



Workday ERP Selection Process

December 18, 2025

Background/Overview

Lee College currently uses Peoplesoft, an Oracle product hosted on premises, as its ERP (Enterprise Resource Planning) system. An ERP system is the primary accounting and operating system for the college. As part of the budgeting process for the current fiscal year, funds were budgeted to begin the selection process to replace Peoplesoft (\$2.5M for FY25-26.) The process started in late August, with an objective to have the replacement ERP system selected and approved before the end of the calendar year.

Summary of the Evaluation Process

The College followed a structured process for selecting an ERP system to ensure compliance with procurement policies, thorough vetting of available systems, and selection of the system that will best serve the College for the next 20-25 years.

1. The selection committee was created. The committee members represent all operational departments of the College:
 - a. Dr. Douglas Walcerz, Academic Affairs
 - b. Dr. Scott Bennet, Student Affairs
 - c. Jacob Atkin, Finance
 - d. Fheryl Prestage, Information Technology
 - e. Leslie Gallagher, Human Resources
2. The committee identified two key must-have requirements for the new system: Human Resources, Finance, and Student capabilities in one system, and the system must be hosted in the cloud (remotely managed by the vendor.) Based on these primary requirements, only three ERP systems met both requirements:
 - a. Workday ERP
 - b. Oracle Cloud ERP
 - c. Ellucian Banner SaaS
3. All three of the ERP systems have been competed by the State and are available on a State Cooperative Contract. This means that under procurement policy, the College can forgo the formal RFP (Request for Proposal) process, as the products have already been competed by the State. In order to ensure that the College could select the best product for its ERP needs, each vendor was asked to prepare their best proposal using their own preferred sales approach, to ensure that the College has the best possible understanding of each available system.



4. As requested by each vendor, the following schedule was followed to evaluate each system:

Workday ERP

Date	Description
09/01	Executive briefing for College Selection Committee (5 Members)
09/16-09/17	Discovery meetings with employees responsible for key systems and processes
09/30-10/2	Comprehensive demonstrations at Lee College with all key stakeholders in all function areas
10/13	Workday+PTG Deployment Overview with the Selection Committee
12/8	Workday+PTG Scope of Work review with administrators, faculty, and staff

Oracle Cloud ERP

Date	Description
10/20	Discovery meetings with employees responsible for key systems and processes
11/4-11/6	Comprehensive demonstrations at Lee College with all key stakeholders in all function areas
12/4	Oracle+Drivestream Implementation Overview & Pricing with Selection Committee

Ellucian Banner SaaS

Date	Description
11/11	Discovery meetings with employees responsible for key systems and processes
12/3-12/4	Comprehensive demonstrations at Lee College with all key stakeholders in all function areas

In addition to the formal meetings that were requested by each company, numerous emails, phone calls, and individual demonstrations were provided to answer follow-up questions and to finalize details for the formal proposals.

5. Key stakeholders from functional areas participated in discovery and demonstration activities for each ERP system. Following the completion of all presentations, a survey was issued to the individuals that participated in the process. 36 individuals responded to the survey. In summary, 18 individuals recommended Workday ERP, 14 recommended Ellucian Banner SaaS, 0 recommended Oracle Cloud ERP, and 4 individuals were undecided. These responses helped to inform the decision-making process. The survey questions are available at the end of this report.
6. Numerous references were contacted for each ERP solution. During ERP demonstrations, we had the opportunity to hear presentations from College Presidents



and CIOs representing each of the selected best-in-class system options. Additionally, our IT staff engaged in detailed discussions with CIOs from Navarro, Dallas, and Houston City Colleges, as well as a few non-academic governmental CIOs and technology executive leaders.

In summary, all respondents expressed satisfaction with their selected solutions. Workday users highlighted the overall comprehensiveness of its ERP system, while Ellucian users primarily appreciated the student-related functionalities, paying comparatively less attention to back-office operations. Notably, one institution chose Ellucian for its student services but opted for a different solution for its business processes.

The feedback was candid; respondents noted that, while none of the implementations were straightforward, they were ultimately satisfied with their choices. Workday customers, in particular, reported a higher satisfaction level regarding the system's comprehensive nature and its best-in-class status from day one, addressing both current and future needs effectively.

7. The selection committee met with PSTuners, a trusted Lee College consultant that assists with Peoplesoft and specializes in ERP systems, to review our questions and concerns regarding the differences between the ERP systems. PSTuners has a strong understanding of our current system and our needs in regard to the selection of a new ERP system.
8. The committee, in conjunction with the President, finalized the evaluation of each ERP system to determine the best fit for our College. The selection committee recommends Workday ERP.

Evaluation Criteria

Key evaluation criteria include price, implementation timeline, and fit and functionality.

Price

An ERP selection is a long-term commitment by the College with an expected lifecycle of 20-25 years. To secure the best pricing, we requested 10-year contracts (the maximum under the State cooperative contracts.) The total price of the contract is the cost of the annual subscription plus the cost of implementation services. After the initial 10-year contract, future extensions or renewals would only include the annual cost of the subscription.



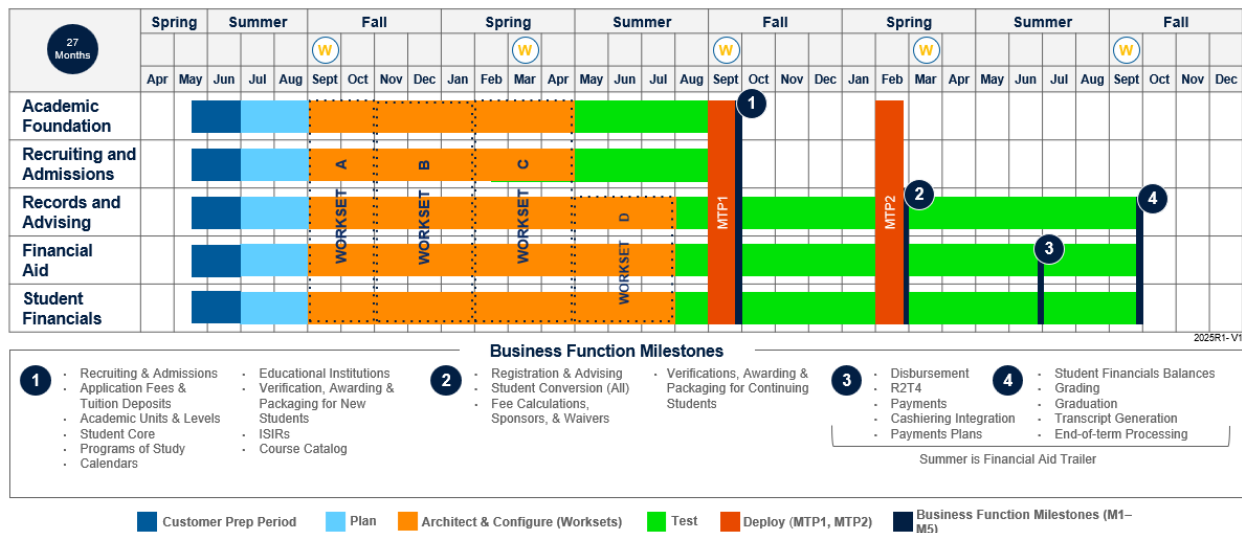
10-year Cost	Workday ERP	Oracle Cloud ERP	Ellucian Banner SaaS
Software Subscription	\$ 9,820,368	\$ 8,828,170	\$ 11,702,808
Implementation & Training	\$ 8,926,231	\$ 11,171,830	\$ 3,247,263
Contingency	\$ 2,000,000	\$ -	\$ -
Total	\$ 20,746,599	\$ 20,000,000	\$ 14,950,071

Please note that a higher subscription cost in the initial contract indicates a likely higher cost for future renewals or extensions. The difference between Workday and Ellucian for renewal contract pricing for an additional 10-year contract is conservatively \$2.5-\$3.0M higher with Ellucian over 10 years.

Implementation Timeline

Each vendor provided a detailed and complex implementation timeline. In summary, Ellucian Banner SaaS would be fully implemented in 24 months, Workday ERP would be implemented in 37 months. Oracle does not have a student module currently in production. The early adopters of the Oracle Student Platform go live in the Fall of 2027. If the College were to adopt the Oracle platform, full implementation wouldn't be until Fall of 2028 at the very earliest and would likely be sometime in 2029 or 2030.

Implementation takes place over time with new features going live periodically during the process. For example, see the implementation timeline for the Workday ERP system:



Fit & Functionality

Each system offers modules in Finance, HR, and Student. When comparing the functionality of the three different options, it is important to note that all three systems would be a dramatic



improvement over Peoplesoft. It is also important to note that none of the systems provided all of the functionality desired by the College.

Oracle Cloud ERP – Eliminated from Consideration

Oracle Cloud offers a new architecture and hosts its own product providing an excellent system that offers the best AI integration. The Finance and HR modules are outstanding. Oracle does not have a full Student Module in production. They have services available for managing financial aid, but the other student services will not be available until after Fall 2027. The lack of a fully functional student product is a serious concern and eliminated Oracle from consideration.

Ellucian Banner Saas vs Workday ERP

Considering Oracle's lack of a student module currently in production, the choice became a comparison of Ellucian Banner Saas and Workday ERP. Below is a summary of the comparison between the two companies.

Student Module

Currently, the "as delivered" Ellucian Student Module is better than the corresponding Workday Student Module. This is not surprising because Ellucian only serves higher education and has devoted most of their resources to the Student Module. In our discussions with the PSTuners Consultants, we asked whether the Workday Student Module could be configured to be comparable with the Ellucian Student Module. The answer was that yes, Workday could be comparable with Ellucian regarding the Student Module. The consultant explained that the Workday user interface is as good or better than the Ellucian user interface in the sense that it is efficient and intuitive. The functions operating behind the user interface are fully built-out in the Ellucian product. In Workday, those functions will be carefully designed and configured, and it will require significant effort to provide comparable functionality.

HR Module

The HR Module in Workday is accepted as the "best in breed" by everyone we spoke to including the PSTuners Consultants. Ellucian's HR Module has not been significantly updated for at least ten years and is not fully functional by today's standards. We would almost certainly need to purchase a third-party product to provide features that are not available in the Ellucian product.

Finance Module

Like the HR Module, the Finance Module in Workday is accepted as the "best in breed" by everyone we spoke to. Ellucian's Finance Module has not been significantly updated for at least ten years and is not fully functional by today's standards. We would almost certainly need to purchase a third-party product to provide features that are not available in the Ellucian product.



Implementation

The Ellucian product has a two-year implementation schedule, and they claim that 95% of their implementations are on time and on budget. One reason for the rapid implementation is that the Ellucian product exclusively serves higher education, so there are far fewer choices that have to be made compared to a product like Workday that is designed to serve a wide array of organizations including manufacturing, finance, business, healthcare etc. in addition to higher education. Workday is implemented in two stages: the first stage is the implementation of the HR and Finance Modules, which generally takes 12-18 months. The second stage is the implementation of the Student Module, which generally takes 18-24 months. Total implementation is about three years. The PSTuners consultants provided a lot of insight into the Workday implementation process, and they said that if the implementation process was not carefully managed, there could be very significant delays and the end product could fail to realize many of the desired benefits. We had an extensive discussion about how to manage and monitor the implementation process to ensure careful management and oversight.

Architecture

Workday uses a modern multi-tenant architecture, which means that every organization running Workday is on the exact same version of the application, which eliminates the burden of supporting organizations that have not installed the latest updates and may be running a version that is quite old. Ellucian uses single-tenant architecture, which comes with the burden of supporting multiple versions of the software. The effort of supporting multiple versions of the software is multiplied due to the fact that many customers have integrated third-party products and customizations, and those old-version integrations and customizations also need to be supported.

System maintenance has been particularly challenging with PeopleSoft. Minor PeopleSoft updates are released every ten weeks, and major updates are released every 12-18 months, and each new release has the potential to cause our integrations and customizations to malfunction. We don't have the capacity to continually fix many of the integrations and customizations that have been created in the past twenty-five years, so we have lost a lot of functionality because the cost of maintenance is too high.

Workday's multi-tenant architecture imposes strict requirements on integrations and effectively prohibits customizations. While this restricts the ability of customers to create unique processes in Workday, the restrictions imposed by Workday's architecture protect against the accumulation of maintenance debt and ensures the long-term functionality of the system with minimal effort.

Ellucian's single-tenant architecture permits each customer to create their own integrations and customizations. The Texas Connection Consortium is a group of Texas colleges that use Ellucian, and they share resources and customizations to help manage the maintenance debt that accumulates every time you modify the system. Even with the Consortium, the



maintenance debt will inevitably grow over the twenty-year life cycle of a system and will consume more resources each year.

Future Capabilities

The PSTuners Consultants pointed out the benefits of multi-tenant architecture (greater reliability and lower maintenance costs) and the limitations (reduced ability to create unique processes). The consultants also made a larger observation that the restrictions imposed by multi-tenant architecture enable Workday to implement new capabilities, especially AI-driven capabilities, more rapidly and more reliably than any system that is based on single-tenant architecture. There is an ever-growing list of potential applications of AI to improve efficiency. We expect that Workday will lead Ellucian in the implementation of these tools by a significant margin because of their architecture and because their customer base is not limited to higher education and they will attain greater benefits because of their larger scale. We expect our ERP to have a useful life of twenty to twenty-five years, and the greater potential for future capabilities is a significant advantage for Workday compared to Ellucian.



For Reference:

Lee College Cloud ERP Selection Presentation Feedback Survey

Introduction:

Thank you for attending the ERP selection presentations. Your feedback is invaluable in helping us choose the best solution for Lee College. Please take a few minutes to share your thoughts on the presentations you attended.

Section 1: Participant Information

1. **Your Name (optional):**

[Text Field]

2. **Department:**

[Text Field]

3. **Role/Position:**

[Text Field]

Section 2: Presentation Feedback

Workday

4. **Did you attend the Workday presentation?**

- ☐ Yes
- ☐ No

5. **If yes, please rate the following aspects of the Workday presentation (1 = Poor, 5 = Excellent):**

- ☐ Content Relevance: [1] [2] [3] [4] [5]
- ☐ Engagement Level: [1] [2] [3] [4] [5]
- ☐ Clarity of Information: [1] [2] [3] [4] [5]
- ☐ Quality of Student Module: [1] [2] [3] [4] [5]
- ☐ Quality of Finance Module: [1] [2] [3] [4] [5]
- ☐ Quality of Human Resources Module: [1] [2] [3] [4] [5]
- ☐ Implementation of Artificial Intelligence and Automation: [1] [2] [3] [4] [5]

6. **Comments on Workday presentation:**

[Text Area]

Oracle Fusion



7. Did you attend the Oracle Fusion presentation?

- ☐ Yes
- ☐ No

8. If yes, please rate the following aspects of the Oracle Fusion presentation (1 = Poor, 5 = Excellent):

- ☐ Content Relevance: [1] [2] [3] [4] [5]
- ☐ Engagement Level: [1] [2] [3] [4] [5]
- ☐ Clarity of Information: [1] [2] [3] [4] [5]
- ☐ Quality of Student Module: [1] [2] [3] [4] [5]
- ☐ Quality of Finance Module: [1] [2] [3] [4] [5]
- ☐ Quality of Human Resources Module: [1] [2] [3] [4] [5]
- ☐ Implementation of Artificial Intelligence and Automation: [1] [2] [3] [4] [5]

9. Comments on Oracle Fusion presentation:

[Text Area]

Ellucian

10. Did you attend the Ellucian presentation?

- ☐ Yes
- ☐ No

11. If yes, please rate the following aspects of the Ellucian presentation (1 = Poor, 5 = Excellent):

- ☐ Content Relevance: [1] [2] [3] [4] [5]
- ☐ Engagement Level: [1] [2] [3] [4] [5]
- ☐ Clarity of Information: [1] [2] [3] [4] [5]
- ☐ Quality of Student Module: [1] [2] [3] [4] [5]
- ☐ Quality of Finance Module: [1] [2] [3] [4] [5]
- ☐ Quality of Human Resources Module: [1] [2] [3] [4] [5]
- ☐ Implementation of Artificial Intelligence and Automation: [1] [2] [3] [4] [5]



12. Comments on Ellucian presentation:

[Text Area]

Section 3: Overall Impressions

13. Which ERP solution do you feel is the best fit for Lee College?

- ☐ Workday
- ☐ Oracle Fusion
- ☐ Ellucian
- ☐ Unsure

14. Please explain your choice:

[Text Area]

Please provide more detailed feedback with responses to the following questions:

- 1. What features or functionalities do you think are most important for our ERP system?**
- 2. Can you describe any specific concerns or challenges you have regarding any of the ERP solutions presented?**
- 3. What aspects of the presentations stood out to you, either positively or negatively?**
- 4. How do you envision the new ERP system impacting your day-to-day work?**
- 5. Are there any other comments or suggestions you would like to share regarding the ERP selection process?**

Conclusion

Thank you for your feedback! Your insights will help us make an informed decision regarding our future Lee College ERP selection.