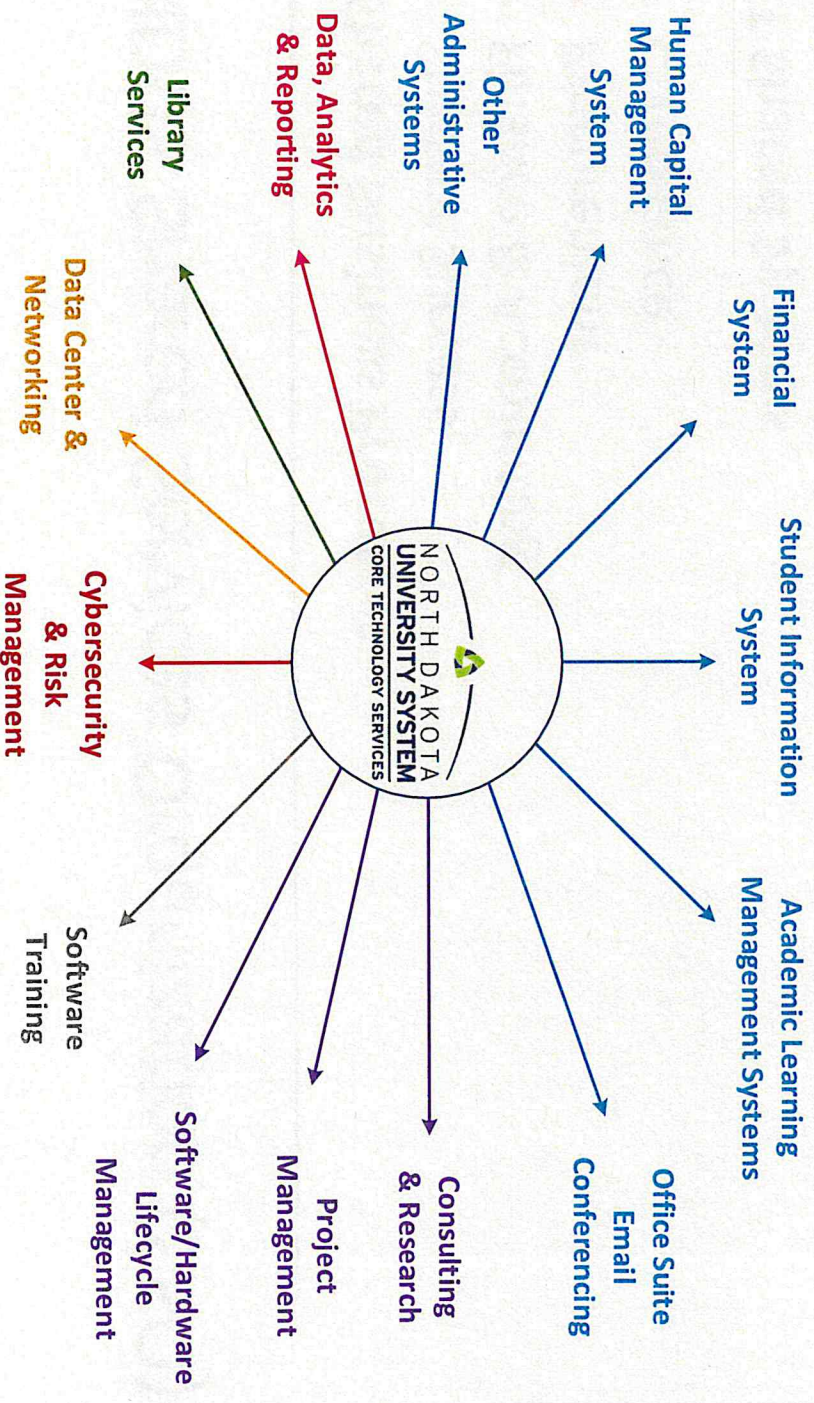


# NDUS Shared Services Organization (SSO)





# NDUS Shared Services Organization (SSO)

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## Shared Business Processes

- Student Success
- Finance & Accounting
- Procurement
- Compliance

## IT Shared Systems

- PeopleSoft ERP System
- Microsoft Office & Email
- Security Operations Center
- Blackboard LMS



# Shared Services vs. Alternatives

	Cost Efficiency	Standardization	Quality & Reliability	Customer Service	Assessment
Decentralized	<b>Low</b> Lack of Economies of Scale and Duplication of Staffing	<b>Low</b> Campuses execute independently so little is standardized across NDUS	<b>Medium</b> Institutions are close to compliance requirements but understanding & access to best practices to ensure highest quality may be lacking	<b>High</b> Institutions are the end-user's customer so they can ensure their own perceived needs are met	Partially meets objectives
Centralized	<b>Medium</b> Can achieve economies of scale but work is performed at a high labor cost at central location	<b>Medium</b> Ability to standardize exists, but it's not well regulated.	<b>Medium</b> Ability to enforce compliance, yet NDUS partnership in a focus on quality improvement is difficult to develop	<b>Low</b> Tends to operate in more of a mandate mode rather than focus or accommodate end-user needs	Partially meets objectives
Outsourced	<b>High</b> Can provide scale and perform work in low-cost locations (off or near shore) but with a profit margin	<b>High</b> Only does work to the terms of the contract. Standardization can be added, but is difficult to manage and could drive up costs	<b>Medium</b> Only does work in accordance with the contract and not motivated to develop needed NDUS partnerships to improve quality	<b>Low</b> Has little to no contact with or accountability to individual institution end-users	Partially meets objectives
Shared Services	<b>High</b> Can provide scale and perform work across institutions supporting NDUS goals	<b>High</b> All participants have a vested interest in focusing on standardization, automation and adoption of best practices	<b>High</b> Partnerships across NDUS institutions focus on continuous improvement and meeting SLAs for Quality and timeliness	<b>High</b> Hyper focused on end-users, building relationships, meeting needs and providing excellent service	Fully meets objectives



# Budget Items

69<sup>th</sup> Legislative Assembly - House Appropriations  
North Dakota University System



# Budget Items

69<sup>th</sup> Legislative Assembly - House Appropriations  
North Dakota University System



# IT Challenges and Considerations

- Recurring software maintenance costs continue to increase due to licensing escalation and growth.
- Cybercriminals increasingly using artificial intelligence (AI) to carry out more sophisticated attacks, continued investment in strengthen cybersecurity will be needed.
- Software vendors increasingly prioritize cloud deployments and integrate AI capabilities, support for our existing older generation systems will be discontinued, requiring a strategic shift to these new platforms with proactive migration strategies being essential.



# IT Challenges and Considerations

- A more focused and thoughtful emphasis on “Shared Services”
- Increasing requirements (e.g., student aid) without the needed personnel to address them.
- NDUS Student Information System (SIS) in desperate need for modernization to better serve NDUS students, recruiters, faculty advisors, bursars and registrars.



**44,880**

**Students enrolled in Spring 2025  
Highest Enrollment since 2016**



**9,000+**

**NDUS Employed Faculty & Staff**



# \$25.6 Million

State Aid to 13K

North Dakota Students

in 2023-2024 Academic Year



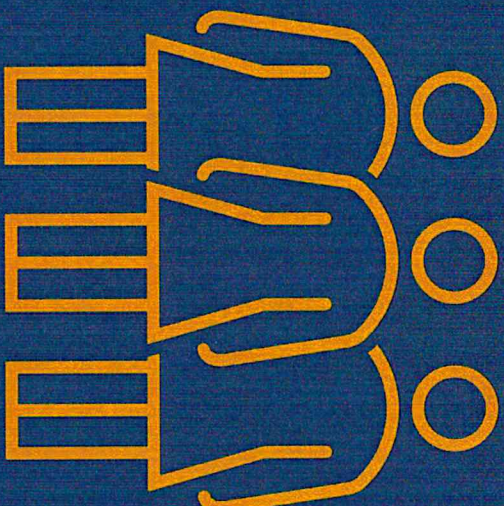
# **\$7.5 Billion**

## **NDUS Economic Impact to State in 2022-2023**



**What is at the core  
of these numbers?**





# People #1 Resource across NDUS







# ERP

**Enterprise Resource Planning  
PeopleSoft (HCM-FIN-SIS)**



# Budget Requests

## ERP Cloud Readiness

### Prepare for Cloud Readiness

- Consulting
- Process Improvement
- Organizational Change Management (OCM)
- Technology driven backfill strategy
- Stabilization funding

**Legislative Funding Request: \$10 Million**



**PHASE I: Current State Assessment**  
Document current state requirements as well as future state requirements of the ERP. Summarize into themes.

### Focused Group Interviews/Tailored Surveys

- ✓ **Peak Performance Technologies**
- ✓ HCM Pillars
- ✓ FIN Pillar
- ✓ SIS Pillar
- ✓ CTS Support Teams

**PHASE II: Vendor Value Assessment**  
Designed to evaluate and communicate the benefits and value that a particular software solution can bring to NDUS.

### Vendor Value Assessment

- ✓ **North Dakota University System**
- ✓ Research
- ✓ Community
- ✓ Regional
- ✓ CTS Support Teams

**PHASE III: Lessons Learned**  
Open discussion/interviews with other Universities and Higher Ed Systems that have or are in the middle of some type of ERP change.

### Interviews/ Open Forums

- ✓ **Universities/HE Systems**
- ✓ Already Changed
- ✓ In RFP
- ✓ In Process
- ✓ Considering RFP

**DELIVERABLE: Executive Summary**  
Recommendations of whether to proceed with RFP or not. Present to Chancellors cabinet on May 9.

### Findings

- ✓ **NDUS Chancellors Cabinet**
- ✓ ~~Do Nothing~~
- ✓ Pillar(s) RFP
- ✓ Recommendations
- ✓ Full ERP RFP

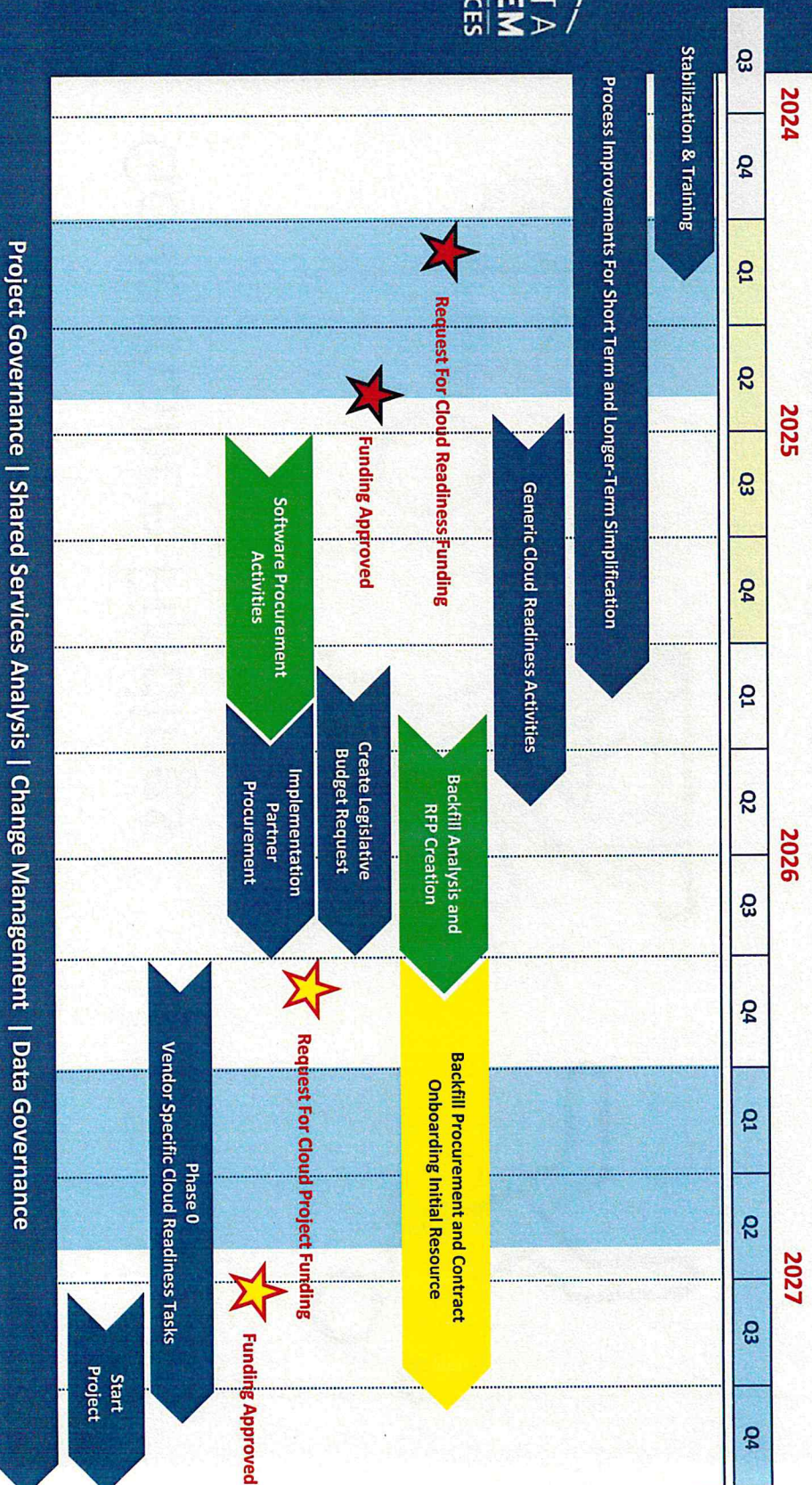


# Users Prioritized Roadmap

- This roadmap was created by a diverse group of executives and support staff from all campuses with representation from the HCM, Finance, SIS and I/T pillars.
- Roadmap will be aligned with all strategic plans (system and campus).
- Started with **hundreds** of improvement opportunities based on data gathered. Whittled to 142 projects.
- Work broken out into categories:
  - Stabilization activities (4-6 months)
  - Process Improvements That Will Benefit Short Term and Longer Term (6 – 18 months)
  - Cloud Readiness Tasks will be taking place in parallel will impact the future implementation but likely have little value in the short term
  - All work integrated into CTS and Campus Support staff's regular "day jobs"

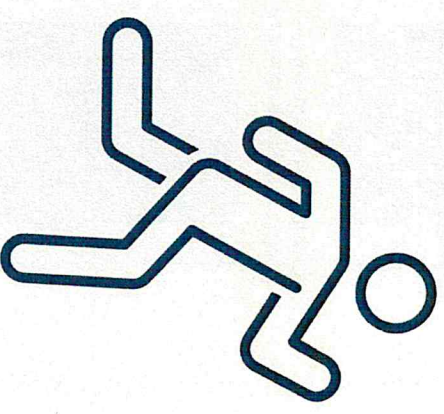
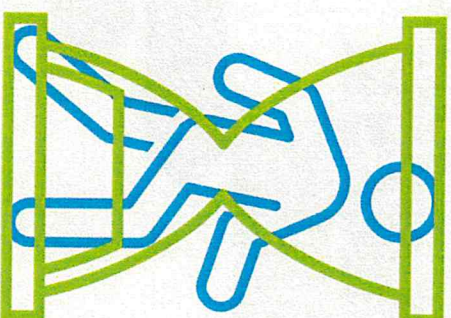
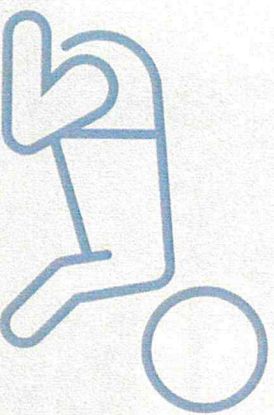


# Overview of High-Level Timeline



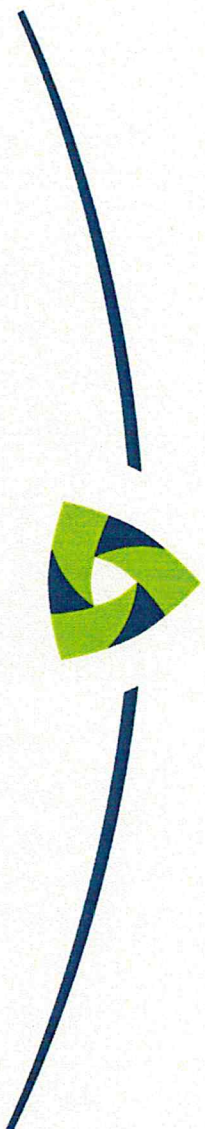


## Governance Findings



**NDUS should consider the move forward  
with ERP Modernization and be  
fully transitioned to Cloud by 2035**





NORTH DAKOTA  
**UNIVERSITY SYSTEM**

**CORE TECHNOLOGY SERVICES**

Questions?



NOT A PRODUCT OF THE  
FEDERAL GOVERNMENT

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