**Case Study: ERP Implementation at Grandview Public University – Planning & Pre-Work Phase**

**Background**

Grandview Public University (GPU) is a large public institution with over 40,000 students, multiple campuses, and a complex administrative structure. The university relies on a legacy Enterprise Resource Planning (ERP) system that has been in place for over 20 years. The current system struggles to support modern academic, financial, and administrative needs, leading to inefficiencies in student enrollment, financial aid processing, procurement, payroll, and research grant management.

Recognizing the need for a modern, integrated solution, the university’s leadership has approved a multi-year ERP implementation project. The new system is expected to unify operations across various departments, improve reporting and compliance, and enhance the student experience.

A steering committee composed of university executives, IT leaders, faculty representatives, and external consultants has been formed to oversee the project. However, with multiple stakeholders, decentralized decision-making, and regulatory compliance requirements, the project presents significant risks and challenges.

**Planning & Pre-Work Phase**

GPU is in the early Planning & Pre-Work phase, where foundational activities are being undertaken, including:

* **Defining Objectives & Scope:**  
  University leadership has set broad goals for the new ERP system but has not yet finalized detailed project scope, objectives, or success criteria. There are differing opinions among departments about priorities (e.g., student services vs. financial operations).
* **Stakeholder Engagement & Governance:**  
  The university operates with a decentralized structure, with multiple departments having independent IT systems. There is no clear framework for decision-making authority, escalation of issues, or alignment of departmental needs.
* **Regulatory & Compliance Considerations:**  
  The university must ensure compliance with **federal and state regulations** related to financial aid (Title IV), grants management, student privacy (FERPA), and public procurement policies. However, compliance risks have not yet been fully assessed.
* **Vendor Selection Process:**  
  A Request for Proposal (RFP) has been issued, and multiple ERP vendors are being evaluated. However, concerns have been raised about vendor due diligence, contract transparency, and potential conflicts of interest.
* **Business Process Mapping & Standardization:**  
  Each department has been asked to document its workflows, but there is no formal effort to standardize processes across departments, which could lead to resistance when implementing the new system.
* **Data Management Strategy:**  
  The university has vast amounts of student, financial, and HR data, but there is no structured plan for data migration, cleansing, or security. Additionally, historical data inconsistencies have been flagged as a potential issue.
* **Change Management & Training:**  
  Faculty and administrative staff have expressed concerns about the transition to a new system. However, there is no structured change management plan, and training strategies have not yet been developed.
* **Budget & Cost Management:**  
  The project has been allocated an initial budget, but potential hidden costs, such as training, customization, and long-term system maintenance, have not been fully assessed.

**Group Exercise: Adding Value as Internal Auditors**

**Instructions for Small Groups:**

1. Review the case study.
2. Focusing on each bullet under Planning & Pre-Work, identify opportunities whereinternal auditors could add value by providing assurance, advisory, or risk mitigation support.
3. Prepare a list of recommendations that internal audit should present to the ERP project team and senior leadership.