Enterprise Systems Modernization and Shadow Systems

The issue of shadow systems has been raised in conjunction with the implementation of Workday and the ongoing needs expressed by a variety of University campuses and entities.

Shadow systems have generally been declared an undesirable phenomenon within the literature associated with enterprise systems. Within that literature it is nearly universally stated that any replication of enterprise system data or functionality undermines the system's primary goal of centrally providing all the required functionality and operational needs of the organization. Simply put, the limited resources available for the Workday project and its *Guiding Principles* do not support the additional effort and expense associated with the replication effort and subsequent redundant workload and potential data integrity issues.

That said, the Project Leadership for the Workday ERP implementation project, while not recommending a reliance on shadow systems and concerned about the security and integrity of replicating data, will not limit the reliance of University campuses and entities on such systems for ongoing management and business needs. However, the reliance on shadow systems by participating campuses and entities cannot be allowed to divert expenditures of resources and time from the overall ERP implementation project during implementation or compromise the security of the enterprise system and underlying data post-implementation.

The following guidelines will govern the continued use of shadow systems by University campuses and entities post-ERP implementation:

- The mainframe system presently in use will not be maintained indefinitely. Rather, the new enterprise system will be the official, authoritative data source for employee and financial information as outlined in the *Guiding Principles*.
- Workday, as outlined in the *Guiding Principles*, will not be modified or customized during or after implementation to accommodate any shadow systems.
- All campuses and entities that are provided finance and payroll services by LSU through the Workday ERP solution will be required to provide all of the data necessary to satisfy requirements for creating financial statements and payrolls as the accuracy of these is dependent on complete information.
- Access to and use of data downloaded from the Workday ERP solution must conform to security procedures managed by the IT Security & Policy Office within Information Technology Services (ITS) at LSU.
- All efforts and expenditures required to install, maintain, and secure shadow systems will be borne by the University campus or entity seeking to implement such a system.