



Happy Campus

Green Mountain Higher Education Consortium

Leveraging Shared Services to Maximize Efficiency and Support Student Success

Three Unique Colleges, One Common Goal

Based in Vermont, Green Mountain Higher Education Consortium (GMHEC) is comprised of three private colleges that share a common goal to increase operational efficiency, reduce costs, and enhance student service. Champlain, Middlebury, and Saint Michael's colleges envisioned achieving these results through collaboration—working together on non-competitive matters, sharing an enterprise resource planning (ERP) solution, and leveraging common administrative resources while continuing to operate independently.

Shared services initiatives can be challenging because participating institutions must balance their unique identities, cultures, and traditions with the group's overarching goals. To achieve their vision, GMHEC's member colleges recognized they would require the objective perspective and facilitation of a proven expert. They partnered with CampusWorks to make their vision a reality.



Green Mountain
Higher Education Consortium

- ▶ Consortium of 3 Vermont colleges:
 - Champlain College
 - Middlebury College
 - Saint Michael's College
- ▶ Enrollment: 10,000+ residential and online students annually

CHALLENGE

When ERP technical challenges and inefficiencies threatened sustainability, GMHEC partnered with CampusWorks to leverage shared services across three private colleges.

CAMPUSWORKS PARTNERSHIP

- ▶ Engaged stakeholders from each college to co-create a shared vision for a mutually beneficial shared services arrangement
- ▶ Identified each college's unique requirements
- ▶ Developed, distributed, and evaluated two RFPs for Finance/HCM and advancement solutions

RESULTS

- ▶ All three colleges reached **unanimous selection decisions** for the Finance/HCM and advancement solutions
- ▶ **Successful implementation and roll out** across all three colleges
- ▶ Senior executive placed to **ensure optimal value** long term and optimize the IT organization to align with the consortium's goals

Co-Creating a Shared Vision of Student Success

CampusWorks' ERP selection and evaluation methodology is inclusive, collaborative, and centered on student success. CampusWorks' assessment team led workshops for cross-functional leaders from all three colleges to educate them on today's ERP landscape and open their minds to what's possible. A series of listening sessions followed, during which the CampusWorks team met with functional groups and ERP users at each college to identify what was working well, uncover opportunities for improvement, and document future needs.

WHAT WE HEARD...

- ▶ **Champlain** Several third-party products were never fully implemented to enable the College to leverage their functionality. Without a programmer, the College had to rely on the vendor to handle system updates and customizations, which posed a conflict of interest.
- ▶ **Middlebury** A poorly executed ERP implementation had prevented the College from fully leveraging its investment.
- ▶ **Saint Michael's** Third-party products that were not fully implemented resulted in limited functionality and caused a proliferation of manual workarounds and inefficiencies.

With this context in mind, CampusWorks recommended that GMHEC seek two solutions—one for finance and human capital management, the other for advancement. To support this direction, CampusWorks developed two requests for proposal (RFP) that represented the colleges' collective requirements for both solutions. We assisted them in evaluating the responses and facilitating vendor demonstrations to show how each solution would respond to their needs.

With CampusWorks' guidance, all three colleges reached a unanimous decision to purchase and implement two solutions to meet their needs.

"CampusWorks has rich experience with all ERP solutions but we are not affiliated with any vendor, so we bring a well-informed, fiercely independent perspective to the table."

Liz Murphy

CEO & Chief Evangelist, CampusWorks

Laying the Groundwork for Transformation

A successful ERP implementation begins with careful preparation and planning to ensure the consortium members are ready to embrace change. CampusWorks laid the groundwork for transformation by holding proof of concept sessions with all three colleges to review the systems' capabilities, reimagine and redesign business processes to support their ideal student experiences, build out requirements, and create a design document to configure the integrations and migrate the data.

The shared solutions underwent rigorous testing before rolling them out to a large audience. The team validated that all data from the previous three ERP systems had been correctly mapped and migrated to the new solutions and the integrations with each college's unique applications were functioning properly.

After testing was complete, both solutions were rolled out across all three colleges and training was conducted to help users make the transition and become self-sufficient. To ensure consistent support, CampusWorks established a virtual help desk as well as on-campus service hubs and drop-in sites. We also placed a senior executive at GMHEC to ensure the shared solutions continue delivering optimal value for years to come.