



MINNESOTA STATE
Board of Trustees

AGENDA ITEM SUMMARY

NAME: Committee of the Whole

DATE: October 16, 2024

TITLE: NextGen Student Project Risk Review #13

Action

Review and Discussion

This item is required by policy

PRESENTERS

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

PURPOSE

We will present Student Phase project risk review checkpoint #13 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 September 18, 2024, Internal Audit completed the 13th NextGen PRR checkpoint as part of the fiscal year 2025 (FY25) audit plan. This checkpoint is the first to focus on the future Workday Student implementation. The first 12 checkpoints covered the implementation of Workday Platform, as known as Workday HCM, Finance, and Adaptive.

To perform the project risk review, Internal Audit interviewed key stakeholders and obtained and reviewed relevant project artifacts to assess project risks across the following categories:

Project governance and management covers leadership, oversight, guidance, and decision-making over the project. (six recommendations)

1. Finalize project scope and Workday Statement of Work
2. Finalize project budget and contingency
3. Share final scope systemwide

4. Update project guiding principles
5. Update project governance structure and decision-making process
6. Finalize project hiring plan

Organizational change management (OCM) covers planning, communications, training, and support related to successful transition and adoption. (two recommendations)

1. Complete student companion project analysis – this is an inventory of all systems and processes institutions use to complete functions related to students. Analysis will be done to identify common solutions.
2. Implement an explicit process improvement plan with subject matter expertise to standardize and create efficiencies for processes affecting the student lifecycle.

Stakeholder involvement covers participation of key business process/control owners in definition and validation of requirements. (two recommendations)

1. Review third-party owner’s representative scope and duties prior to new RFP
2. Augment project governance membership and decision-making authority with college and university experts

Project execution covers the completion of all implementation activities, including operational, technical, and compliance controls. (no recommendations)

Internal Audit concluded the overall risk of not achieving success for readiness prior to starting the Workday Student implementation is currently “High.” We identified project scope and budget risks, as well as Minnesota State process and technology risks, which are closely related to the potential scope of the Student implementation project, which 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 prior to starting the Student implementation project.

Minnesota State leadership and the NextGen project team should implement numerous changes before finalizing the Workday Statement of Work and project budget to provide a solid foundation and maximize chances for a successful outcome prior to starting the Student implementation project.