

## **Is There Life after ERP and ... Is It Better Than Before?**

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### **Abstract:**

This session will explore the lessons learned and new approaches taken by the California State University to harvest the benefits of implementing the largest ERP project in higher education. While much has been written and said about ERP implementation techniques, good project management examples and the high cost of going forward with such initiatives, less has been articulated about life after ERP.

The CSU's implementation of PeopleSoft human resources, financials, and student administration has taken place over 7 years on 23 campuses and cost \$435 million US. It is noteworthy that this is the time frame and budget that was planned for when the project began in 1999. So, for some, this would qualify as a successful IT project of extraordinary size and scope. But, is that the end of the story?

The CSU is measuring the success of its ERP project less by its completed implementation and more by what the university does with the state of the art administrative software platform it has put into place. A commitment to managing the university against a common set of administrative best practices made possible by the ERP was the foremost justification for launching the project seven years ago. Yet, the CSU is just beginning to determine how to make that commitment a reality across all 23 campuses.

The session will explore why a clear view of life after ERP is the most important criterion for making the decision to go forward with such a project and at what cost, scope and duration. How the CSU is addressing the appropriate use and potential abuse of its ERP will be discussed along with how this experience is applicable regardless of size or type of institution.