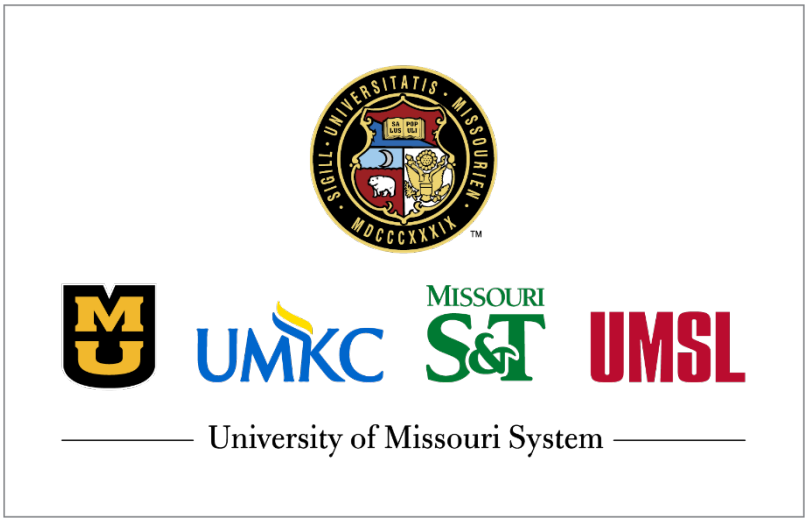


Program Director of ERP Implementation
University of Missouri System
Columbia, Missouri

THE SEARCH

The University of Missouri System (UM System or the System), one of the largest and most impactful public higher education systems in the Midwest, is seeking a data-driven and collaborative systems-thinker to serve as its Program Director of ERP Implementation (the Program Director) and lead the acquisition and implementation of a new Enterprise Resource Planning (ERP) software for the University's systemwide Finance and Human Resources functions.

The Program Director will join the UM System at an important time in its technological evolution. The System's current ERP (PeopleSoft) is 25 years old, and leadership has made the decision that it is time to move forward with a more modern system to:

- Improve cybersecurity and protect sensitive information.
- Increase flexibility and support for administrative systems.
- Provide a more modern technology experience for students, faculty, and staff.
- Focus more time on core activities versus upkeep of dated software.

The project envisions a four-year implementation timeframe for HR and Finance ERP systems, with a decision on a Student implementation to run concurrently. At the same time as the ERP project, MUHC

will be selecting and implementing an electronic health record system that will go-live 6 to 12 months after the Finance and HR go-live.

Reporting to the ERP Executive Sponsors and Steering Committee, the Program Director will serve as the strategic and operational project lead and oversee the full lifecycle of the new ERP system and its enterprise-wide implementation, including software selection, managing implementation partners and vendors, and building the implementation team. At every step of the process, the Program Director must ensure that the chosen ERP aligns with the System's business processes and strategic goals. Where necessary, they will recommend system-wide process changes to better support the long-term stability and adoption of the new system. This role requires close collaboration with executive leadership, administrative leaders, technical teams, and external vendors. As such, the most successful candidate will be a strong, process-oriented leader with a strong technical foundation and demonstrated communication and engagement skills. This is an incredible opportunity to build a lasting system within a highly impactful organization, both within the state and nationwide.

The University of Missouri System has retained Isaacson, Miller to assist with this important recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

ABOUT THE UNIVERSITY OF MISSOURI SYSTEM

The University of Missouri System is Missouri's premier public higher education enterprise, serving as a powerful engine for learning, research, health care, workforce development, and economic prosperity across the state. Formally established as a multi-campus system in 1963, the System unites four distinct research universities, a comprehensive academic health system, statewide extension and engagement programs, and a broad network of research and innovation initiatives that collectively advance the well-being of Missouri's citizens and communities. The System combines the strengths of a major public research university network with a deep commitment to public service. Through its various enterprises, the System catalyzes innovation in fields such as medicine, engineering, business, agriculture, education, science, and the humanities. Its institutions produce nationally recognized research, prepare the next generation of leaders and professionals, and generate significant economic impact through discovery, entrepreneurship, and community engagement. Collectively, the System is a $6.5 billion enterprise that represents one of the greatest assets of the state of Missouri.

Today, the UM System enrolls more than 60,000 students and employs thousands of faculty and staff across its four universities: the University of Missouri-Columbia (Mizzou), University of Missouri-Kansas City (UMKC), Missouri University of Science and Technology (Missouri S&T), and University of Missouri-St. Louis (UMSL). Together, these institutions offer a comprehensive portfolio of undergraduate, graduate, and professional programs while serving the educational, research, and workforce needs of every region of the state. A defining characteristic of the System is the complementary nature of its campuses. Mizzou serves as Missouri's flagship, land-grant, and AAU research university; UMKC is a leading urban research institution and health sciences hub; Missouri S&T is recognized nationally for excellence in STEM and

engineering education; and UMSL is a premier metropolitan university serving the St. Louis region through innovative teaching, research, and community partnerships. Together, these institutions create a uniquely comprehensive and statewide platform for advancing educational excellence and societal impact.

Guided by a commitment to innovation, stewardship, collaboration, and service, the UM System seeks to improve lives through accessible education, transformative research, exceptional health care, and meaningful engagement with communities across Missouri and beyond. With a legacy rooted in nearly two centuries of public higher education and a future focused on impact, the System continues to shape the economic vitality, health, and prosperity of the state it serves.

Mizzou and MU Health Care represent nearly 80% of the University of Missouri System's overall organizational portfolio. With a mission to save and improve lives through exemplary education, research and patient care, MU and MU Health Care provide the highest level of trauma care, access to the latest treatments and research, and unique statewide impact and support to Missouri's citizens.

ERP Forward

With evolving strategic and operational finance and HR needs, the University has decided to move to a new ERP to better support its future goals and ensure the University can remain unified, efficient, and sustainable. As the technological foundation of its HR and Finance services across the system, a modern ERP will strengthen the University's ability to deliver its mission as a world-class institution dedicated to the discovery, dissemination, preservation, and application of knowledge. Using a multi-year approach, the System is committed to building an intentional roadmap and project structure to guide the system through each phase and navigate the challenges and opportunities inherent in any large-scale modernization effort.

If successful, the UM System will have an ERP that will stand the test of time and will:

- Streamline administrative processes to allow faculty and staff to focus more on the university's core mission.
- Reinforce the ERP as the primary system of record and reduce complexity across the enterprise technology landscape.
- Enable enterprise-wide compliance and avoid new risks.
- Facilitate effective knowledge transfer to avoid over-reliance on individual knowledge and ensure institutional resilience over time.

You can read more about ERP Forward here.

Leadership and Governance

ERP Forward operates under a governance structure that provides strong executive oversight, clear accountability, and broad input from across the system. An Executive Committee guides the initiative and makes final decisions on major items such as scope, budget, timeline, and navigating cross-campus issues.

An additional Steering Committee works closely with the Executive Committee to guide decisions related to policies, data, roles, and system changes, drawing on input from existing advisory groups, Project Management Office, and the High-Level Advisory Committee. A final High-Level Advisory Committee represents campuses and functional areas across the System, identifies potential risks, and supports change management efforts. While the committee does not make formal program decisions, it provides valuable stakeholder input and perspective.

ROLE OF THE PROGRAM DIRECTOR OF ERP IMPLEMENTATION

The Program Director of ERP Implementation will be responsible for leading and overseeing the full lifecycle of implementation across a complex and multi-stakeholder University system, including, building the implementation team and leading the successful transition to the new software. Leading a dedicated team of 65 people (anticipated), the Program Director will manage the full implementation budget of $95M, including all vendor relationships. The successful candidate will work closely with executive leadership and project sponsors to ensure that leaders across the different business units and functional areas of finance and HR are deeply engaged at each stage of the implementation. In order to implement the ERP well from the outset, the System expects it will need to make necessary process changes to ensure the new system functions as expected at present and for the future.

As a part of their portfolio, the Program Director will be expected to address the following areas:

Project Management and Oversight:

- Develop and manage comprehensive project plans, including scope, budget, resources, and timelines.
- Lead the project team through all implementation phases, from discovery and requirements gathering to go-live and post-implementation support.
- Identify and manage potential project risks, issues, and dependencies, developing mitigation strategies to keep the project on track.
- Ensure that the implementation follows established project management methodologies (e.g., Agile, Waterfall) and quality standards.
- Report regularly on project status, progress, and performance to all key stakeholders, including the executive sponsors.
- Leverage artificial intelligence to improve implementation quality and reduce the total cost of implementation.

Organizational Alignment and Business Process Development

- Build the internal team to manage the implementation. Develop the transition plan for movement from implementation to support.
- Conduct gap analyses to identify differences between current processes and the ERP's capabilities, designing solutions to bridge them.

- Ensure the new ERP system is properly integrated with other vital business applications and legacy systems.
- Identify key institutional changes necessary to ensure internal processes align to the ERP processes, and that those changes map into a change management and communication strategy.

Change Management and Training

- Identify important stakeholders and manage engagement throughout the project.
- Develop the project organization and communication structure necessary to be successful.
- Develop and execute a robust change management strategy to prepare the organization for the new system.
- Oversee the creation of training materials and the delivery of training programs to end-users.
- Foster strong communication to build stakeholder engagement and manage expectations throughout the project.
- Establish and manage a network of "super users" to champion the system and support user adoption post-launch.

Vendor and Resource Management

- Manage the selection process for ERP vendors and implementation partners.
- Oversee vendor contracts and service level agreements, ensuring vendor performance aligns with project goals.
- Negotiate and manage relationships with external consultants and contractors.
- Manage internal and external resources, ensuring effective allocation and utilization.

QUALIFICATIONS AND CHARACTERISTICS

Minimum Qualifications

- Master’s degree and 10 years of experience or a Bachelor’s and 12 years of experience.

Preferred Qualifications

- Outstanding communication and interpersonal skills, capable of driving cross-functional collaboration and engagement with the project.
- Strong understanding of business processes in both finance and HR.
- Excellent leadership, communication, and interpersonal skills.
- Knowledge of emerging technologies within ERPs such as Artificial Intelligence (AI) and Machine Learning.

COMPENSATION AND LOCATION

Compensation for this role is competitive and commensurate with experience.

This role will work at the University of Missouri's central campus in Columbia, Missouri.

Columbia, Missouri — known to the locals as CoMo — is a vibrant community of about 120,000 people situated midway between St. Louis and Kansas City. Columbia brings together the best of small-town friendliness and big-city vibes. Known for its outdoor recreation areas, bustling downtown district, and more than a dozen annual cultural festivals, it's no surprise Columbia has been named one of the best places to live by *Money* magazine, *Fortune* magazine, *U.S. News & World Report*, *Men's Journal*, MSN.com, and others. Columbia is also ranked as the No. 3 best city in America for new college grads, offering plenty of opportunity for those Tigers who just don't want to leave after graduation.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: https://www.imsearch.com/open-searches/university-missouri-system/director-erp-implementation

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