



September 21, 2022

Board of Trustees

NextGen Update

Imagine the Possibilities

MINNESOTA STATE

NextGen Guiding Principles

The NextGen Guiding Principles were established when the initiative kicked off and will be used to drive decision making as well as leadership alignment communications and activities.



Seamless Experience for Students

Enhancing the student experience is foundational to providing extraordinary education in Minnesota. This includes a seamless experience for students across the Minnesota State system, regardless of the Minnesota State institution attended.



Student Outreach

Deliver targeted outreach and engagement throughout the student lifecycle. Enable interactions across channels and devices (including mobile devices).



Data and analytics

Create an integrated environment for data sharing. Improve the flow of information and access to business operations system-wide. Improve decision making. Provide a mechanism for capturing data comprehensively across the Minnesota State. Reduce the amount of redundant data across the Minnesota State system.



Full Integration of "non-core" and third-party solutions

To provide the best overall experience, all ERP and ancillary technology solutions must be fully integrated and adequately supported.



Maintain Competitiveness

To provide Minnesota with the highest value and most affordable higher education option, Minnesota State must remain competitive with other educational entities within and outside the state, including private and primarily online institutions.



System-wide processes and procedures

To both establish and maintain a consistent user experience, and to leverage cloud-based SaaS technology solutions effectively, future-state processes will need to be defined or redefined consistently across the system. This may also include the definition or refinement of policies and practices that assure efficient and consistent process are adopted system-wide.



System-wide software consistency

The number and type of technology solutions must be streamlined; duplicative solutions must be minimized or eliminated; and clear, effective governance must be established around the introduction, integration, and maintenance of third party and "non-core" solutions.



Security

Implement a stable, maintainable, secure, and intuitive suite of applications.

Agenda

- Current State of the Project
- Focusing on the Path to Go Live
- Revised Timeline and Budget
- Student Statement of Work

Current State of the Project

PREPARED BY Susan Strubel/Shae Beltran

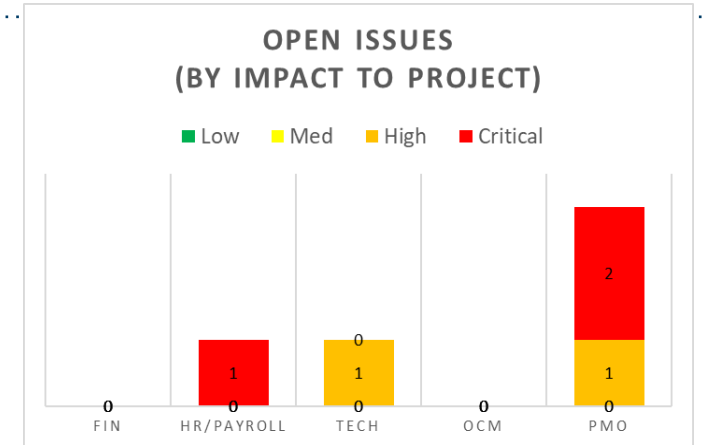
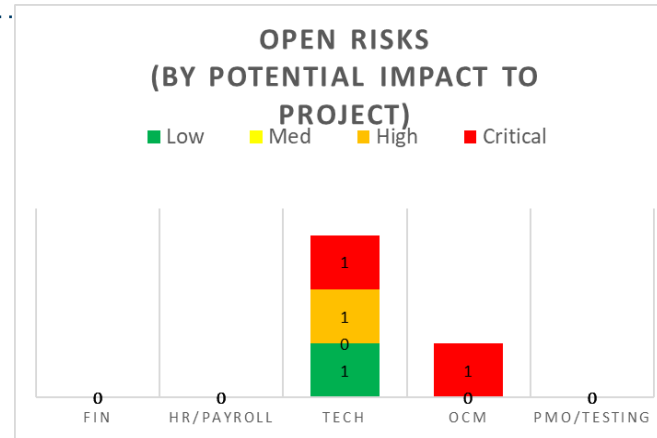
REPORT DATE September 12, 2022

PHASE 2 HEALTH STATUS

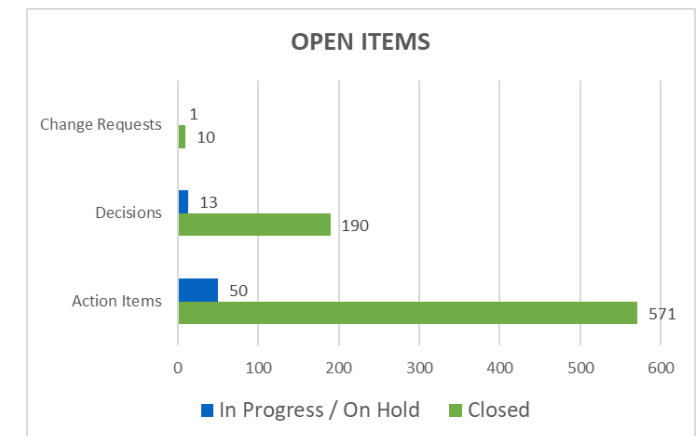
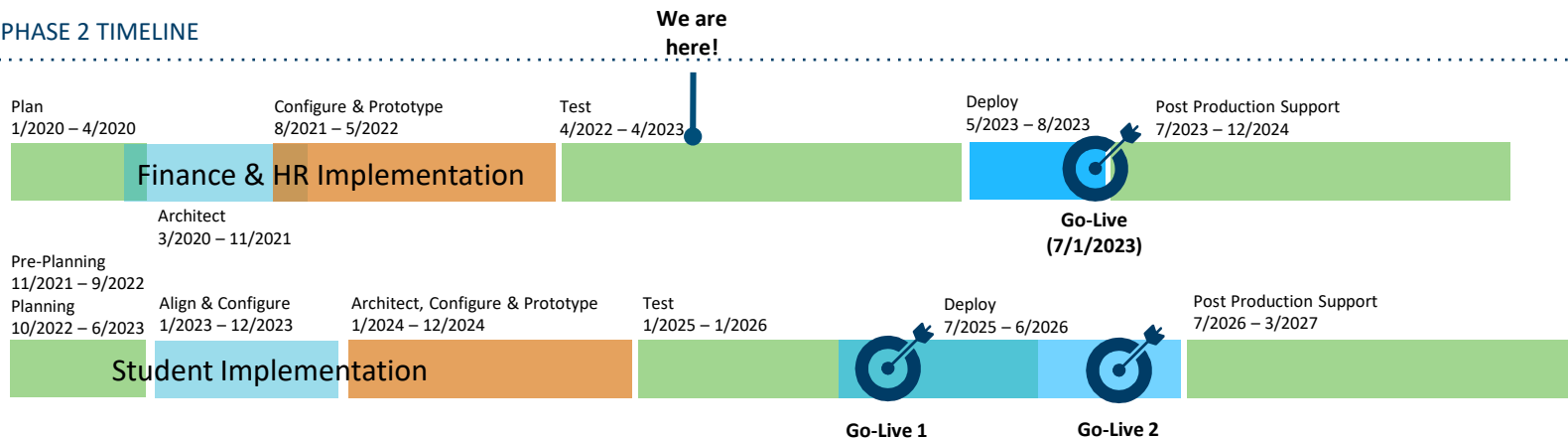
	OVERALL	SCOPE	SCHEDULE	BUDGET	RESOURCES
CURRENT STATUS	OFF TRACK	AT RISK	OFF TRACK	ON TRACK	AT RISK
LAST STATUS	OFF TRACK	AT RISK	OFF TRACK	ON TRACK	AT RISK

Project Revenue and Expenses

State Appropriations	\$ 40,000,000.00
Campus/System Office Contributions	\$ 58,000,000.00
Total Funding Sources	\$ 98,000,000.00
Spent to Date	\$ 46,341,920.12
Encumbrances	\$ 19,915,667.69
Balance of as 9/12/22	\$ 31,742,412.19



PHASE 2 TIMELINE



G On track; no impact to Stage end dates or to the go-live date

Y At Risk; potential impact to milestones, but no impact to Stage end dates or to the go-live date

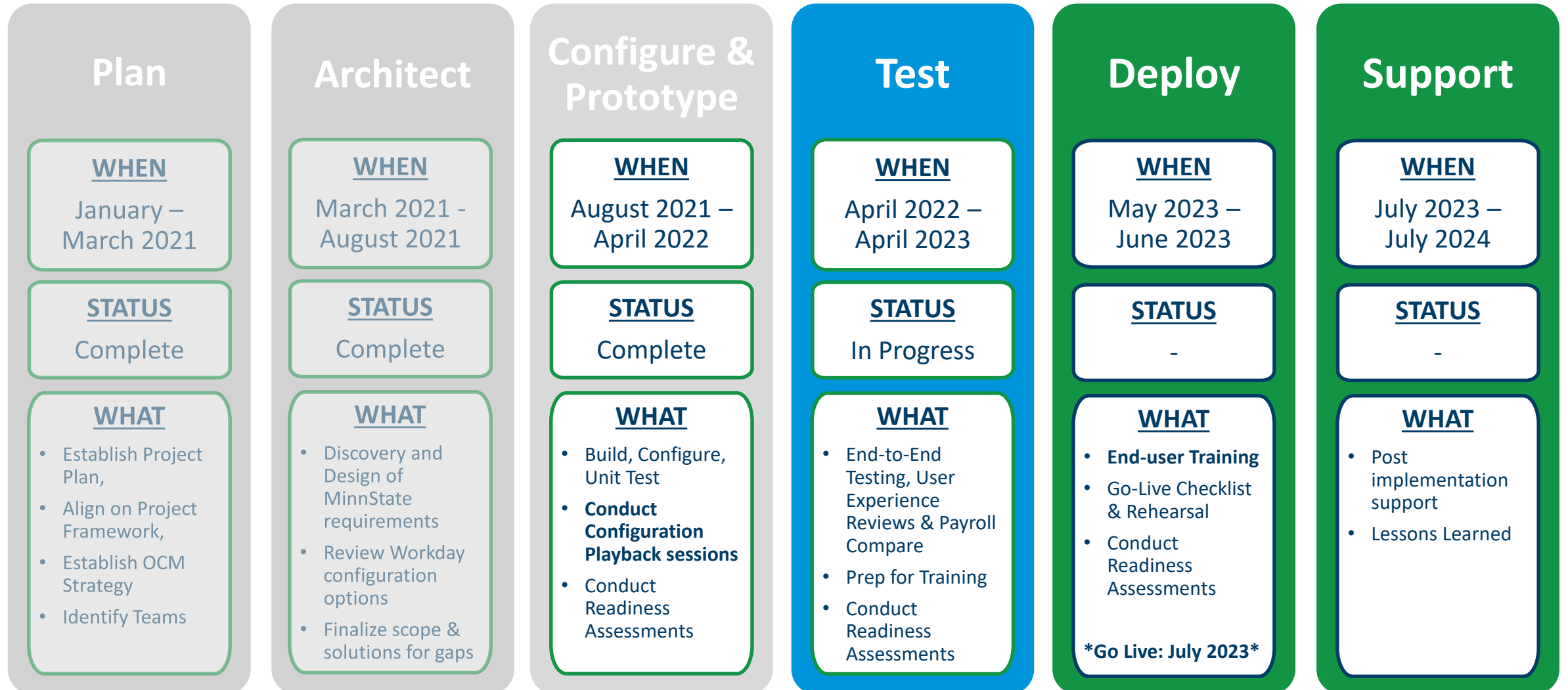
R Off track - high criticality; impact to Stage end dates and / or the go-live date

Project Update | Finance and HR/Payroll Timeline

Imagine

Deliver

Run



Currently Off Track | Past 90 Days

Companion projects

- Inventory not detailed enough
- Conducted deep dive assessment and scoping to assess level of work
- Project plans and collective support for campus work
- Added new project manager to assist with coordination

End to End Testing

- Tracking progress made, but behind schedule
- Mitigation strategies in place to reduce scope of testing and currently monitoring progress

Integrations

- Design and build behind schedule
- Tracking and remediating outstanding design decisions

Change Management

- Loss of resources due to staff leaving and failed searches causing delays in filling positions
- Hired temporary training and mar/comm resource
- Recently hired new training manager

Focusing on Path to Go Live

Path to Go Live Remediation Initiatives

- Increase resource capacity due to workstreams being constrained
- Review Scope
- Increased touchpoint meetings with project staff and VCs
- Setting of weekly escalation meetings
- Clearing staff schedules of unnecessary meetings
- Challenges experiencing are not uncommon for a project of this size and complexity

Looking Ahead | Next 90 Days

Companion projects

- Complete assessment and scoping of level of work
- Prioritizing remediation efforts based on confirmed scope
- Develop and deliver project plans to support remediation
- Educate Colleges and Universities on processes delivered in Workday
- Work with Colleges and Universities to gain insight and access to Workday

End to End Testing

- Align on-going test schedule with integration completion
- Reduce scope of testing and currently monitoring progress
- Add testing resources as needed

Integrations

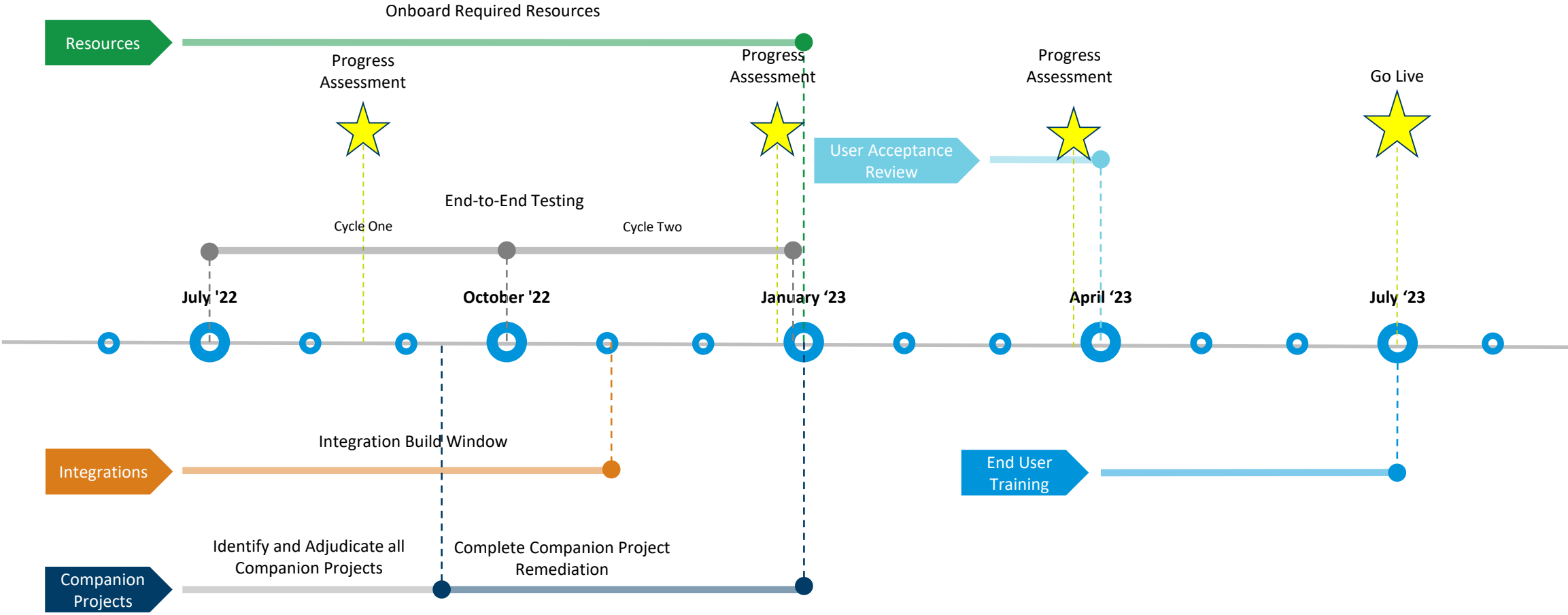
- Confirm design decisions for all outstanding integrations
- Develop and migrate all required integrations to End to End tenant
- Track and remediate outstanding design errors

Changes Needed Going Forward

- Establish Schedule as a clear Project Constraint
- Improve team dynamics – increase co-location, focus on people and teamwork behaviors and executing the iterative nature of configuring, testing, remediating, and validating
- Increase discipline and consistency in execution – being harder on the issues
- Create and maintain focus on the future state and changing current practices
- Increase campus engagement

Current Timeline

Key activities and milestones to successfully go-live in July 2023.



Revised Timeline and Budget

Timeline Adjustment Needed

- NextGen Leadership team to include Team Workday Executive Sponsors, came to consensus around extending our GoLive date
- Next couple of weeks we will continue to work to refine options and finalize detailed new project plan that addresses risk and challenges the project faces today.
- Continued work by project teams essential and critical
- Must keep up the pace even with extended timeline

NextGen | Total Implementation Budget Approved by the BOT in November 2020

Category	Description	Total Budgeted Amount
<i>Minnesota State Project Team</i>	<ul style="list-style-type: none"> <i>Implementation Teams</i> <i>Training</i> <i>Change Management</i> 	<i>\$41.6M</i>
<i>ERP Vendor Contract</i>	<ul style="list-style-type: none"> <i>Implementation</i> <i>Software License and Cloud Hosting</i> 	<i>\$168.0M</i>
<i>Other Professional Support</i>	<ul style="list-style-type: none"> <i>CampusWorks – Phase 1</i> <i>Project Management</i> <i>TPOR and Legal Counsel</i> 	<i>\$7.2M</i>
<i>Technology Maintenance and Support</i>	<ul style="list-style-type: none"> <i>ISRS Refresh & Maintenance</i> <i>Integrations</i> <i>Data Reporting</i> 	<i>\$10.9M</i>
<i>Contingency</i>	<ul style="list-style-type: none"> <i>Budgeted amount for changes and adjustments over the 7 years</i> 	<i>\$15.0M</i>
	Total	\$242.7M

NextGen | Financing NextGen

Approved by the BOT in November 2020

Sources	Description	June 2019 Budget	November 2020 Budget
<i>State Appropriation</i>	<i>\$8M annually during implementation</i>	<i>\$64.0M</i>	<i>\$72.0M</i>
<i>Annual contributions from colleges, universities, and system office</i>	<i>\$12.5M annually</i>	<i>\$88.0M</i>	<i>\$129.3M</i>
<i>Reallocation of other system-wide appropriations</i>	<i>\$4.6M annually starting in fiscal year 2024</i>		<i>\$41.4M</i>
Total Project Cost		\$152.0M	\$242.7M

Student Statement of Work

Student Statement of Work

- Working to clarify existing functionality, ensuring it still meets our needs
- Assessing other needs/functionality that arose since inception of project
- Review of RFP requirements
- Prep work beginning with Academic and Student Affairs
- Statement of Work (SOW) needs to be finalized to ensure negotiations can begin
- October '22 implementation timeline was tentative
- Wrapping in HCM/Finance lessons learned into prep work
- Student could potentially be delayed for up to one year

Student Statement of Work – ASA Prep Work

- Core System Office Advisory Team Established
- Weekly meeting with VCs with core advisory team
- Introductory meeting with Change Management
- Introductory meeting with Berry Dunn, Third Party Owners Rep
- Assessment of proposed Student Organizational Structure/Subject Matter Experts Needed
- Assessment of Companion Projects timing (local campus third party applications/business processes remediation work)
- Assessment of RFP to current needs
- Understanding of when to best align with campuses on the work of Student



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