



**MINNESOTA STATE**  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME:** Committee of the Whole

**DATE:** March 18, 2025

**TITLE:** NextGen Student Project Risk Review #14

Action

Review and Discussion

*This item is required by policy*

**PRESENTERS**

Amy Jorgenson, Chief Audit Officer  
Mike Cullen, Principal, Baker Tilly

**PURPOSE**

To present Workday project risk review checkpoint #14 results and recommendations so the board can be fully informed of current risks which may impact the likelihood of a successful conversion from ISRS to Workday for system processes impacting the student lifecycle.

**BACKGROUND INFORMATION**

Internal Audit has been providing the Board of Trustees with NextGen specific project risk review (PRR) checkpoints since June 2018. As of February 2025, Internal Audit completed the 14th NextGen PRR checkpoint as part of the fiscal year 2025 (FY25) audit plan.

This checkpoint focused on the planning for the Workday Student implementation, with some coverage of the Workday Platform (HCM and Finance functionality) stabilization and sustainment activities, as those activities impact the Student project. The first 12 checkpoints covered the implementation of Workday Platform, and the 13<sup>th</sup> checkpoint was the first to focus on the Workday Student implementation.

To perform the PRR, Internal Audit interviewed identified certain stakeholders and obtained and reviewed relevant project artifacts to assess project risks across the following categories:

- **Project governance and management** covers structures and practices for planning, executing, monitoring, and managing the project and team members.
- **Organizational change management (OCM)** covers structures and practices for preparing people to embrace and navigate changes caused by the project.

- **Stakeholder involvement** covers participation of applicable individuals with vested influence on and interest in the project implementation and results.
- **Task and activity execution** covers completion of activities according to plans, by allocated resources, and that meet quality standards for the project.

### **Conclusion**

Internal Audit concluded that the overall risk of not achieving success with the Workday Student implementation is currently “High.” We identified certain Workday Student project “customer preparation” phase risks and certain Minnesota State system-wide process and technology risks that are not fully managed. These risks are very likely to have a serious adverse effect on the project and Minnesota State overall if not addressed. Minnesota State leadership and the NextGen project team should finalize numerous in-progress prioritized activities.