



**MINNESOTA STATE**  
Board of Trustees

**Board of Trustees Meetings and Retreat**  
Minnesota State Colleges and Universities  
Historic Hormel Home 208 4th Ave. NW, Austin, MN  
Sep 20, 2022 7:45 AM - Sep 21, 2022 1:00 PM CDT

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**Board of Trustees  
Meetings and Retreat  
Historic Hormel Home  
208 4th Ave. NW, Austin  
September 20 - 21, 2022**

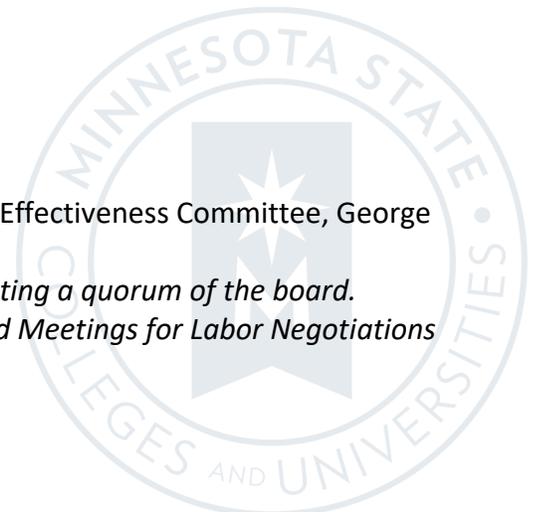
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**Tuesday, September 20, 2021**

- 8:30 a.m. Board training (Not a meeting)
- 2:00 p.m. Retreat begins: Welcome and Opening Remarks  
*Chair Roger Moe*
- 2:15 p.m. Our Bold Vision for the Future of Minnesota State  
*Devinder Malhotra*
- 2:45 p.m. Minnesota State Perspectives  
*Presidents Adenuga Atewologun, Edward Inch, Kumara Jayasuriya, Pat Rogers*  
*Leaders of statewide student associations, leaders of bargaining units*
- 4:00 p.m. Day 1 ends
- 4:30 p.m. Buses depart from hotel to Riverland Community College, Albert Lea  
Campus tour and dinner (Social gathering – not a meeting)  
*[Invited: leaders of bargaining units, leaders of statewide student associations,  
Leadership Council Executive Committee, Chancellor’s Cabinet]*
- 8:00 p.m. Bus departs for return to hotel

**Wednesday, September 21, 2021**

- 8:30 a.m. Breakfast (Social gathering – not a meeting)
- 9:00 a.m. Closed Session: Workforce and Organizational Effectiveness Committee, George Soule, Chair  
*Other board members may be present constituting a quorum of the board.*  
*Pursuant to Minn. Stat. § 13D.03, (2019) Closed Meetings for Labor Negotiations Strategy (Minnesota Open Meeting Law)*
1. Update on Labor Negotiations Strategy



- 9:30 a.m. Board of Trustees, Roger Moe, Chair  
**1. Contracts Requiring Board Approval:**  
**a. Electronic Door Hardware and Access Control, Ridgewater College, Willmar & Hutchinson Campuses**
- 10:00 a.m. NextGen Update  
*Chancellor Devinder Malhotra, Vice Chancellor Jacquelyn Malcolm, Vice Chancellor Bill Maki, Vice Chancellor Eric Davis, Senior Vice Chancellor Green-Stephen*
- 11:30 a.m. Wrap-up and Closing Remarks
- 12:15 p.m. Lunch (Social gathering – not a meeting)  
*[Invited: leaders of bargaining units, leaders of statewide student associations, Leadership Council Executive Committee, Chancellor’s Cabinet]*
- 1:00 p.m. Retreat ends

**Bolded items indicate action is required.**



**Workforce and Organizational Effectiveness Committee**  
**September 21, 2022**  
**9:00 a.m.**  
**Historic Hormel Home**  
**208 4th Ave. NW, Austin**

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*In a closed session pursuant to Minn. Stat. §13D.03, Closed Meetings for Labor Negotiations Strategy, the Board will hear the current status of labor contract negotiations and will discuss strategy.*

1. Update on Labor Negotiations Strategy

Committee Members

George Soule, Chair  
Kathy Sheran, Vice Chair  
Dawn Erlandson  
Javier Morillo  
Rudy Rodriguez  
Cheryl Tefer

Presidents Liaisons

Carrie Brimhall  
Robbyn Wacker

**Bolded items indicate action required.**



**MINNESOTA STATE  
BOARD OF TRUSTEES  
Agenda Item Summary Sheet**

**Name:** Workforce and Organizational Effectiveness Committee

**Date:** September 21, 2022

**Title:** Update on Labor Negotiations Strategy

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

In a closed session pursuant to Minnesota Statutes §13D.03, Closed Meeting for Labor Negotiations Strategy, the Board will hear the current status of labor contract negotiations.

**Scheduled Presenter(s):**

Eric Davis, Vice Chancellor for Human Resources  
Chris Dale, Sr. System Director for Labor Relations  
Betsy Thompson, Director for Labor Relations

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Update on Labor Negotiations Strategy

**BACKGROUND**

Vice Chancellor for Human Resources Eric Davis, Sr. System Director for Labor Relations Chris Dale and Director for Labor Relations Betsy Thompson will provide an update on labor negotiations.



**Board of Trustees Meeting  
September 21, 2022  
9:30 a.m.  
Historic Hormel Home  
208 4th Ave. NW, Austin**

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Board of Trustees, Roger Moe, Chair

**1. Contracts Requiring Board Approval:**

- a. Electronic Door Hardware and Access Control, Ridgewater College, Willmar & Hutchinson Campuses**

**Bolded items indicate action is required.**



**MINNESOTA STATE  
BOARD OF TRUSTEES  
Agenda Item Summary Sheet**

**Name: Board of Trustees**

**Date: September 21, 2022**

**Title: Contracts Requiring Board Approval:**

- a. Electronic Door Hardware and Access Control, Ridgewater College, Willmar & Hutchinson Campuses

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

Board Policy 5.14, Contracts, Procurements, and Supplier Diversity, requires Board of Trustees approval of any procurement, lease agreement, or professional, technical, or consulting service contract with a value in excess of \$1,000,000 or contract amendment that would increase the total value of a contract to more than \$1,000,000.

This contract provides needed control to existing doors to allow for better access for staff, increased security monitoring for the campus and replacing door hardware that has exceeded its lifecycle.

**Scheduled Presenter(s):**

Bill Maki, Vice Chancellor for Finance and Facilities

**MINNESOTA STATE  
BOARD OF TRUSTEES**

<b>BOARD ACTION</b>
Contracts Requiring Board Approval: Electronic Door Hardware and Access Control, Ridgewater College, Willmar & Hutchinson Campuses

**BACKGROUND**

This investment will add additional electronic door access to numerous doors on both the Willmar and Hutchinson campuses. This will allow the college to monitor and better secure access to campus buildings and also do contract tracing if needed. Items being purchased include door hardware, electronic access control system and associated wiring to each door.

This contract provides needed control to existing doors to allow for better access for staff, increased security monitoring for the campus and replacing door hardware that has exceeded its lifecycle.

The Contractor will be selected through a competitive public bidding process on Quest CDN. Bids are planned to be received on September 20, 2022.

**FINANCIAL TERMS**

The contract will not exceed \$1,250,000. Funding of \$750,000 for the contract will be from the college's Higher Education Emergency Relief Fund (HEERF) allocation and up to \$500,000 from the college's general fund, to the extent needed, due to the volatile bid market.

**RECOMMENDED BOARD MOTION**

The Board of Trustees authorizes the chancellor or the chancellor's designee to enter a contract with a Contractor, not to exceed \$1,250,000 for a period of three years and for the purposes of upgrading door access controls at both the Willmar and Hutchinson campuses. The Board of Trustees directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:*

*9/21/2022*

*Date of Implementation:*

*9/21/2022*

**MINNESOTA STATE  
BOARD OF TRUSTEES  
Agenda Item Summary Sheet**

**Name:** Board of Trustees

**Date:** September 21, 2022

**Title:** NextGen Update

**Purpose (*check one*):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

Minnesota State launched the Next Gen Enterprise Resource Planning (ERP) replacement project in March 2016 with the endorsement of the business case. Phase 1 of the project concluded in November 2020 with the approval of an updated project plan and finance plan, and the selection of Workday as the ERP vendor. NextGen Phase 2 began in January 2021, and the Finance/Human Resources implementation kicked off in March 2021.

This update will include:

- Current Project Status
- Revised Timeline and Budget
- Workday Student Update

**Scheduled Presenters:**

Devinder Malhotra, Chancellor

Jacquelyn Malcolm, Vice Chancellor for Information Technology

Bill Maki, Vice Chancellor for Finance and Facilities

Eric Davis, Vice Chancellor for Human Resources

Satasha Green-Stephen, Senior Vice Chancellor for Academic and Student Affairs

Clint Davies, BerryDunn, Third-Party Owner's Representatives



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

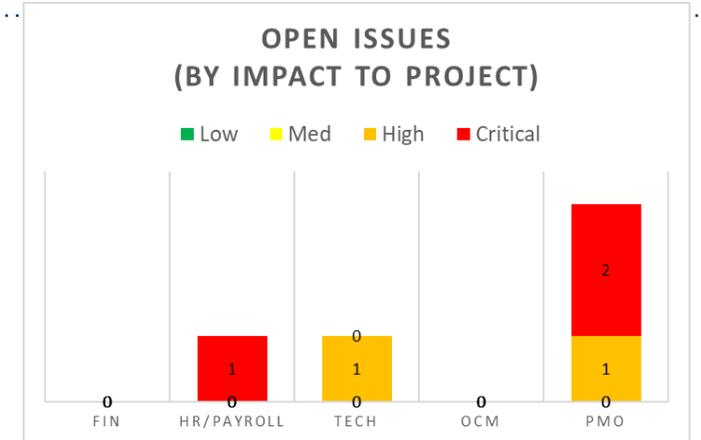
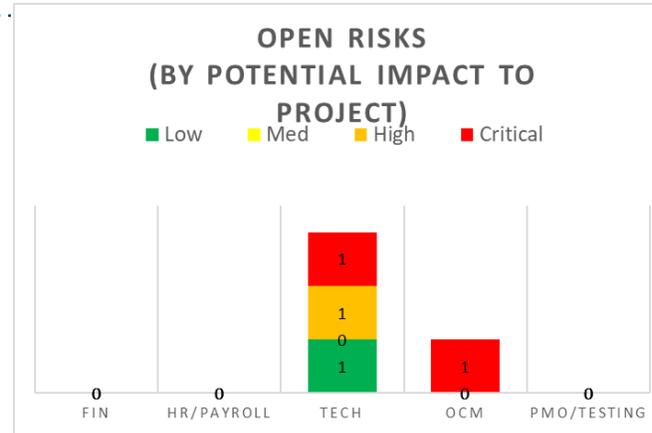
REPORT DATE September 12, 2022

## PHASE 2 HEALTH STATUS

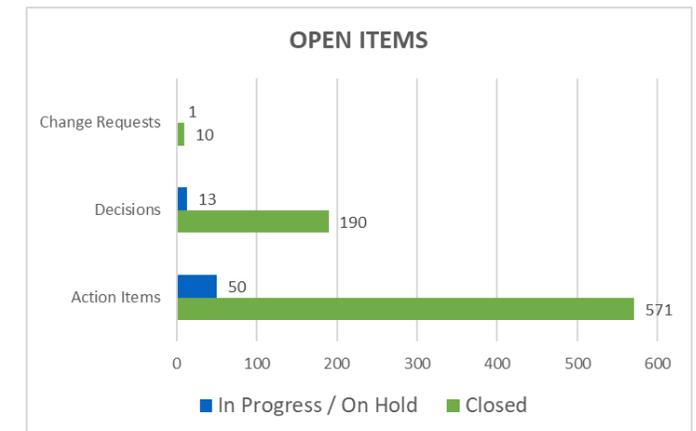
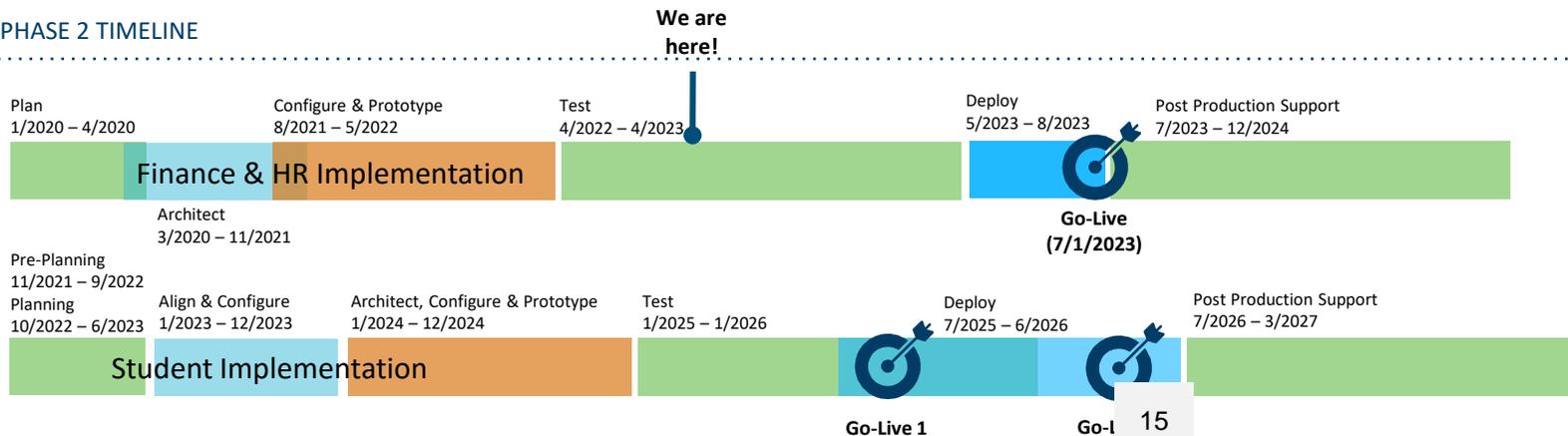
	OVERALL	SCOPE	SCHEDULE	BUDGET	RESOURCES
CURRENT STATUS	OFF TRACK	AT RISK	OFF TRACK	ON TRACK	AT RISK
LAST STATUS	OFF TRACK	AT RISK	OFF TRACK	ON TRACK	AT RISK

### Project Revenue and Expenses

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



## PHASE 2 TIMELINE

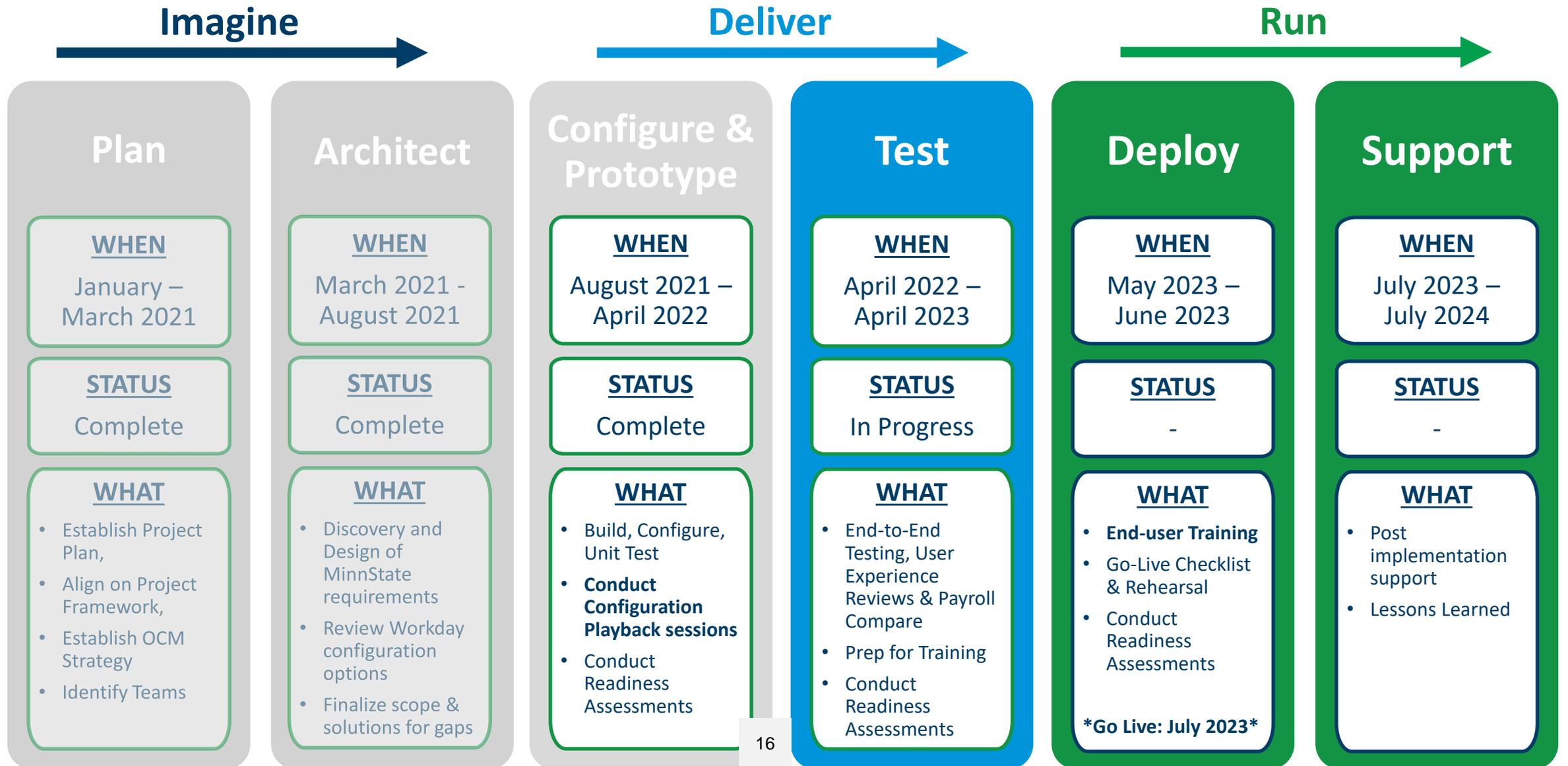


**G On track;** no impact to Stage end dates or to the go-live date

**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



# 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

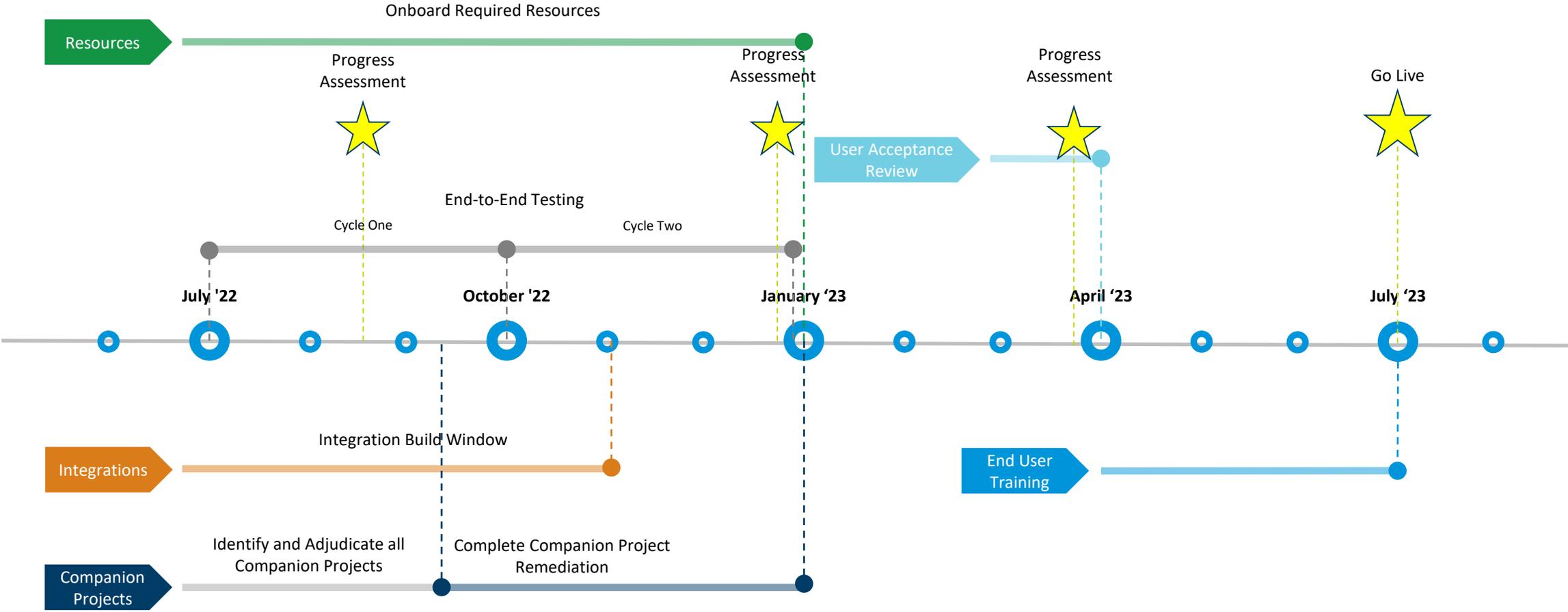
- Confirm design decisions for all outstanding integrations
- Develop and migrate all required integrations to End to End tenant
- Track and remediate outstanding design errors

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

# 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>
<b>Total Project Cost</b>		<b>\$152.0M</b>	<b>\$242.7M</b>

# 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



# MINNESOTA STATE

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