

Committee of the Whole Agenda

1. Project Risk Review #14
2. HCM/Finance Update
3. Student Update
4. Project Budget



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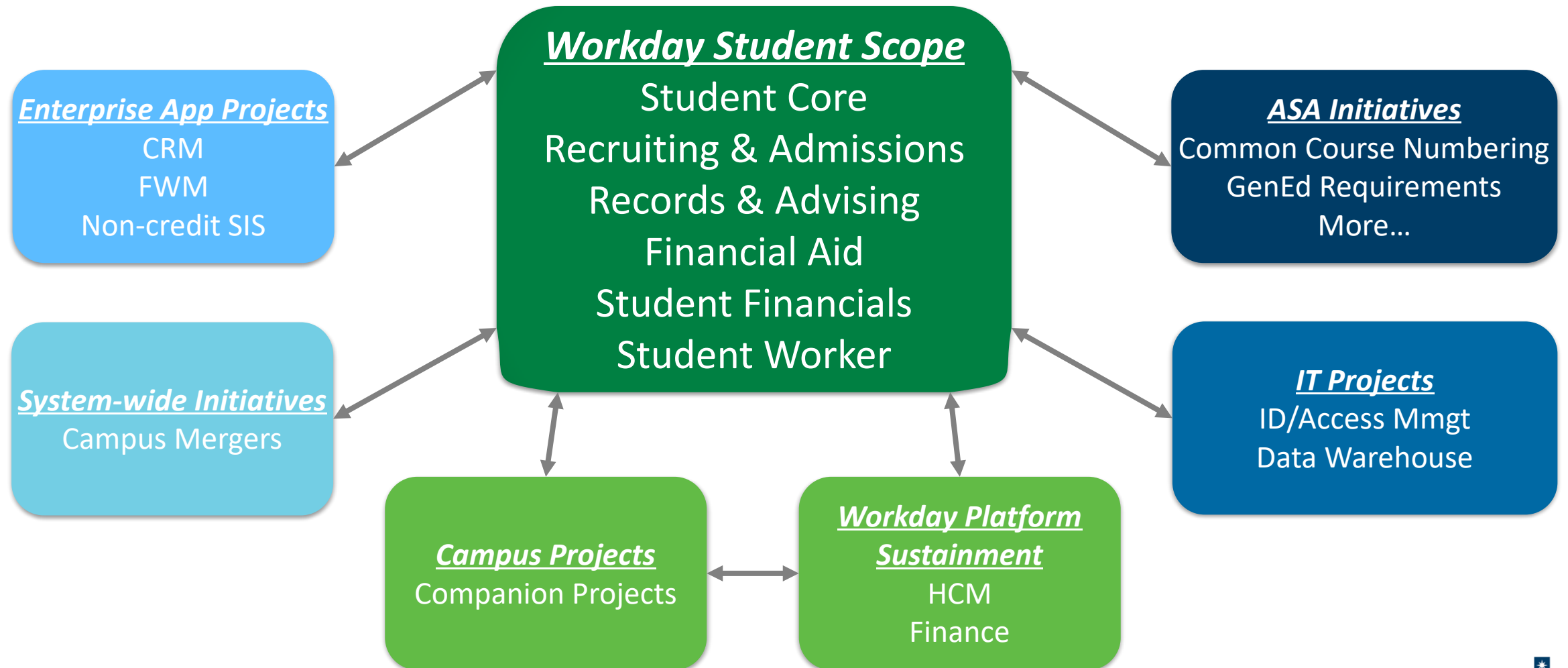
Internal Audit Activity

Project Risk Review 14 – NextGen

Office of Internal Auditing

March 2025 – Analysis as of February 26, 2025

NextGen PRR: Connected Projects and Initiatives



NextGen PRR Checkpoint 14: Key Questions To Address Risks

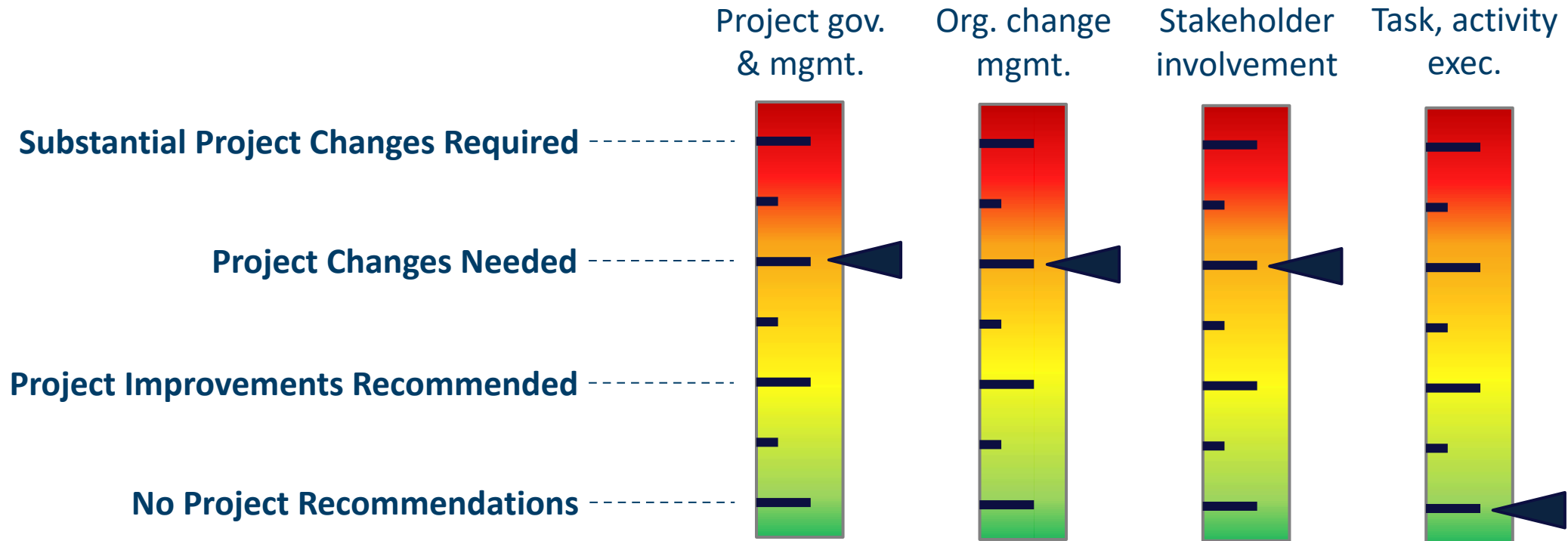
- » How will Minnesota State manage and balance the confluence and dependencies of the Workday Student project and the various system-wide connected projects and initiatives?
- » How will Minnesota State manage the outcomes of the Align and Confirm phase to create consistent, efficient, and effective 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 next checkpoint:
 - 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



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NextGen Update

Board of Trustees

March 2025

NextGen Strategy and Objectives – Mission Items



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's systems.



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, the Minnesota State System 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.

Guiding Principles

1. Start with leading practices

2. Challenge the status quo

3. Design solutions for the end user

4. Minimize manual processes

5. Simplify when possible

6. Operate as a system

7. Work collaboratively and transparently

8. Communicate frequently

9. Engage institutions early and often

10. Maintain a single system of record

HCM/Finance Update

Top 5 Extended Care Activities the next 30-60 days

Area	Issue	Estimated Timeline for Completion
FIN/HCM	Payroll Posting Payroll Expense Allocation	March '25 April '25
HCM	Pay Detail Report	April '25
FIN	Cash Management	June '25
FIN	eBuilder Integrations	May '25
FIN	Budget to Actuals Reporting	April ' 25

Action Steps to Address Priority Issues

- » Escalation to Team Workday and opportunity for additional support
- » Detailed project plan to reprioritize critical issues
- » Process re-engineering for long-term stabilization, including enhancing integration accuracy and data flow
- » Correct critical data

NEW SLIDE



Student Update

Pre-Planning Summary and Outcomes

- » The Minnesota State approach to Workday Student implementation is to align core student functions for baseline builds that are “as common as possible, as different as necessary”
- » Companion projects: any process or software that will use data from or feed data into Workday Student
- » Colleges, universities, and system office cataloged more than 1,300 companion projects, along with how each supports student processes

Initial Student Project Activities

- » Hired staff for project roles and provided project orientation and Workday Student training
- » Initial planning kick-off with program management office (Minnesota State and Team Workday)
- » Launched align and confirm project stage to develop baseline builds that will be configured and piloted by sector (college and university) with workshop week

Upcoming Student Project Activities

- » Information gathering for baseline builds to pilot college and university configurations
- » Planning activities for later stages
- » Change management workshop at June Leadership Council



Project Budget

Project Budget

NextGen Budget	Nov. 2024 Approved Budget
HCM/FIN	\$100.4M
Student	\$116.2M
Overall Project Support	\$58.8M
Contingency	\$15.0M
Totals	\$290.4M

Thank you.



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