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Internal Audit Activity

Project Risk Review 14 – NextGen

Office of Internal Auditing

March 2025 – Analysis as of February 26, 2025

Reference Number: 2025-03

Report Classification: Public

NextGen PRR: Inherent Risks, Organized

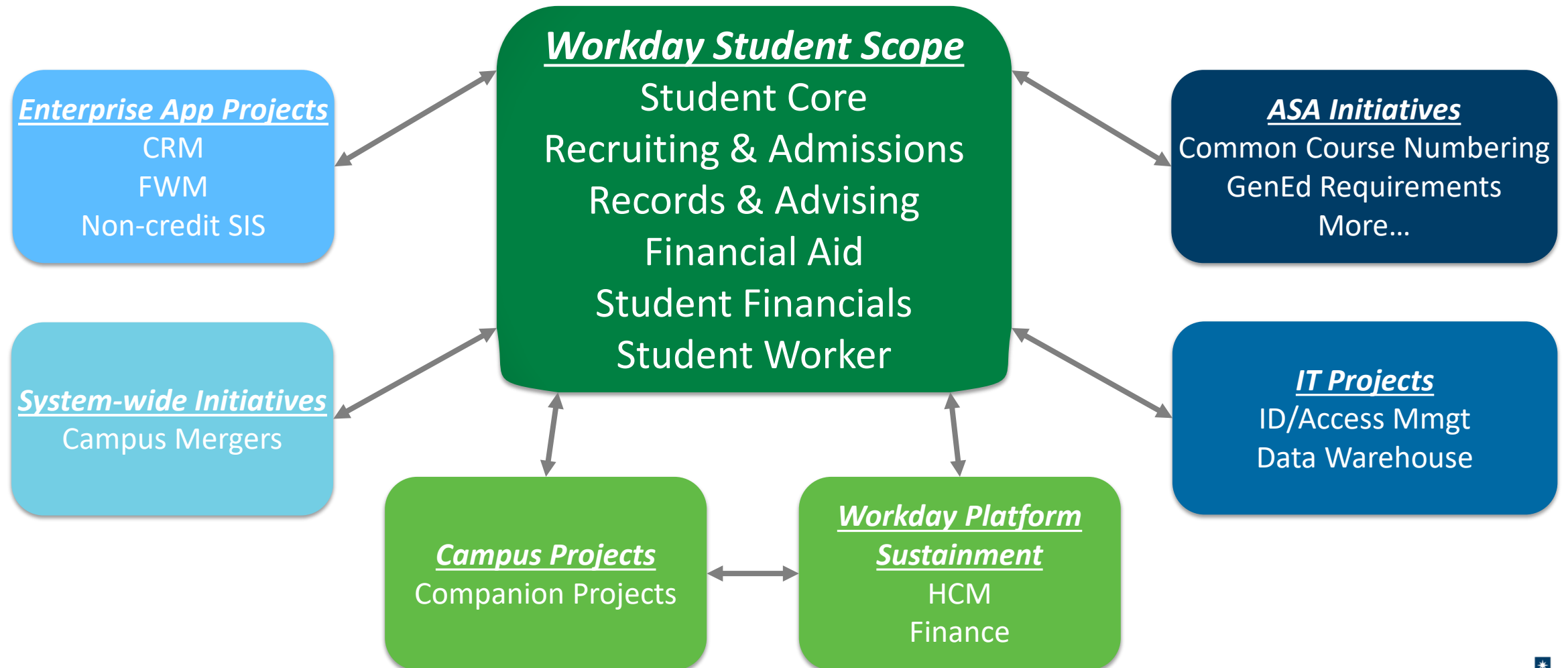
Project Specific	H
<u>SCOPE</u>	
• Complex student prcs.	C
• Student worker	C
• Intgrts./comp. projs.	H
<u>TIMELINE</u>	
• As scoped	M
• Any extension	C
<u>BUDGET</u>	
• Project specific talent	M
• Funds	H

Minnesota State	H
<u>PEOPLE</u>	
• Talent (recruit/retain)	H
• Bargaining changes	M
<u>PROCESS</u>	
• ASA initiatives	H
• Campus mergers	M
• Sustaining two ERPs	H
<u>TECHNOLOGY</u>	
• CRM	H
• Data warehouse	H
• FWM	C
• Identity mgmt.	H
• Non-credit SIS	H

External	M
<u>OTHER</u>	
• Software vendor	L
• Implement. vendor	M
• Tech. change forces	M
• Market forces	M
• State gov forces	L
• Federal gov forces	H

Critical:	expected significant effect
High:	likely serious effect
Moderate:	probable effect
Low:	unlikely effect

NextGen PRR: Connected Projects and Initiatives



NextGen PRR: Scope & Board's Role

Scope Area	Scope Area Definition	Board's Role
Project governance and management	<ul style="list-style-type: none">Structures and practices for planning, executing, monitoring, and managing the project and team members	<ul style="list-style-type: none">Approve key milestones as recommended by the Executive SponsorMonitor project risks (via regular project team updates and PRRs)
Organizational change readiness	<ul style="list-style-type: none">Structures and practices for preparing people to embrace and navigate changes caused by the project	<ul style="list-style-type: none">Promote and support the project goalsDirect any individual wanting to provide feedback to the project team
Stakeholder involvement	<ul style="list-style-type: none">Participation of applicable individuals with vested influence on and interest in the project implementation and results	<ul style="list-style-type: none">Promote and support the participation of stakeholder constituencies in the project
Task and activity execution	<ul style="list-style-type: none">Completion of activities according to plans, by allocated resources, and that meet quality standards for the project	<ul style="list-style-type: none">No board role in project execution

NextGen PRR Checkpoint 14: Key Questions To Address Risks

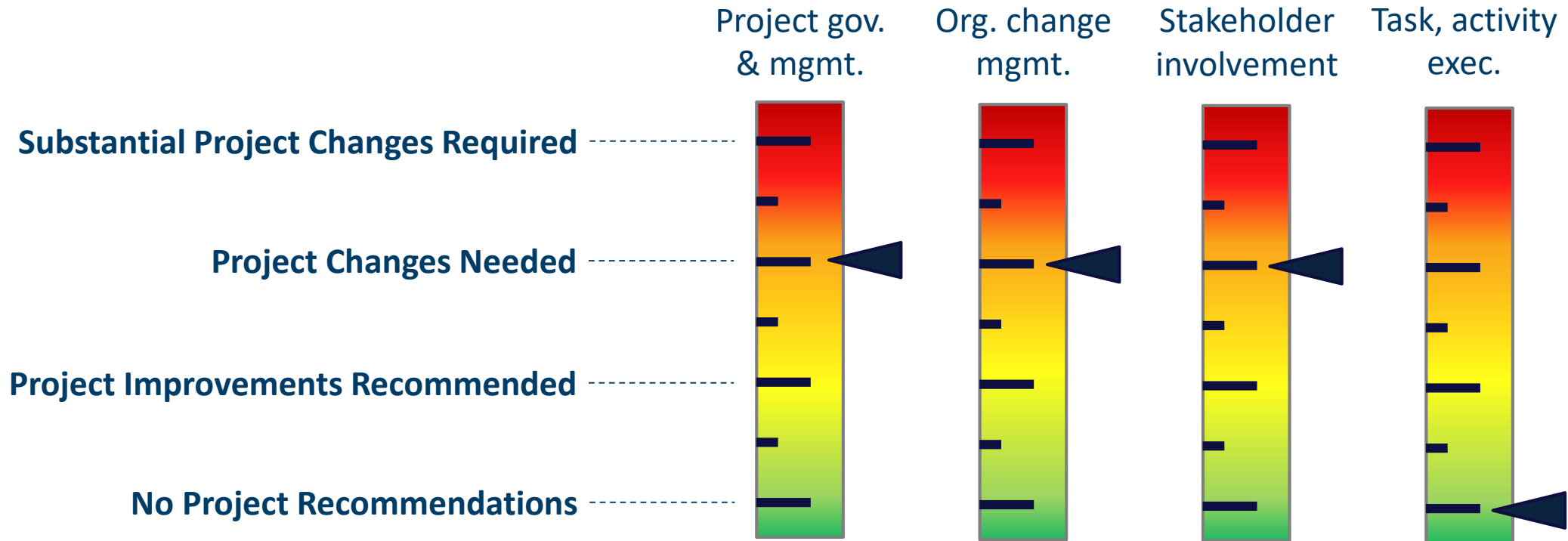
- » How will Minnesota State manage and balance the confluence and dependencies of the Workday Student project and the various system-wide connected projects and initiatives?
- » How will Minnesota State manage the outcomes of the Align and Confirm phase to create consistent, efficient, and effective student processes across the entire system?
- » How will Minnesota State make certain the appropriate stakeholders participate in the Workday Student project and the connected projects and initiatives?

NextGen PRR Checkpoint 14: Overall Risk Rating & Conclusion



Note: Conclusion based on information available to Internal Audit and analyzed as of February 26, 2025.

NextGen PRR Checkpoint 14: Recommendations Summary



Critical: Risks mostly unmanaged, will have significant adverse effect; substantial changes required

High: Risks partially unmanaged, very likely to have serious adverse effect; changes needed

Moderate: Risks mostly managed, likely to have an adverse effect; improvements recommended

Low: Risks managed, not likely to have any adverse effect; no recommendations

NextGen PRR Checkpoint 14:

Key items needing clarification to address risks

Project Governance and Management

- » Finalize the roadmap for the confluence of the Workday Student in-scope workstreams and the connected projects and initiatives (e.g., Faculty Workload Management (FWM), CRM, data warehouse, identity management, and various ASA initiatives, such as, common course numbering and general education requirements)
- » Decide how to increase the effectiveness and speed of decision making and meeting project deadlines between Steering Committee, Executive Operations Team, Project Team, and advisory communities of practice
- » Prioritize hiring of the open Student Worker workstream project manager position

NextGen PRR Checkpoint 14: Key items needing clarification to address risks

Workday Platform (HCM and Finance) Stabilization and Sustainment

- » Prioritize the resolution of the current top Workday Platform open items before May 2025
- » Assess current people resources allocated to Workday Platform stabilization (planned for up to 24 months from go-live) and sustainment activities, then determine if additional people resources are needed to resolve top open items (e.g., e-Builder, reconciliations), especially for any people resources also assigned to Workday Student activities

NextGen PRR Checkpoint 14:

Key items needing clarification to address risks

Organizational Change Management

- » Implement a process to monitor the outcomes of the Align and Confirm phase to validate the creation of efficient, simplified, and effective student processes that are consistent as possible across the entire system
- » Communicate consistent definitions of what is classified as a companion project versus connected projects and initiatives
- » Prioritize hiring of the open Workday Director position and determine a plan for balancing Workday Student and Workday Platform activities (*see prior slide for additional details*)
- » Prioritize hiring of the open OCM Director position

NextGen PRR Checkpoint 14: Key items needing clarification to address risks

Stakeholder Involvement

- » Determine the appropriate stakeholders to participate in the NextGen Steering Committee for the student phase

NextGen PRR Checkpoint 14: Recommendations for Strategic Initiatives

Due to the numerous system-wide projects and initiatives currently underway and planned that are connected and/or dependent on each other, the complexity of managing priorities and resources may necessitate the following approaches:

- » Consider the creation of a system-wide project management office with the charter to coordinate all system-wide projects and initiatives
- » Consider the creation of a system-wide organizational change management office with the charter to coordinate all enterprise level changes as a result of system-wide projects and initiatives

Next Steps for Internal Audit

- » Continue participation in key NextGen activities to remain informed of progress
- » Conduct future periodic PRRs to increase the likelihood of project success; proposed focus and timing for future checkpoints:
 - Student Align & Confirm phase – Summer 2025
- » Report to the steering committee, leadership, and the board to validate that the people, processes, and technologies risks are managed appropriately



Appendix

Descriptions for certain elements

Faculty Workload Management (FWM)

Managing the details of faculty workload is a partnership between Academic Affairs, Human Resources, and IT.

- » Technological platform that allows decision-making about course assignments and non-instructional load to reside with each academic department
- » Streamlines the complexity of adhering to collective bargaining agreements
- » The FWM process and timeline assist with meeting payroll deadlines
- » This platform will need significant re-work or replacement before Workday Student implementation

Student Worker and CRM

- » **Student Worker** – used for paying student workers, who are paid using different types of funds, including financial aid; originally in the Workday HCM scope, was descoped and moved to Student; current functionality is in ISRS
- » **Customer Relationship Management System (CRM)** – used for student recruiting and admissions, as well as non-credit classes such as contract training; current functionality may or may not exist in many different systems used by each college or university

Data Warehouse, Identity and Access Management, and Sustainment

- » **Data Warehouse** – technology platform needed to consolidate, analyze, and report on all Minnesota State data for management and external reporting; this platform has not previously existed at Minnesota State
- » **Identity and Access management** – technology platform need to manage user identities/credentials (e.g., StarIDs) for 500,000+ students, faculty, staff, and contractors; current platform will no longer be supported after 2026
- » **Sustainment** – people and funding required to support the Workday system go-live; current sustainment only covers Workday HCM and Finance

Thank you.



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