4 weeks, with each work stream to review content as it was being developed.
- **Deloitte facilitated 2 alignment workshops with all LU work stream members** to align on charters, milestones and dependencies across the different work streams.
- **5 departmental work stream sessions** were led by the client with the support of Deloitte to communicate the roadmaps highlighting the key milestones.
- Deloitte facilitated **6 bi-weekly meetings** with the **Transformation Consulting Group**, to communicate developments and seek feedback as the transformation plan progressed.



Detailed Planning

















Workplan Alignment & Execution Readiness

- Throughout the engagement, Deloitte worked closely with university leadership to identify and address potential roadblocks to the successful execution of the workplan.
- The involvement of **LU participants** in the development of the **charters, blueprints and workplans** was crucial to the success of the transformation planning.
- A **RAIDD log** was created to identify and manage transformation risks, actions, issues, decisions and dependencies. In total, **40 risks, 35 issues, 11 decisions and 219 dependencies** were captured by Deloitte by the time of issuing the final report.
- Deloitte collaborated with the LU work stream members to develop a comprehensive detailed plan that outlined **key milestones, sequence, timelines, resourcing and responsibilities.**
- **Participant feedback was solicited regularly** to ensure effective communication and address concerns.



List of Deliverables




The table below lists all the agreed upon deliverables and indicates the medium of delivery

Deliverable	Delivered	Description of Purpose	Medium
 Project Kick-Off Package		<ul style="list-style-type: none"> To mobilize the Transformation Project Management Office (TPMO) and Work stream activities 	Meeting conducted April 18 th and emailed April 19 th to TPMO
 Improvement Area Prioritization		<ul style="list-style-type: none"> To prioritize functional areas based on the urgency for improvement 	Included in work stream Charters
 Work Stream Charters		<ul style="list-style-type: none"> To identify leaders for each work stream, and a vision for the transformation in each area To define in-scope and out of scope areas for each work stream and prioritization 	Presented by work stream leads June 19 th and emailed to TPMO
 Functional Blueprints		<ul style="list-style-type: none"> To document the current state of each process and establish the root cause of current challenges To document the target state for each process and sub-process 	Each excel blueprint has been emailed to work stream leads and TPMO
 Detailed Workplans		<ul style="list-style-type: none"> A project management tool to track and assign necessary tasks to complete the transformation. The detailed workplans are subject to refinement once implementation efforts are underway 	Each excel workplan has been emailed to work stream leads and TPMO
 Transformation Roadmaps		<ul style="list-style-type: none"> A visual representation of the milestones and sub-work streams in each workplan, to illustrate milestones, sequencing, ownership, timing, and dependencies 	Included in Chapter 2. Included by phase in Appendix B
 Alignment Workshops		<ul style="list-style-type: none"> To first align the charters, and then the detailed workplans across all work streams; and to identify risks, issues & interdependencies 	Facilitated by Deloitte on June 19 th and August 22 nd
 RAIDD Log		<ul style="list-style-type: none"> Document Identified Risks, Actions, Issues, Decisions and horizontal Dependencies for the transformation 	Master RAIDD Log in excel has been emailed to TPMO

Transformation final report composition, purpose, and guidance

The transformation final report is comprised of 1) the Executive Summary & Transformation Roadmaps, 2) the Transformation Plan Final Report, and 3) the Transformation Plan User Guide





Laurentian University Transformation Plan

	Executive Summary & Transformation Roadmaps	Transformation Plan Final Report	Transformation Plan User Guide
 Purpose	<p>To provide a high-level understanding of the following:</p> <ul style="list-style-type: none"> Background information, summary of findings and how was the plan developed. The key themes that need to be addressed in order to achieve a successful transformation. Each work stream's transformation roadmap including dependencies and activity sequencing. 	<p>To provide details on:</p> <ul style="list-style-type: none"> The structure and content of the transformation plan. Differences between transformation planning and transformation implementation, including critical implementation outcomes and keys to success. Each work stream's transformation plan including dependencies and activity sequencing. 	<ul style="list-style-type: none"> To equip the transformation implementation team with a user manual to guide them on how to use each of the provided transformation planning tools and how to effectively utilize them throughout implementation.
 Content	<ul style="list-style-type: none"> A summary of how the plan was developed. A summary of the key observations and themes critical to achieving an impactful transformation at Laurentian University. An overview of each work stream's transformation roadmaps including significant transformation milestones, activities, and dependencies. 	<ul style="list-style-type: none"> An overview of the approach and methods used to develop the blueprints, detailed workplans and high-level roadmaps. A summary of the current and future state understanding developed through blueprinting sessions An overview of the transformation roadmaps as seen in the executive summary. 	<ul style="list-style-type: none"> A guide on how to use the work stream charters, RAIDD log, functional blueprints, detailed workplans and high-level roadmaps in the transformation implementation.
 Intended Users	<ul style="list-style-type: none"> Board of Directors Executive team Ministry of Colleges and Universities All other users who are looking for a high-level understanding of the plan in condensed format 	<ul style="list-style-type: none"> Any Laurentian University community member who is interested to learn the detailed information of the Transformation Plan and its outcome. 	<ul style="list-style-type: none"> Staff Faculty Other individuals who are responsible for the implementation of the Transformation Plan

Current Report

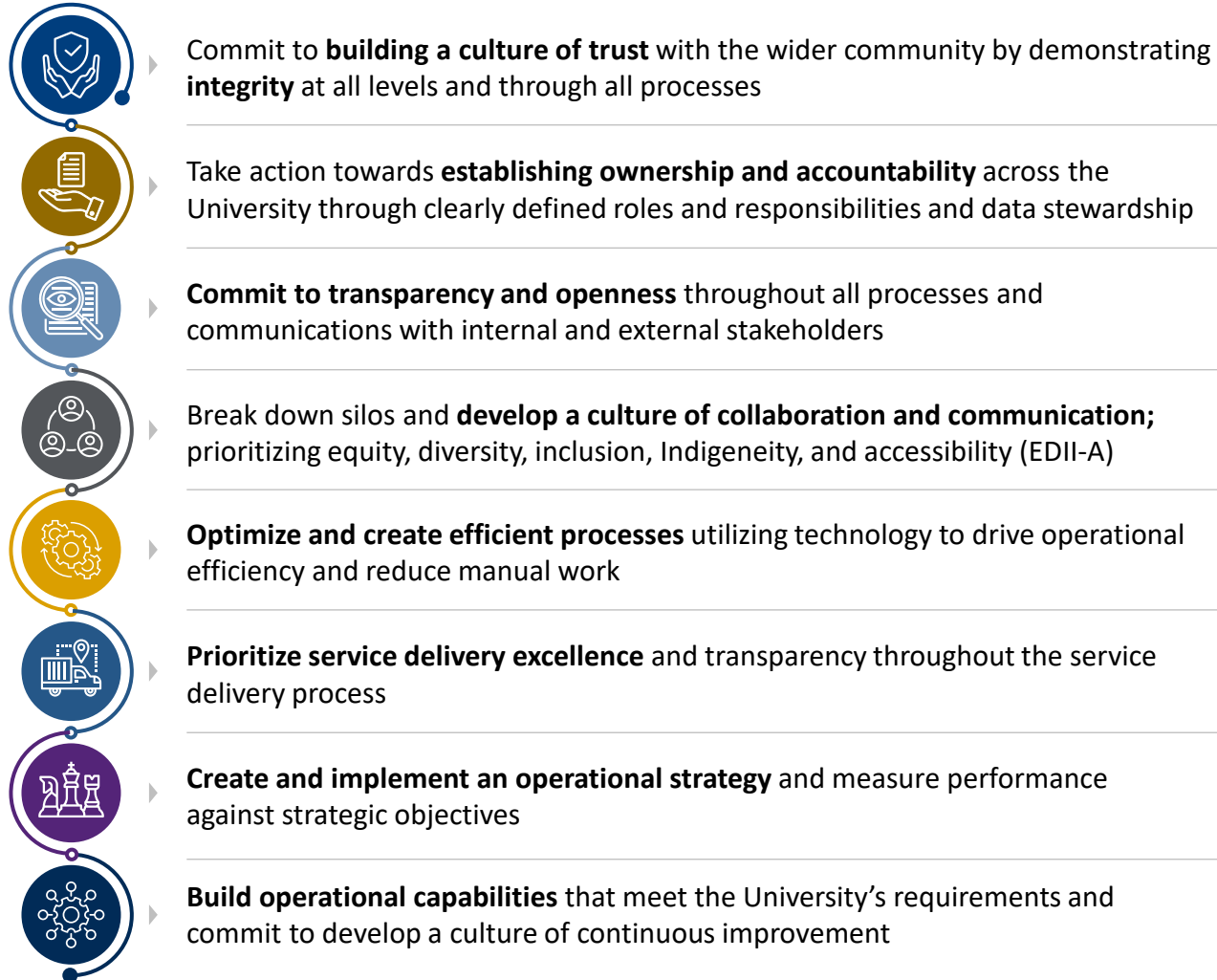
Summary by work stream

The Transformation Plan addresses the specific needs of each of the four work streams to achieve the desired future state. While there are differences in the structure and maturity of each of these areas, the Enterprise Resource Planning (ERP) transformation is an overarching stream of work that is critical to the path to success. In addition, change management across the entire transformation is significant for its success.

Work Stream	Summary of Observations	Impact on Implementation Plan
HR 	<p>The Human Resources department has gaps in the processes and policies that are core to their operations. These gaps cause a lack of clarity on the standards, roles, and responsibilities, resulting in inconsistencies in the delivery of Human Resource services, which impact the wider Laurentian University community. Additionally, the Human Resources team relies on manual tools to implement processes which creates bottlenecks and inefficiencies.</p>	<ul style="list-style-type: none"> The Human Resources transformation plan will significantly impact the organization by establishing standards, streamlining operations, and increasing efficiency. Skilled talent recruitment will bring capacity and capabilities, stabilizing operations and improving overall performance. After the establishment of foundational processes and policies, the detailed workplan shifts its focus towards the implementation of a Service Delivery Ticketing (Case Management) System and a Human Resources Information System (HRIS). This automation of processes aims to eliminate inefficiencies and integrate with the larger ERP strategy of the university.
Finance 	<p>The Finance department is limited by several factors, mainly: 1) aging technology, as the ERP for the Finance modules has not had a significant evolution since it was rolled out; 2) absence of internal experts in the ERP; 3) insufficient documentation of current processes, hindering employee training; and 4) lack of adherence to defined processes across the University, resulting in manual workarounds, bottlenecks and inefficiencies in Finance.</p>	<ul style="list-style-type: none"> Finance's transformation plan has a considerable effort on identifying, selecting, and implementing the systems required to support a modern Finance function. Consequently, the transformation plan relies heavily on the ERP strategy of the university. In parallel, enhancements to the current systems and processes will be prioritized and implemented. Obtaining and mobilizing the resources to support the transformation and to become the future ERP power users is a key success factor of the plan.
RSSA 	<p>The registration services and student affairs work stream encompasses a large hive of student-facing offices all interacting in a siloed manner. Despite individual efforts, units are interacting in an ad hoc fashion and lack of clarity on roles and responsibilities is creating friction and misalignment with the institutional mission. Multiple points of entry for services is confusing for students, staff and faculty, and there is a lack of access to data, and a single source of truth.</p>	<ul style="list-style-type: none"> The primary focus for the workplan is to clarify the content and services available for staff, faculty and students, to best support the operational and academic mission of the University to conduct research, teach and matriculate students, including a supportive and intentional approach to student life. Bottlenecks will be reduced by implementing systems, automating data integration, and providing staff support and training to eliminate single points of failure and ensure a sustainable level of service excellence for constituents.
IT 	<p>The effectiveness and operational efficiency of technology across Laurentian has been impeded through several challenges: 1) a lack of clarity on roles and responsibilities with functional areas; 2) limited understanding on the role of IT and the services that should be provided; 3) significant vacancies within the IT Department impacting the capacity to complete operational activities; and 4) ineffective service management practices and low customer satisfaction.</p>	<ul style="list-style-type: none"> The IT transformation plan focuses on uplifting technology related governance and frameworks to better define roles/ responsibilities, drive accountability, and improve decision making and transparency. This includes project governance, system access policies, master data management and asset management. Additionally, IT services will be formally captured and communicated through a Service Catalogue, which will include service level targets to better set expectations with users around timeframes. In parallel, IT will need to support transformation initiatives across the other work streams.

Foundational themes are essential to the successful implementation of the plan

Extensive discussion and consultation with Laurentian University participants and other stakeholders revealed several key themes impacting operations at all levels that must be addressed to ensure a successful transformation and a sustainable future for the University. The identified themes informed the plan and were addressed through the detailed activities defined for each sub-work stream



- **How do the themes influence the detailed workplans ?**
The themes that emerged from the consultations while gathering information about the current state of the University's' operations informed the changes that need to take place to successfully achieve the future state. These themes are consistent across the university.
- **For a successful transformation, the foundational themes need to become the guiding principles for the implementation. Therefore, the themes are embedded in the detailed workplans through the activities that focus on the following areas:**



Leadership



Process



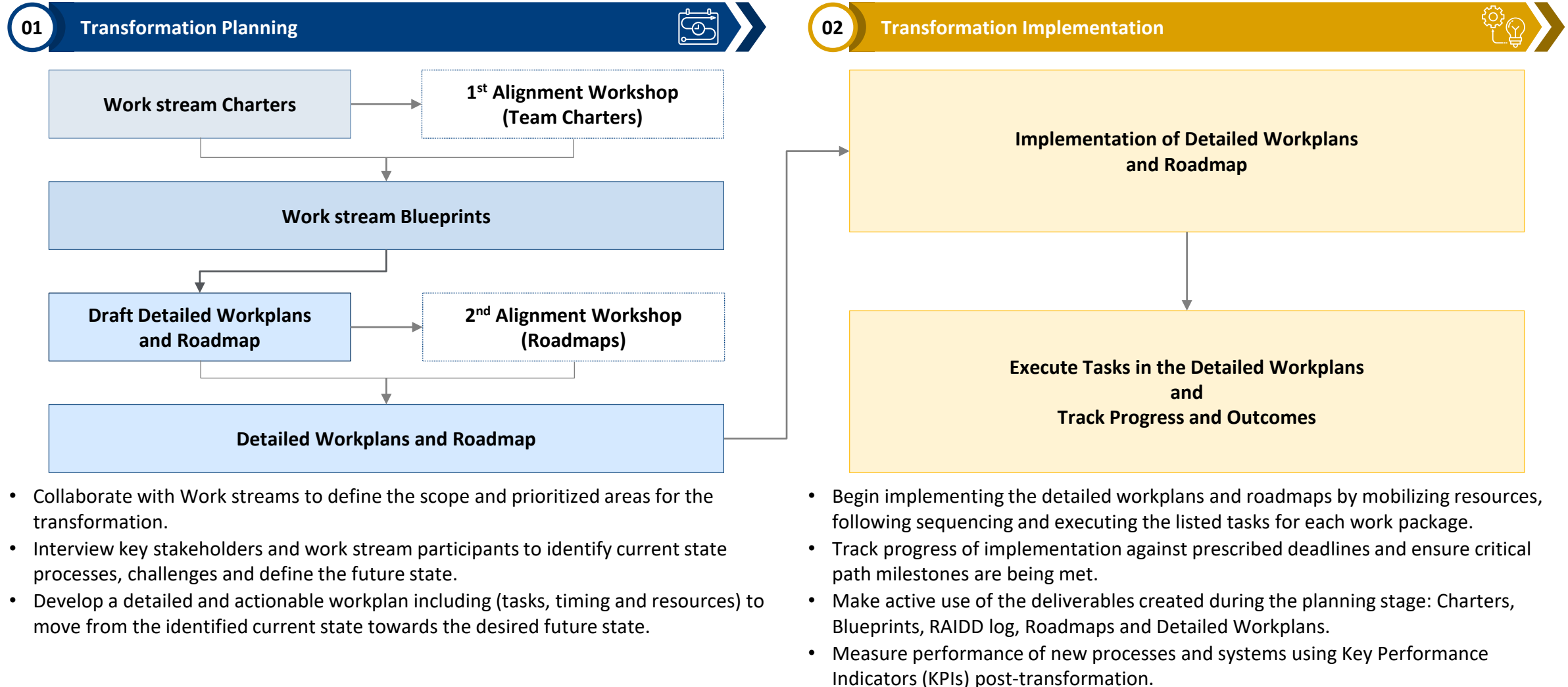
People



Technology

Moving from transformation planning to transformation implementation

The phased approach to transformation will position Laurentian University to effect institution-wide change while protecting operational continuity. The tools developed during transformation planning will be used to support the transition to transformation implementation



Proposed transformation program next steps

The transformation implementation phase should build from the learnings gained in the planning phase. The proposed steps for the implementation team below support a seamless transition from planning to execution

Next Steps	Description of Purpose
Develop Implementation Program Governance	<ul style="list-style-type: none"> Establish Governance structure and formalize pathway, including when/how to include the Senate and Board; who should be on the Steering Committee and Transformation Program Implementation Office (TPIO); and the decision framework and escalation pathways
Communicate with Constituents	<ul style="list-style-type: none"> Develop a communication plan and communicate with the broader university community regarding the implementation, including soliciting names for participation on work streams and oversight groups
Oversee the Program	<ul style="list-style-type: none"> Stand up the TPIO and determine its responsibilities, such as: drive pace, monitor progress and timelines, remove roadblocks, mitigate risks, manage dependencies and solve issues between work streams, etc.
Allocate Resources	<ul style="list-style-type: none"> Allocate, recruit and onboard the resources identified in the detailed workplan to run a successful transformation implementation program Select and onboard vendors
Review existing cycles and staff	<ul style="list-style-type: none"> Develop a plan and timeline for business as usual (BAU) work; clarify staffing required
Hire/second implementation focused staff	<ul style="list-style-type: none"> Review critical staffing for implementation and create job descriptions and recruit for these roles
Assign work packages to teams	<ul style="list-style-type: none"> Assign work stream leads and sub-work stream teams to work packages from the detailed plan
Monitor and report on progress	<ul style="list-style-type: none"> Use the tools provided (RAIDD log and Detailed Workplans) to monitor progress Set meeting and reporting cadence for monitoring progress

Implementation success factors

Multiple risks and issues were raised by stakeholders across Laurentian University when forming the transformation plan. Success factors have been identified to mitigate key risks to ensure the successful delivery of the Transformation Program

Implementation Success Factors

- The implementation success factors are the key areas, factors, or activities that will need to be addressed for the successful delivery of the Transformation Program, to achieve planned objectives and to realize expected benefits.
- It is important to identify these success factors and the associated risks during planning to guide the Transformation Program as it transitions into the implementation phase.
- These implementation success factors have been identified over the course of transformation planning by first identifying and capturing the risks and issues in the RAIDD log, identifying key risks to implementation and grouping them to form the success factors.



Funding: Funding is essential for the Transformation Program at Laurentian, to ensure that it has the necessary resources, support, and alignment needed to succeed.



Staff Resourcing: Resourcing will need to be planned for in advance, prior to beginning the implementation, to ensure that there is capability and capacity to deliver the in-scope initiatives.



Governance: Overarching program governance needs to be established to govern the Transformation Program, with clear accountability, responsibilities and outcomes. This governance body will need to manage key risks, issues and dependencies associated with work streams as well as other related initiatives.



Change Management: A structured approach to change management is essential to the success of the Transformation Program. It impacts the effectiveness of each transformation initiative by improving engagement with stakeholders, increasing adoption of new tools, processes and policies, building buy-in of transformation activities, and managing resistance to change.



Strategic Alignment: Given the number of organizational initiatives at Laurentian University, alignment on direction, objectives and benefits are required to ensure that there is clarity on what success looks like. This includes alignment between the Transformation Program, the Strategic Plan, and the recommendations from other external reviews and audits.



Leadership: Effective leadership will be required to guide the Transformation Program to ensure delivery of planned outcomes. Leaders must be committed to the program, with clear vision and direction for all the transformation initiatives and transparently communicate their importance, while also providing the necessary resources and support.



External Oversight: The external audit conducted by the Auditor General included recommendations which Laurentian University needs to align to and demonstrate progress. Laurentian University will also need to demonstrate compliance with directions/mandates with other relevant external parties.



Risk Management: An enterprise risk management framework will need to be established in order to identify, assess, and manage risks/issues in a standardized manner across Laurentian University. It will improve Laurentian's ability to manage risks, assess their potential impact, and develop strategies to mitigate or manage those risks.

Integrating the Indigenous Programs Strategic Business Plan

Office of Academic and Indigenous Programs, staff, faculty, LUNEC, and organizational partners developed an Indigenous Programs Strategic Business plan in a parallel process to the development of the LU Strategic and the Operational Transformation Plan. Operational recommendations from the Indigenous Programs Strategic Business plan were incorporated into the Operational Transformation Plan.

The Indigenous Program Strategic Business Plan goals

The LU Indigenous Programs Strategic Business Plan outlines recommended strategic directions and outcomes for each of the following strategic priority areas:

- Staffing Renewal
- Programs and Degrees
- Indigenous Research
- Space and Faculties

While Staffing Renewal recommendation goals have been addressed under the Operational Transformation Plan, the other areas were to be considered under the Strategic Transformation Plan work where Programs, Research and Governance will be captured.

The Operations Transformation Plan documented the Academic and Indigenous Programs office and the Indigenous Programs Strategic Business Plan as dependencies during the implementation stage

The operations transformation plan incorporated dependencies and activities that reference the Indigenous Program Strategic Business Plan goals and the Academic and Indigenous Programs office to be part of the implementation phase in the relevant operational areas

The workstream activities that intersect with the Indigenous Program Strategic Business Plan are:

- HR: Recruitment, Compensation (Specifically job descriptions), Learning and Development and EDII-A
- RSSA: Student Portal Development and Service Level Expectations, and Recruitment and Admissions Data
- Finance: Social Procurement Considerations
- The implementation activities include explicit community engagement and are expressed as dependencies
- More specifically, the Office of Academic and Indigenous Programs has been intentionally included as a group, and should be consulted broadly during implementation

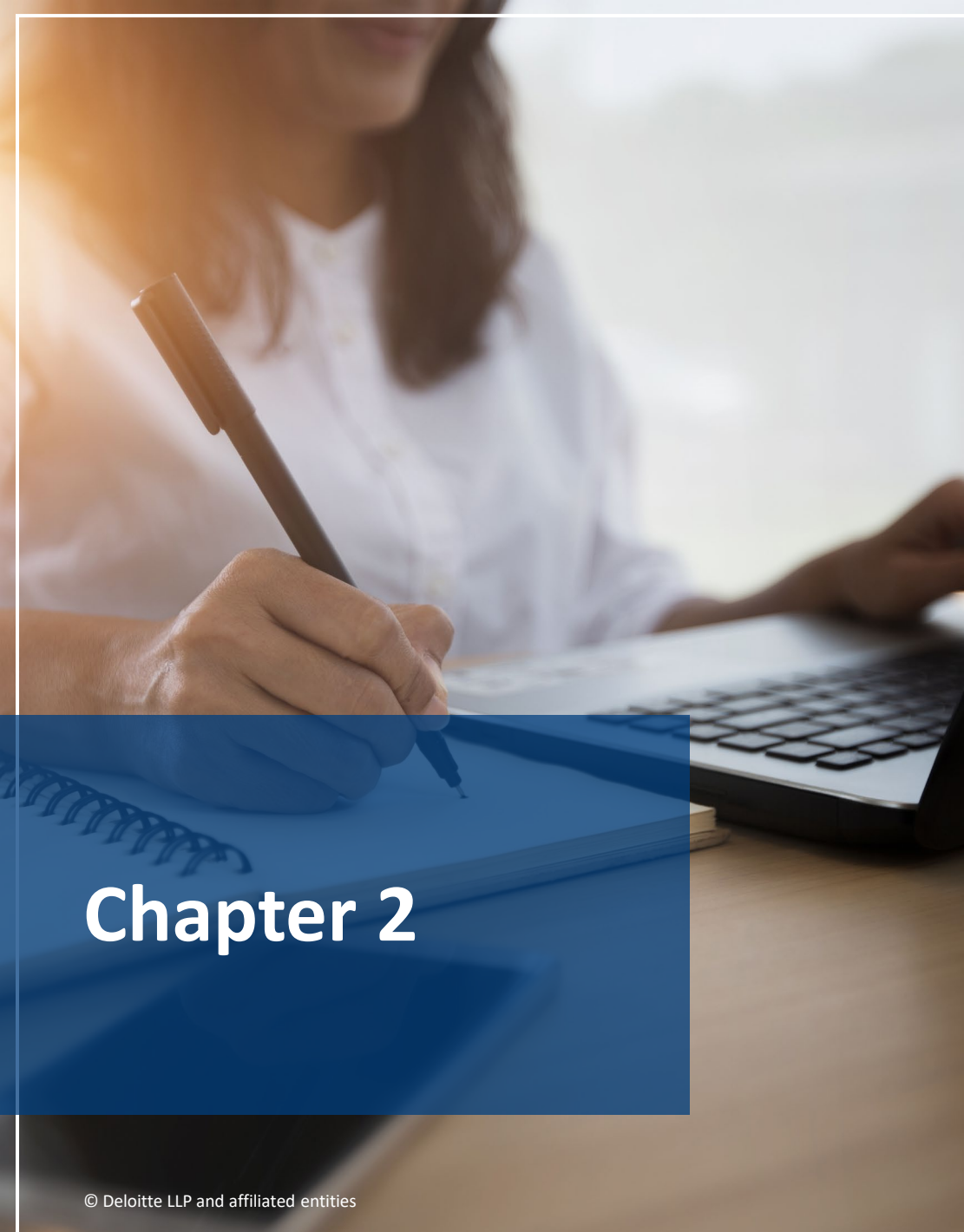
Implementation Success Factors

The success factors listed on page 11 establish the foundation to integrate the Indigenous Program Strategic Business Plan into the Operational Transformation, including the following considerations:

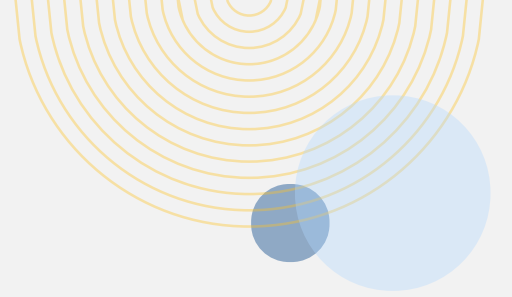
- Strategic Alignment with LU executive leadership on the definition of the Tri-Cultural Mandate, its goals and path to implementation
- Establishing an overarching EDII-A strategy institution wide that guides operations to facilitate its implementation
- Engaging LUNEC and all relevant stakeholders to achieve alignment on EDII-A strategy and goals



The Indigenous Program Strategic Business Plan has informed the Operations Transformation Plan in the areas that impact the Tri-Cultural mandate and guided identifying relevant dependencies and activities in the plan



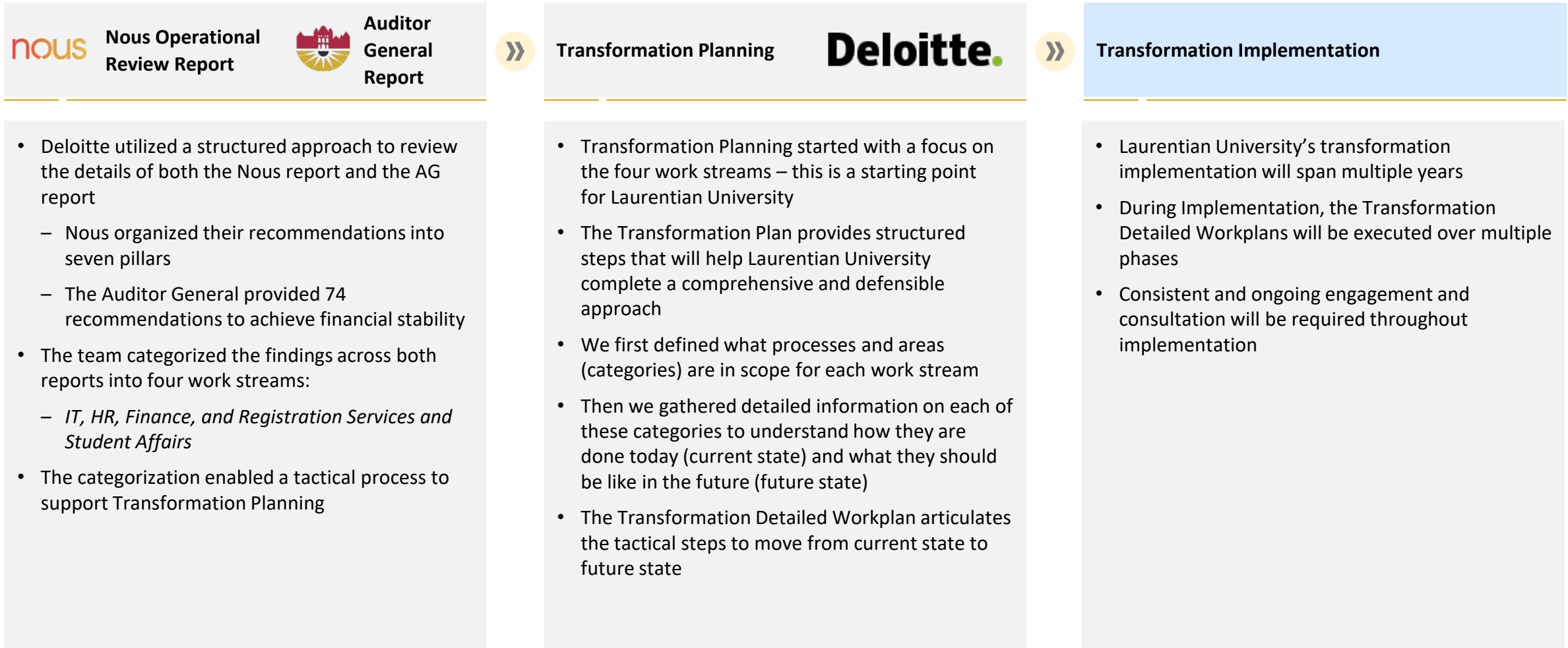
Chapter 2



Background

How did we get from Nous to here?

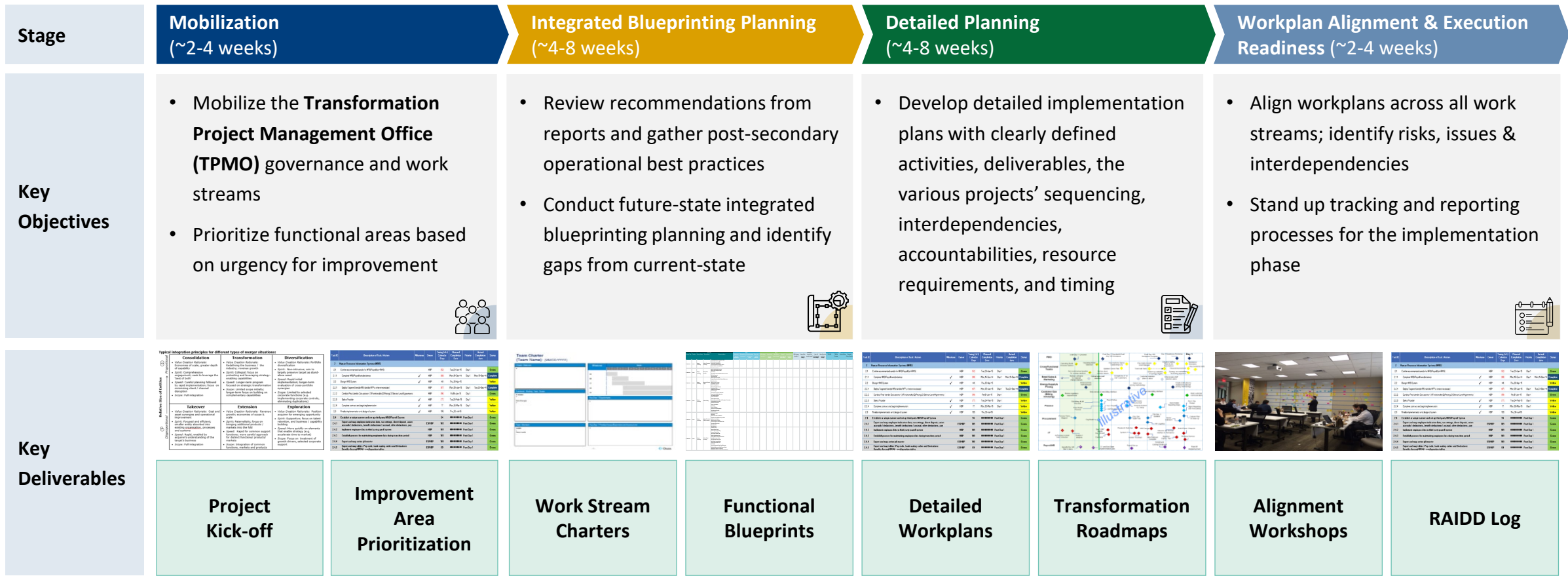
To refine our approach to Transformation Planning, Deloitte reviewed the Nous and Auditor General (AG) reports and categorized the recommendations into functional areas to inform the work stream focus areas. This approach ensured that Laurentian University demonstrated accountability by reporting back on the planning progress against the recommendations



High-level Approach

Over the 120-days, Deloitte worked with Laurentian University on the development of a detailed Transformation Plan

Our 4-stage methodology to implementation planning focused on practical solutions for operations and governance



Our methodology helped us develop the detailed workplans

Charters were used to define the in-scope areas so that transformation planning could be focused on what needed to be done first. Blueprints were created to capture the current state and desired future state. The roadmap provided a visual of the detailed workplan, which outlined the steps and activities that will support Laurentian University move towards the future state that will be further defined during implementation

1 Work Stream Charters

- Identify leaders for each Work stream
- Validate work stream in-scope and out of scope areas
- Identify initial Risks, Assumptions, Issues, Decisions and horizontal Dependencies for the transformation (RAIDD log)
- Document an initial prioritization of identified areas, to be tackled

2 Charter Alignment Workshop

- Conduct session to align cross-functionally on charters and prioritization of in-scope areas
- Align and document dependencies between work streams

3 Work Stream Blueprints

- Assess current state of each process and establish the root cause of current challenges
- Document target state for each process and sub-process. Document possible impacts to people, process and technology
- Document risks, issues and dependencies in RAIDD log

4 Draft Detailed Workplans and Roadmap

- Develop a detailed workplan for each milestone, including:
- Owners and Resourcing
 - Timing and Sequencing
 - Dependencies
 - Using Blueprints and dependencies, Identify main tasks, milestones and work packages necessary to achieve the target state

5 Departmental Validation Sessions

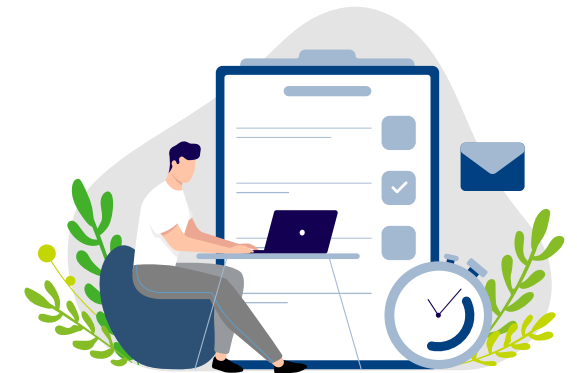
- Collaborate with work stream leads and respective department members to validate preliminary milestones, ownership, timing, and dependencies
- Obtain approval and buy-in from work stream members
- Ensure the detailed workplans are tailored to meet the specific requirements of each work stream

6 Detailed Workplan Alignment Workshop

- Conduct cross-functional session to align on:
- Sequencing of detailed planning
 - Resourcing requirements
 - Critical cross-functional dependencies

7 Detailed Workplans and Roadmap

- Action any feedback in order to finalize milestones, activities, ownership, resourcing requirements, timing, and dependencies
- The detailed workplan is subject to change and was designed to be altered and tailored to suit the needs of the implementation effort



Governance Structure for the Transformation Plan

Successful transformation leveraged proven governance structures to provide informed decision-making and transparency in engagement during planning and progress reporting

Ministry of Colleges and Universities (MCU)

Board of Governors

Executive Team

Audit Committee

Transformation Consulting Group (TCG)

Reporting and Communication

Ministry of Colleges and Universities

- **Attendees:** MCU and Executive Team
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Monthly*

Board of Governors

- **Attendees:** Board of Governors and Executive Team
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Quarterly*

Senate

- **Attendees:** Senate and Executive Team
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Quarterly*

Executive Team

- **Attendees:** University and Deloitte Executive Team members
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Weekly (every Tuesday)*

Audit Committee

- **Attendees:** Audit Committee and Executive Team
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Quarterly*

TCG

- **Attendees:** TCG and other members of the Executive & TPMO Team
- **Overview:** *Based on Terms of Reference (to be provided by the University)*
- **Meeting Cadence:** *Bi-weekly*

Roles and Responsibilities for Transformation Planning

Streamlined roles and responsibilities facilitated collaborative and informed engagement between Deloitte and Laurentian University. Work streams meetings were regularly conducted during the transformation planning, bringing forth opportunities, issues, and risks to ensure project oversight and timely progression. This streamlined project management process resulted in successful project completion within the designated timeline

Mobilize to stand up the TPMO and work streams to bring tools that drive planning forward

Executive Team – as described in TCG ToR Jan 2023 pp. 2-3

Development of Laurentian University's detailed transformation plan and subsequent implementation will be overseen by the President's Office through the President's Executive Team.

- Transformation Plan updates will be provided to the Board of Governors at its regular scheduled meetings.
- Regular updates will also be provided to the Ministry of Colleges and Universities (MCU). Approval of the detailed transformation plan will be subject to final approval by MCU.

Transformation Consulting Group – as described in TCG ToR Jan 2023 p.2

The TCG will report to the President's Executive Team and will serve to inform on the development of the transformation plan by the Project Management Consultant and implementation of the recommendations from the detailed plan.

- Consult with their stakeholders to bring forward issues and concerns and communicate regarding the transformation plan.

Transformation Project Management Office

Below are the key TPMO responsibilities during transformation planning:

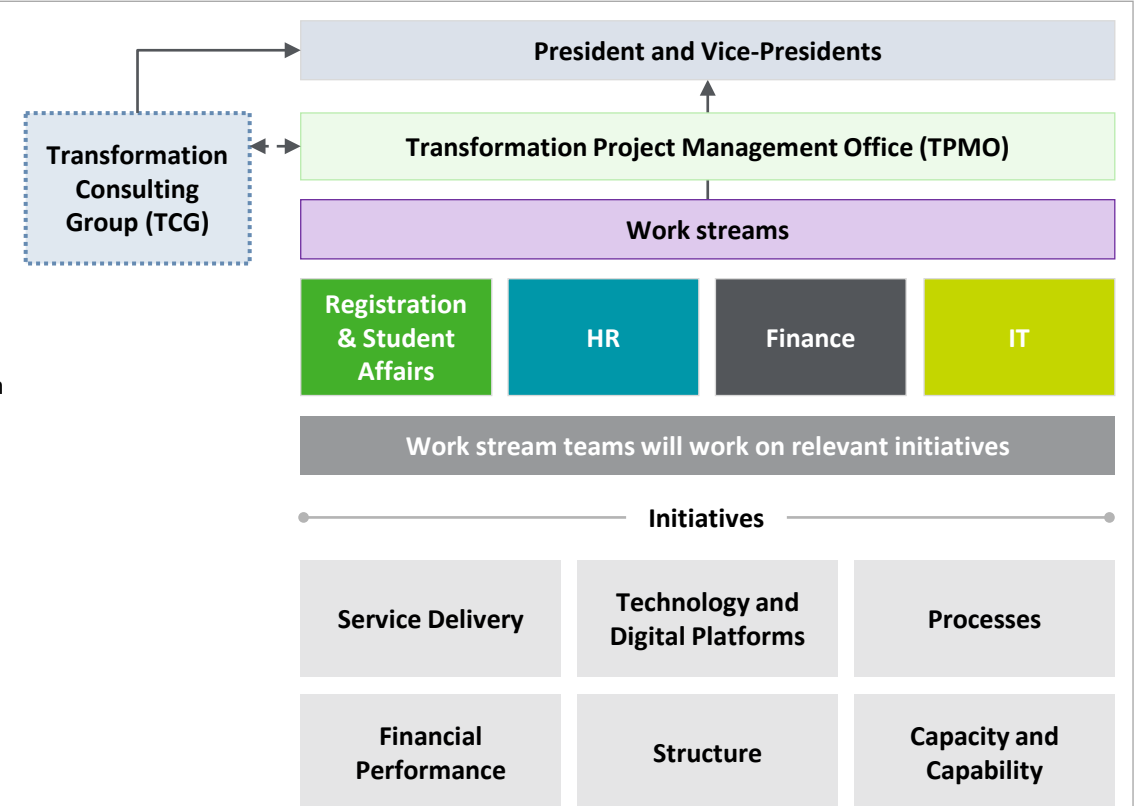
- Support governance, priorities and timelines
- Help coordinate cross-functionality and drive pace
- Manage dependencies between work streams
- Support the early identification and resolution of issues and mitigate risks

** Responsibilities of TPMO after transformation planning will be further defined by Laurentian University*

Work streams

Work stream team members support tactical planning and complex initiatives grouped by each function to create implementation-ready workplans



- Help teams set and agree on work stream priorities, milestones
- Develop detailed work plans for functional work streams, documenting dependencies and user perspectives during the blueprinting process




Interdependencies related to Operational Support and Core University Functions work streams were captured as part of the review and approval for the integrated blueprint workplans created for Administrative Function work streams (see following slide)

Team Composition for Transformation Planning Phase



President and Vice-Presidents

 Sheila Embleton	Brenda Brouwer	Tammy Eger	Michel Piché	 Angela Choi
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Transformation Consulting Group

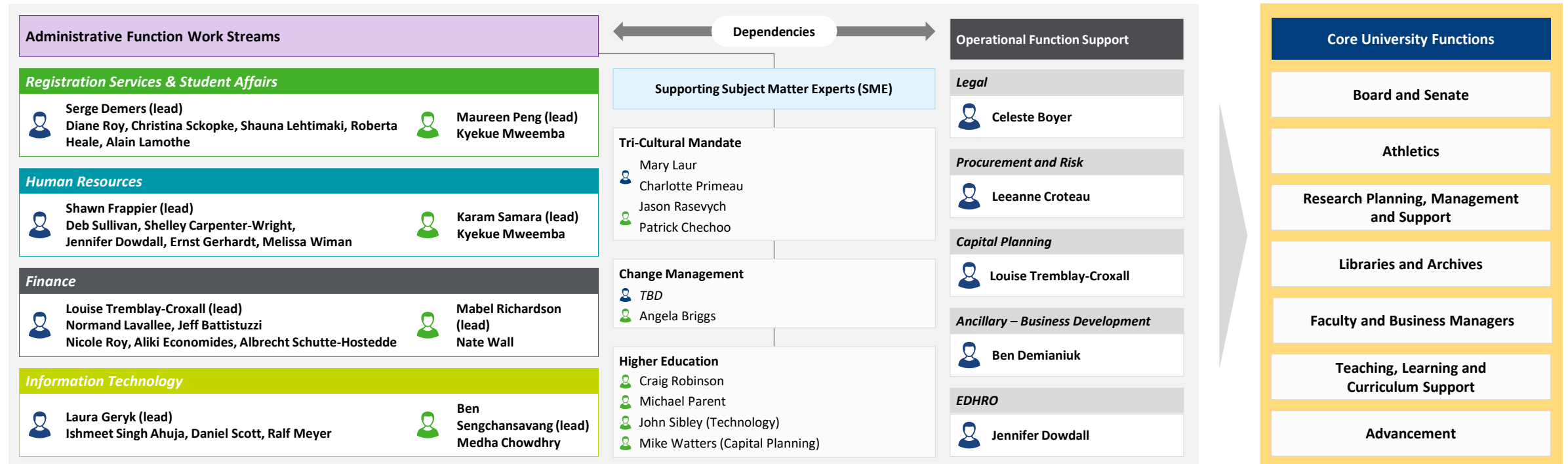
 Shelley Carpenter-Wright (co-chair)	Meredith Teller (co-chair)	James Ketchen Tanya Shute	Thomas Fenske Thomas Matheson	Bettina Brockerhoff- Macdonald	Erfan Azadehfar Avery Morin	Dominic Beaudry Roch Gallien	Joy Gray-Munro Luc Roy	Serge Demers
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Transformation Project Management Office (TPMO)

 Michel Piché	Luc Roy	Jennifer Dowdall	Mary Laur	Brenda Brouwer	Shelley Carpenter-Wright	 Karam Samara	Mabel Richardson	Maureen Peng
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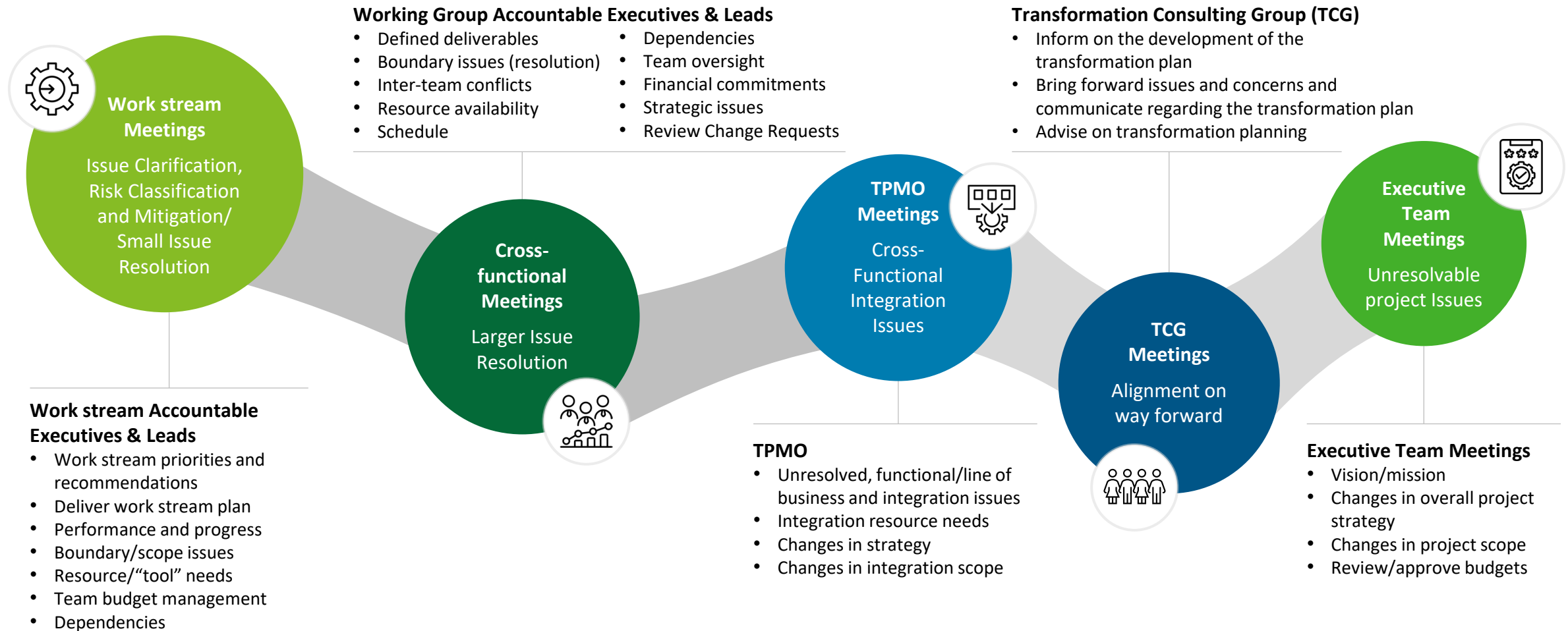
TPMO Support

 Leanne Croteau	Jody Tverdal	 Nolan Conway
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Issue Resolution and Decision Management Process

During transformation planning, work stream leads were responsible for resolving issues between involved parties. If resolution was not possible, work stream leads had the ability to escalate the issue to the TPMO



Meetings and Reporting Cadence for Core Meetings

To manage the transformation planning, a regular meeting and status reporting cadence was set up; this structure allowed us to monitor projects, track and resolve cross-functional issues, and accelerate overall decision-making

Monday (TBD)	Tuesday	Wednesday	Thursday	Friday
Transformation Consulting Group* (*Bi-weekly) 	Executive Team Meetings 	Work stream Meetings 	Cross-Functional Meetings 	TPMO Meetings 

Meeting/Reporting	Attendees	Overview
1. Transformation Consulting Group	<ul style="list-style-type: none"> TCG representatives (14) University Deloitte TPMO Team Members 	<p>Mandate & role is leveraged from the TCG ToR in relation to the Transformation Plan and Deloitte</p> <ul style="list-style-type: none"> Work with the University and the Project Management Consultant (i.e., Deloitte), and provide advice and recommendations on the development of a detailed transformation plan Advise, communicate with, consult and gather feedback from respective participants, address discussions and recommendations Advise on the transformation implementation plan priorities and timelines. Work with Deloitte to ensure that change management strategy is considered throughout the Transformation Plan Continue to support Laurentian University executives with subsequent stages of the implementation plan
2. Executive Team Meetings	<ul style="list-style-type: none"> University & Deloitte Executive Team 	<ul style="list-style-type: none"> Provide Executive Team Report, including key issues, risks, and decisions requiring attention
3. Work stream Meetings	<ul style="list-style-type: none"> Work stream team members 	<ul style="list-style-type: none"> Informal touch-points to align on priorities and timelines for the week (recommend > 30 minutes) Provide an update on current activities and tracking against milestones, raise risks/issues/decisions and identify interdependencies
4. Cross-Functional Meetings	<ul style="list-style-type: none"> Work stream leads 	<ul style="list-style-type: none"> Provide update on work stream status/progress, review key developments, discuss issues, risks, decision requiring immediate attention/escalation to the TPMO Identify and manage interdependencies
5. TPMO Meetings *for Transformation Planning*	<ul style="list-style-type: none"> University TPMO Team members Deloitte TPMO Leads TBD 	<ul style="list-style-type: none"> Provide an update on overall status/progress, review key developments, discuss issues, risks, decisions requiring immediate attention and escalation to the Executive Team Discuss alignment of effort and resources against timeline Where efficient to do so, this meeting can be repurposed into a working session (e.g., Charter Read-out, Implementation Readiness Alignment, etc.) Provide support during implementation of the transformation (TBD/ to be further defined by Laurentian University)



Chapter 3



Integrated Blueprint Planning

Work Stream Blueprints

Documentation of the current state of each process, challenges, and desired future state was conducted over multiple sessions per week for more than 2 months with Laurentian University team members. For detailed information please refer to the Blueprints and the IT Diagnostic and Capability Maturity Assessment documents provided separately

What is a Blueprint?

- Blueprinting is an exercise that serves as the methodology to extract and document the following information:
 - i. Documenting the current state of Laurentian University's processes and systems
 - ii. Identifying pain points and critical process and system challenges
 - iii. Identifying the desired future state of operations for the university from the perspective of process, people, systems, and leadership
- The blueprinting process defines the start and end point that will be used to develop the detailed workplans. The detailed workplans will list the activities to move from current to future state forming the basis for the detailed transformation planning (i.e., detailed workplans)

Approach to Blueprinting

- Deloitte facilitated conversations with each work stream to extract and document the current state and future state with extensive participation from Laurentian University team members
- Input on processes was also obtained through interviews with end users and other participants at the university to validate preliminary findings and develop a comprehensive view of the current state and the primary challenges facing the university
- Recommendations and insights based on leading practices were provided throughout the blueprinting process to inform the desired future state
- An IT diagnostic and capability maturity assessment was conducted through 14 current state interviews with participants across various functional areas and 8 workshops with the IT department to assess the current state of technology at Laurentian University

By the Numbers

80+ blueprinting sessions over the course of two months

200+ hours of engagement with Laurentian University members

120+ Laurentian University participants were consulted across all work streams for blueprinting



Key Blueprinting Outcomes



Exhaustive understanding of current challenges and critical areas for improvement









Establishment of a clear future state vision and alignment on a path forward for LU



Active engagement from all functional areas to build momentum going into detailed transformation planning







HR Work Stream Blueprint Summary

The HR blueprinting process uncovered the need to revise and develop many of the foundational HR processes and policies that have gaps, in collaboration with all other functional areas that will be impacted by them. Below is an excerpt of the findings. For detailed information please refer to the HR Blueprint document provided separately.

Human Resources Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Talent Attraction 	<p>Employee talent attraction marketing plans are ad-hoc and are not tailored for each function. There are limited guidelines and standards to plan and budget for attracting employees. Marketing tactics and tools are created ad-hoc rather than pre-planned.</p>	<p>LU should have an established process to create talent attraction marketing plans with a set cadence to proactively reach, attract and source talent for hiring. The talent attraction marketing plan will be tailored to each function, as required, and aligned with the university's brand.</p>
Hiring Process 	<p>The current hiring process lacks transparency and adherence from the hiring managers. Filling and approving hiring requisitions is manual and creates bottlenecks that reduces trust in the process, including casual and part time roles where the ability to verify information is limited. Interview process is also missing standards and guidelines that would define who can interview candidates and how to perform the evaluation.</p>	<p>End-to-end hiring process should be revised, policies should be established to define roles and responsibilities and processes should be streamlined to achieve efficiency and transparency. Submitting hiring requisitions should be automated through an HR Service Delivery Ticketing system, that will be used by hiring managers to submit requisitions to HR. The process should be streamlined while ensuring transparency and compliance from hiring managers. LU should have an applicant tracking system (ATS) implemented as part of the Human Resources Information System (HRIS).</p>
Compensation and Benefits 	<p>Compensation external equity has not been updated since 2016. A complete compensation framework that would integrate all the elements of compensation is currently not created. In addition, benefits and pension administration capacity is limited and constrained.</p>	<p>A developed comprehensive compensation model should be in place and aligned with LU's overall strategy. Compensation equity externally and internally should be established to support attracting and retaining talent. HR should have the capability and capacity to administer the benefits and pension plans with an efficient and streamlined process.</p>
Job Descriptions 	<p>Job descriptions are inconsistently available, filed and maintained, creating a backlog for HR. Job descriptions are essential for compensation, recruitment, job evaluation and other HR processes, which are all impacted by their absence.</p>	<p>LU should have all job descriptions created and/or revised, archived and maintained for all roles in collaboration with all functional areas.</p>
Job Evaluation 	<p>The job evaluation process for LUSU and LUAPS(A) has not been performed for 3 years creating a backlog that is difficult to clear with limited and constrained resources. The process is also perceived to lack transparency.</p>	<p>LU should have the job evaluation process for LUSU and LUAPS(A) roles reviewed and revised to achieve internal pay equity and transparency. Job evaluation should be updated and completed to clear the backlog.</p>
Grievance Management 	<p>Roles and responsibilities in executing collective agreements, resolving issues and grievances are not clear causing delays in achieving resolutions. Also, resources are constrained with limited capacity to handle all incoming grievances.</p>	<p>LU should have the grievance management process clearly defined outlining roles and responsibilities and should have all managers trained on their role in executing collective agreements. LU to consider implementing a grievance management tool.</p>

HR Work Stream Blueprint Summary

Through blueprinting the HR work stream recognized the need for a Human Resource Information System (HRIS) and an HR Service Delivery Ticketing System to increase their efficiency and improve LU employees' service delivery satisfaction. Below is an excerpt of the findings. For detailed information please refer to the HR Blueprint document provided separately.

Human Resources Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Talent Management (Vacancy Management, Succession Planning, and Employee Development) 	<p>Under constrained capabilities and capacity of existing resources, policies and framework for all three elements of talent management have not been established or implemented. This situation has impacted employee retention, LU's ability to achieve its strategic goals, and the loss of institutional knowledge due to employee departures.</p>	<p>There is a need to implement a talent management framework and process in collaboration with all functional areas. It will be important to achieve alignment between the talent management strategy and LU's goals. Furthermore, there will be a requirement to implement a talent management application as part of the full HRIS implementation. LU will also need to ensure the retention of institutional knowledge.</p>
Onboarding and Offboarding 	<p>The onboarding process is currently performed manually, and information does not automatically flow between HR, Finance, IT and any other relevant departments increasing the chances of errors and bottlenecks. In addition, standards and guidelines are incomplete for some employee groups and roles causing problems for individuals being onboarded. There is currently no defined offboarding processes or guidelines in place, thus offboarding is not officially conducted.</p>	<p>Onboarding and offboarding processes should be developed for all employee types and roles, with clear guidelines for all functional areas regarding onboarding. A new employee orientation program should be created and delivered through the learning and development team. Integration of onboarding and offboarding processes into the HR Service Delivery Ticketing system should be pursued to automate and streamline, significantly reducing errors and bottlenecks and improving the employee experience with the university.</p>
Employee Retention Program 	<p>While some parts of the retention program exist within the university, it is not integrated nor coordinated to be delivered as a formal employee retention program.</p>	<p>LU should develop a comprehensive employee retention program that integrates all elements of employee retention with clear goals that are aligned with LU's strategy.</p>
Hours of Work Management 	<p>Currently, Hours of Work (Time and Attendance) management relies on supervisors across LU to track, document, and report. However, this process is not consistently followed, and HR has limited visibility into employees' Hours of Work reporting, including leave management.</p>	<p>HR should establish a documented policy and process for the tracking and reporting of Hours of Work. HR should have the ability to generate the required reporting and gain visibility into Hours of Work across the university. Hours of Work management and reporting should be integrated with payroll, and an Hours of Work application should be implemented as part of the HRIS and Payroll system implementation.</p>
Equity, Diversity, Inclusion, Indigeneity, and Accessibility 	<p>With the absence of a university wide EDII-A strategy and a designated responsible department, HR must revise all HR-owned policies and processes to incorporate EDII-A.</p>	<p>LU leadership should establish and define the EDII-A strategy ownership across the university. The EDII-A strategy owners would then inform and guide HR as they embed EDII-A into all HR owned policies and processes, in alignment with the LU's overall EDII-A strategy and vision.</p>
Learning and Development 	<p>Currently, there is no plan outlining the learning and development requirements for all LU roles. Currently, resources and budget for implementing learning and development plans are limited. Only legislative training is being conducted, tracked and completed.</p>	<p>Each role at the university should have a pre-established learning and development plan which outlines their learning requirements. LU should establish a structured onboarding training program to be consistently delivered. A comprehensive learning and development plan should be created, along with a budget allocation, to develop training programs' needs and achieve its strategic goals.</p>



Finance Work Stream Blueprint Summary

The Finance blueprinting process uncovered the highly manual nature of the current processes, making evident the need to invest in the ERP technology to support a modern Finance function. Below is an excerpt of the findings. For detailed information please refer to the Finance Blueprint document provided separately.

Finance Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Financial Planning and Analysis (FP&A) 	<p>The University's budget is currently built completely manually in an Excel spreadsheet. Due to its manual nature, it is a cumbersome process, prone to error, and it is hard to monitor at a detailed level vs. actual data. The budget is built based on the previous year's actuals and involves a series of discussions, carried within the span of several months with different University stakeholders, and with numerous adjustments and scenarios.</p>	<p>The budgeting framework should be reviewed to enable the budget to become an effective tool to achieve the University's strategic goals. LU is also in dire need of a budgeting tool to replace the current Excel file. The tool should be flexible enough to do short term detailed planning and long-term planning in a collaborative fashion, manage different scenarios and relate seamlessly to actuals for budget monitoring. This tool will strengthen the Finance team's capacity and capability to produce high value reports, dashboards and analysis with accurate information, which is key for better decision making.</p>
Payroll 	<p>The payroll process is highly complex, due to the particularities of each employee type and different collective agreement specifications. Additionally, roles and responsibilities between the HR and Finance departments are not always clear. Loopholes in the current onboarding and offboarding processes also generate errors in payroll.</p> <p>The current Payroll system seems to have limitations to address the University's specifications, which leads to frequent errors in pay. In addition, the payroll team receives numerous employee questions through email, that overflow the team's capacity to respond, leading to constant employee complaints and overall dissatisfaction with the service provided by payroll.</p> <p>Furthermore, honorarium vendor payments burden also an already understaffed payroll team. At the time of this report's creation, a new honorarium process was being implemented and reallocated from the Payroll team to the Accounts Payable team.</p>	<p>The end-to-end process should be revised and documented in detail with the HR department, to assign clear roles and responsibilities between HR and Finance in each step of the process. Additionally, several enhancements to the current systems should be assessed and implemented with the support of IT to solve some of the frequent sources of issues within payroll.</p> <p>Additionally, depending on the University's ERP strategy, there is potential to implement a new Payroll system. Documentation of payroll processes is key, to ensure resources can be properly trained and knowledge is not lost in case of employee turnover (succession planning, cross-training).</p> <p>Additionally, there should be a case management system or ticketing system available to employees for payroll related queries, allowing for the case/ticket to be assigned automatically to the person most suited to answer depending on question and employee type. The tool should allow KPI measurements on service delivery to foster a culture of continuous improvement and assess employee satisfaction.</p>
Finance Operations 	<p>Procure-to-Pay process: Procurement is a heavily regulated process with multiple reviews and workflows of approval in its different steps: vendor creation and maintenance, requisitions, purchase orders, invoice handling and payment. The systems in place do not support this process appropriately, incentivizing university employees to skip steps regularly, generating bottlenecks in Finance. All this complexity leads to late payments and strained vendor relationships, as by the time a vendor invoice finally reaches the Finance team (absence of a single point of entry), it is often already past due.</p> <p>Additionally, the employee expense reimbursement process is also completely manual, and thus prone to error. Receipts are sent by email to the Finance team, and there is a frequent lack of adherence to existing processes across the university.</p>	<p>The future state of the Procure-to-pay process heavily depends on the University's ERP strategy. The system should enable a streamlined process, with a single point of entry for vendor invoices. It should enable self-service for vendors, so Finance could have visibility of the invoice as soon as it is issued by the vendor while at the same time giving visibility to the vendor on the status of their POs and invoices. While a permanent solution is found and deployed, enhancements to the current systems should be prioritized with IT, e.g. improvements to requisitions.</p> <p>Additionally, there should be a tool for expense reimbursements, covering payments made with University credit cards and other methods, with appropriate workflows and controls. The tool should allow to measure KPIs on service delivery, to foster a culture of continuous improvement.</p>



Finance Work Stream Blueprint Summary

The Finance blueprinting process uncovered the highly manual nature of the current processes, making evident the need to invest in its ERP technology to support a modern Finance function. Below is an excerpt of the findings. For detailed information please refer to the Finance Blueprint document provided separately.

Finance Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Finance Operations 	<p>Billing processes: Student billing is a complex process that requires the collaborative participation of different university areas: RSSA, IT and Finance. Communication between departments often does not flow naturally, which makes the process more complex. Also, the university's current tools do not support this process efficiently, as its rules need constant revision. Micro-credentials billing is also completely manual and generates bottlenecks in Finance to record revenue appropriately.</p> <p>The university also generates revenue by offering miscellaneous services. However, this kind of billing is not centralized and is carried out at multiple departments' discretion with different manual templates (often lacking the right tax considerations) which generate bottlenecks in Finance.</p> <p>Accounts Receivable AR: There is not a clear collections policy and clear mechanism to send automated collection communications to students at different points in time depending on their AR Aging and student type. The ERP is configured to apply cash to the latest invoice instead of the oldest balances, which creates the need for manual reclassifications. These reclassification entries generate confusion in the student's account balance reports. Finance's AR team is often consumed by operating tasks rather than higher value analytic tasks.</p>	<p>The future state of the Billing and AR processes depends heavily on the University's ERP strategy, to enable a more streamlined and automated process for student billing, both credit and non-credit based. Also, it is important to implement a centralized system for miscellaneous billing. For collections, it is important to review and implement a sound collections policy, in line with the university's strategy. The AR system should enable seamless automated collections communications and reminders depending on established criteria and timelines.</p> <p>Overall, for Finance Operations, it is important to set clear accountabilities and governance around master data and its maintenance with different university stakeholders. This is key to enable more efficient operations. Master data clean-up activities should be organized as well, moreover if a new ERP is to be implemented.</p> <p>While a permanent solution is being implemented, core enhancements to the current systems must be prioritized and implemented with the support of IT (e.g., cash application configuration).</p>
Treasury 	<p>The university does not have a separate Treasury function. Currently, there is no capacity in Finance to do a proactive management of the University's working capital, as vendor payments are completely reactive due to the urgency and pressure to pay invoices that arrive to the Accounts Payable team already past-due and often lacking the appropriate requisition and purchase order. The integration of the bank and the ERP is very limited, only a couple of bank accounts are configured in the system. This leads to manual intervention to do certain types of transactions: book transfers (segregated accounts), wire transfers, etc. that then need to be recorded again in the system. The ERP is also very limited in handling foreign exchange transactions. Banking reconciliations are also completely manual.</p> <p>The abundance of manual processes and operational tasks, impairs the function's ability to analyze information and anticipate risks. Furthermore, extracting information from the ERP is not evident and presents inconsistencies, which impairs the analysis of proper AP Aging and AR Aging reports.</p>	<p>In the future state, the Finance department should have a distinct Treasury function. A vision should be set on what would be the future responsibilities of Treasury and establish a plan to implement the structure.</p> <p>Treasury also relies heavily on the ERP Strategy. The future solution should enable automated dashboards and reports on AP and AR Aging, to proactively manage the University's working capital, anticipate risks and have more accurate cash flow forecasts. The interface between the ERP and the bank should also be reviewed, to enable a more streamlined process. Banking reconciliations also could potentially be partially automated.</p>







Finance Work Stream Blueprint Summary

The Finance blueprinting process uncovered the highly manual nature of the current processes, making evident the need to invest in its ERP technology to support a modern Finance function. Below is an excerpt of the findings. For detailed information please refer to the Finance Blueprint document provided separately.

Finance Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Accounting 	<p>The month-end close is impacted by the inefficiencies described in detail in the Blueprint in Payroll, Finance Operations and Treasury sub work streams. Furthermore, Accounting is dependent on other departments submitting certain information to be able to close the books. As there are traditionally delays with this information, the month-end close is not achieved until several months after the month ends, resulting in reworks, inconsistency in reports, and late financial information. Year end close (fiscal year ends April 30th) is not complete, audited and signed-off until late August every year.</p> <p>Although the current chart of accounts fulfills the needs for current statutory reporting, it would need revision to enable deeper analysis and other management reporting. Particularly, there is a need to improve the tracking of projects and grants, which have a defined start and end date, and are currently monitored through the creation of separate cost centers, which follow a rather complex structure that often creates confusion and errors among users. Also, the ERP's fixed assets module was never configured. Thus, the assets are tracked manually in excel spreadsheets.</p>	<p>In the future state, Accounting is also impacted by the University's ERP strategy. Besides the General Ledger, there should be a solution to better track projects/grants and fixed assets to implement streamlined processes.</p> <p>While the University's ERP strategy is determined and a solution is implemented and rolled out, Finance should review the month-end close procedures, checklists and timelines. While the vision is to achieve a more efficient and faster month-end close, and this is ultimately dependent upon solving the issues of the underlying processes (AP, AR, etc.), some improvements can be done early regarding policies on cutoff times. This would enable developing a culture of adherence to processes across the University, so all stakeholders submit the information to Finance on time in order to close the books in a timely manner. With tighter and more refined month-end close processes, the year-end close should improve as well. The ultimate vision is to have accurate and timely information, with automated reports and dashboards, to enable better decision making.</p>
Policies and Procedures 	<p>Overall, there is a lack of a centralized location for all the policies and procedures. Ownership is also not defined. During transformation implementation, Finance will need to review some of its policies and procedures, to reflect the desired future state. These include the month-end and year-end close, budgeting framework, procurement policy, collections policy for international and domestic students, debt management policy, capital expense policy, and travel and expense policy including service levels. The procedure for access to systems, data and reports needs to be revised as currently IT decides who gets access.</p>	<p>In the future state, there should be a centralized location for all policies and procedures as well as clear ownership to keep the documents updated. The location should be communicated properly, with documents organized and easily accessible. The processes depicted in the policies must be followed by everyone at the university, and there should be adherence to processes at all levels. The capital expense and debt management policy should be revisited to ensure the university's financial sustainability for the years to come and it should be aligned to the university's strategic goals.</p>






RSSA Work Stream Blueprint Summary

Below is a high-level summary of the findings we uncovered during our blueprinting sessions, where we followed the process with individual contributors along the workflow, and validated end user experiences. For detailed information please refer to the RSSA Blueprint document provided separately.

RSSA Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Points of Entry for Advising 	<p>There is limited awareness among students on how they can obtain support for academic services and general wayfinding. Students are not receiving timely support and access to the right information at the right time. Staffing vacancies, workflow bottlenecks, and the lack of system triage and automation are the underlying cause of issues in the sub-work stream.</p>	<p>Systems should be implemented to allow automation and streamlining of enrolment, appointment booking, and issue triage/ticketing. The physical structure of student services and how they are provided should be assessed. Service level expectations will be set for student interactions.</p>
Professional Development 	<p>There is a lack of succession planning and the documentation for processes is inconsistent. Due to high transition and turnover, complex processes are not widely understood. Many of these processes such as ministry reporting and convocation occur only once or twice a year, which means there is a lack of opportunities to review and reassess. There is no file plan, so even if there is a procedure documented, the transition of that document to a new staff member is inconsistent, and staff don't know where and how files are saved and retained.</p>	<p>Standard operating procedures should be developed, and processes documented. An institutional file plan and RSSA Specific plan with student retention policies should be created and implemented, and staff should be trained on where these procedures are documented and how to do the work.</p>
Awards and Fees 	<p>The student fee life cycle is not well understood, and system integration is lacking. Therefore, different offices are reaching out manually to ascertain the status of payments, scholarships, awards, and tuition received. The tuition framework is annual, so any delays with student association compulsory fee schedules, or senate approval, results in a delayed tuition charging cycle. Offices that interact with student fees such as the Advancement and Graduate office share data in a manual method with no single source of information. Therefore, processes are heavily reliant on individual staff for verification.</p>	<p>Automation and integration of data display into a reporting dashboard should provide insights to the overall process and as detailed as needed by members of the community. Communications portals should be properly leveraged and redesigned to ensure that messaging is tailored and targeted to students.</p>
Recruitment and Admissions 	<p>Recruitment and Admissions offices' lack of an overarching thematic framework for key activities; people are siloed and acting disparately. There are instances where admissions work is bottlenecked due to its volume combined with staff vacancies or a lack of individuals in permanent roles. Lack of a tracking software means that individual touchpoints are not tracked and cannot be followed for assessing effectiveness.</p>	<p>A strategic management framework should be developed with consideration of the mandates of the Strategic Plan, Academic Plan, Strategic Research Plan, and Enrolment Management Group outputs. This will allow the University to better address yield, melt, and retention issues. A CRM and document management module should be considered for better management of student interaction data points, as well as admissions documents for assessment.</p>
Registrarial Processes 	<p>The lack of an academic calendar creates confusion amongst students, and the faculty and staff members that advise them. Policies are not clearly written and access to information for decision making is limited for staff, faculty, and students. Communications are not targeted so that students are not mass emailed about items that are not applicable to them as this is often the case, particularly with non-credit students.</p>	<p>Policies should be revised, and the central repository updated to ensure that individuals know where to find the information that is applicable to them. The academic calendar information available should be enhanced to provide information in a timely way through portals, including a non-credit student service portal. Processes should be automated where possible for reporting and document management.</p>
Tracking success 	<p>The goal in the current state is to develop a way to measure the effectiveness of Registrarial processes and cultivate an environment of continuous improvement. No integrated tracking success system is currently in place.</p>	<p>Standard metrics and operating procedures should be developed for sharing success.</p>

IT Work Stream Assessment

A broad consultative approach was undertaken to better assess and validate the challenges of the current state technology and identify focus areas for the desired future state, through a series of IT diagnostic and capability assessment workshops. Below is an excerpt of the findings. For details, please refer to the current state document provided separately.

IT Work Stream Charter Categories	Current State	Future State
Sub-work streams		
Role of IT and Services 	There is limited understanding of the services offered by IT and its wider role within the organization. This has led to limited clarity around access management for certain applications and the provision of training for business systems.	IT governance processes and decision-making should be improved to better manage technology across Laurentian University and to support the Transformation Program. An IT Service Catalogue needs to be defined to provide a comprehensive list of all services provided by the IT department, along with the service level targets where appropriate.
Technology Landscape 	There are limited integrations between core business systems (e.g., D2L and Colleague), which has led to some fragmented processes, difficulty with data extraction and additional manual effort. There are also instances of duplicate solutions being used for similar functionality (e.g., Business Intelligence reporting, collaboration tools).	A comprehensive data-driven assessment is needed to determine whether the core systems can and should continue to be part of the technology landscape of the university or if there is a need to modernize/enhance current systems and/or acquire and implement other best of breed, or integrated solutions.
Roles and Responsibilities 	The IT Department has a significant number of vacancies and has difficulty in attracting talent due to considerations around compensation, work location and bilingualism. The digital workplace services and IT service desk are understaffed which has impacted day-to-day operations and perception and quality of service delivery.	A more strategic approach is required to attract, retain and uplift resources within the IT department, leveraging outcomes from the organizational compensation review. The IT support model should be staffed and adjusted to ensure that dedicated power users exist within functional areas to provide technical assistance to end users and solve problems.
Financials 	Technology projects are not funded from a total cost of ownership perspective - they are only funded for acquisition and implementation leaving IT to attempt to scale support for additional solutions, undervaluing the true cost of providing technology services.	All costs associated with providing and sustaining IT services need to be accounted for in the identification, selection and implementation of technology-enabled solutions and services. Costs need to be accounted for and appropriately included in technology selection business cases, and procurement decisions prior to being incurred.
Sourcing Model 	The IT Department has leveraged some third parties and contractors to reduce costs, distribute responsibility and address gaps in capability. However, leveraging third parties to supplement resources has been difficult due to the intricacies of the core business systems.	Existing supplier governance processes should be reviewed and defined to ensure that university's needs in terms of quality, cost, and delivery are met and that suppliers are operating in an ethical and sustainable manner that aligns with the university's values.
Technology Capabilities 	There is a perceived lack of urgency, poor customer experience and low satisfaction from the services provided by IT Service Desk. Staff turnover has resulted in knowledge loss and lack of additional funding has led to insufficient planning for succession of resources.	IT service management (ITSM) should be uplifted and enhanced with a focus on maturing ITSM capabilities in resources and implementing ITIL practices in service delivery. A knowledge management approach within IT should be defined to ensure that knowledge articles are consistently created, easily accessible, and regularly reviewed and updated.



Chapter 4



Transformation roadmaps

What is the transformation roadmap and what is its purpose?

The transformation roadmaps are an important deliverable as they lay out a view of the main milestones that will take place for each work stream in the implementation phase. For a table summary of the milestones please go to Appendix B. The detailed workplans are separate spreadsheets in an excel format.

01 Detailed Workplan

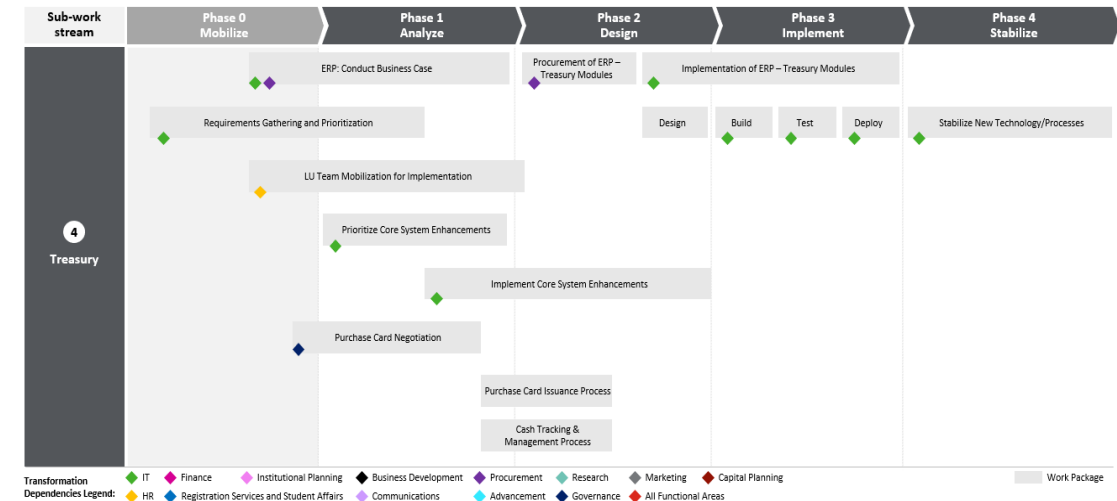


Work package details					Priority	Project Phase				
Task ID	Workstream line item ID	Sub Work stream	Work Package	Description of Milestone / Task	Milestone	Now Initiative	Blueprint ID Link	Artifacts / Processes / Business Case Requirements and Commitments	Priority	Project Phase
1	WP_FIN-Treasury-1	Treasury	ERP: Conduct Business Case	Based on a gap analysis of the current process and tools, a decision is made regarding the best solution to adopt at LU, short term and long term	Yes	06 Technology & Digital			Priority 1	Phase 1
1.01	WP_FIN-Treasury-1.01	Treasury	ERP: Conduct Business Case	Identify and document functional requirements and assign a priority: "must have" vs. "nice to have"	Yes	06 Technology & Digital		Requirements document	Priority 1	Phase 1
1.02	WP_FIN-Treasury-1.02	Treasury	ERP: Conduct Business Case	Fit-Gap Analysis: Evaluate if whether Colleague can be extended or configured to address any functional gaps or shortcomings.	No	06 Technology & Digital Platforms			Priority 1	Phase 1
1.03	WP_FIN-Treasury-1.03	Treasury	ERP: Conduct Business Case	Conduct Market Scan and Cost Analysis: Understand the ERP landscape across other comparable universities, analyst research, and proven solutions					Priority 1	Phase 1
1.04	WP_FIN-Treasury-1.04	Treasury	ERP: Conduct Business Case	Business Case development and analysis: If Colleague can be extended, is it worth the cost / effort to configure, customize and extend vs other solutions (business case from a cost, architectural fit perspective)	No	06 Technology & Digital Platforms		Business Case document	Priority 1	Phase 1
1.05	WP_FIN-Treasury-1.05	Treasury	ERP: Conduct Business Case	Make ERP decision: Colleague - Colleague partners - Other solutions	Yes	06 Technology & Digital Platforms			Priority 1	Phase 1
2.00	WP_FIN-Treasury-2	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay -	ERP and Partner to implement it is selected and procured - Procurement process	Yes	06 Technology & Digital Platforms		Vendor contract(s)	Priority 1	Phase 2
2.01	WP_FIN-Treasury-2.01	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Identify and engage potential vendors	No	06 Technology & Digital Platforms			Priority 1	Phase 2
2.02	WP_FIN-Treasury-2.02	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Apply standard procurement process based on thresholds	No	06 Technology & Digital Platforms			Priority 1	Phase 2
2.03	WP_FIN-Treasury-2.03	Treasury	Procure ERP Product(s)/Module(s)/Partner(s) (if needed) - Procure to Pay - Expense management	Select vendor(s) and complete procurement process and contract negotiation	No	06 Technology & Digital Platforms		Vendor contract(s)	Priority 1	Phase 2

The detailed workplans, which are detailed spreadsheets in an excel format, provide a granular view of all activities and milestones required to successfully transform and includes information such as:

- Timing (by day)
- Specific ownership and accountability
- Dependencies
- Activities and milestone status

02 Transformation Roadmap



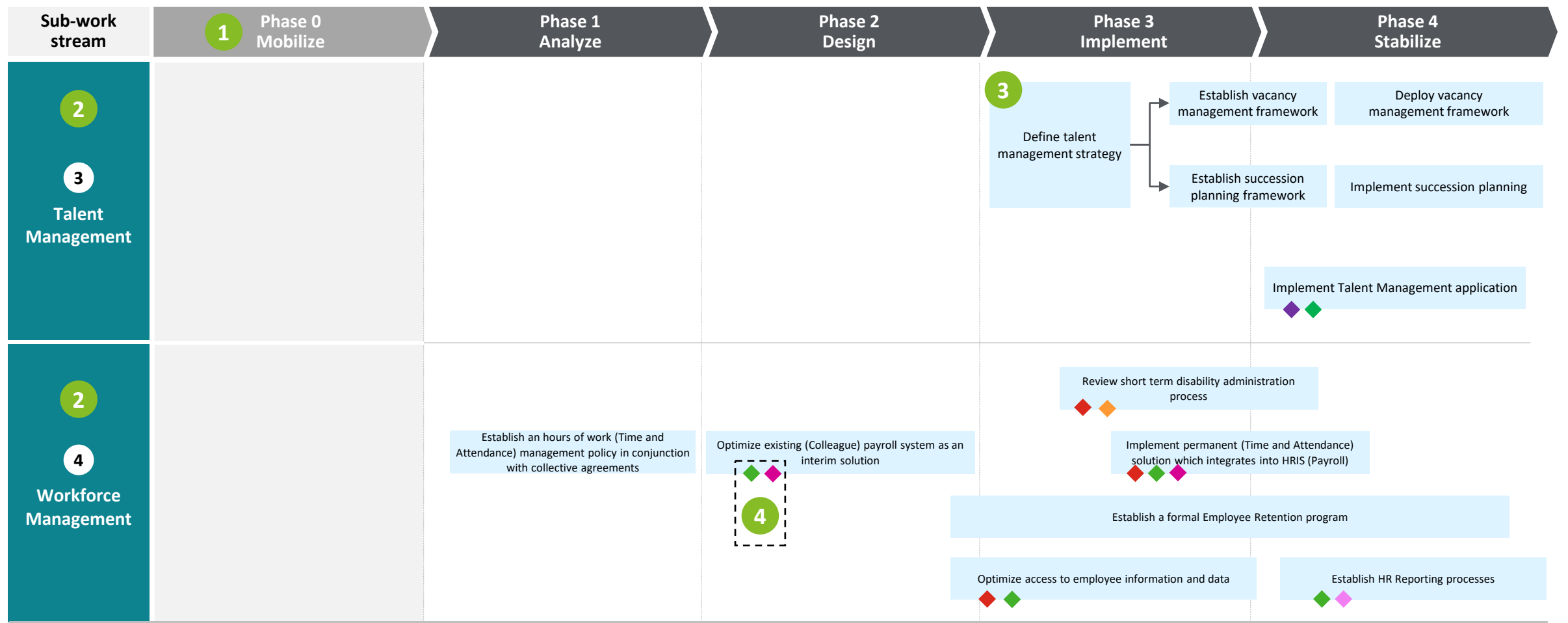
The transformation roadmap contains only the most relevant information to the transformation including:

- High-level milestones (e.g., Enterprise Resource Planning implementation, process re-design, policy establishment, etc.)
- Sequencing and Timing (at the phase level)
- High-level view of dependencies

The transformation roadmaps are designed to provide a high-level sequential view of the milestones and their respective dependencies for each work stream.

Transformation roadmap composition (1/2)

The roadmap summarizes information taken directly from the detailed workplans and are formed by the following 4 components: Phase, Sub-Work Stream, Milestones, and Dependencies. Please see the following slide for a detailed explanation of each numbered component.







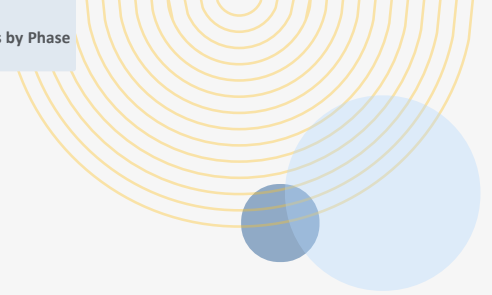
Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
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- Governance (Dark blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Light blue box)

Transformation roadmap composition (2/2)

The roadmap summarizes sub-work streams and milestones taken directly from the detailed workplans that will lead Laurentian University through its transformative journey spanning 3-5 years. Comprising four phases, this strategic approach offers flexibility, empowering the university to adapt to evolving conditions and achieve the transformation goals

Component	Description
1 Phase 	<p>The transformation can be broken down into four phases taking place over the course of three to five years – one mobilization phase (Phase 0) and four implementation phases (Phases 1 – 4). Organizing the project in this manner provides a clear direction for each stage of the transformation while also enabling the sequencing and prioritization of transformation related tasks.</p> <ul style="list-style-type: none"> • Phase 0 – Mobilize: In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps. • Phase 1 – Analyze: During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state. • Phase 2 – Design: Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules. • Phase 3 – Implement: In Phase 3, the focus will be on building, configuring, testing, and deploying the selected ERP products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc. • Phase 4 – Stabilize: Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.
2 Sub-Work Stream 	<p>Sub-work streams are the core functions of each work stream that drive and support the operations of the University (e.g., Talent Management in HR, Accounting in Finance, etc.). The sub-work streams are used to appropriately categorize and group together relevant transformation milestones and help provide a structure to transformation planning.</p>
3 Milestone 	<p>Milestones are groupings of major activities whose completion are vital to achieving the desired outcomes of the sub-work stream transformation. The milestones are transformation focused and represent key implementation initiatives. These have been identified during discussions with work stream participants and are part of the detailed workplans.</p>
4 Dependencies 	<p>Dependencies arise when there are transformation activities that require support or consultation from another work stream. Identifying, cataloguing, and addressing these dependencies enables more accurate resource planning and will result in a smoother transformation. Dependencies are denoted by diamonds with each function having a corresponding colour.</p>

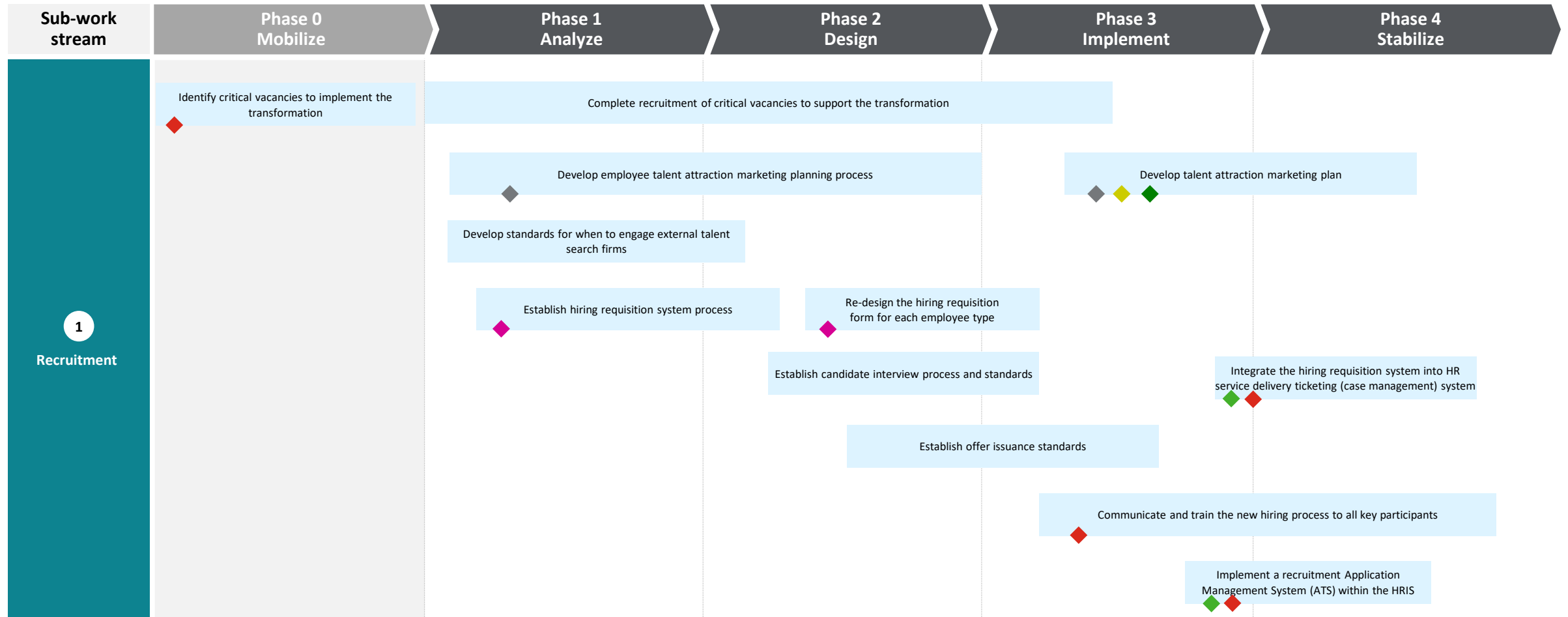


Human Resources



Human Resources Roadmap (1/6)

The recruitment sub-work stream focuses on re-branding the university in the higher education sector to attract talent and re-design the hiring processes to establish governance, transparency and clear accountabilities. Recruiting critical roles is essential for the success of the transformation and will be the first step in the mobilization phase.

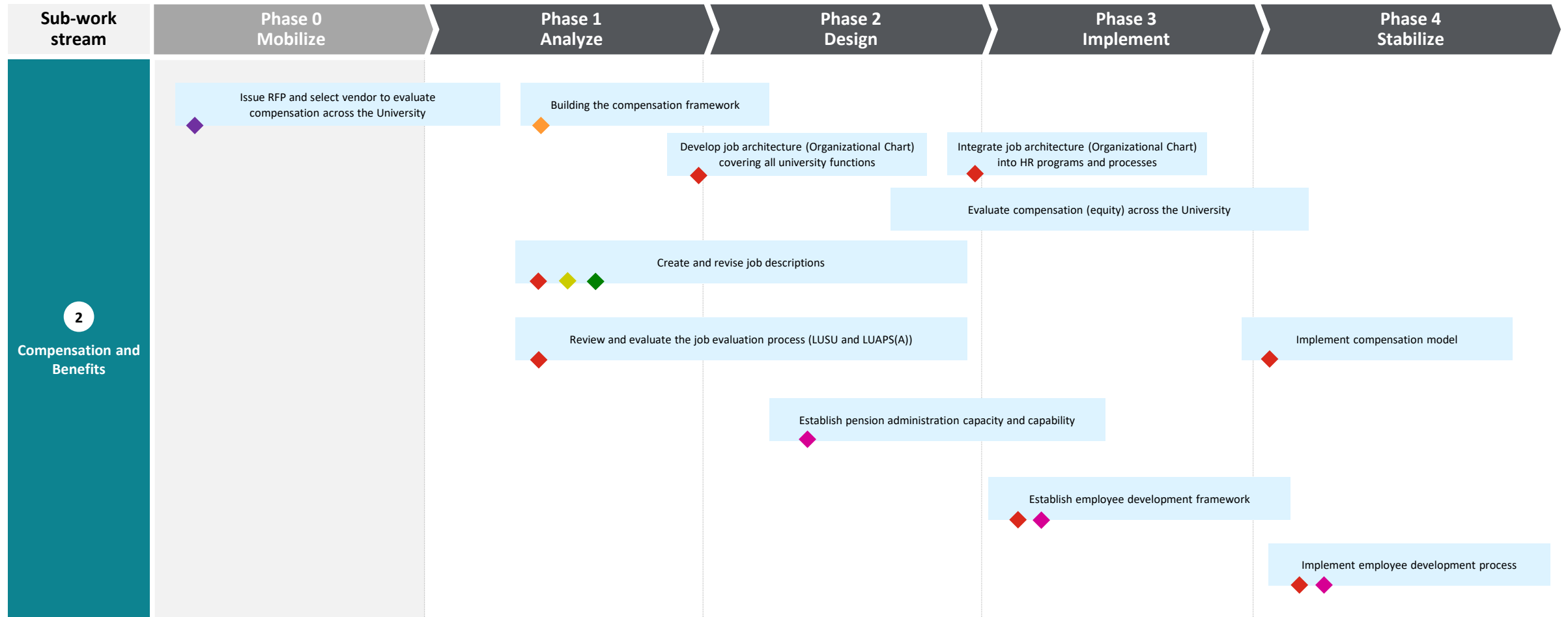


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
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- Advancement (Cyan diamond)
- Governance (Dark blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Light blue box)

Human Resources Roadmap (2/6)

A compensation framework that is aligned with the university's strategy and competitively positions the university in the higher education sector will be essential to attracting and retaining talent. Collaboration with all functional areas will be essential to understand each role at the university and ensure a comprehensive and transparent job evaluation process.

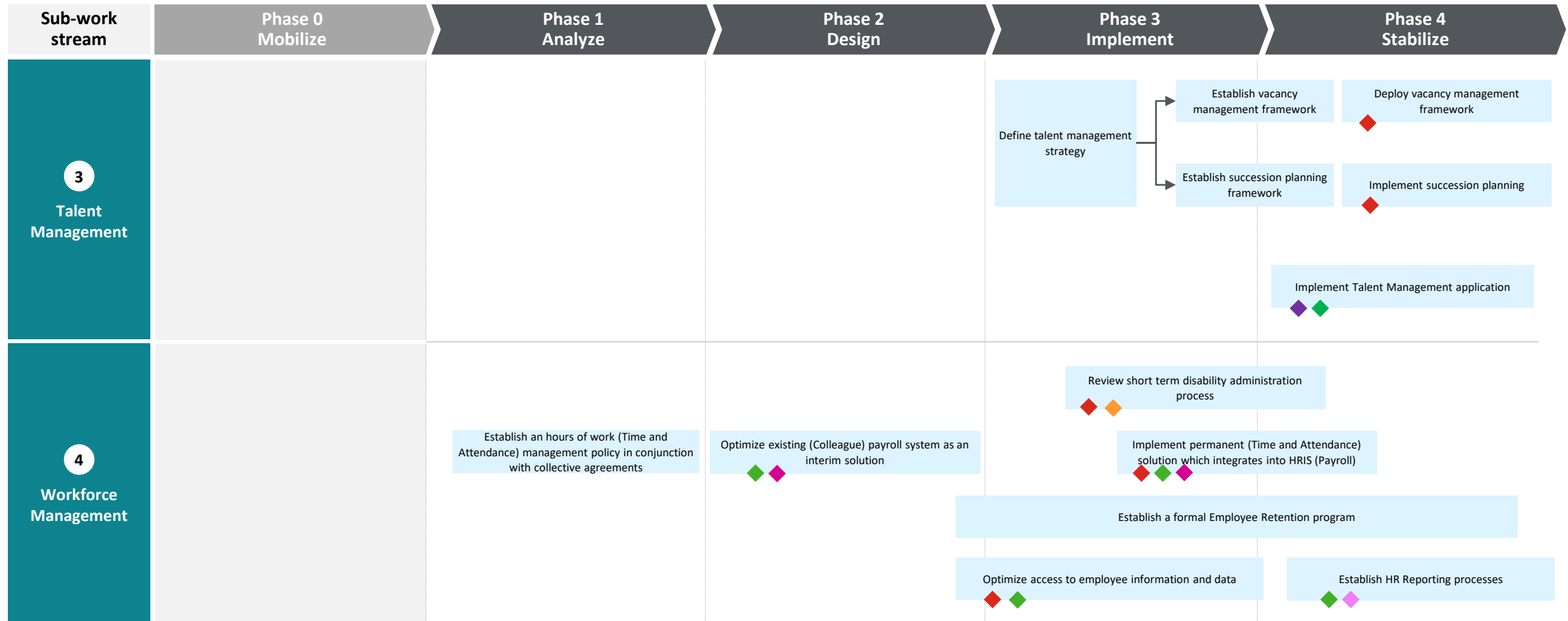


Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
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- ◆ HR
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- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- Milestone

Human Resources Roadmap (3/6)

Talent management is a critical component of the retention strategy, providing staff with professional development opportunities and pipelining leadership skills. The workforce management sub-work stream will establish formal policies and processes that will be developed and integrated in collaboration with Finance and IT.

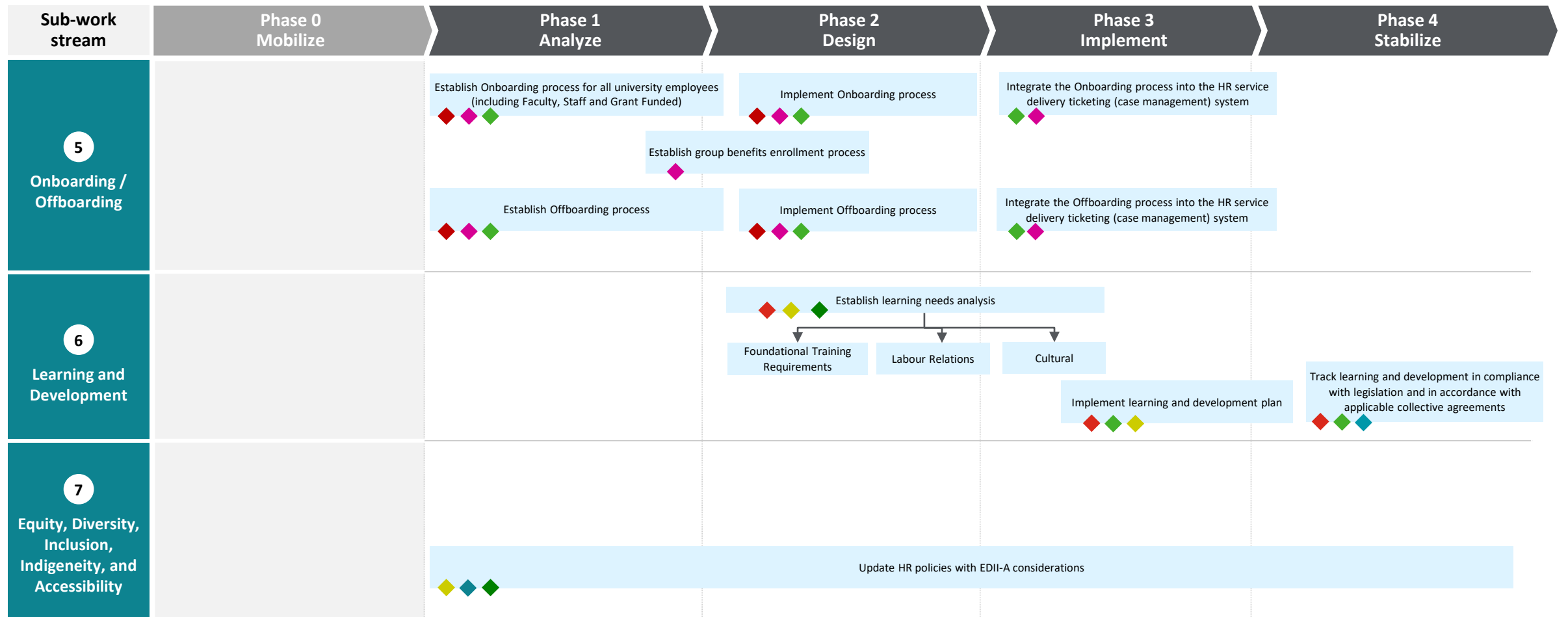


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
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- Milestone (Light blue box)

Human Resources Roadmap (4/6)

Onboarding and Offboarding functions will be developed to help the university create clarity in roles and responsibilities and help mitigate risks during times of transition. The learning and development area will ensure people have the information they need and ensure core compliance is met. The EDII-A area is one part of the larger institutional strategy.

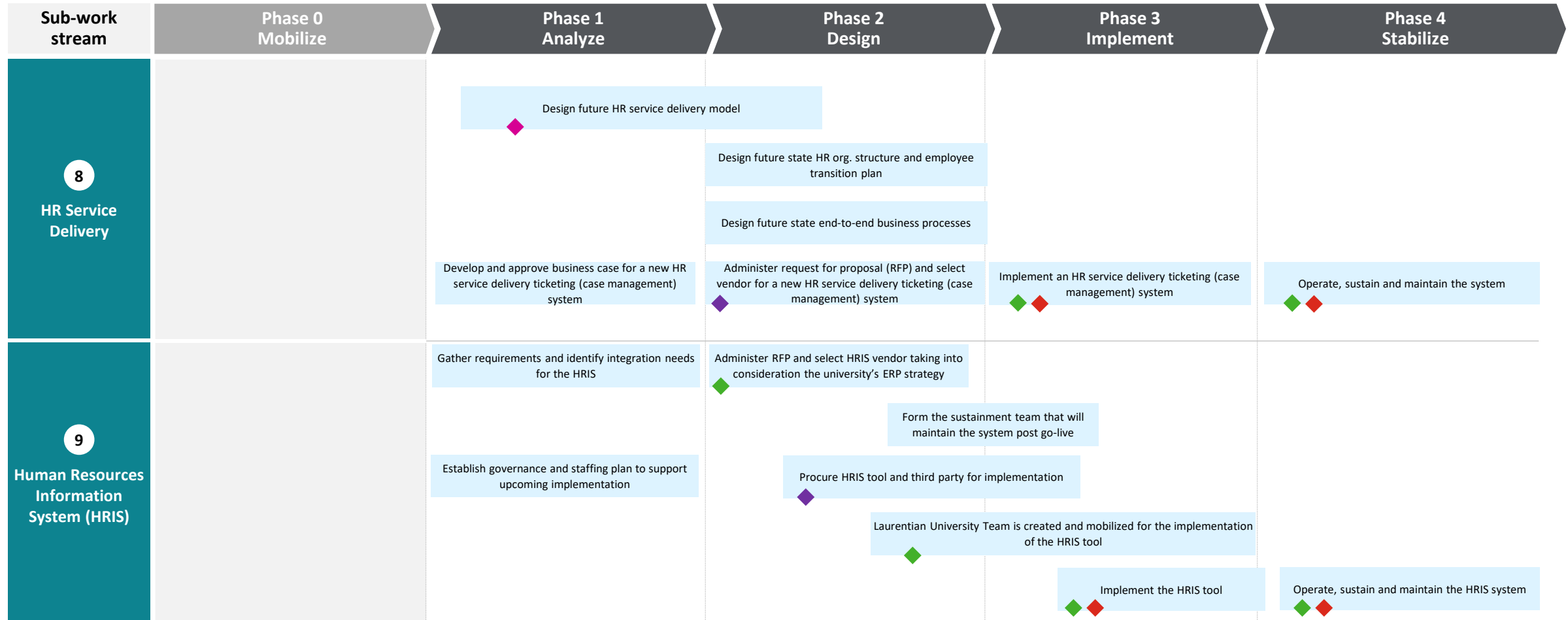


Transformation Dependencies Legend:

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- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark Purple diamond)
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- Labour Unions (Orange diamond)
- Milestone (Light Blue box)

Human Resources Roadmap (5/6)

Implementing a case management system for service delivery will positively transform the way HR serves the university employees to allow them to be successful and increase satisfaction. A Human Resources Information System (HRIS) will also optimize the way HR operates and integrates with other administrative functions to enable them to perform their work.

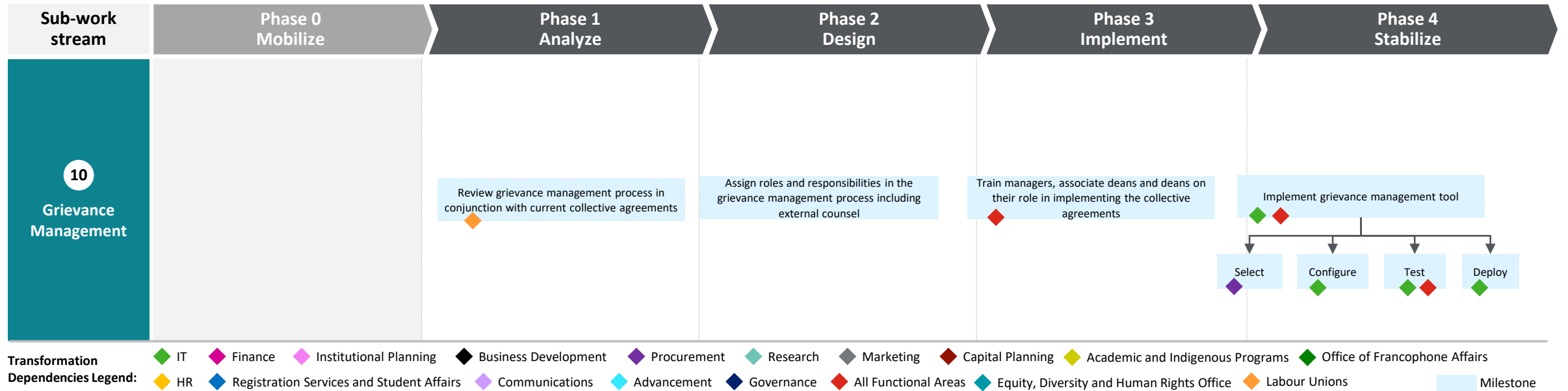


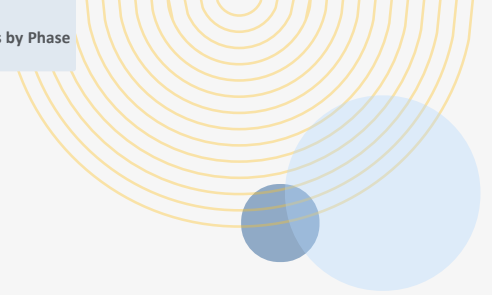
Transformation Dependencies Legend:

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- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
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- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

Human Resources Roadmap (6/6)

Reviewing the grievance management process will allow holistic changes to policy inputs as well as provide more clarity around roles and responsibilities across the institution and leverage more technology to help better manage cases.



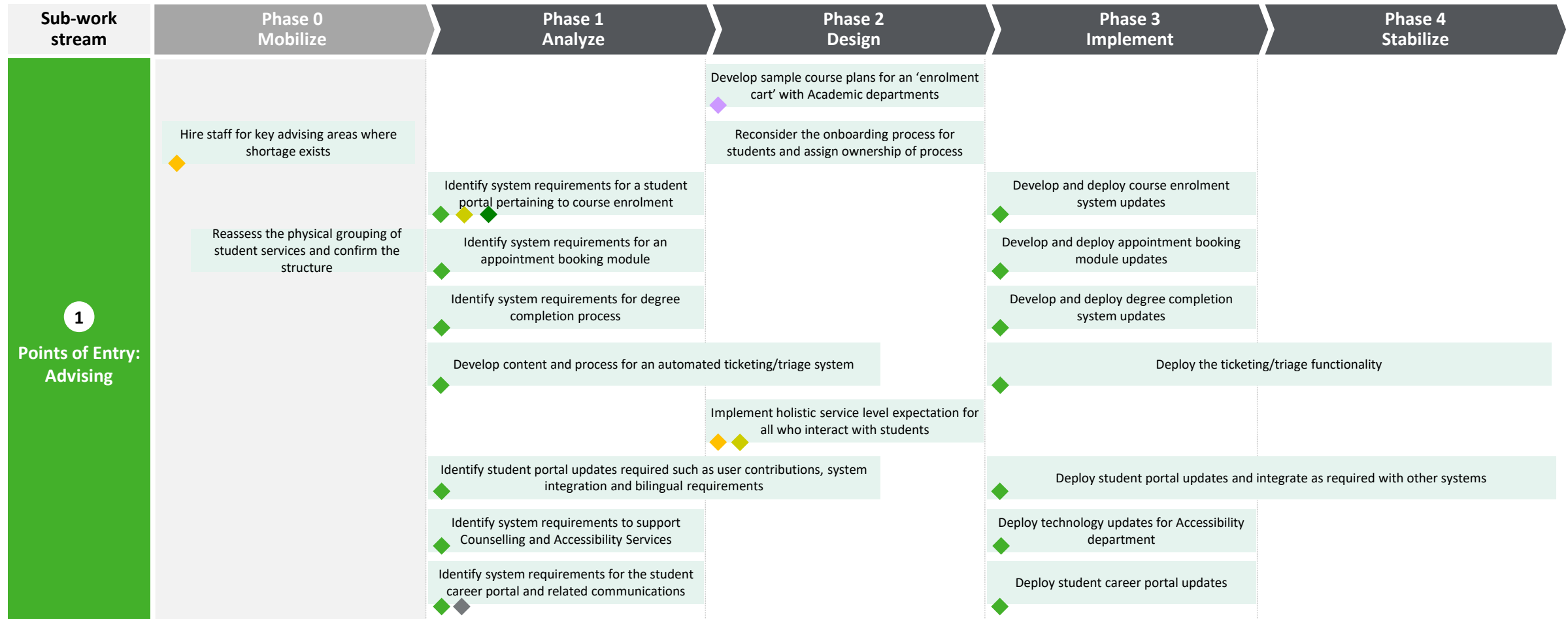


Registration Services and Student Affairs



Registration Services and Student Affairs roadmap (1/5)

The first area of focus is Points of Entry: Advising for students, as this emerged as a core pain point. By focusing on the redesign of the structure and physical grouping of student services and how key information is accessed, all users will be directed towards a single point of entry and have access to the right information at the right time.

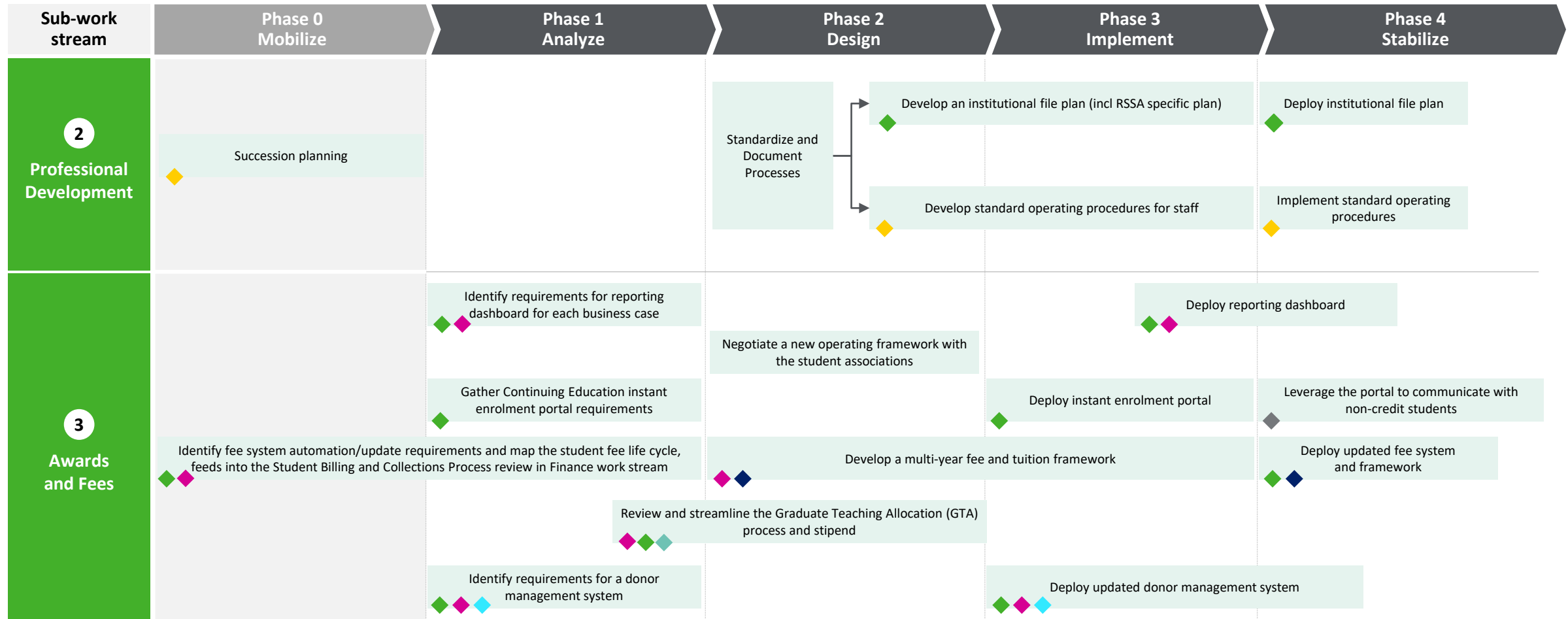


Transformation Dependencies Legend:

- ◆ IT
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- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
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- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- ◆ Milestone

Registration Services and Student Affairs roadmap (2/5)

The second area of focus surrounds the professional development of the teams, including onboarding, training, and creating standard operating procedures to ensure critical tasks are completed and the process is resilient to transitions and vacancies. The third area is awards and fees, a critical part of the student journey which needs reconceptualization.

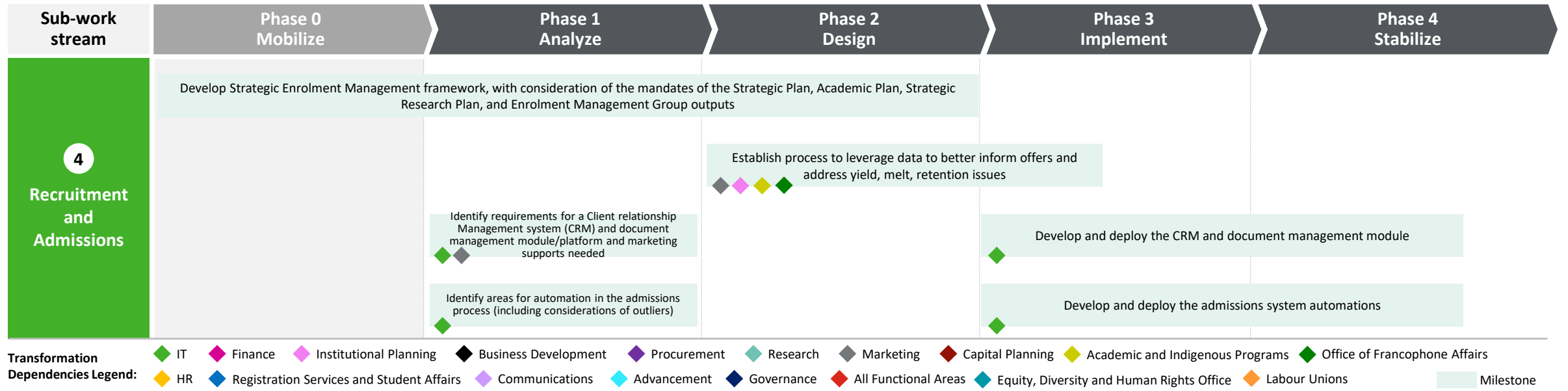


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
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- Milestone (Light green box)

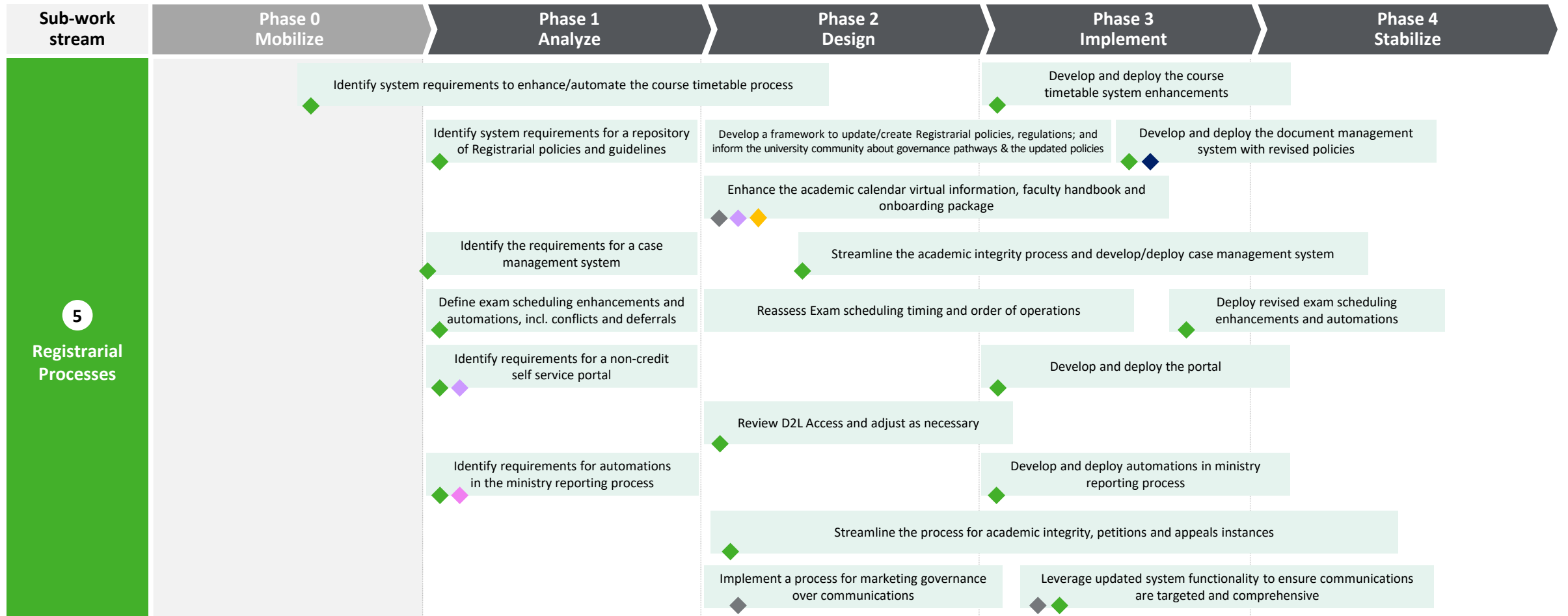
Registration Services and Student Affairs roadmap (3/5)

The recruitment and admissions portfolio is high volume and a critical first connection point for interested students. Updating and optimizing the framework around the various drivers and implementing additional technical solutions to support the work will help to stabilize this critical function.



Registration Services and Student Affairs roadmap (4/5)

The registrarial processes need to be optimized to reduce the volume of outliers to be resolved, and to have a single source for policies, processes, dates and deadlines. This will optimize interactions between the various community members who need this information, including faculty, students and staff.

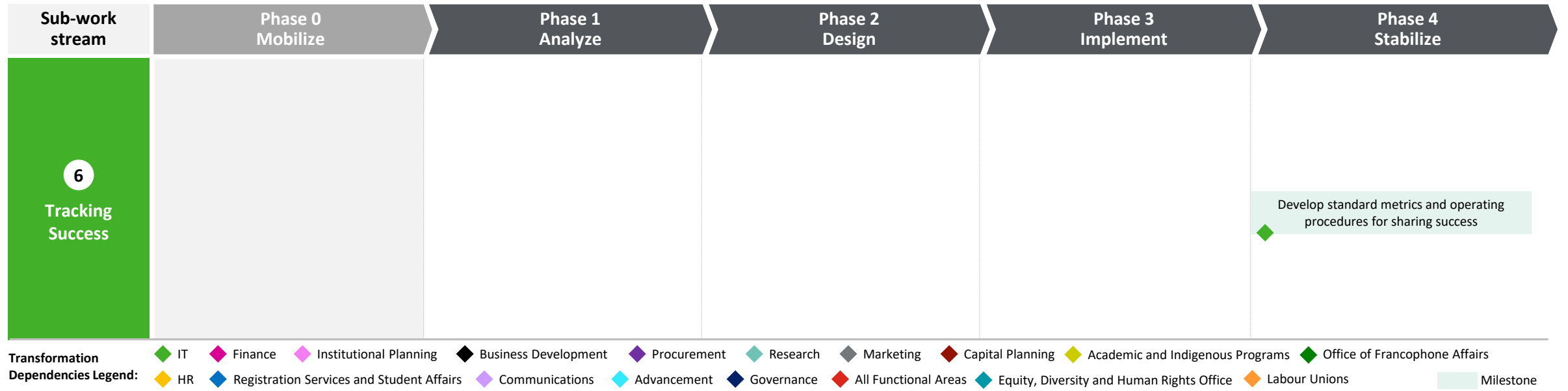


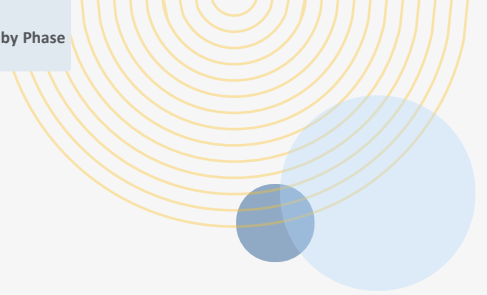
Transformation Dependencies Legend:

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- Labour Unions (Orange diamond)
- Milestone (Light green bar)

Registration Services and Student Affairs roadmap (5/5)

This final area is the basis for continuous improvement, to measure the outcomes of the technological, policy and process changes over the course of the transformation. By setting data-driven metrics, based on the newly improved processes, the university can remain flexible and responsive to new friction points and give members of the community the opportunity to provide feedback.



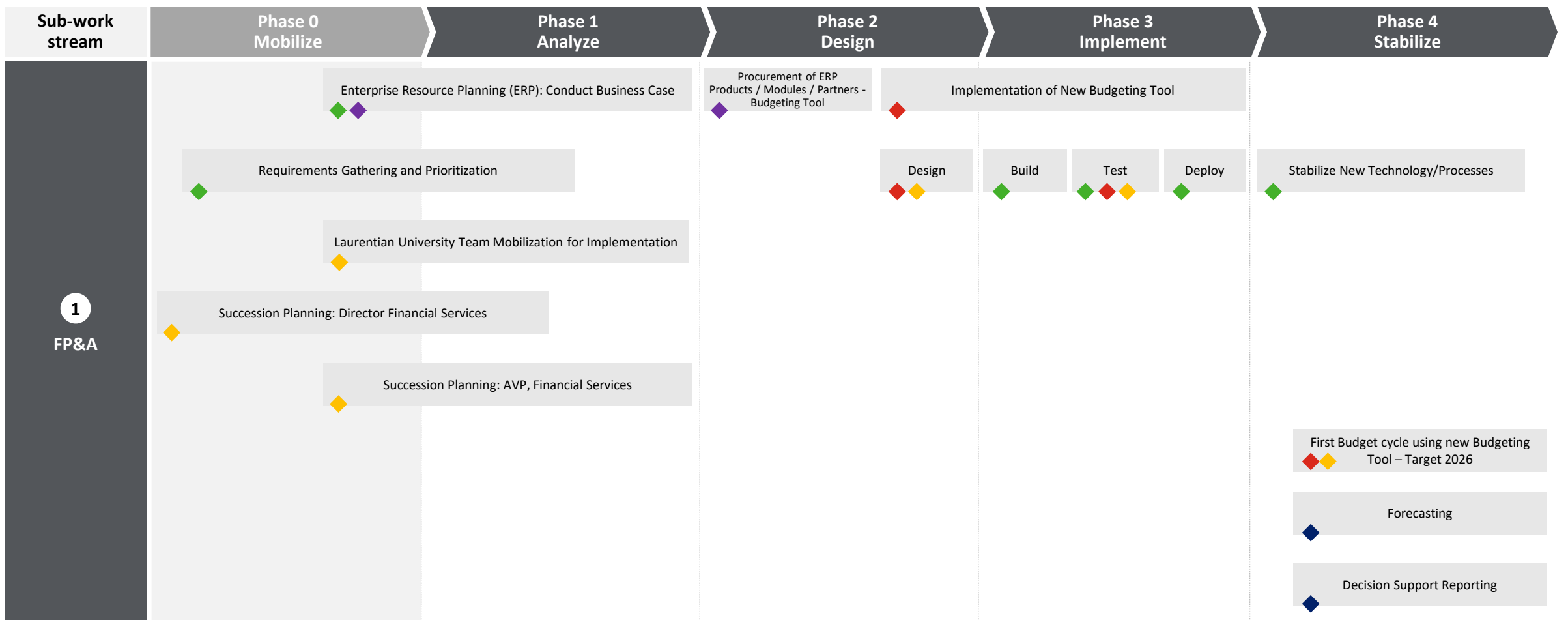


Finance



Finance roadmap (1/6)

Identification and implementation of a modern budgeting tool will be priority during the transformation of Laurentian University's Financial Planning and Analysis (FP&A) function. This initiative will depend extensively on HR, IT and Procurement, and when the time comes to design and test the tool's reports and features, active participation of all functional areas and budget holders will be key.

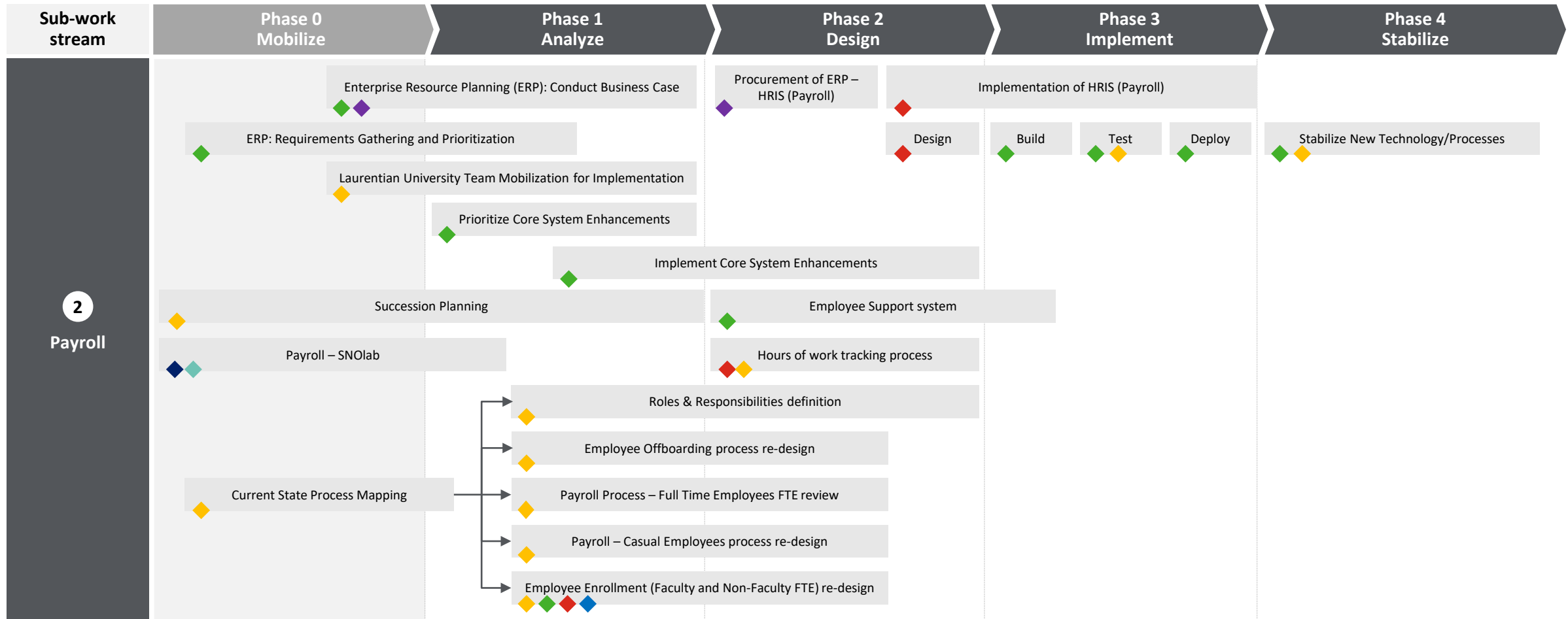


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
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- Labour Unions (Orange diamond)
- Milestone (Grey bar)

Finance roadmap (2/6)

A thorough review of current processes in conjunction with HR, in order to redesign the Payroll function will be required. In parallel, a selection process for a Human Resources Information System (HRIS) will take place, to be deployed during phase 3 of the project. In the short term, enhancements to the current system will be prioritized and implemented, in collaboration with IT.

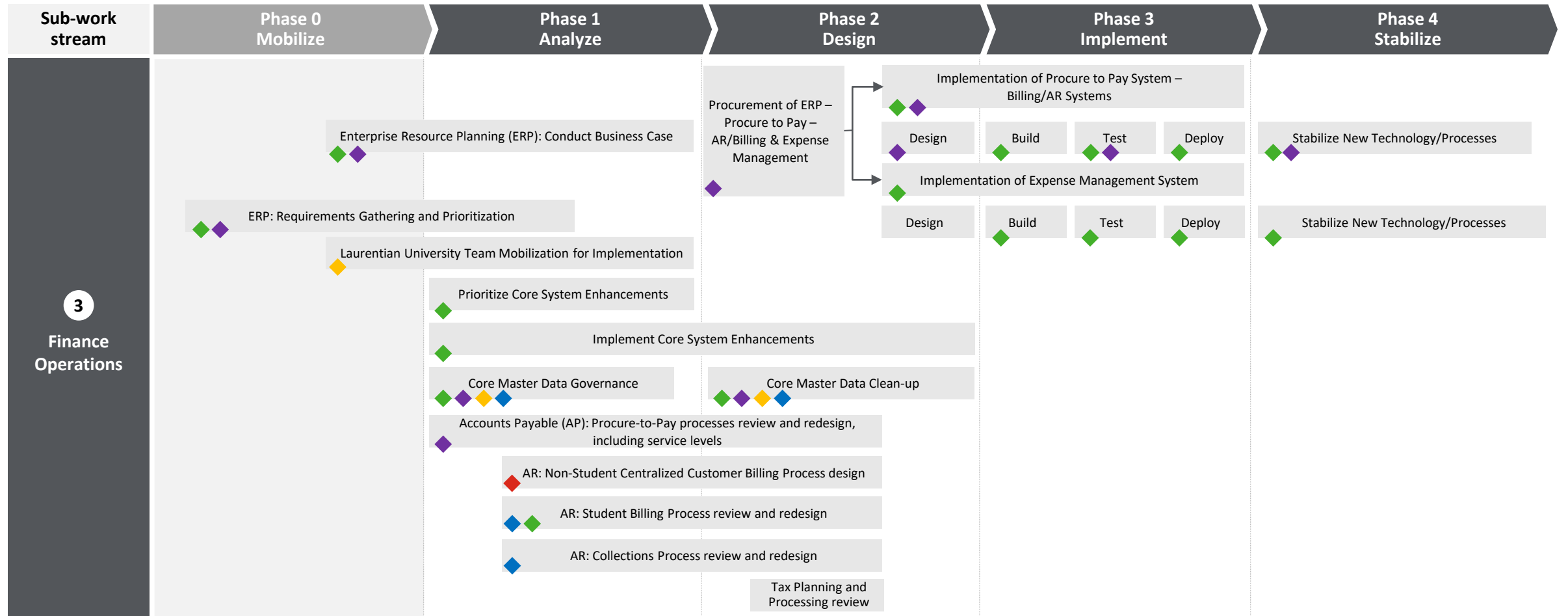


Transformation Dependencies Legend:

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- Milestone (Grey bar)

Finance roadmap (3/6)

Finance Operations transformation will focus on revamping the Procure-to-Pay, Billing, and Accounts Receivable (AR) processes with support required from IT and Procurement on the selection and implementation of tools. With the aim of providing a better service to the university in the interim, enhancements to the current processes and systems will be implemented.

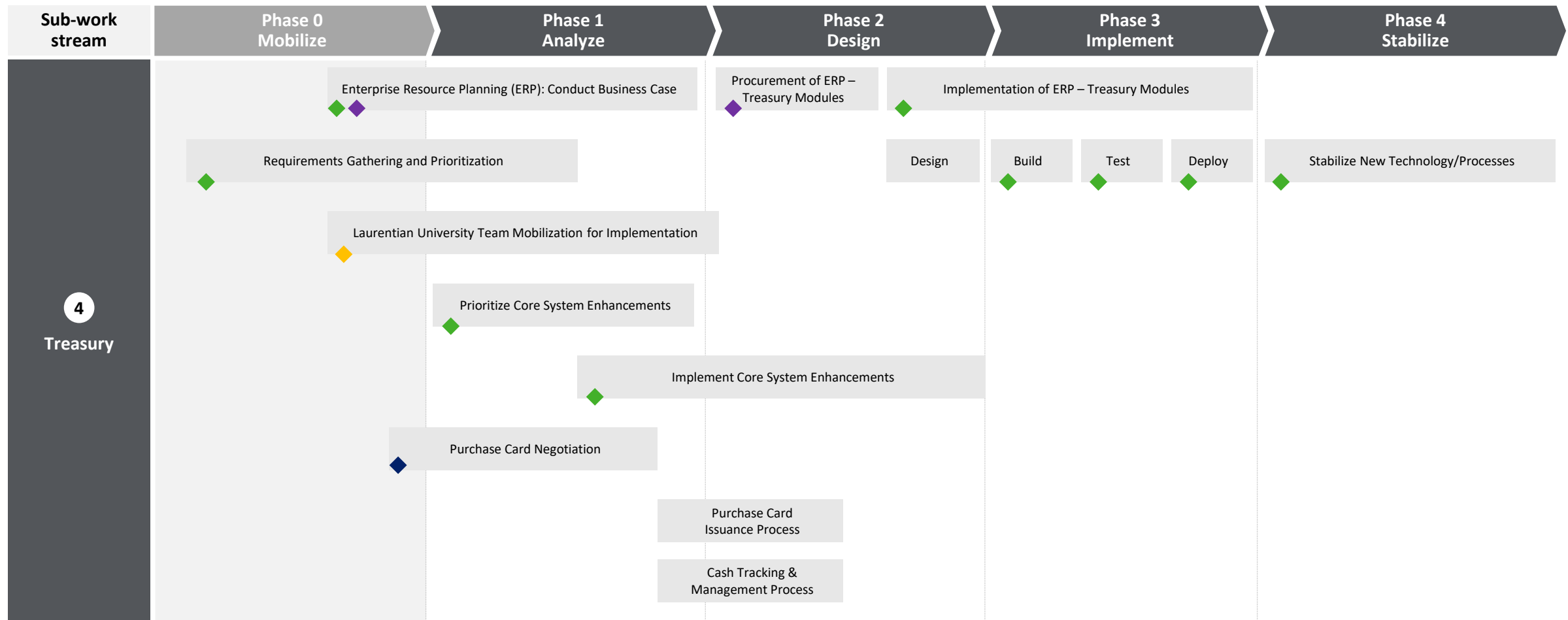


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Light purple diamond)
- Business Development (Black diamond)
- Procurement (Dark purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey diamond)

Finance roadmap (4/6)

Treasury’s transformation plan seeks to create a modern Treasury function, implementing tools that will allow proactive and efficient management of working capital, enabling the team to effectively anticipate and manage risks, all while optimizing banking relations with terms favorable to the university.

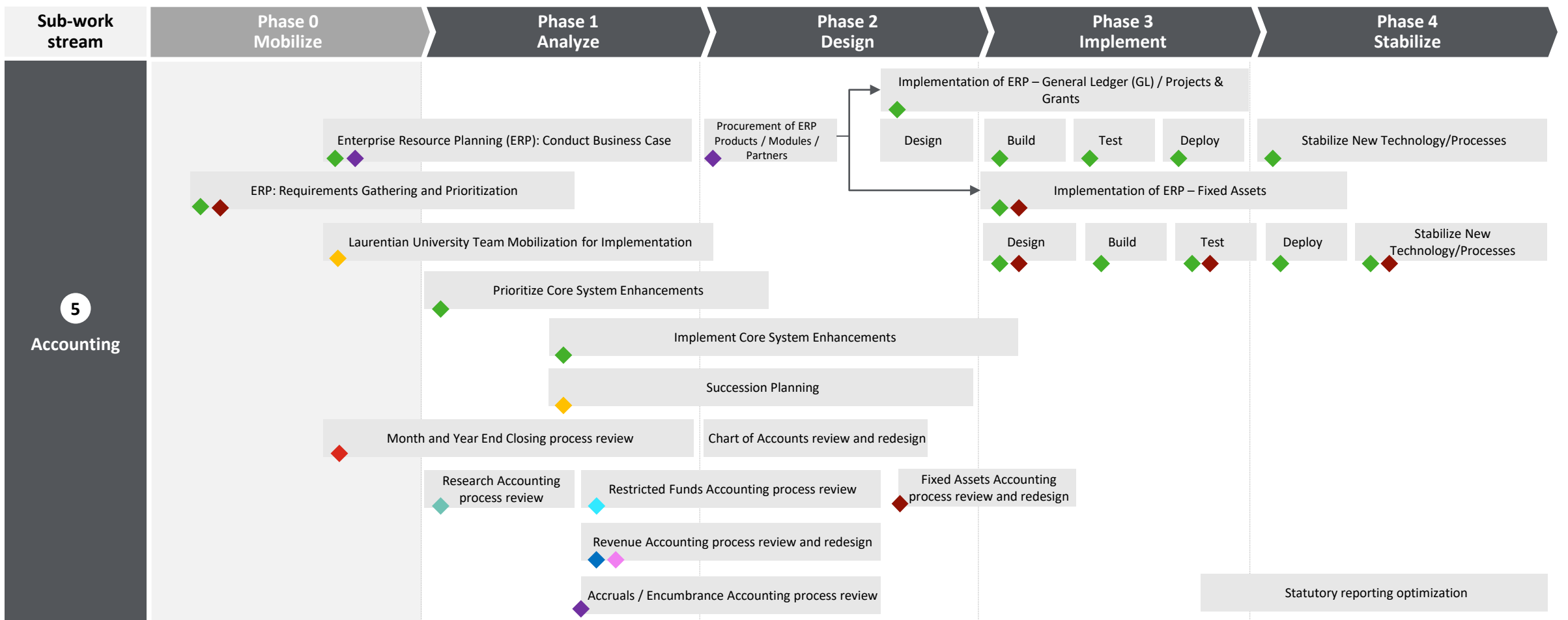


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark Purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light Green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light Purple diamond)
- Advancement (Cyan diamond)
- Governance (Dark Blue diamond)
- All Functional Areas (Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey box)

Finance roadmap (5/6)

The focus will be the design and implementation of processes that will provide the team with the ability to deliver timely and accurate financial information to the university to support decision-making processes. It includes the implementation of tools to track projects and grants more efficiently, as well as a tool to track the University's fixed assets.

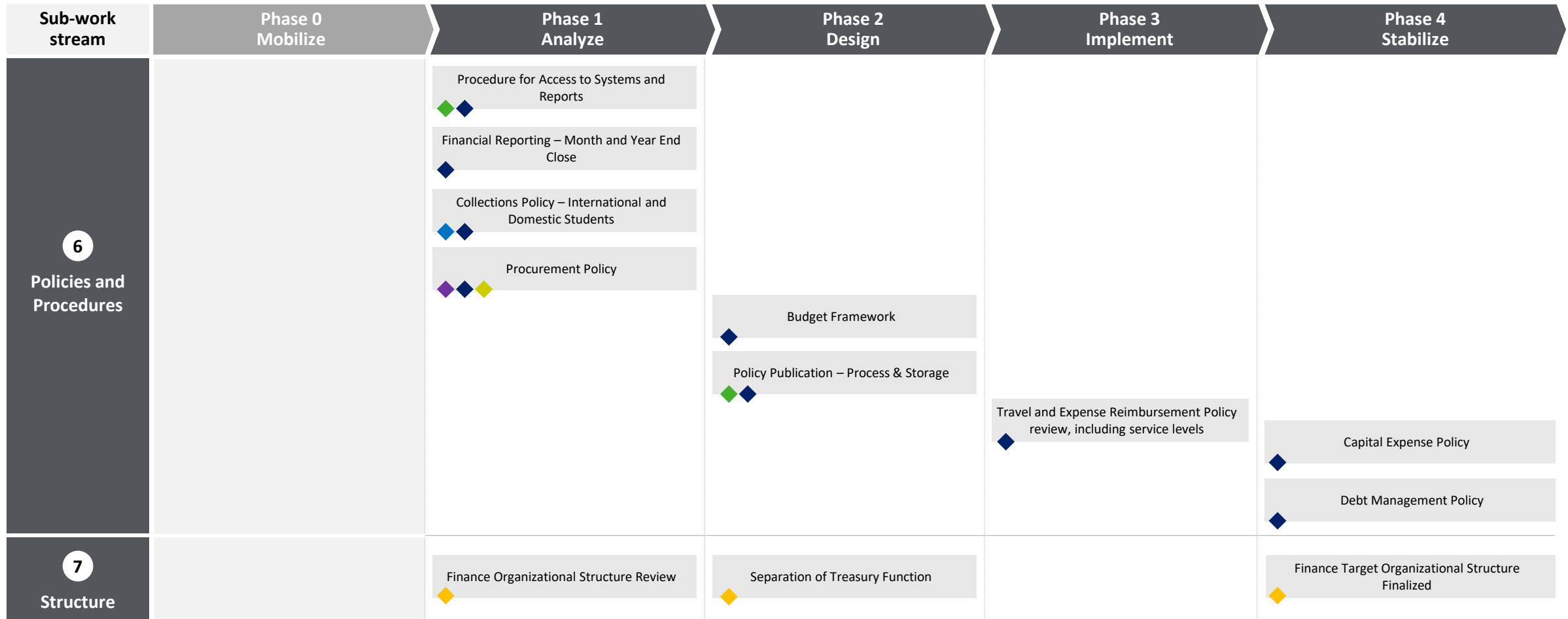


Transformation Dependencies Legend:

- IT (Green diamond)
- Finance (Pink diamond)
- Institutional Planning (Purple diamond)
- Business Development (Black diamond)
- Procurement (Dark Purple diamond)
- Research (Teal diamond)
- Marketing (Grey diamond)
- Capital Planning (Red diamond)
- Academic and Indigenous Programs (Yellow diamond)
- Office of Francophone Affairs (Light Green diamond)
- HR (Orange diamond)
- Registration Services and Student Affairs (Blue diamond)
- Communications (Light Purple diamond)
- Advancement (Light Blue diamond)
- Governance (Dark Blue diamond)
- All Functional Areas (Dark Red diamond)
- Equity, Diversity and Human Rights Office (Teal diamond)
- Labour Unions (Orange diamond)
- Milestone (Grey bar)

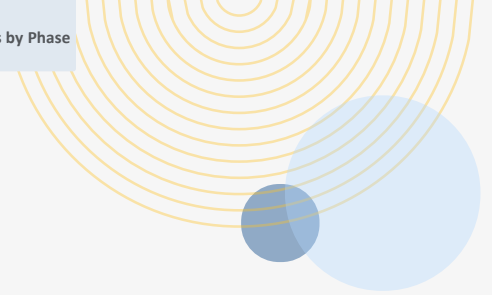
Finance roadmap (6/6)

Along the transformation roadmap, Finance will devote efforts to document its future state procedures and review finance policies to ensure alignment with the new improved processes and tools. Also, the team will review its current organizational structure, in order to design and implement the ideal structure to support future state processes.



Transformation Dependencies Legend:

- ◆ IT
- ◆ Finance
- ◆ Institutional Planning
- ◆ Business Development
- ◆ Procurement
- ◆ Research
- ◆ Marketing
- ◆ Capital Planning
- ◆ Academic and Indigenous Programs
- ◆ Office of Francophone Affairs
- ◆ HR
- ◆ Registration Services and Student Affairs
- ◆ Communications
- ◆ Advancement
- ◆ Governance
- ◆ All Functional Areas
- ◆ Equity, Diversity and Human Rights Office
- ◆ Labour Unions
- Milestone

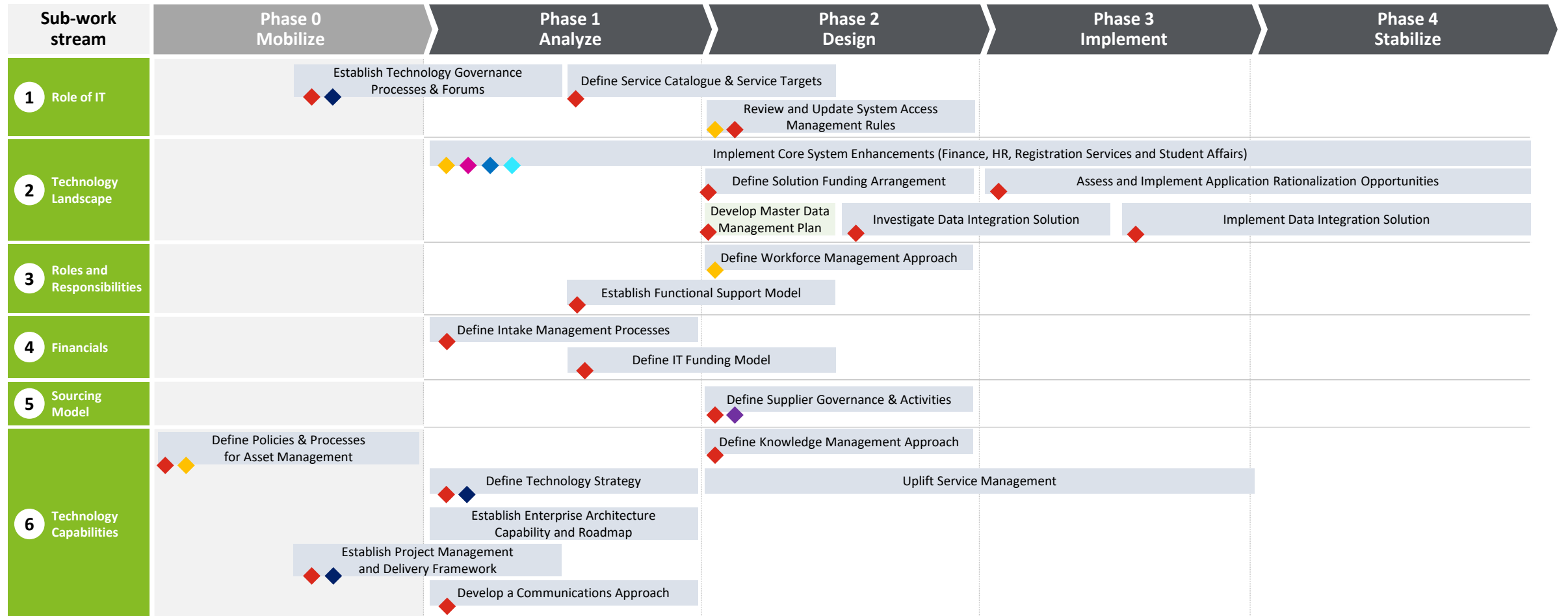


Information Technology



Information Technology roadmap

The recommended work packages will guide transformation within the IT department and across Laurentian University. These work packages focus on uplifting technology capabilities, processes and tools and establishing revised governance models and frameworks to improve the effectiveness of technology and its operational efficiency.

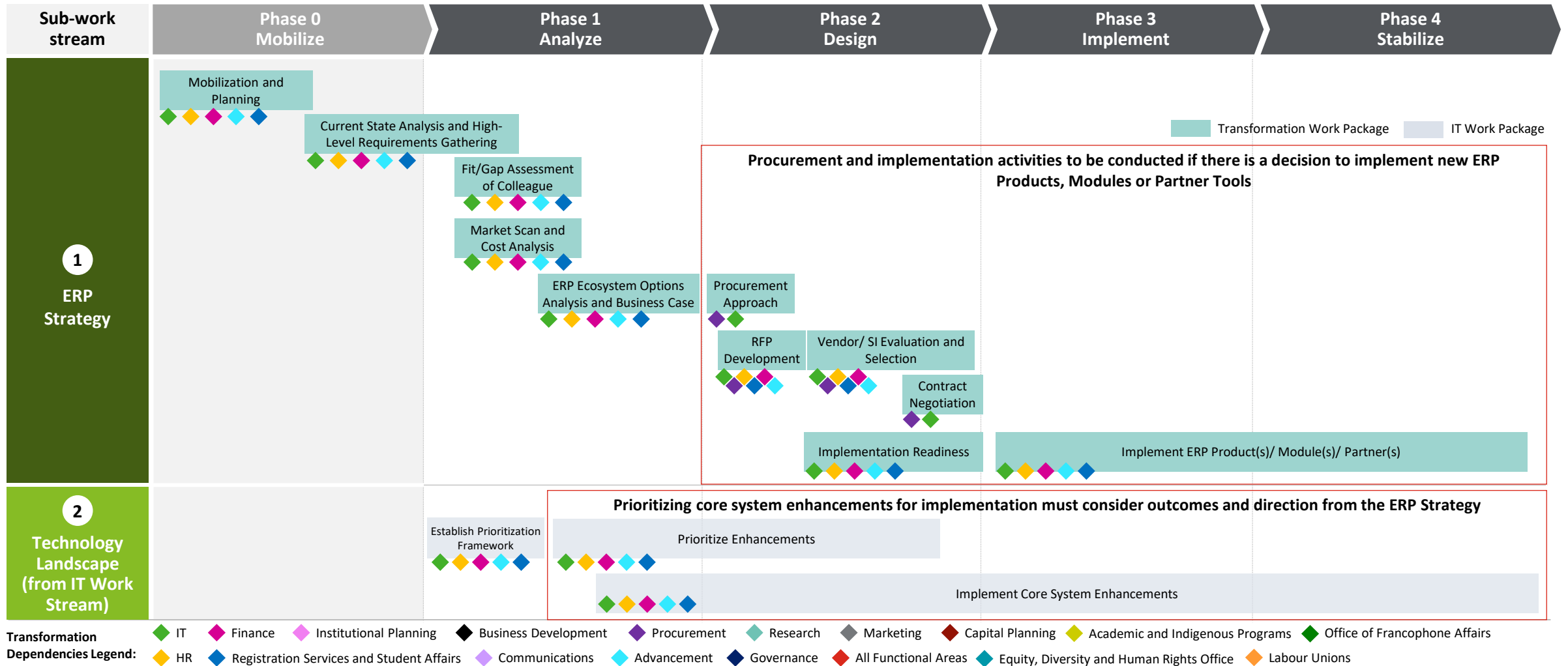


Transformation IT Finance Institutional Planning Business Development Procurement Research Marketing Capital Planning Academic and Indigenous Programs Office of Francophone Affairs

Dependencies Legend: HR Registration Services and Student Affairs Communications Advancement Governance All Functional Areas Equity, Diversity and Human Rights Office Labour Unions Milestone

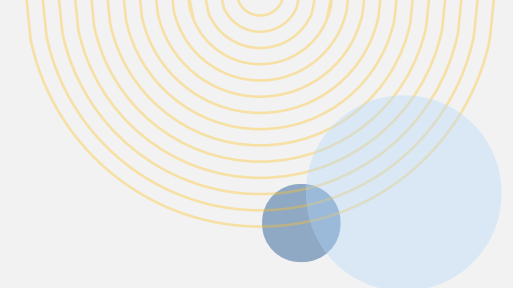
ERP strategy

A comprehensive Enterprise Resource Planning (ERP) strategy needs to be undertaken to determine whether Colleague can and should continue to be the core solution for the University. This strategy should uncover whether Colleague has the needed capabilities across Finance, HR, RSSA and advancement or whether other solutions may be more appropriate for Laurentian University’s longer term needs.





Chapter 5



Themes that support Implementation

Foundational themes are essential to the successful implementation of the plan

Extensive discussion and consultation with Laurentian University participants and other stakeholders revealed several key themes impacting operations at all levels that must be addressed to ensure a successful transformation and a sustainable future for the University. The identified themes informed the plan and were addressed through the detailed activities defined for each sub-work stream



Commit to **building a culture of trust** with the wider community by demonstrating **integrity** at all levels and through all processes



Take action towards **establishing ownership and accountability** across the University through clearly defined roles and responsibilities and data stewardship



Commit to transparency and openness throughout all processes and communications with internal and external stakeholders



Break down silos and **develop a culture of collaboration and communication**; prioritizing equity, diversity, inclusion, Indigeneity, and accessibility (EDII-A)



Optimize and create efficient processes utilizing technology to drive operational efficiency and reduce manual work



Prioritize service delivery excellence and transparency throughout the service delivery process



Create and implement an operational strategy and measure performance against strategic objectives



Build operational capabilities that meet the University's requirements and commit to develop a culture of continuous improvement

• How do the themes influence the detailed workplans ?

The themes that emerged from the consultations while gathering information about the current state of the university's operations informed the changes that need to take place to successfully achieve the future state. These themes are consistent across the university.

- **For a successful transformation, the foundational themes need to become the guiding principles for the implementation. Therefore, the themes are embedded in the detailed workplans through the activities that focus on the following areas:**



Leadership



Process








People



Technology






Key theme: Build a culture of trust

Building a culture of trust from the ground up within the University and with the wider community will be critical to developing positive relationships that will help drive employee and community engagement and collaboration. Additionally, building trust within the organization will positively impact employee retention and satisfaction.

Key Theme	Tactical Actions	Rationale
 <p>Build a culture of trust</p>	 <p>Leadership</p> <ul style="list-style-type: none"> Leading by example from the top inspires teams to embrace change and work towards a shared vision, driving transformation success Demonstrate commitment to delivering on promises, and communicate progress with transparency and consistency, instilling confidence and trust in all stakeholders Foster a culture of accountability by acknowledging mistakes and taking responsibility for them 	<ul style="list-style-type: none"> Trust has been eroded between departments and with leadership The Companies' Creditors Arrangement Act (CCAA) and subsequent decisions by leadership have contributed to the erosion of trust Perception is decisions are made without appropriate and sufficient consultation and analysis The Laurentian community has been impacted negatively because of the continued issues with trust and perceived broken promises
	 <p>Process</p> <ul style="list-style-type: none"> Establish clear processes that define employee roles and responsibilities, while empowering them to develop their skills and expertise Demonstrate adherence to processes and policies from the top down, and hold everyone accountable for it, eliminating preferential treatment Identify and mitigate areas of conflict of interest 	
	 <p>People</p> <ul style="list-style-type: none"> Provide employees with opportunities for growth and development, such as training, mentoring, and coaching Honesty and transparency are essential for building trust. Employees should be encouraged to be open and honest in their communication and to share information freely 	
	 <p>Technology</p> <ul style="list-style-type: none"> Improve the management of critical data assets across Laurentian University to improve data quality and ensure that users can trust that their data is accurate and up to date Ensure that confidential and sensitive data shared with the University is securely managed, with access to this data provided only to individuals on a need-to-know basis 	






Key theme: Establish ownership and accountability

Establishing clear ownership and accountability will contribute to developing a culture of trust, integrity, fairness, responsibility, and commitment across the University, encouraging communication both within and between functional departments while also driving increased employee engagement and motivation.

Key Theme	Tactical Actions	Rationale
 <p>Establish ownership and accountability</p>	 <p>Leadership</p> <ul style="list-style-type: none"> Clearly define governance structure and delegations of authority Establish adherence to a robust governance structure and escalation pathways Leaders should empower their employees to take ownership of their work. This means giving them the resources, tools, and support they need to be successful, as well as trusting them to make decisions and take action 	<ul style="list-style-type: none"> There is a lack of clarity around roles, responsibilities and accountability There needs to be a clear governance path for decisions, with the right people consulted Adherence to defined policies and procedures is not consistent across the University
	 <p>Process</p> <ul style="list-style-type: none"> Create a formal process for system and report access Establish clear goals and objectives for each employee and team, aligned with the overall goals of the university. This can help create a sense of ownership and accountability for achieving those goals 	
	 <p>People</p> <ul style="list-style-type: none"> Define detailed roles and responsibilities, so employees know what is expected of them Establish performance metrics that are tied to individual and team goals, and regularly track progress towards those metrics 	
	 <p>Technology</p> <ul style="list-style-type: none"> Establish governance for all applications and data assets, clearly defining ownership and operational roles and responsibilities Develop service level targets to resolve technology related incidents and service requests, and track performance against these metrics to drive accountability 	






Key theme: Commit to transparency and openness

Committing to transparency and openness will be essential to the University's trust building efforts. Ensuring that employees are both well informed and included in the decision-making process will increase efficiency while minimizing the risk of misunderstanding and miscommunication.

Key Theme	Tactical Actions	Rationale
 <p>Commit to transparency and openness</p>	 <p>Leadership</p> <ul style="list-style-type: none"> Leaders should communicate regularly and be open and honest about the university's goals, challenges, and successes Review, update and clearly communicate updated policies to employees and faculty. Make important information easily accessible 	<ul style="list-style-type: none"> Historically there has been a lack of transparency which has caused uneasiness and nervousness among staff and faculty There is confusion regarding the Freedom of Information and Protection of Privacy Act (FIPPA) and data access rules The path for approval and processing is unclear and there is an overall perception that there are biases throughout the process
	 <p>Process</p> <ul style="list-style-type: none"> Develop a framework for informed decision making, based on reliable information and analysis Encourage employees, students and other constituents to provide feedback and suggestions 	
	 <p>People</p> <ul style="list-style-type: none"> Develop a training framework to ensure staff is kept up to date on policies and procedures Create a safe environment for employees to share their thoughts and ideas, and where feedback is valued and acted upon 	
	 <p>Technology</p> <ul style="list-style-type: none"> Ensure that relevant documents, policies and information is centrally stored, readily accessible and available to all relevant stakeholders. Establish governance practices that provide transparency and clarity on processes used to identify, prioritize and implement technology initiatives. 	






Key theme: Develop a culture of collaboration

Developing a culture of collaboration with a prioritization of equity, diversity, inclusion, Indigeneity, and accessibility (EDII-A) will create a safe space to foster teamwork, communication, and creativity. This will create a positive working environment in which employees feel that both their work and their ideas are valued and provide opportunities for employees to learn from one another.

Key Theme	Tactical Actions	Rationale
 <p>Develop a culture of collaboration</p>	 <p>Leadership</p> <ul style="list-style-type: none"> • Department and executive leaders leading by example by initiating communication and/or consultation when appropriate • Incentivize a culture of collaboration, innovation and effective communication • Foster a sense of shared purpose: Encourage employees to work towards a common goal or purpose, and emphasize the importance of teamwork in achieving success 	<ul style="list-style-type: none"> • Employees currently work with limited collaboration and there is a need for more communication between departments • Departments should have mechanisms for collecting feedback from faculty
	 <p>Process</p> <ul style="list-style-type: none"> • Design collaborative processes with defined avenues of communication • Provide employees with the necessary tools and resources to collaborate effectively, such as collaboration tools and training on effective communication and collaboration techniques. 	
	 <p>People</p> <ul style="list-style-type: none"> • Embrace and prioritize EDII-A to create a workplace culture that values and respects the unique perspectives and experiences of all individuals, leading to increased innovation, productivity, and overall success. • Encourage employees to share their expertise and knowledge with others and provide opportunities for cross-functional training and development. This can help break down silos. 	
	 <p>Technology</p> <ul style="list-style-type: none"> • Provide tools and channels of communication that support in-person and virtual collaboration/ learning and ensure that these tools are effective and easy to use. • Ensure that technology infrastructure is dependable, improving the availability of the network/ systems to mitigate the risk of outages. 	






Key theme: Optimize and create efficient processes

Optimizing and creating efficient processes will significantly contribute to improvements to productivity and service quality while reducing administrative burden on employees, freeing up valuable time that can be spent more effectively on other tasks and initiatives. As part of process optimization, significant effort to train employees on the new processes will be required to ensure business continuity.

Key Theme	Tactical Actions	Rationale
 <p>Optimize and create efficient processes</p>	 <p>Leadership</p> <ul style="list-style-type: none"> Leaders within the organization must be fully supportive of the new processes and actively involved in the change management process. Define new policies to govern the updated processes with adherence at all levels, leading by example. 	<ul style="list-style-type: none"> There is a lack of clearly defined processes and protocols There are excessive levels of manual work due to insufficient systems and/or automation Laurentian University takes time to change some processes, preferring instead to maintain the status quo
	 <p>Process</p> <ul style="list-style-type: none"> Redesign processes to remove bottlenecks and inefficiencies Encourage continuous improvement of the new processes. This can help to identify areas where further efficiencies can be gained and ensure that the new processes continue to meet the evolving needs of the university. 	
	 <p>People</p> <ul style="list-style-type: none"> Provide training and support to employees to help them understand the new processes, how to use new tools and systems, and any changes to their roles and responsibilities. 	
	 <p>Technology</p> <ul style="list-style-type: none"> Implement changes to existing systems to reduce manual workarounds, improve workflows and to enable more efficient processes through technology. Look to automate repeatable tasks, implement new functionality and promote self-service to improve operational efficiency 	






Key theme: Prioritize service delivery excellence

Prioritizing service delivery excellence will provide functional departments with the knowledge and tools to provide timely and effective services that can be personalized to meet the unique needs and requirements of service recipients. This will contribute significantly to developing strong and positive interdepartmental relationships founded in trust.

Key Theme	Tactical Actions	Rationale
 <p>Prioritize service delivery excellence</p>	 <p>Leadership</p> <ul style="list-style-type: none"> • Prioritize service delivery and ensure service delivery excellence is rewarded • Develop clear and measurable service standards that align with the university's values and goals 	<ul style="list-style-type: none"> • Support is insufficient when compared to other institutions across the province • Helping students is difficult since staff often can't access the reports required to assist them • Departments should have mechanisms in place for affecting change based on collected feedback
	 <p>Process</p> <ul style="list-style-type: none"> • Redesign training processes and ensure sufficient resourcing to effectively support the University's critical functions • Regularly review and improve service delivery processes to ensure they are efficient, effective, and aligned with customer needs 	
	 <p>People</p> <ul style="list-style-type: none"> • Provide comprehensive training and development opportunities to employees to ensure they have the necessary skills and knowledge to deliver excellent service • Empower employees to make decisions, solve issues and achieve service delivery excellence 	
	 <p>Technology</p> <ul style="list-style-type: none"> • Enhance and uplift the IT service management capabilities with a focus on instilling service delivery excellence practices for technology • Enable mechanisms to collect and analyze data on customer satisfaction and service performance metrics to identify areas for improvement 	






Key theme: Create and implement an operational strategy

Creation of an operational strategy will provide direction and enable the functional departments to unite behind shared strategic goals, while also allowing the University to optimally allocate resources and funding in order to achieve its identified strategic objectives.

Key Theme	Tactical Actions	Rationale
 <p>Create and implement an operational strategy</p>	 <p>Leadership</p> <ul style="list-style-type: none"> • Ensure that all constituents are aware of the strategy and their roles in its implementation • Provide direction and support to the teams responsible for executing the strategy, monitor progress and adjust as needed • Align budgeting and access to funding to the university's strategic objectives 	<ul style="list-style-type: none"> • Decisions do not appear to be made with clear strategic direction • Issues with the Procure-to-Pay processes are beginning to affect vendor and community relationships
	 <p>Process</p> <ul style="list-style-type: none"> • Design processes to be efficient, effective, and scalable. This means identifying and eliminating bottlenecks, standardizing workflows, and automating repetitive tasks where possible • Track and measure performance against the operational strategy through Key Performance Indicators (KPIs) • Continuously monitor and evaluate processes to identify areas for improvement 	
	 <p>People</p> <ul style="list-style-type: none"> • Build a strong and capable team. This means hiring and training employees who have the skills and experience needed to execute the strategy • Engage and motivate employees, by making sure they understand how their work contributes to the university's strategic goals • Measure performance to ensure employees are held accountable for achieving their objectives 	
	 <p>Technology</p> <ul style="list-style-type: none"> • Develop a technology strategy that aligns with and supports the delivery of operational and university objectives, defining a target state solution architecture and technology roadmap • Monitor, measure and report on the performance of technology solutions to track benefit realization 	

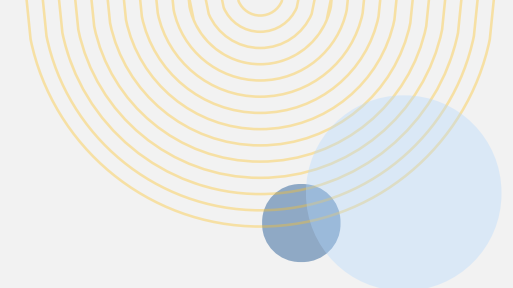
Key theme: Build operational capability

Building operational capability will drive increased operational efficiency and will position the University's functional departments to be agile and adaptable in order to effectively respond to unexpected challenges or opportunities as they arise. Increased operational capability will also improve service delivery, positively impacting the student experience.

Key Theme	Tactical Actions	Rationale
 <p>Build operational capability</p>	 <p>Leadership</p> <ul style="list-style-type: none"> Leaders must have a clear vision for the organization and communicate it effectively to their teams. Leaders must create a culture of accountability and continuous improvement. This means setting clear goals and metrics, and regularly review progress against them 	<ul style="list-style-type: none"> There is a need for training, efficiency and standardization Lack of clarity around role responsibilities and accountability. Staff feel overworked and burnt out Lack of sufficient onboarding and training, especially throughout the transition
	 <p>Process</p> <ul style="list-style-type: none"> Develop a training framework to ensure staff are up to date on critical systems and technology Document the processes in detail, develop user-friendly guides 	
	 <p>People</p> <ul style="list-style-type: none"> Identify "power users" to develop in-house expertise for each system Redesign recruitment and talent retention processes to ensure critical roles are adequately filled Foster cross-training and knowledge sharing to avoid single person dependencies Ensure that employees have the resources and support they need to be successful 	
	 <p>Technology</p> <ul style="list-style-type: none"> Implement new tools that address gaps in functionality or resolve current operational challenges Analyze emerging technology trends across higher education organizations to identify and assess new opportunities. 	



Chapter 6



Implementation Key Success Factors

Implementation success factors

Multiple risks and issues were raised by stakeholders across Laurentian University when forming the transformation plan. Success factors have been identified to mitigate key risks to ensure the successful delivery of the Transformation Program

Implementation Success Factors

- The implementation success factors are the key areas, factors, or activities that will need to be addressed for the successful delivery of the Transformation Program, to achieve planned objectives and to realize expected benefits.
- It is important to identify these success factors and the associated risks during planning to guide the Transformation Program as it transitions into the implementation phase.
- These implementation success factors have been identified over the course of transformation planning by first identifying and capturing the risks and issues in the RAIDD log, identifying key risks to implementation and grouping them to form the success factors.



Funding: Funding is essential for the Transformation Program at Laurentian, to ensure that it has the necessary resources, support, and alignment needed to succeed.



Staff Resourcing: Resourcing will need to be planned for in advance, prior to beginning the implementation, to ensure that there is capability and capacity to deliver the in-scope initiatives.



Governance: Overarching program governance needs to be established to govern the Transformation Program, with clear accountability, responsibilities and outcomes. This governance body will need to manage key risks, issues and dependencies associated with work streams as well as other related initiatives.



Change Management: A structured approach to change management is essential to the success of the Transformation Program. It impacts the effectiveness of each transformation initiative by improving engagement with stakeholders, increasing adoption of new tools, processes and policies, building buy-in of transformation activities, and managing resistance to change.



Strategic Alignment: Given the number of organizational initiatives at Laurentian University, alignment on direction, objectives and benefits are required to ensure that there is clarity on what success looks like. This includes alignment between the Transformation Program, the Strategic Plan, and the recommendations from other external reviews and audits.



Leadership: Effective leadership will be required to guide the Transformation Program to ensure delivery of planned outcomes. Leaders must be committed to the program, with clear vision and direction for all the transformation initiatives and transparently communicate their importance, while also providing the necessary resources and support.



External Oversight: The external audit conducted by the Auditor General included recommendations which Laurentian University needs to align to and demonstrate progress. Laurentian University will also need to demonstrate compliance with directions/mandates with other relevant external parties.



Risk Management: An enterprise risk management framework will need to be established in order to identify, assess, and manage risks/issues in a standardized manner across Laurentian University. It will improve Laurentian's ability manage risks, assess their potential impact, and develop strategies to mitigate or manage those risks.

Implementation Success Factors and Risks

The critical success factors outline key focus areas for Laurentian to achieve their operational transformation objectives as part of the Transformation Program. Insufficient consideration of these factors will lead to increased risks during the implementation phase.

Funding

Staff Resourcing



Description

- Funding is essential for the Transformation Program at Laurentian University, to ensure that it has the necessary resources, support, and alignment needed to succeed. Without proper funding, the Program will not be able to achieve its objectives or deliver the intended results.

- Each of the planned initiatives in the Transformation Plan will need to be sufficiently resourced for the implementation phase. Resourcing will need to be planned for in advance, prior to beginning the implementation, in order to ensure that there is capability and capacity to deliver the in-scope initiatives.



Key Elements

- Adequate funding should be allocated across multiple years to demonstrate Laurentian's commitment to the end-to-end Transformation objectives and outcomes
- Monetary investment in new technologies, processes and resources will be required to support transformation initiatives.

- Resources with the right capabilities, experience and fit will need to be allocated to transformation initiatives, such that they will have enough capacity to complete the work in the expected timeframe.
- Where required, external resourcing should be leveraged to supplement Laurentian University resources.
- Noting the expected length of the Transformation Program, effective knowledge management amongst the project teams will be required to mitigate issues resulting from potential staff turnover.



Key Risks Mitigated

- Lack of proper funding can potentially impact the implementation delivery timelines, project scope and quality of outcomes and lead to issues in meeting Transformation objectives
- Without sufficient funding, changes in operations, processes, and systems may be insufficiently implemented, leading to incomplete outcomes and further exacerbating the current operational challenges that Laurentian University is facing.

- Insufficient or inappropriate resourcing for transformation initiatives may lead to project delays, incomplete initiatives or undesirable outcomes.
- Knowledge gaps resulting from staff turnover, succession, and leveraging external resources, may negatively impact the quality and timeframes to deliver transformation initiatives.

Implementation Success Factors and Risks

The critical success factors outline key focus areas for Laurentian to achieve their operational transformation objectives as part of the Transformation Program. Insufficient consideration of these factors will lead to increased risks during the implementation phase.

Governance



Description

- Overarching program governance needs to be established to govern the Transformation Program, with clear accountability, responsibilities and outcomes. This governance body will need to manage key risks, issues and dependencies associated with work streams as well as other related initiatives.



Key Elements

- A framework should be established to ensure that key risks, issues and decisions are consistently captured, rated, managed, tracked and escalated at a program level.
- Integrated planning will need to be conducted across all work streams to appropriately allocate resources across both operational responsibilities and transformation activities and to manage dependencies.



Key Risks Mitigated

- Unclear roles and responsibilities may lead to poor accountability for decisions and outcomes, which could impact the successful delivery of the program or lead to rework.
- A lack of integrated planning may result in ineffective allocation of budget and resources and a misalignment on program priorities and objectives between the work streams.

Change Management

- A structured approach to change management is essential to the success of the Transformation Program. It impacts the effectiveness of each transformation initiative by improving engagement with stakeholders, increasing adoption of new tools, processes and policies, building buy-in of transformation activities, and managing resistance to change.

- An enterprise change management approach will need to be established and leveraged across all work streams
- Stakeholders for each initiative will need to be identified and regularly and proactively engaged/consulted where required to ensure buy-in and minimize resistance
- Provide the necessary training, support, and incentives to help drive adoption of new processes, systems, or behaviors.

- Insufficient change management considerations may lead to increased resistance from staff, faculty and students to support transformation outcomes, impacting the overall success of the program.
- A lack of communications, training and support for implemented changes may cause confusion and lead to low adoption of the tools, processes and policies.

Implementation Success Factors and Risks

The critical success factors outline key focus areas for Laurentian to achieve their operational transformation objectives as part of the Transformation Program. Insufficient consideration of these factors will lead to increased risks during the implementation phase.

Strategic Alignment

Leadership



Description

- Given the number of organizational initiatives at Laurentian University, alignment on direction, objectives and benefits are required to ensure that there is clarity on what success looks like. This includes alignment between the Transformation Program, the Strategic Plan, and the recommendations from other external reviews and audits.

- Effective leadership will be required to guide the Transformation Program to ensure that delivery of planned outcomes. Leaders must be committed to the program, with clear vision and direction for all the transformation initiatives and communicate in a transparent manner their importance while also providing necessary resources and support.



Key Elements

- Strategic alignment on key university initiatives, such as Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDII-A) and the Tricultural mandate, is required so that these outcomes are embedded across all work streams and initiatives.
- Alignment to strategic objectives and benefits should be reviewed at key milestones during the Transformation Program, to ensure that initiatives are on track and progressing in the right direction.

- Leadership buy-in on the Transformation Program is required to ensure that resources are appropriately allocated and committed to support transformation initiatives, whilst managing operational activities.
- Decisions made by leaders must be driven by data with appropriate consultation from impacted stakeholders to ensure that the decision is made in a transparent way and will not be impacted by changes to leadership.
- Accountability and measurement of performance should be aligned to outcomes for both internal and external resources.



Key Risks Mitigated

- Misalignment between the Transformation Program and the Strategic Plan and other university-wide initiatives will impact the effectiveness of planned outcomes and expected operational benefits.

- Ineffective leadership may result in a lack of clarity on the direction of the Transformation Program and the successful delivery of intended outcomes and benefits.
- There is a risk that interim leaders will make decisions with limited accountability of the transformation decisions and their outcomes.

Implementation Success Factors and Risks

The critical success factors outline key focus areas for Laurentian to achieve their operational transformation objectives as part of the Transformation Program. Insufficient consideration of these factors will lead to increased risks during the implementation phase.

External Oversight

Risk Management



Description

- The external audit conducted by the Auditor General included recommendations with which Laurentian University needs to align and demonstrate progress towards these improvements. Laurentian University will also need to comply with directions/mandates from the Ministry of Colleges and Universities, the Ontario's Superior Court of Justice and other relevant external parties.

- An enterprise risk management framework will need to be established in order to identify, assess, and manage risks/issues in a standardized manner across Laurentian University. It will improve the institutional ability to manage risks, assess their potential impact, and develop strategies to mitigate or manage those risks.



Key Elements

- Laurentian University needs to remain accountable to relevant recommendations and direction provided from external parties.
- Relevant documents and reports will need to be proactively managed in the event where additional external reviews are conducted to demonstrate progress against recommendations and for credibility.
- An Internal Audit function should be established at Laurentian to regularly review operations, controls and governance processes.

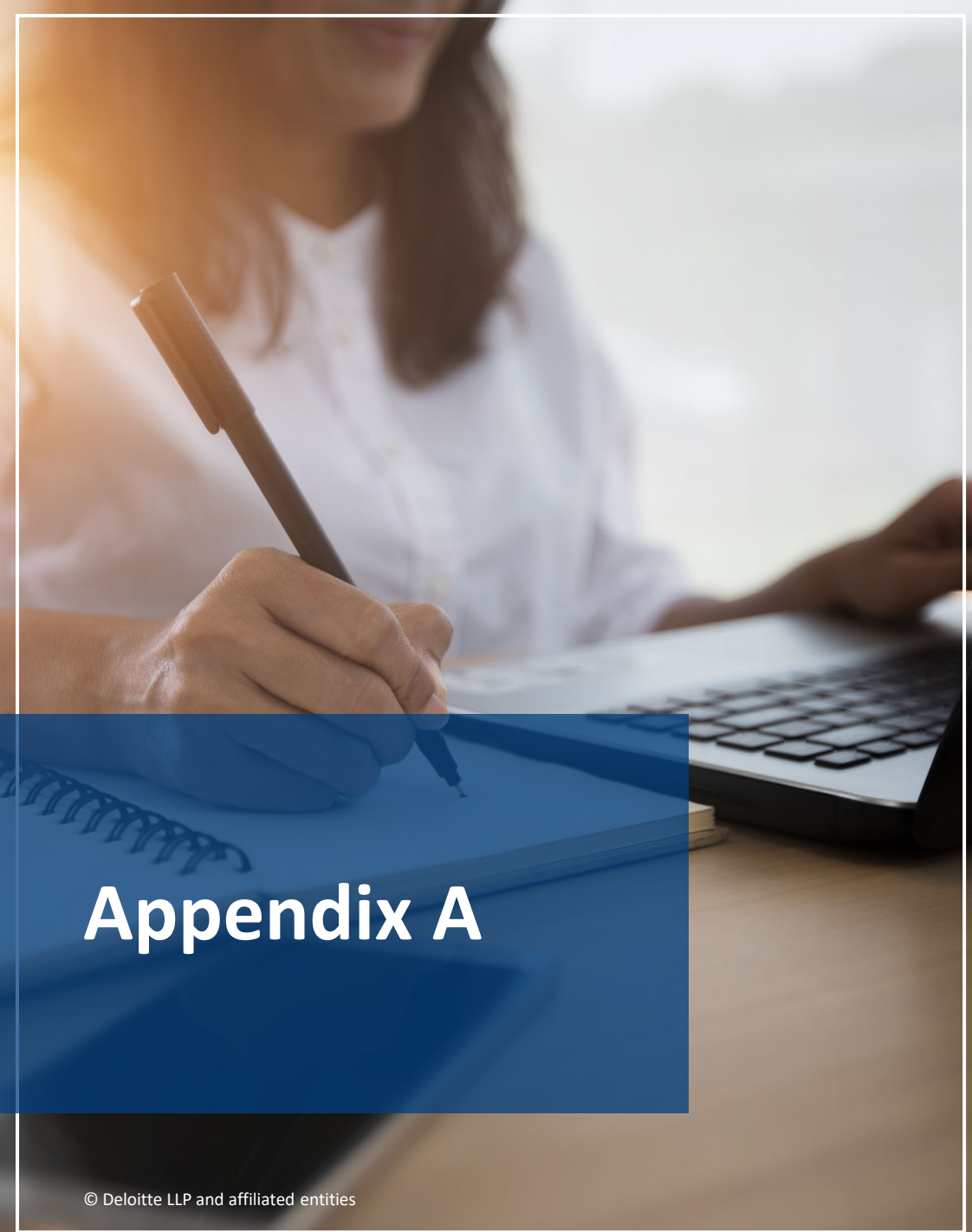
- A proper risk management strategy will ensure timely identification and management/mitigation of risks to help achieve the strategic objectives of the transformation and the wider University.
- The risk framework should be applied across all areas of the university, including strategic, operational, financial and compliance risks.
- A strong risk culture should be fostered at Laurentian University to establish a strong understanding on the importance of risk management, with all stakeholders encouraged to raise risks as they emerge.



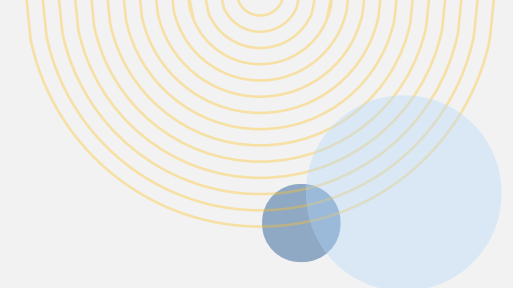
Key Risks Mitigated

- If relevant documents/reports are not appropriately managed to support future external reviews, this may lead to further compliance related issues resulting in reputational damage and a loss of confidence among students, staff, faculty and alumni.

- Without a formalized risk management, it may be difficult to identify and manage risks as they arise, which can lead to delays, cost overruns, and other negative outcomes
- There may be a risk of non-compliance, which can lead to fines, penalties, and reputational damage
- A weak risk culture may lead to a tendency to avoid or ignore risks and a lack of transparency and accountability.



Appendix A



List of Consultations

Input from Key University Participants (1/3)

The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Abdirahman Jama	Security Analyst
Alain Lamothe	Associate Librarian Chair, Library & Archives
Albrecht Schulte-Hostedde	Full Professor, School of Natural Sciences
Alexie Foucault-Forest	Human Resources Clerk
Aliki Economides	Assistant Professor, McEwen School of Architecture
André Whissell	Manager, Treasury & Payroll
Andree Noiseux	Research Advisor
Andrew Dale	Student Employment Advisor
Ann Hodgson	Interim Associate University Secretary
Athanase Simbagoye	Full Professor, School of Education
Avery Morin	Students' General Association Representative
Benjamin Demianiuk	Director, Business Development
Bettina Brockerhoff-Macdonald	Director of Continuing Learning, Centre for Academic Excellence
Brenda Brouwer	Interim Provost
Brent Roe	AVP, Academic (Student Success) & University Librarian
Casey Sigurdson	Administrative Assistant
Céleste Boyer	General Counsel
Chantal Veilleux	Assistant to the Provost & Vice-President Academic
Chloé Lavigne	Human Resources Advisor
Christina Larocque	Student Engagement Coordinator
Christina Skopke	Manager, Micro-Credentials & Non-Credit Programming

Name	Position
Christopher McTiernan	Research Advisor
Colette Rainville	Graduation Coordinator
Corine Loranger	Placement Coordinator, Faculty of Science, Engineering and Architecture
Curtis Radey	Manager, Student Awards Fees & Mylaurentian Hub
Dan Robidoux	Manager, IT Service Desk
Daniel Scott	Associate Librarian
David Deloye	Residence Coordinator
Dayna Hicks	Administrative Officer
Deb Sullivan	Manager, OD & Learning
Diane Roy	Associate Registrar
Dominic Beaudry	AVP, Academic & Indigenous Programs
Elizabeth Carlson-Manathara	Associate Professor, School of Social Work
Erfan Azadehfar	Graduate Student, CUPE representative
Ernst Gerhardt	Associate Professor, School of Liberal Arts
Fabrice Colin	Associate Professor, Bharti School of Engineering and Computation, Science, Engineering and Architecture
Francine Lalonde	Labor & Staff Relations Assistant
Francis Tousignant	Audio Visual Technician
Gabrielle Courtemanche	Manager, Counselling and Accessibility Services
Ginette Gervais	Manager, Library Operations
Gisele Roberts	Director, Research & Innovation Services
Heather Dufour	Innovation & Commercialization Coordinator

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above

Input from Key University Participants (2/3)

The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Imane Ricard	Manager, Records & Systems
Ishmeet Singh Ahuja	Manager, Enterprise Resource Planning(ERP) Development
Ivana McCue	Project Manager
James Ketchen	Assistant Professor, School of Liberal Arts
Jean-Paul Rains	Director, Communications & Digital Strategy (Communications Contact)
Jeff Battistuzzi	Manager, Operations & Student Financial
Jeff St-Jean	Space Coordinator
Jen Dowdall	Interim Co-Director, EDHRO
Joanne Goudreault	Director, Financial Services
Jody Tverdal	Administrative Lead
Joy Gray-Munro	Dean, Faculty of Science, Engineering & Architecture
Julie Birnie	Executive Administrative Assistant
Julie Ceming	Manager, Business Development
Julie Richer	Benefits & Disability Advisor
Kimberley Fitzgerald	Enterprise Resource Planning(ERP) Administrator
Kristine Montpellier St.Jean	Human Resources Advisor
Laura Geryk	Director, Information Management & Systems
Leeanne Croteau	Manager, Procurement & Contracts
Lily Racine-Bouchard	Manager, Advancement
Linda St. Pierre	LUFA Representative, Sessional Member, Faculty of Science, Engineering and Architecture, Faculty of Arts
Lise Carrière	Post-Awards Research Officer

Name	Position
Lise Dignard	Scheduling & Examinations Coordinator
Lise Nastuk	Database Administrator
Louise Tremblay-Croxall	Director, Planning & Budgeting
Luc Roy	AVP, Information Technology
Lyne Rivet	Manager, Health and Wellness Services
Marie-Lynne Michaud	Director, Marketing
Mark Thompson	Manager, Information Technology Operations
Mary Laur	Acting Director, Indigenous Sharing & Learning Center
Matthew Faubert	Business Analyst
Maxine Vincent	Research Accountant
Meghan Fielding	Office Manager
Melissa Ouimette	Manager, Applicant Services
Melissa Wiman	Sessional Member, Faculty of Arts, Centre of Academic Excellence
Meredith Teller	Business Manager, Faculty of Arts, Co-Chair TCG
Michel Piché	VP, Finance & Administration
Mona Ali	Project Manager
Morgan Reynolds	Enterprise Resource Planning(ERP) System Analyst
Nicole Roy	Supervisor, Payroll Services
Nicole St. Georges	Director, Faculty & Staff Relationships
Nicole St. Marseille	Director, Campus Safety
Normand Lavallée	AVP Financial Services

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above

Input from Key University Participants (3/3)

The participants have been consulted for the purpose of understanding the current state in the planning stage. In the implementation stage, more participants will be consulted from across the University to implement all the transformation activities listed in the workplans

Name	Position
Peter Hellstrom	Director, Laurentian Voyageur Athletics and Recreation
Pierre Fontaine	Director, Maintenance & Operations
Pieter Breijer	Manager, Domestic Recruitment
Rachel Trudeau	Business Manager, Faculty of Science, Engineering and Architecture
Ralf Meyer	Associate Professor, School of Engineering and Computation Science
Renée Renaud	Admin Assistant
Roberta Heale	Full Professor, School of Nursing
Roch Gallien	Special Advisor of Francophone Affairs
Roxane Marois	Manager, Buildings & Grounds
Scott Fairgrieve	Full Professor, Vice-Dean, Faculty of Science, Engineering & Architecture
Serge Demers	AVP, Student Affairs, Registrar & Secretary of Senate
Shannon Goffin	Interim Co-Director, EDHRO
Shauna Lehtimaki	Director, Institutional Planning
Shawn Frappier	Director of Faculty and Staff Relations
Sheila Embleton	Interim President & Vice-Chancellor
Shelley Carpenter-Wright	AVP Human Resources & Organizational Development
Stacy Sathaseevan	Information Officer
Sue Radey	Special Advisor to AVP Finance
Sylvie Chrétien-Makela	Buyer, Procurement & Contracts
Tammy Eger	VP, Research
Tania Montpellier	Part-Time Staff, Financial Services

Name	Position
Tanya Shute	LUSA Representative, Associate Professor
Thomas Fenske	Laboratory Technologist & LUSU President
Thomas Matheson	Postal Coordinator
Tracy Fleury	Director, Accounting & Reporting
Tracy MacLeod	Chief Advancement Officer
Victoria Kannen	Research Equity, Diversity & Inclusion Advisor
Xuan Zhao	Manager, International Recruitment

Names and titles included have been provided by Laurentian University HR and IT Departments

Note: Deloitte held interviews with participants who prefer to remain anonymous and thus have been excluded from the list above



Appendix B



List of all Milestones by Phase

Phased Roadmap Summary (1/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	HR	Recruitment	Identify critical vacancies to implement the transformation	All Functional Areas
	HR	Compensation and Benefits	Issue RFP and select vendor to evaluate compensation across the University	Procurement
	RSSA	Points of Entry: Advising	Hire staff for key advising areas where shortage exists	HR
	RSSA	Points of Entry: Advising	Reassess the physical grouping of student services and confirm the structure	
	RSSA	Professional Development	Succession Planning	HR
	RSSA	Awards and Fees	Identify fee system automation/ update requirements and map the student fee life cycle	IT, Finance
	RSSA	Recruitment and Admissions	Develop Strategic Enrolment Management framework	
	RSSA	Registrarial Processes	Identify system requirements to enhance/automate the course timetable process	IT
	Finance	FP&A	Enterprise Resource Planning (ERP): Conduct Business Case	IT, Procurement
	Finance	FP&A	Requirements Gathering and Prioritization	IT
	Finance	FP&A	Laurentian University Team Mobilization for Implementation	HR
	Finance	FP&A	Succession Planning: Director Financial Services	HR
	Finance	FP&A	Succession Planning: AVP, Financial Services	HR
	Finance	Payroll	ERP: Conduct Business Case	IT, Procurement

Phased Roadmap Summary (2/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	Finance	Payroll	Enterprise Resource Planning (ERP): Requirements Gathering and Prioritization	IT
	Finance	Payroll	Laurentian University Team Mobilization for Implementation	HR
	Finance	Payroll	Succession Planning	HR
	Finance	Payroll	Payroll - SNOlab	Research, Governance
	Finance	Payroll	Current State Process Mapping (Roles & Responsibilities definition, Employee Offboarding re-design, Payroll process review, Casual Employee process re-design, Employee Enrolment redesign)	HR
	Finance	Finance Operations	ERP: Conduct Business Case	IT, Procurement
	Finance	Finance Operations	ERP: Requirements Gathering and Prioritization	IT, Procurement
	Finance	Finance Operations	Laurentian University Team Mobilization for Implementation	HR
	Finance	Treasury	ERP: Conduct Business Case	IT, Procurement
	Finance	Treasury	Requirements Gathering and Prioritization	IT
	Finance	Treasury	Laurentian University Team Mobilization for Implementation	HR
	Finance	Treasury	Purchase Card Negotiation	Governance
	Finance	Accounting	ERP: Conduct Business Case	IT, Procurement
	Finance	Accounting	Requirements Gathering and Prioritization	IT, Capital Planning

Phased Roadmap Summary (3/20)

In Phase 0, the focus will be on identifying, standing up, and mobilizing the appropriate resources and teams required to undertake the transformation. To support team construction during this phase, there will be an emphasis on recruitment to address identified resource gaps.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 0	Finance	Accounting	Laurentian University Team Mobilization for Implementation	HR
	Finance	Accounting	Month and Year End Closing Process Review	All Functional Areas
	IT	Role of IT and Services	Establish Technology Governance Processes and Forums	All Functional Areas, Governance
	IT	Technology Capabilities	Define Policies & Processes for Asset Management	All Functional Areas, HR
	IT	Technology Capabilities	Establish IT Project Management and Delivery Framework	All Functional Areas, Governance
	Enterprise Resource Planning (ERP) Strategy	ERP Strategy	Develop ERP Modernization Business Case	HR, Finance, Advancement, RSSA

Phased Roadmap Summary (4/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	HR	Recruitment	Complete recruitment of critical vacancies to support the transformation	
	HR	Recruitment	Develop employee talent attraction marketing planning process	Marketing
	HR	Recruitment	Develop standards for when to engage external talent search firms	
	HR	Recruitment	Establish hiring requisition system process	Finance
	HR	Compensation and Benefits	Building the compensation framework	Labour Unions
	HR	Compensation and Benefits	Develop job architecture (Organizational Chart) covering all university functions	All Functional Areas
	HR	Compensation and Benefits	Create and revise job descriptions	All Functional Areas, AIP, OFA
	HR	Compensation and Benefits	Review and evaluate the job evaluation process (LUSU and LUAPS(A))	All Functional Areas
	HR	Workforce Management	Establish an hours of work (Time and Attendance) management policy in conjunction with collective agreements	
	HR	Onboarding/Offboarding	Onboarding Process established for all university employees (including Faculty, Staff and Grant Funded)	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Offboarding Process established	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Establish group benefits enrollment process	Finance

Phased Roadmap Summary (5/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	HR	Equity, Diversity, Inclusion, Indigeneity, and Accessibility	Update HR policies with EDII-A considerations	Academic and Indigenous Programs (AIP), EDHRO, Office of Francophone Affairs (OFA)
	HR	HR Service Delivery	Design future HR service delivery model	Finance
	HR	HR Service Delivery	Develop and approve business case for a new HR service delivery ticketing (case management) system	
	HR	HRIS	Gather requirements and identify integration needs for HRIS	
	HR	HRIS	Establish governance and staffing plan to support upcoming implementation	
	HR	Grievance Management	Review grievance management process starting in conjunction with current collective agreements	Labour Unions
	RSSA	Points of Entry: Advising	Identify system requirements for a student portal pertaining to course enrolment	IT, AIP, OFA
	RSSA	Points of Entry: Advising	Identify system requirements for an appointment booking module	IT
	RSSA	Points of Entry: Advising	Identify system requirements for degree completion process	IT
	RSSA	Points of Entry: Advising	Develop content and process for an automated ticketing/triage system	IT
	RSSA	Points of Entry: Advising	Identify student portal updates required such as user contributions, system integration and bilingual requirements	IT
	RSSA	Points of Entry: Advising	Identify system requirements to support Counselling and Accessibility services	IT
RSSA	Points of Entry: Advising	Identify system requirements for the student career portal and related communications	IT, Marketing	

Phased Roadmap Summary (6/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	RSSA	Awards and Fees	Identify requirements for reporting dashboard for each business case	IT, Finance
	RSSA	Awards and Fees	Gather Continuing Education instant enrolment portal requirements	IT
	RSSA	Awards and Fees	Identify requirements for a donor management system	IT, Finance, Advancement
	RSSA	Awards and Fees	Review and streamline the GTA allocation process and stipend	IT, Finance, Research
	RSSA	Recruitment and Admissions	Identify requirements for a CRM and document management module/platform supports needed	IT, Marketing
	RSSA	Recruitment and Admissions	Identify areas for automation in the admissions process (including considerations of outliers)	IT
	RSSA	Registrarial Processes	Identify system requirements for a repository of Registrarial policies and guidelines	IT
	RSSA	Registrarial Processes	Identify the requirements for a case management system	IT
	RSSA	Registrarial Processes	Define exam scheduling enhancements and automations, incl. conflicts and deferrals	IT
	RSSA	Registrarial Processes	Identify requirements for a non-credit self-service portal	IT, Communications
	RSSA	Registrarial Processes	Identify requirements for automations in the ministry reporting process	IT, Institutional Planning
	Finance	Payroll	Prioritize Core System Enhancements	IT
	Finance	Payroll	Implement Core System Enhancements	IT
	Finance	Payroll	Roles & Responsibilities definition	HR

Phased Roadmap Summary (7/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	Finance	Payroll	Employee Offboarding process re-design	HR
	Finance	Payroll	Payroll Process – Full Time Employees FTE review	HR
	Finance	Payroll	Payroll – Casual Employees process re-design	HR
	Finance	Payroll	Employee Enrollment (Faculty and Non-Faculty FTE) re-design	All Functional Areas, HR, IT, RSSA
	Finance	Finance Operations	Prioritize Core System Enhancements	IT
	Finance	Finance Operations	Implement Core System Enhancements	IT
	Finance	Finance Operations	Core Master Data Governance	IT, Procurement, HR, RSSA
	Finance	Finance Operations	Accounts Payable (AP): Procure-to-Pay processes review and redesign, including service levels	Procurement
	Finance	Finance Operations	Accounts Receivable (AR): Non-Student Centralized Customer Billing Process design	All Functional Areas
	Finance	Finance Operations	AR: Student Billing Process review and redesign	RSSA, IT
	Finance	Finance Operations	AR: Collections Process review and redesign	RSSA
	Finance	Treasury	Prioritize Core System Enhancements	IT
	Finance	Treasury	Implement Core System Enhancements	IT
	Finance	Treasury	Purchase Card Issuance Process	

Phased Roadmap Summary (8/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream’s desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	Finance	Treasury	Cash Tracking & Management Process	
	Finance	Accounting	Prioritize Core System Enhancements	IT
	Finance	Accounting	Implement Core System Enhancements	IT
	Finance	Accounting	Research Accounting process review	Research
	Finance	Accounting	Succession Planning	HR
	Finance	Accounting	Restricted Funds Accounting process review	Advancement
	Finance	Accounting	Revenue Accounting process review and redesign	RSSA, Institutional Planning
	Finance	Accounting	Accruals / Encumbrance Accounting process review	Procurement
	Finance	Policies and Procedures	Procedure for Access to Systems and Reports	Governance, IT
	Finance	Policies and Procedures	Financial Reporting – Month and Year End Close	Governance
	Finance	Policies and Procedures	Collections Policy – International and Domestic Students	Governance, RSSA
	Finance	Policies and Procedures	Procurement Policy	Governance, Procurement, AIP
	Finance	Structure	Finance Organizational Structure Review	HR
	IT	Financials	Define Intake Management Processes	All Functional Areas

Phased Roadmap Summary (9/20)

During Phase 1, the focus will be gathering and analyzing the current systems and processes to identify improvement areas required to achieve and support each work stream's desired future state.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 1	IT	Financials	Define IT Funding Model	All Functional Areas
	IT	Role of IT and Services	Define IT Service Catalogue & Service Targets	All Functional Areas
	IT	Roles and Responsibilities	Establish Functional Support Model	All Functional Areas
	IT	Technology Landscape	Implement Core System Enhancements for HR	HR
	IT	Technology Landscape	Implement Core System Enhancements for Finance	Finance
	IT	Technology Landscape	Implement Core System Enhancements for RSSA	RSSA
	IT	Technology Capabilities	Define Technology Strategy	Governance, All Functional Areas
	IT	Technology Capabilities	Develop a communications approach	All Functional Areas
	IT	Technology Capabilities	Establish Enterprise Architecture Capability and Roadmap	N/A

Phased Roadmap Summary (10/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	HR	Recruitment	Re-design the hiring requisition form for each employee type	Finance
	HR	Recruitment	Establish candidate interview process and standards	
	HR	Recruitment	Establish offer issuance standards	
	HR	Compensation and Benefits	Establish pension administration capacity and capability	Finance
	HR	Compensation and Benefits	Integrate job architecture (Organizational Chart) into HR programs and processes	All Functional Areas
	HR	Compensation and Benefits	Evaluate compensation (equity) across the University	
	HR	Workforce Management	Optimize existing (Colleague) payroll system as an interim solution	IT, Finance
	HR	Workforce Management	Optimize access to employee information and data	IT, All Functional Areas
	HR	Workforce Management	Establish a formal Employee Retention program	
	HR	Onboarding/Offboarding	Implement Onboarding process	All Functional Areas, Finance, IT
	HR	Onboarding/Offboarding	Implement Offboarding process	All Functional Areas, Finance, IT
	HR	Learning and Development	Establish learning needs analysis	All Functional Areas, AIP, OFA

Phased Roadmap Summary (11/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	HR	HR Service Delivery	Design future state HR org. structure and employee transition plan	
	HR	HR Service Delivery	Design future state end-to-end business processes	
	HR	HR Service Delivery	Administer RFP and select vendor for a new HR service delivery ticketing (case management) system	Procurement
	HR	HRIS	Administer RFP and select HRIS vendor taking into consideration the university's ERP strategy	IT
	HR	HRIS	Form the sustainment team that will maintain the system post go-live	
	HR	HRIS	Procure HRIS tool and third party for implementation	Procurement
	HR	HRIS	Laurentian University Team is created and mobilized for the implementation of the HRIS tool	IT
	HR	Grievance Management	Assign roles and responsibilities in the grievance management process including external counsel	
	RSSA	Points of Entry: Advising	Develop sample course plans with Academic departments	Communications
	RSSA	Points of Entry: Advising	Reconsider the onboarding process for students and assign ownership of process	
	RSSA	Points of Entry: Advising	Implement holistic service level expectation for all who interact with students	HR, AIP
	RSSA	Professional Development	Develop an institutional file plan (incl RSSA specific plan)	IT
	RSSA	Professional Development	Develop standard operating procedures for staff	HR

Phased Roadmap Summary (12/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	RSSA	Awards and Fees	Negotiate a new operating framework with the student associations	
	RSSA	Awards and Fees	Develop a multi-year fee and tuition framework	Finance, Governance
	RSSA	Recruitment and Admissions	Establish process to leverage data to better inform offers and address yield, melt, retention issues	Marketing, Institutional Planning, AIP, OFA
	RSSA	Registrarial Processes	Develop a framework to update/create Registrarial policies, regulations; and inform the university community	
	RSSA	Registrarial Processes	Enhance the academic calendar virtual information, faculty handbook and onboarding package	Marketing, HR, Communications
	RSSA	Registrarial Processes	Streamline the academic integrity process and develop/deploy case management system	IT
	RSSA	Registrarial Processes	Reassess Exam scheduling timing and order of operations	
	RSSA	Registrarial Processes	Review D2L Access and adjust as necessary	IT
	RSSA	Registrarial Processes	Streamline the process for academic integrity, petitions and appeals instances	IT
	RSSA	Registrarial Processes	Implement a process for marketing governance over student communications	Marketing
	Finance	FP&A	Procurement of ERP Products / Modules / Partners - Budgeting Tool	Procurement
	Finance	FP&A	Implementation of New Budgeting Tool (Design, Build, Test, Deploy)	All Functional Areas, IT, HR
	Finance	Payroll	Procurement of ERP – HRIS (Payroll)	Procurement

Phased Roadmap Summary (13/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	Finance	Payroll	Employee Support system	IT
	Finance	Payroll	Hours of work tracking process	All Functional Areas, HR
	Finance	Payroll	Implementation of HRIS (Payroll)	All Functional Areas, IT, HR
	Finance	Finance Operations	Procurement of ERP – Procure to Pay – AR/Billing & Expense Management	Procurement
	Finance	Finance Operations	Core Master Data Clean-up	Procurement, IT, HR, RSSA
	Finance	Finance Operations	Tax Planning and Processing review	
	Finance	Finance Operations	Implementation of Procure to Pay System – Billing/AR Systems (Design, Build, Test, Deploy)	IT, Procurement
	Finance	Finance Operations	Implementation of Expense Management System (Design, Build, Test, Deploy)	IT
	Finance	Treasury	Procurement of ERP – Treasury Modules	Procurement
	Finance	Treasury	Implementation of ERP – Treasury Modules (Design, Build, Test, Deploy)	IT
	Finance	Accounting	Procurement of ERP Products / Modules / Partners	Procurement
	Finance	Accounting	Chart of Accounts review and redesign	
	Finance	Accounting	Implementation of ERP – GL / Projects & Grants (Design, Build, Test, Deploy)	IT
	Finance	Accounting	Fixed Assets Accounting process review and redesign	Capital Planning

Phased Roadmap Summary (14/20)

Phase 2 will focus heavily on designing and optimizing processes across all work streams as well as procuring critical Enterprise Resource Planning (ERP) products and modules.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 2	Finance	Policies and Procedures	Budget Framework	Governance
	Finance	Policies and Procedures	Policy Publication – Process & Storage	Governance, IT
	Finance	Structure	Separation of Treasury Function	HR
	IT	Role of IT and Services	Review and Update System Access Management Rules	All Functional Areas, HR
	IT	Roles and Responsibilities	Define Workforce Management Approach	HR
	IT	Sourcing Model	Define Supplier Governance & Activities	All Functional Areas, Procurement
	IT	Technology Landscape	Define Solution Funding Arrangement	All Functional Areas
	IT	Technology Landscape	Develop Master Data Management Plan	All Functional Areas
	IT	Technology Landscape	Investigate Data Integration Solution	All Functional Areas
	IT	Technology Capabilities	Define Knowledge Management Approach (within IT)	N/A
	IT	Technology Capabilities	Define Knowledge Management Approach (across all functions)	All Functional Areas
	IT	Technology Capabilities	Uplift Service Management	N/A
	ERP Strategy	ERP Strategy	Procure ERP Product(s)/ Module(s)/ Partner(s)	Procurement, HR, Finance, Advancement, RSSA

Phased Roadmap Summary (15/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	HR	Recruitment	Develop talent attraction marketing plan	Marketing, AIP, OFA
	HR	Recruitment	Communicate and train the new hiring process to all key participants	All Functional Areas
	HR	Recruitment	Integrate the hiring requisition system into HR service delivery ticketing (case management) system	IT, All Functional Areas
	HR	Recruitment	Implement a recruitment applicant tracking system (ATS) within the HRIS	IT, All Functional Areas
	HR	Compensation and Benefits	Establish employee development framework	All Functional Areas, Finance
	HR	Compensation and Benefits	Implement compensation model	All Functional Areas
	HR	Talent Management	Define talent management strategy	
	HR	Talent Management	Establish vacancy management framework	
	HR	Talent Management	Establish succession planning framework	
	HR	Workforce Management	Review short term disability administration process	Labour Unions, All Functional Areas
	HR	Workforce Management	Implement permanent (Time and Attendance) solution which integrates into HRIS (Payroll)	All Functional Areas, IT, Finance
	HR	Workforce Management	Optimize access to employee information and data	All Functional Areas, IT
	HR	Onboarding/Offboarding	Integrate the onboarding process into the HR service delivery ticketing system	IT, Finance

Phased Roadmap Summary (16/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	HR	Onboarding/Offboarding	Integrate the offboarding process into the HR service delivery ticketing system	IT, Finance
	HR	Learning and Development	Implement learning and development plan	IT, All Functional Areas, AIP
	HR	HR Service Delivery	Implement an HR service delivery ticketing (case management) system	IT, All Functional Areas
	HR	HRIS	Implement the HRIS tool	IT, All Functional Areas
	HR	Grievance Management	Train managers, associate deans and deans on their role in implementing the collective agreements	All Functional Areas
	RSSA	Points of Entry: Advising	Develop and deploy course enrolment system updates	IT
	RSSA	Points of Entry: Advising	Develop and deploy appointment booking module updates	IT
	RSSA	Points of Entry: Advising	Develop and deploy degree completion system updates	IT
	RSSA	Points of Entry: Advising	Deploy the ticketing/triage functionality	IT
	RSSA	Points of Entry: Advising	Deploy student portal updates and integrate as required with other systems	IT
RSSA	Points of Entry: Advising	Deploy technology updates for Accessibility department	IT	
RSSA	Points of Entry: Advising	Deploy student career portal updates	IT	
RSSA	Awards and Fees	Deploy reporting dashboard	IT, Finance	

Phased Roadmap Summary (17/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	RSSA	Awards and Fees	Deploy instant enrolment portal	IT
	RSSA	Awards and Fees	Deploy updated donor management system	IT, Finance, Advancement
	RSSA	Recruitment and Admissions	Develop and deploy the CRM and document management module	IT
	RSSA	Recruitment and Admissions	Develop and deploy the admissions system automations	IT
	RSSA	Registrarial Processes	Develop and deploy the course timetable system enhancements	IT
	RSSA	Registrarial Processes	Develop and deploy the document management system with revised policies	IT, Governance
	RSSA	Registrarial Processes	Deploy revised exam scheduling enhancements and automations	IT
	RSSA	Registrarial Processes	Develop and deploy the non-credit portal	IT
	RSSA	Registrarial Processes	Develop and deploy automations in ministry reporting process	IT
	RSSA	Registrarial Processes	Leverage updated system functionality to ensure communications are targeted and comprehensive	IT, Marketing
	Finance	Accounting	Implementation of ERP – Fixed Assets (Design, Build, Test, Deploy)	IT, Capital Planning
	Finance	Accounting	Statutory reporting optimization	
	Finance	Policies and Procedures	Travel and Expense Reimbursement Policy review, including service levels	Governance

Phased Roadmap Summary (18/20)

In Phase 3, the focus will be on building, configuring, testing, and deploying the selected Enterprise Resource Planning (ERP) products / modules / interfaces. Other focus areas include establishing process design changes, training staff on new processes / technology, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 3	IT	Technology Landscape	Assess Application Rationalization Opportunities	All Functional Areas
	IT	Technology Landscape	Implement Data Integration Solution	All Functional Areas
	ERP Strategy	ERP Strategy	Implement ERP Product(s)/ Module(s)/ Partner(s)	HR, Finance, Advancement, RSSA

Phased Roadmap Summary (19/20)

Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 4	HR	Compensation and Benefits	Implement employee development process	Finance, All functional Areas
	HR	Talent Management	Deploy vacancy management framework	All Functional Areas
	HR	Talent Management	Implement succession planning	All Functional Areas
	HR	Talent Management	Implement Talent Management application	Procurement, IT
	HR	Workforce Management	Establish HR Reporting processes	IT, Institutional Planning
	HR	Learning and Development	Track learning and development in compliance with legislation and in accordance with applicable collective agreements	IT, All Functional Areas
	HR	HR Service Delivery	Operate, sustain and maintain the system	IT, All Functional Areas
	HR	HRIS	Operate, sustain and maintain the HRIS system	IT, All Functional Areas
	HR	Grievance Management	Implement grievance management tool (Select, Configure, Test, Deploy)	IT, Procurement, All Functional Areas
	RSSA	Professional Development	Deploy institutional file plan	IT
	RSSA	Professional Development	Implement Standard Operating Procedures	HR
	RSSA	Awards and Fees	Leverage the portal to communicate with non-credit students	Marketing
	RSSA	Awards and Fees	Deploy updated fee system and framework	IT, Governance

Phased Roadmap Summary (20/20)

Phase 4 will be a period of operational stabilization after the implementation of many new processes and systems. During this phase, the focus will be on rapidly acclimating staff to different workflows and systems while also addressing smaller inevitable issues such as bugs, system reconfiguration, etc.

Start Phase	Work stream	Sub-work stream	Milestone	Dependency
Phase 4	RSSA	Tracking Success	Develop standard metrics and operating procedures for sharing success	IT
	Finance	FP&A	Stabilize New Technology/Processes	IT
	Finance	FP&A	First Budget cycle using new Budgeting Tool – Target 2026	All Functional Areas, HR
	Finance	FP&A	Forecasting	Governance
	Finance	FP&A	Decision Support Reporting	Governance
	Finance	Payroll	Stabilize New Technology/Processes	IT, HR
	Finance	Finance Operations	Stabilize New Technology/Processes	IT, Procurement
	Finance	Treasury	Stabilize New Technology/Processes	IT
	Finance	Accounting	Stabilize New technology/processes	IT, Capital Planning
	Finance	Policies and Procedures	Capital Expense Policy	Governance
	Finance	Policies and Procedures	Debt Management Policy	Governance
	Finance	Structure	Finance Target Organizational Structure Finalized	HR



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Questions:

- 1. How will the University pay for all of this? If the three year project budget is correct (it is dated so see question 2) will the university be in compliance with the loan agreement (see question 3)?**

The cost of the Transformation was estimated at between \$26.0 - \$32.5 million by NOUS (see attached). The MCU Loan Agreement negotiated as part of the CCAA settlement required the University to provide MCU a 5 year-financial projection (Appendix B attached), which included \$29.3 million for the Transformation Program. These amounts have been committed in future operating budgets and respect the Loan's financial covenants. The 5-year-financial projections have been recently updated (see attached) and will be presented at the next Audit & Risk and Finance & Property Committees later in November. The projections show ongoing cash balances of between \$124.5M and \$136.3M during that period. Cash flows are monitored weekly and reported to the Finance & Property Committee quarterly.

- 2. Is there an up to-date cost estimate for the project?**

Not at this time. Deloitte is conducting an assessment of the University's ERP and a detailed budget will be prepared once a decision is made on whether to work with the existing vendor (to expand existing capabilities) or move to a new software vendor. Other costs will include a Transformation Program Implementation Office (6-8 people) and internal/external resources to implement the projects listed in the Deloitte work plans.

- 3. Is there a three year detailed budget with the cost of the project (and associated staff increases included) and associated ratios under the loan agreement available? Does the budget include all capital costs as well?**

See answers to questions 1 and 2. The budget does include all estimated costs.

- 4. Plan was developed by management that has changed significantly (many are no longer with the University or will be retiring shortly) - what is process for new hires to buy into the plan - most significantly the new VP finance and the new President?**

The plan is agnostic of management changes and built to be resilient against any significant changes.

Part of the mandate of the interim team is to get all of these plans and other infrastructural aspects in place so that the new team walks into a functional institution. Also, both the operational transformation plan (our current topic) as well as the strategic plan (coming soon) have extensive consultation (unprecedented breadth and depth of consultation) so that they really are robust in terms of community consultation and buy-in. It is inconceivable that any one or two new members, however senior, would want to

overturn all that. These are community-generated plans, not the plans of specific individuals. Finally, both the operational transformation plan and the strategic plan had tight timelines, mandated as part of the exit arrangements, and it is imperative to adhere to these. That would be incompatible with doing these plans only after the new President, new VPFA and new Provost have arrived.

5. What role is the Ministry of Colleges and Universities have in the approval process - can the Ministry reject the plan? What happens then?

As required in the Plan of Compromise or Arrangement, the Ministry must approve Laurentian's Transformation Plan. MCU could potentially reject the Plan but would need to provide the University with guidance on alternate options as the Transformation is a specific condition of the Plan of Compromise or Arrangement. Further, MCU has seen drafts of the Plan already. Some questions were asked by MCU and answered by the University. So far MCU has not indicated any problems or objections.

6. In the NOUS report there was a mention of a "quick wins" plan - to so progress and increase buy-in. Why not in the Deloitte plan?

The Deloitte team explored the "quick win" suggestions and pressure tested the assumptions with input from Laurentian's stakeholder groups. The team found that the initial "quick wins" underestimated the complexity of operations in the institution.

7. Why are critical items not identified and prioritized - ie what has to be done versus what needs to done?

Once there is a decision concerning the ERP strategy, the University will be in a position to set execution priorities along with specific timelines, resource requirements and budgets.

Appendix E: Considerations for Implementation (Confidential)

Key Program risks are real and largely relate to people, process and the achievement of Transformation Program outcomes.

RISK CATEGORY	RISK	MITIGATIONS
PEOPLE	Insufficient buy-in and support for the program from the leaders, staff and faculty	<ul style="list-style-type: none"> Change management must be focused on communicating the Program as a pan-university initiative, including the benefits of the Program to people and the university, with a collective responsibility for its success Leaders must prioritize the Program
PROCESS	Governance becomes too focused on process and slows progress by not removing roadblocks or focusing too much on process	<ul style="list-style-type: none"> Executive leaders must be collectively accountable for the transformation and fully invested in its success. Leaders should be held to account by the Board for the success of the Program The PMO will push the pace and highlight risks for the Steering Committee and the Board so the focus is constantly on progress rather than process
PEOPLE	Current leadership might not be adequate to deliver and drive the change	<ul style="list-style-type: none"> Assess leadership capabilities across the organization prior to the start of the Program and replace leaders who are not equipped to lead and drive the change, considering the Board Chair, President, Provost and leaders in Finance, HR, IT Advancement and Student Services Recruit leaders, even those who are interim, who are up for the challenge and have the capabilities to lead change
PROGRAM OUTCOMES	The changes might not be sustained once the Program winds down	<ul style="list-style-type: none"> Ongoing oversight from the Board with benefits tracking should be established Build capability for continuous improvement within functions and across leaders Use insights from the UniForum benchmarking for identifying improvement opportunities on an ongoing basis
PEOPLE	Laurentian's issues are more embedded in current staff and culture making change more difficult than it should be	<ul style="list-style-type: none"> Assess staff capabilities prior to Program launch such as those in HR, Finance, IT, Advancement and Student Services and terminate positions where capability is absent Larger-scale people changes could be required Work with the unions prior to Program launch to agree to fully support and enable the Program, and sign a Memorandum of Understanding regarding union support Strongly consider contracting services of functions (where financially viable) rather than delivering certain services in-house to increase the chance of transformation success

Appendix F: Implementation Estimates (Confidential)

The base cost of approximately \$26-32.5M for the Transformation Program would be spread over three years and include costs such as consulting fees, ERP technology, and data migration. Annual continuous improvement costs after year three are estimated to be \$2-3M for the following five years.

Assumptions:

- A Program Management Office (PMO) will need to be resourced to manage and oversee the full project, including aligning the Program with the ERP implementation.
- External services will need to be procured to deliver the Transformation Program, however internal staff will need to support the Program by providing data, attending workshops, prioritizing implementations, and helping to drive change in their areas.
- Data migration from current paper files will need to be done, but an assessment is needed to determine which information and from which years will be inputted into the data management system, therefore this is presented as a rough estimate.
- New hires will be required in functions where staffing levels are not adequate and stronger leadership is needed. Three-year new hire costs have been estimated.
- A 30% contingency has been added to base cost estimate to account for potential Transformation Program scope enhancements and additional consulting fees.
- Annual continuous improvement costs are anticipated to include technology, staff training, and contracting costs. A contingency of 30% has been added to the estimate to account for variables that are less certain at this time such as the scale of the data and technology needs and ongoing solution subscription costs.

Exclusions:

- Other technology investments (beyond the ERP) that might be identified in a new Digital Strategy such as learning technologies, Robotic Process Automation (RPA), e-procurement platform, work order management tool, digital telephony have not explicitly been estimated. For these items, Laurentian will need to identify critical gaps and areas for investment, once the ERP implementation is scoped in detail. For the purpose of providing an estimate for this report, these general technology costs have been captured in the annual continuous improvement estimate.
- The ongoing costs of moving from internal delivery to outsourcing some services has not explicitly been estimated and will be dependent on the results of a cost-benefit analysis by service, however is anticipated to be covered in the annual continuous improvement amount.
- The cost to terminate staff has not been estimated.

Program costs for governance and operational transformation are estimated to amount to ~\$26-32.5M over three years.

Stream of Work	Overview	Estimates (over three years)
Establish the Program Management Office	Establish a PMO to oversee the project, conduct project planning and reporting activities, integrate with the ERP implementation, handle change management for the whole Program, engage the steering committee, senior leaders and unions on an ongoing basis.	\$3.5-4M
Refresh the Strategic Plan	Define the future strategic plan for Laurentian with key stakeholders, align all function plans to deliver on the vision.	\$500-800K
Optimize Service Delivery	Optimize the call centre, Hub and website to support student service delivery improvements with a focus on the customer experience. Enhance the staff portal, establish business partners for functions. Train teams on service-orientation and implement new digital tools (enhanced knowledge management and chat bot, cloud contact centre).	\$2-2.5M
Enable Financial Performance	Develop and execute a new budget model for the whole university, support process and policy changes for planning, budgeting and reporting.	\$1-1.5M
Realign Structure	Realign and streamline the administrative structure to indicate clear reporting lines, roles, spans of control, develop new job descriptions and function, unit and individual accountabilities.	\$800-900K
Improve Processes	Simplify processes to enable more efficient operations, and reduce risk. Develop new governing body materials and bylaws. Develop enterprise policies, update the risk register, establish the new Secretariat function, develop processes for policy review and risk updates. <ul style="list-style-type: none"> Includes deploying simple digital tools that are under \$50,000 	\$3.5-4M
Build Capability and Capacity	Fill AVP vacancy in Facilities. Hire additional staff in Advancement and Research Admin. Hire search firm to replace any vacating leaders and other staff. Develop and implement performance measurement framework with KPIs for leaders. Assess and implement contracting options. <ul style="list-style-type: none"> Recruitment company: \$500,000 Contracting with partners: up to \$1M New hires: up to \$1M 	\$4.5-5M
Update Technology and Digital Platforms	Migrate to Ellucian Colleague cloud and move onto unused Ellucian ERP modules, migrate data, enter non-digital data and information into system, align with the other streams of work. Develop and implement the new digital strategy. <ul style="list-style-type: none"> ERP upfront cost: up to \$2.5M for transition to the cloud and data migration, change management ERP annual maintenance: up to \$450,000 (assumes 1 year paid in year 3) Transition onto unused modules: up to \$320,000 Migration of paper based data onto Ellucian (assessment of the required data needs to be conducted on this): ~\$1-2M possible 	\$4.5-6M
TOTAL		~\$20-25M
WITH CONTINGENCY (30%)		~\$26-32.5M

Additional areas of focus on the academic side and on benchmarking could support longer-term financial sustainability. The cost to implement these solutions is estimated to be ~\$1.9M.

Stream of Work	Overview	Total estimated cost (over three years)
Refresh the UAP	Refresh the University Academic Plan to reflect a renewed vision and more sustainable path forward.	\$250K
Redesign Course Architecture	Assess current programs against enrolment trends and redesign course architecture to be future-oriented to enable further enrolment growth, aligned to a new UAP.	\$300K
Develop an International Student Strategy	Develop and execute a strategy for growing international student recruitment.	\$180K
Redesign Faculty Structures	Consolidate and streamline departments and faculties, where necessary, and align with new course architecture.	\$250K
UniForum Program Subscription	Includes one time costs and trial year plus two years to join the UniForum benchmarking program (annual costs after the first three years would be \$295,000 PPI +1%).	\$935K
TOTAL		\$1.9M

Laurentian University in \$CAD (000's)	2021-22 Actual	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
- PART 1 -						
Revenues						
Tuition Fees	53,062	47,626	46,106	46,772	48,899	52,611
Tuition (Micro Credential & Academic Development)	1,137	1,173	1,397	1,520	1,595	1,595
Operating Grants and contracts	80,056	91,270	84,116	84,237	83,984	80,188
Research Grants and contracts	19,488	18,054	18,054	18,054	18,054	18,054
Amortization of Deferred Capital Contribution	5,621	2,670	2,536	2,410	2,289	2,175
Sales and Services (Ancillary)	10,574	8,879	9,363	9,840	10,774	11,717
Other Fees and Income (Misc & Other)	8,163	7,102	6,797	6,573	6,623	6,756
Other Fees and Income (Non-Operating)	7,281	7,235	7,235	7,235	7,235	7,235
Total Revenues	185,382	184,009	175,603	176,640	179,453	180,331
Expenses						
Operating Salaries & Benefits	80,118	86,843	89,545	92,606	96,028	98,473
Research Salaries & Benefits	12,652	9,845	9,845	9,845	9,845	9,845
Operating Expenses	10,028	14,152	13,601	13,617	13,658	13,733
Sales and Services (Ancillary Expenses)	3,834	3,855	3,888	3,875	3,830	3,857
Research and Non-Operating Expenses	11,213	7,044	7,044	7,044	7,044	7,044
Occupancy (Operating)	6,973	7,876	9,259	11,428	12,603	12,784
FRP & Ancillary Capital Renewal Expense	456	4,417	4,110	4,481	4,481	4,481
Scholarships and bursaries (Operating)	6,110	7,444	7,444	7,444	7,444	7,444
Scholarships and bursaries (Research, Endowment and Donations)	4,095	8,400	8,400	8,400	8,400	8,400
Amortization of capital assets	10,321	7,391	7,236	7,079	6,939	6,816
Interest costs	2,837	1,100	2,101	2,011	1,916	1,816
Total Expenses	148,637	158,369	162,472	167,831	172,189	174,692
Operating Surplus/(Deficit) Before Extraordinary Items	36,745	25,641	13,131	8,809	7,264	5,639
Extraordinary Items:						
Renewal Costs - Administrative and IT infrastructure		(500)	(7,200)	(7,200)	(7,200)	(7,200)
Restructuring Costs	(15,655)	(7,500)	(1,000)	(1,000)	(1,000)	(1,000)
Change in Liabilities - Subject to the Plan	(4,300)	138,719				
Gain on Deferred Capital Contributions from Assets for Sale		61,742				
Loss on Assets for Sale		(10,442)				
OPERATING SURPLUS AFTER EXTRAORDINARY ITEMS	16,790	207,660	4,931	609	(936)	(2,561)

Laurentian University in \$CAD (000's)	2021-22 Actual	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Cash Impact from Changes on Balance Sheet						
Amortization of Capital Assets	10,321	7,391	7,236	7,079	6,939	6,816
Amortization of Deferred Capital Contribution	(5,621)	(2,670)	(2,536)	(2,410)	(2,289)	(2,175)
Change in non-cash working capital	5,642					
Change in Liabilities - Subject to the Plan	5,399	(138,719)				
Financing activities	14,607	(592)	(1,466)	(1,556)	(1,651)	(1,752)
Investing activities	283					
Capex and Investment in Transformation Plan and Operations	(368)	(750)	(4,246)	(3,846)	(3,846)	(3,846)
Research Spending (Pre-filing)	-	(2,593)	(2,502)	(1,867)	(1,556)	(1,290)
Other Deferred Contributions (Pre-filing)	-	(1,445)	(1,953)	(1,445)	(1,445)	(1,445)
Admin Reserve Payment	-	(1,000)		-	-	1,000
Distribution Pool Payment		(6,000)	6,000			
Loss on Assets for Sale	-	10,442	-	-	-	-
Gain on Deferred Capital Contributions from Assets for Sale	-	(61,742)	-	-	-	-
Change in Cash Position	47,053	9,981	5,463	(3,437)	(4,785)	(5,253)
Assets						
Cash and short-term investments	84,018	93,999	99,463	96,026	91,241	85,989
Accounts receivable	14,560	14,560	14,560	14,560	14,560	14,560
Prepaid expenses	2,757	3,757	3,757	3,757	3,757	2,757
Investments	61,892	47,898	47,898	47,898	47,898	47,898
Capital assets	253,432	182,849	179,859	176,627	173,533	170,563
Accounts receivable (long term)	73	73	73	73	73	73
Assets Held for Sale		53,500	43,500	-	-	-
Total Assets	416,732	396,637	389,110	338,940	331,063	321,840
Capital Assets Split						
Property/Land	13,413	11,213	11,213	11,213	11,213	11,213
Buildings	236,334	167,951	164,961	161,729	158,635	155,665
Equipment	3,685	3,685	3,685	3,685	3,685	3,685
Total Capital Assets	253,432	182,849	179,859	176,627	173,533	170,563

Laurentian University in \$CAD (000's)	2021-22 Actual	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Liabilities						
Account payable and accrued liabilities	19,592	19,592	19,592	19,592	19,592	19,592
Accrued vacation pay	2,340	2,340	2,340	2,340	2,340	2,340
Deferred revenue	2,547	2,547	2,547	2,547	2,547	2,547
Liabilities subject to the Plan	192,219	47,500	43,500	-	-	-
Short term loan	35,000	-	-	-	-	-
Deferred Contributions	40,607	36,568	32,113	28,800	25,799	23,064
Long term debt		34,408	32,942	31,386	29,735	27,983
Deferred capital contributions	123,524	59,112	56,576	54,166	51,877	49,702
Employee future benefits liabilities	5,337	5,337	5,337	5,337	5,337	5,337
Total Liabilities	421,166	207,405	194,947	144,168	137,227	130,565
Unrestricted	(65,682)	19,567	24,952	26,384	26,251	24,486
Internally Restricted	1,164	1,164	1,164	1,164	1,164	1,164
Investment in Capital Assets	18,474	126,871	126,417	125,594	124,790	123,994
Endowments	60,961	46,967	46,967	46,967	46,967	46,967
Employee future benefits	(19,351)	(5,337)	(5,337)	(5,337)	(5,337)	(5,337)
Total	(4,434)	189,232	194,163	194,772	193,836	191,274
- PART 2 -						
Cash Flow at Year-end						
Cash Balance at Beginning of Year	36,965	84,018	93,999	99,462	96,025	91,241
Net Cash flows from Operating Activities	32,531	22,362	9,631	5,278	3,714	2,080
Net Cash flows from Investing Activities	(85)	(750)	(4,246)	(3,846)	(3,846)	(3,846)
Net Cash flows from Financing Activities	14,607	(11,630)	79	(4,869)	(4,652)	(3,487)
Cash Balance at Year End	84,018	93,999	99,462	96,025	91,241	85,988
Expendable Net Assets						
Unrestricted Net Assets	(65,682)	19,567	24,952	26,384	26,251	24,486
Internally Restricted Net Assets	1,164	1,164	1,164	1,164	1,164	1,164
Expendable Net Assets	(64,518)	20,731	26,116	27,548	27,415	25,650

Laurentian University in \$CAD (000's)	2021-22 Actual	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Financial Ratios per loan covenants:						
i) NET INCOME/LOSS RATIO (MIN. 1.5% after year 6)	9.1%	112.9%	2.8%	0.3%	-0.5%	-1.4%
i) NET INCOME/LOSS RATIO (MIN. 1.5% after year 6) (without transformation and restructuring expenses)	19.8%	13.9%	7.5%	5.0%	4.0%	3.1%
ii) PRIMARY RESERVE RATIO (MIN. 30 DAYS starting in 4th year)	-142.2	258.3	53.4	54.7	53.1	48.9
iii) IN YEAR EXCESS OF REVENUE >0 STARTING 6TH YEAR)	16,790	207,660	4,931	609	(936)	(2,561)
iii) IN YEAR EXCESS OF REVENUE >0 STARTING 6TH YEAR)(without transformation and restructuring expenses)	36,745	25,641	13,131	8,809	7,264	5,639
iv) EXPENDABLE NET ASSETS >0 AFTER YEAR 6)	(65,682)	19,567	24,952	26,384	26,251	24,486
v) DEBT COVERAGE RATIO > 1:1 AFTER YEAR 2	(3.8)	18.6	5.6	4.3	3.9	3.4
vi) NET OPERATING REVENUE (MIN. 5%) Year 6	17.5%	12.2%	5.5%	3.0%	2.1%	1.2%
vi) NET OPERATING REVENUE (MIN. 5%) (without transformation and restructuring expenses)	26.0%	16.5%	10.2%	7.6%	6.6%	5.7%
Interest Burden Ratio	2.1%	0.7%	1.4%	1.3%	1.2%	1.1%
VIABILITY RATIO (MIN. 30%)	-187.7%	56.9%	75.7%	84.1%	88.3%	87.5%

For illustrative purposes the following has been assumed for the Real Estate Transaction:

Fixed Asset Continuity	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Opening NBV Capital Assets	253,432	182,849	179,859	176,627	173,533
NBV Proposed Assets for Sale					
Land NBV	(2,200)				
Architecture	(36,169)				
Living with Lakes	(13,738)				
NOSM	(9,911)				
Health	(1,924)				
Buildings NBV	(61,742)	-	-	-	-
New Capex and Investment in Academic Programming	750	4,246	3,846	3,846	3,846
Depreciation	7,354	6,986	6,637	6,305	5,990
Depreciation on New Capex Investment	38	250	442	634	827
Total Depreciation	7,391	7,236	7,079	6,939	6,816
Ending NBV Capital Assets	182,849	179,859	176,627	173,533	170,563

Assets Held for Sale	53,500	(10,000)	(43,500)
Loss from Sale of Buildings and Land	10,442		

Deferred Capital Contribution Continuity	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Opening Def Capital Contributions	123,524	59,112	56,576	54,166	51,877
Def Capital Contribution from Assets for Sale	(61,742)				
Amortization of Def Capital Contributions	2,670	2,536	2,410	2,289	2,175
Ending Def Capital Contributions	59,112	56,576	54,166	51,877	49,702

Exit from CCAA - Liabilities subject to the Plan

General Claims Pool - Subject to Plan	
Trade & Other Claims	16,967
Bank Debt	115,619
Compensation Claims	59,633
Debts Subject to Plan	192,219
Less Assets For Sale	(53,500)
Debt Subject to Plan taken into Income	138,719
Allocated to Investment in Capital Assets	(91,251)
Allocated to Employee future benefits liabilities	(14,014)
Allocated to change in liability subject to the plan	(86,954)
	<u>(192,219)</u>

Net Assets Continuity	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection
Unrestricted Opening Balance	(65,682)	19,567	24,952	26,384	26,251
Operating Surplus	207,660	4,931	609	(936)	(2,561)
Transfers from internally restricted to investment in capital assets:	4,721	4,699	4,669	4,650	4,642
Internal Debt Adjustment	(23,317)				
Allocated to Employee future benefits liabilities	(14,014)				
Allocated to Investment in Capital Assets	(91,251)				
Value of land sold not part of deferred cap contributions	2,200				
Value of capital purchases not financed	(750)	(4,246)	(3,846)	(3,846)	(3,846)
Unrestricted Ending Balance	19,567	24,952	26,384	26,251	24,486
Internally Restricted	1,164	1,164	1,164	1,164	1,164
Investment in Capital Assets Opening Balance	18,474	126,871	126,417	125,594	124,790
Transfers from internally restricted to investment in capital assets:	(4,721)	(4,699)	(4,669)	(4,650)	(4,642)
Internal Debt Adjustment	23,317	-	-	-	-
Allocated to Investment in Capital Assets	91,251				
Value of land sold not part of deferred cap contributions	(2,200)				
Value of capital purchases	750	4,246	3,846	3,846	3,846
Investment in Capital Assets Closing Balance	126,871	126,417	125,594	124,790	123,994
Endowments Opening Balance	60,961	46,967	46,967	46,967	46,967
NOSM Transfer	(13,994)	-	-	-	-
Endowments Closing Balance	46,967	46,967	46,967	46,967	46,967
Employee future benefits Opening Balance	(19,351)	(5,337)	(5,337)	(5,337)	(5,337)
Allocated to Employee future benefits liabilities	14,014				
Employee future benefits Ending Balance	(5,337)	(5,337)	(5,337)	(5,337)	(5,337)

**Laurentian University
MCU Tem Loan**

Payment Due Date	Principal Payment	Interest Payment	Balance of Facility Principal Amount Following Payments	Total Payment
30-Apr-23	\$591,693.43	\$884,115.34	\$34,408,306.57	\$1,475,808.77
30-Apr-24	\$1,466,381.13	\$2,100,971.20	\$32,941,925.44	\$3,567,352.33
30-Apr-25	\$1,555,918.36	\$2,011,433.97	\$31,386,007.08	\$3,567,352.33
30-Apr-26	\$1,650,922.74	\$1,916,429.59	\$29,735,084.34	\$3,567,352.33
30-Apr-27	\$1,751,728.08	\$1,815,624.25	\$27,983,356.26	\$3,567,352.33
30-Apr-28	\$1,858,688.60	\$1,708,663.73	\$26,124,667.67	\$3,567,352.33
30-Apr-29	\$1,972,180.12	\$1,595,172.21	\$24,152,487.54	\$3,567,352.33
30-Apr-30	\$2,092,601.44	\$1,474,750.89	\$22,059,886.10	\$3,567,352.33
30-Apr-31	\$2,220,375.68	\$1,346,976.65	\$19,839,510.42	\$3,567,352.33
30-Apr-32	\$2,355,951.82	\$1,211,400.51	\$17,483,558.60	\$3,567,352.33
30-Apr-33	\$2,499,806.24	\$1,067,546.09	\$14,983,752.36	\$3,567,352.33
30-Apr-34	\$2,652,444.41	\$914,907.92	\$12,331,307.94	\$3,567,352.33
30-Apr-35	\$2,814,402.67	\$752,949.66	\$9,516,905.28	\$3,567,352.33
30-Apr-36	\$2,986,250.09	\$581,102.24	\$6,530,655.19	\$3,567,352.33
30-Apr-37	\$3,168,590.52	\$398,761.81	\$3,362,064.66	\$3,567,352.33
30-Apr-38	\$3,362,064.66	\$205,287.67	\$0.00	\$3,567,352.33

Laurentian University in \$CAD (000's)	Actual 2022-23	Budget 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Consolidated Projected Statement of Operations					
Revenues					
Tuition Fees	52,838	55,603	55,837	56,248	58,667
Operating Grants and contracts	91,917	81,705	81,456	81,203	81,007
Research Grants and contracts	17,870	16,322	16,957	17,268	17,534
Amortization of Deferred Capital Contribution	5,596	5,316	5,050	2,289	2,175
Sales and Services	9,621	9,097	9,590	10,574	11,617
Other fees and income	19,982	19,056	18,952	19,051	18,634
Total Revenues	197,824	187,099	187,842	186,633	189,634
Expenses					
Operating Salaries & Benefits	91,183	105,352	109,648	112,844	116,073
Operating expenses	12,122	17,397	20,187	20,282	22,233
Sales and Services (Ancillary Expenses)	3,369	3,964	4,076	4,192	4,292
Research and Non-Operating Expenses	6,879	9,208	9,405	9,501	7,745
Occupancy (Operating)	7,831	9,606	9,777	9,955	10,139
Scholarships and bursaries	7,484	7,501	7,537	7,573	7,610
Scholarship and Bursaries (Research, Endowment and Donations)	2,131	5,402	5,427	5,440	5,451
Amortization of capital assets	10,310	9,795	9,305	7,079	6,939
Interest costs	1,100	2,101	2,011	1,916	1,816
Total Expenses	142,409	170,326	177,373	178,782	182,298
Operating Surplus/(Deficit) Before Extraordinary Items	55,415	16,773	10,469	7,851	7,336
Extraordinary Items:					
Gain on sale of assets				34,700	
Renewal Costs - Administrative and IT infrastructure		(7,200)	(7,200)	(7,200)	(7,200)
Prior CCAA Deferred Contributions	(2,767)	(6,565)	(5,683)	(4,666)	
Restructuring Costs	(11,108)	(500)	(500)	(500)	(1,000)
Change in Liabilities - Subject to the plan	166,422				
OPERATING SURPLUS AFTER EXTRAORDINARY ITEMS	207,962	2,508	(2,914)	30,185	(864)
Cash Impact from Changes on Balance Sheet					
Amortization of Capital Assets	10,310	9,795	9,305	7,079	6,939
Amortization of Deferred Capital Contribution	(5,596)	(5,316)	(5,050)	(2,289)	(2,175)
Gain (loss) on sale of fixed assets		-		(34,700)	
Excess of employer contributions over employee benefits	(1,994)				
Change in non-cash working capital	17,172	-			-
Change in Liabilities - Subject to the Plan	(144,673)				
Financing activities	(20,187)	1,794	1,225	1,130	1,029
Investing activities	(1,773)				
Capex and Investment in Academic Programming	(1,958)	(9,770)	(8,891)	(8,891)	(8,891)
Admin Reserve Payment					
Distribution Pool Payment	(5,954)	-		(47,546)	-
Proceed on sale of Assets				53,500	
Gain on Deferred Capital Contributions from Assets for Sale					
Change in Cash Position	53,309	(989)	(6,325)	(1,532)	(3,962)
Laurentian University in \$CAD (000's)					
	Actual 2022 23	Budget 2023 24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Consolidated Projected Statement of Financial Position					
Assets					
Cash and short-term investments	137,327	136,338	130,013	128,481	124,519
Accounts receivable	14,654	14,655	14,655	14,655	14,655
Prepaid expenses	4,453	4,453	4,453	4,453	4,453
Investments	49,299	49,299	49,299	49,299	49,299
Capital assets	245,080	245,055	201,241	203,053	205,005
Accounts receivable (long term)	188	188	188	188	188

Assets Held for Sale		0	43,400	0	0
Total Assets	451,001	449,988	443,249	400,129	398,119
Liabilities					
Account payable and accrued liabilities	28,842	28,842	28,842	28,842	28,842
Accrued vacation pay	2,470	2,470	2,470	2,470	2,470
Deferred revenue	6,175	6,175	6,175	6,175	6,175
Liabilities subject to the Plan		0	0	0	0
Payable to CCAA distribution pool	47,546	47,546	47,546	0	0
Short term loan	0	0	0	0	0
Deferred Contributions	17,819	17,819	17,819	17,819	17,819
Long term debt	34,408	32,942	31,386	29,735	27,983
Deferred capital contributions	120,321	118,265	115,996	91,888	92,494
Employee future benefits liabilities	1,848	1,848	1,848	1,848	1,848
Total Liabilities	259,429	255,907	252,082	178,777	177,631

Unrestricted	15,571	10,959	3,409	29,493	24,502
Internally Restricted	1,475	3,304	3,304	3,304	3,304
Investment in Capital Assets	128,864	134,155	138,791	142,892	147,019
Endowments	47,510	47,510	47,510	47,510	47,510
Employee future benefits	(1,848)	(1,848)	(1,848)	(1,848)	(1,848)
Total	191,572	194,080	191,166	221,351	220,487

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Laurentian University in \$CAD (000's)	Actual 2022-23	Budget 2023 24	Projection 2024-25	Projection 2025-26	Projection 2026-27
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Projected Cash Flow and Financial Ratios					
Cash Flow at Year-end					
Cash Balance at Beginning of Year	84,018	137,327	136,338	130,013	128,481
Net Cash flows from Operating Activities	77,227	6,987	1,341	6,229	3,900
Net Cash flows from Financing Activities	(20,187)	1,794	1,225	1,130	1,029
Net Cash flows from Investing Activities	(3,731)	(9,770)	(8,891)	(8,891)	(8,891)
Cash Balance at Year End	137,327	136,338	130,013	128,481	124,519
Expendable Net Assets					
Unrestricted Net Assets	15,571	10,959	3,409	29,493	24,502
Internally Restricted Net Assets	1,475	3,304	3,304	3,304	3,304
Expendable Net Assets	17,046	14,263	6,713	32,797	27,806

Financial Ratios per loan covenants:					
i) NET INCOME/LOSS RATIO (MIN. 1.5% starting 2027-28)	105.1%	1.3%	-1.6%	16.2%	-0.5%
i) NET INCOME/LOSS RATIO (MIN. 1.5% starting 2027-28) (without transformation and restructuring expenses)	28.0%	9.0%	5.6%	4.2%	3.9%
ii) PRIMARY RESERVE RATIO (MIN. 30 DAYS starting 2025-26)	39.9	23.5	7.0	60.2	49.1
iii) IN YEAR EXCESS OF REVENUE >0 starting 2027-28	207,962	2,508	(2,914)	30,185	(864)
iii) IN YEAR EXCESS OF REVENUE >0 starting 2027-28) (without transformation and restructuring expenses)	55,415	16,773	10,469	7,851	7,336
iv) EXPENDABLE NET ASSETS >0 starting 2025-26)	17,046	14,263	6,713	32,797	27,806
v) DEBT COVERAGE RATIO > 1:1 starting 2023-24	134	52	53	52	53
vi) NET OPERATING REVENUE (MIN. 5%, starting 2027-28)	42.05%	3.73%	0.71%	0.15%	2.06%
vi) NET OPERATING REVENUE (MIN. 5%, starting 2027-28) (without restru	42.05%	7.58%	4.55%	4.01%	5.85%
Interest Burden Ratio	0.77%	1.23%	1.13%	1.07%	1.00%
VIABILITY RATIO (MIN. 30%)	45.3%	33.3%	10.9%	99.2%	87.6%