NextGen Update

Imagine the Possibilities

MINNESOTA STATE
Topics

- Introduction
- Board & Community Engagement
- Status Report
- Internal Audit: Project Risk Review
- Case for Change
- Timeline and Financing
- NextGen Contract
Replacement of ISRS emerged as a priority in strategic listening sessions held across the system.

Board endorsed business case for new ERP.

Board authorized launch of Phase 1.

ERP Steering Committee and Phase 1 vendor CampusWorks introduced to the Board, which approved overall project design and Phase 1 timeline. Board endorsed project organization structure, dashboard, communication plan, and change management strategy.

Board approved project plan and finance plan, including authorization to issue two key RFPs: (1) Third Party Owners Representative (TPOR); (2) Software as a Service (SaaS) Vendor and Implementation vendor.

Board approved entering into negotiations with one or more SaaS vendors. Board approved BerryDunn as TPOR.
Status Report
## NextGen | Steering Committee Changes

### Prior to November 2020
- Ramon Padilla, Vice Chancellor for ITS (co-chair)
- Ron Anderson, Senior Vice Chancellor for ASA (co-chair)
- Eric Davis, Vice Chancellor for Human Resources
- William Maki, Vice Chancellor for Finance & Facilities
- Angelia Millender, President, Century College
- Scott Olson, President, Winona State University
- Eric Wion, Executive Director, Internal Audit (ex officio)
- Baker Tilly, External Advisor (ex officio)

### Current Committee (changes in bold)
- Eric Davis, Vice Chancellor for Human Resources (co-chair)
- William Maki, Vice Chancellor for Finance & Facilities (co-chair)
- Ross Berndt, Interim Vice Chancellor for ITS
- Ron Anderson, Senior Vice Chancellor for ASA
- Angelia Millender, President, Century College
- Scott Olson, President, Winona State University
- Eric Wion, Executive Director, Internal Audit (ex officio)
- Baker Tilly, External Advisor (ex officio)
PHASE 1 HEALTH STATUS

<table>
<thead>
<tr>
<th>CURRENT STATUS</th>
<th>OVERALL</th>
<th>SCOPE</th>
<th>SCHEDULE</th>
<th>BUDGET</th>
<th>RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OFF TRACK</td>
<td>ON TRACK</td>
<td>OFF TRACK</td>
<td>AT RISK</td>
<td>AT RISK</td>
</tr>
</tbody>
</table>

| LAST STATUS | OFF TRACK | ON TRACK | OFF TRACK | ON TRACK | AT RISK |

 Phase 1 Budget (FY18-FY20)

- Legislative Funds: $24,000,000.00
- Campus/System Office Contributions: $33,000,000.00
- Total Funding Sources: $57,000,000.00
- Spent to Date: $8,406,847.00
- Current Obligations: $2,299,818.25
- REMAINING BUDGET: $46,293,334.75

PHASE 1 HEALTH STATUS NOTES:

Overall status remains OFF TRACK.

The phase 1 project schedule remains OFF TRACK, while resources and budget are AT RISK due to the following:

- COVID-19 caused delays in receiving vendor contracts and caused resource constraints with other COVID-19 initiatives.
- There are multiple significant issues to be resolved through negotiations. The schedule will remain off track until the project team and executive sponsor feel concerns have been sufficiently addressed. The additional time required for negotiations may result in unbudgeted time from Dorsey & Whitney and BerryDunn.
- Pushing negotiations beyond November may impact resource availability for the proposed vendor team.

Phase 1 overall status remains OFF TRACK due to the impact of the above items to phase 2’s tentative implementation plan (see page 2). The overall status will remain OFF TRACK until a new plan is approved by the Board of Trustees.

PHASE 1 TIMELINE

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
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<tr>
<td>Q4</td>
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<td>12/17</td>
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</tr>
<tr>
<td>4Q20</td>
<td>1Q21</td>
<td>2Q21</td>
</tr>
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</table>

RFP Process, Evaluation, Vendor Selection & ERP Solution

- RFP for ERP and ERP Consulting Services
- Business Process Review (HR, Finance & Student)
- Planning
- Current State
- Future State & Gap Analysis
- RFP Process, Evaluation, Vendor Selection & ERP Solution
- RFP Planning & Draft Requirements
- Conduct Final Reviews
- Post RFP, Evaluation, Vendor Selection, Contract Negotiations
- Legacy Technology Preparation
# PHASE 1 MILESTONE STATUS

<table>
<thead>
<tr>
<th>MILESTONES</th>
<th>PLANNED START DATE</th>
<th>PLANNED END DATE</th>
<th>REVISED START DATE</th>
<th>REVISED END DATE</th>
<th>LEADERSHIP COUNCIL REVIEW</th>
<th>BOARD OF TRUSTEES REVIEW</th>
<th>STATUS</th>
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</thead>
<tbody>
<tr>
<td>Project Charter</td>
<td>9/2017</td>
<td>9/2017</td>
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<tr>
<td>Risk Management Plan</td>
<td>1/2018</td>
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<tr>
<td>Communications Plan</td>
<td>1/29/18</td>
<td>4/03/18</td>
<td>5/2018</td>
<td>6/2018</td>
<td>COMPLETE</td>
<td></td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Change Management Plan</td>
<td>1/24/18</td>
<td>7/27/18</td>
<td>9/10/18</td>
<td>--</td>
<td>COMPLETE</td>
<td></td>
<td>COMPLETE</td>
</tr>
</tbody>
</table>

**PHASE 1**

| Planning                                      | 1/23/18            | 4/04/18          | --                 | 3/2018             | COMPLETE                  |                          | COMPLETE |
| Current State Process Reviews                 | 2/12/18            | 6/29/18          | --                 | --                | COMPLETE                  |                          | COMPLETE |
| Future State Business Process Mapping         | 7/16/18            | 1/18/19          | 1/2019             | 1/2019            | COMPLETE                  |                          | COMPLETE |
| Conduct ERP Request for Proposal              | 7/16/18            | 11/2019          | 7/16/18            | 1/2020            | --                       | 1/28/20                  | COMPLETE |
| Legacy Technology Updates                     | 7/2016             | 3/2020           | --                 | --                | COMPLETE                  |                          | COMPLETE |

**PHASE 2 TENTATIVE TIMELINE**

(for reference only - these dates will change during planning with the ERP vendor)

| Finance Planning & Implementation             | 6/2020             | 9/2022           |
| HR Planning & Implementation                  | 4/2021             | 12/2022          |
| Student Planning & Implementation             | 4/2022             | 8/2024           |
PHASE 1 SUMMARY OF ACTIVITIES

ACCOMPLISHMENTS

- BPR: Conducted Vendor Showcases
- BPR: Student, HR, and Finance Teams finalized current state business processes
- BPR: Student, HR, and Finance Teams began mapping future state
- BPR: Conducted Data Management Team and IT Team Kickoff
- BPR: Data Management and IT Teams began mapping current & future state
- BPR: Student, HR, and Finance Teams mapped future state
- BPR: Data Management and IT Teams mapped current & future state
- BPR: Conducted Data Management Tech Talk with Minnesota State Community
- BPR: Conducted IT Tech Talks with Minnesota State Community to identify current & future state 3rd party integration needs
- BPR: Conducted Future State Regional Reviews
- BPR: Finalized Future State Processes (all teams)

- RFP: Began ERP RFP Planning
- RFP: Finalized ERP RFP Timeline
- RFP: Identified ERP RFP Team
- RFP: RFP Team Kickoff
- RFP: 3rd party review of RFP requirements
- RFP: Completed final reviews of ERP RFP requirements
- RFP: Identified funding strategy
- RFP: Post ERP RFP
- RFP: ERP RFP published for vendor responses
- RFP: Vendor proposals received
- RFP: RFP Teams scored proposals
- RFP: Conduct vendor demonstrations and interviews

ACCOMPLISHMENTS – continued...

- CM: Finalized Change Management Plan
- CM: Launched Readiness Assessment
- CM: Conducted Transition Management Team Kickoff
- CM: Conducted Readiness Assessment
- CM: Identified Transition Management Teams
- CM: Published Organizational Readiness Assessment
- CM: Identified timeline and resource plans for Wave 1 (Awareness) materials. Conducted planning meeting.
- CM: Identified timeline and resource plans for Wave 1 (Awareness) materials. Conducted planning meeting.
- CM: Finalized a high-level change management timeline for training and communications throughout Phase 2 (Implementation)
- CM: Filmed NextGen Videos
- CM: Planned content for Wave 1 (Awareness) materials
- CM: Published NextGen Video
- CM: Draft Phase 2 Change Management Strategy (March 2020)

UPCOMING ACTIVITIES

- RFP: Selection and negotiations (Jan – TBD)

BPR – Business Process Review        CM – Change Management        RFP – Request for Proposal
NextGen PRR – Background

Approved as part of the annual Audit Plan
Provides ongoing and objective assessments of NextGen for two purposes:

• Providing assurance to the Board on project risk management
• Providing assurance and advisory guidance to the project Steering Committee on project risk leading practices
NextGen PRR – Categories of Risk Areas Reviewed

**Project governance and management**

Leadership, oversight, guidance, and decision-making over the project

**Organizational change management**

Planning, communications, training, support related to the successful transition and adoption

**Stakeholder involvement**

Participation of key business process and control owners in definition and validation of requirements

**Project execution**

Evidence of all implementation activities, including operational, technical, and compliance controls
# NextGen PRR – Leading Practices for Board’s Role

<table>
<thead>
<tr>
<th><strong>Project governance and management</strong></th>
<th><strong>Organizational change management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Approve upcoming key milestones as recommended by the Steering Committee</td>
<td>• Promote and support the project goals</td>
</tr>
<tr>
<td>• Monitor project risks (via regular project team updates and PRRs)</td>
<td>• Direct any individual wanting to provide feedback to the project team</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Stakeholder involvement</strong></th>
<th><strong>Project execution</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promote and support the participation of key stakeholder constituencies in the project</td>
<td>• No board role in project execution</td>
</tr>
</tbody>
</table>
Current stage of NextGen Phase 1 is selecting and negotiating with the vendor(s); while Internal Audit has yet to review final versions of key project deliverables (e.g., contract documents, risk management plans), through our participation in project activities we understand that appropriate risk management plans are in progress; additionally, the project timeline has been altered due to the longer negotiations, which may impact the Phase 2 timeline; however the overall risk of not achieving success for Phase 1 is still low.

Note: Conclusion is based on the information available to Internal Audit and analyzed as of October 30, 2020.
NextGen PRR – Checkpoint 6 | Current Results

Internal Audit noted no new recommendations to project activities at this time.

- **OCM: Org change management**
  - **Significant Project Changes Required**
    - Items the organization must change immediately since the project is failing.
  - **Project Changes Required**
    - Items the organization must change immediately due to active risk issues.
  - **Project Controls Recommended**
    - Items the project team should implement in the short term to mitigate known risks.
  - **Project Improvements Recommended**
    - Items the project team should consider implementing to mitigate potential risks.
  - **No Changes Recommended**
    - No items identified for project team to address at the time of the checkpoint.

- **PE: Project Execution**

- **SI: Stakeholder involvement**

- **PGM: Project governance and management**
Hired third-party owners’ representative with experience in large, complex software implementation projects to assist with project management and contract negotiations

Hired external counsel with experience in large, complex software implementation contracts to lead negotiations

Approached the negotiations with goal to get the best result for Minnesota State, not to solely meet original timeline or accept vendors’ standard terms and conditions

Addressed multiple risks via contract negotiations and now crafting plans to address associated residual risks
NextGen PRR – Checkpoint 6 | Review Activities

- Conducted periodic check-in meetings with the NextGen program manager to stay engaged and up-to-date with project activities
- Participated in, as an ex-officio steering committee member, each of the vendor finalist’s first demonstration session on the overview of their respective solutions
- Participated in multiple Chancellor and Trustee information sessions, providing guidance and insights
- Provided on-going feedback to project leadership, including recommendations for improving the reporting and tracking of project funding and project risk impacts
**NextGen PRR – Checkpoint 6 | Recommendations**

- Internal Audit has no new recommendations for the project team at this time; once final deliverables are available, Internal Audit will review and provide any recommendations, as necessary

**Note:** One prior recommendation remains open, the project team will address during future phases since the recommendation relates to system configuration implementation
The Case for Change
NextGen | The Case for Change

Five years since NextGen was first proposed, a new technology landscape is even more important to the success of students, faculty, staff, and communities across Minnesota.

- ISRS is reaching the end of its technological life.
- Our colleges and universities cannot remain on ISRS and expect to be competitive in a constantly changing technology landscape.

*Minnesota State needs a technology platform that enhances the educational experience of our students in ways ISRS was never designed to provide.*
NextGen | The Case for Change

NextGen will provide the tools to help faculty and staff make students be more successful.
NextGen Timeline and Financing
NOTE! All implementation dates are TENTATIVE.
Dates are subject to change during implementation planning with ERP vendor.
Due to its scope and complexities, a student implementation will occur after Finance and Human Resources.

Student Services supports more processes and requires changes not only for staff, but for faculty and students as well.

There are many dependencies in the student system on Finance and HR.

Finance and HR are foundational elements of ERPs and are best put in place prior to implementing student services.
NextGen | Financing NextGen

Developed in FY16; Last Presented to Board in June 2019 prior to RFP

Original Project Phase 1

Original Project Phase 2 Implementation
– 5 years: FY21 to FY25

Total
$151.1M

Updated Project Phase 1

Updated Project Phase 2 Implementation Budget – 7 years:
FY21 to FY27 = $233.9M

Total
$242.7M

Vendor Contract
– Last 3 years = $32M
(software)

Vendor Contract Renewal Option – 3 years = $34.6M
(software)

Actual Project Spent – FY18 to Date = $8.8M

Vendor Contract – First 7 (of 10) years = $168M (includes
$112M for implementation $56M for software)

Developed in FY21 as a result of selected vendor negotiations; Requesting Board approval in FY21

Costs Outlined Above

Funding Outlined Below

Project Finance Plan (Planning, Implementation, and Software) for 10 years: FY18 to FY33 = $242.7M

Developed in FY20 as a result of RFP process; Requesting Board approval in FY21

Developed in FY21 as a result of selected vendor negotiations; Requesting Board approval in FY21
# NextGen | Total Implementation Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Total Budgeted Amount</th>
</tr>
</thead>
</table>
| Minnesota State Project Team      | • Implementation Teams  
• Training  
• Change Management                | $41.6M                |
| ERP Vendor Contract               | • Implementation  
• Software License and Cloud Hosting                 | $168.0M               |
| Other Professional Support        | • CampusWorks – Phase 1  
• Project Management  
• TPOR and Legal Counsel               | $7.2M                 |
| Technology Maintenance and Support| • ISRS Refresh & Maintenance  
• Integrations  
• Data Reporting                   | $10.9M                |
| Contingency                       | • Budgeted amount for changes and adjustments over the 7 years | $15.0M                |
| **Total**                         |                                                       | **$242.7M**           |
**NextGen | Financing NextGen**

- **Original Project Phase 1**
  - Phase 1: FY18 to FY20
  - Total: $8.8M

- **Updated Project Phase 1**
  - Updated Phase 1: FY21 to FY27
  - Total: $8.8M

- **Original Project Phase 2 Implementation**
  - Phase 2: FY21 to FY25
  - Total: $233.9M

- **Updated Project Phase 2 Implementation Budget**
  - Updated Phase 2: FY21 to FY27
  - Total: $242.7M

- **Vendor Contract**
  - Last 3 years: FY21 to FY23
  - Total: $32M (software)

- **Vendor Contract Renewal Option**
  - 3 years: FY24 to FY26
  - Total: $34.6M (software)

- **Actual Project Spent**
  - FY18 to Date: $8.8M

- **Project Finance Plan**
  - Planning, Implementation, and Software for 10 years: FY18 to FY33 = $242.7M

- **Developed in FY21 as a result of selected vendor negotiations**

- **Developed in FY20 as a result of RFP process**

- **Developed in FY16; Last Presented to Board in June 2019 prior to RFP**

**Costs Outlined Above**

**Funding Outlined Below**

**Developed in FY21 as a result of selected vendor negotiations; Requesting Board approval in FY21**

**Developed in FY21 as a result of selected vendor negotiations; Requesting Board approval in FY21**
The Board of Trustees approves the updated project plan and finance plan as outlined in this report. The Board will be asked to approve the final vendor selection and to give the Chancellor the authority to execute the contracts with the vendor. As the project enters the implementation phase, the Chancellor will establish a regular project status reporting program with the Board after consultation with the chair of the Board and the chair of the Finance committee.
NextGen Contract
NextGen | RFP Process 2018-2020

PHASE 1 COMPLETED!

Vendor Selection

We Are Here

We Began Here

Start

1. Develop RFP

2. Score Proposals

3. Evaluate Demos

4. Vendor Negotiations

RFP Process
NextGen | The Negotiations Team

William Maki
Jamie Nordstrom
Jennell Flodquist
Sarah McGee
Mark Malecek
Melinda Clark

External Advisors
Rhona Schmidt, Dorsey & Whitney
Clint Davies, BerryDunn
Dave Houle, BerryDunn

Darcie Anderson
Tim Anderson
Susan Ant
Jill Bedel
Barb Biljan
Lisa Carter
Ron DeJong
Al Finlayson
Brent Glass
Chris Halling
Bill Halloran
John Kearns

Linda Kingston
Denise Kirkeby
Scott Klaehn
Andy Levesque
Donna Marzolf
Cynthia Mehoves
Craig Munson
Jim Nelson
Michael Olesen
Sean Olson
Miles Oustad
Mari Payton

Tom Reburn
Annie Salner
Debbie Schadewald
Paul Shepherd
LeAnn Snidarich
Michael Uran
Dave Willford
Tom Williamson
## NextGen | ERP Vendor Contract

Up to 13 years and $244,629,000

<table>
<thead>
<tr>
<th>Contractual Item/Category</th>
<th>Time Period</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Implementation</td>
<td>7 years (FY21-FY28)</td>
<td>$ 112,000,000</td>
</tr>
<tr>
<td>Software License and Cloud Hosting During Implementation</td>
<td>7 years (FY21-FY28)</td>
<td>$ 56,000,000</td>
</tr>
<tr>
<td>Implementation Project Contingency</td>
<td>7 years (FY21-FY28)</td>
<td>$ 10,000,000</td>
</tr>
<tr>
<td>Software License and Cloud Hosting After Implementation</td>
<td>3 years (FY28-FY31)</td>
<td>$ 32,000,000</td>
</tr>
<tr>
<td>Optional 3-year Extension of Software License and Cloud Hosting</td>
<td>3 years (FY31-FY34)</td>
<td>$ 34,629,000</td>
</tr>
<tr>
<td><strong>Total Maximum Contract Amount</strong></td>
<td>13 years (FY21-FY34)</td>
<td><strong>$ 244,629,000</strong></td>
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</table>
The Board of Trustees authorizes the Chancellor to execute contracts with the proposed vendor on behalf of the system office for a total term not to exceed thirteen (13) years and a total amount not to exceed $244,629,000. The authority includes renewals and authority if needed to utilize up to $10,000,000 in contingency funds for project adjustments that might occur over the seven year implementation period. As part of the regular project status reporting program, the Chancellor will inform the Board on the status of exercising renewal options and the use of contingency funds for the project. The Board directs the Chancellor to execute all necessary documents.
## Topics Presented to Date

<table>
<thead>
<tr>
<th>BOT SESSION</th>
<th>TOPICS PRESENTED</th>
<th>DECISIONS MADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2014</td>
<td>• Topic introduced</td>
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</tr>
<tr>
<td>October 2015</td>
<td>• Student Experience (overview)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Update on listening sessions and business case development</td>
<td></td>
</tr>
<tr>
<td>March 2016</td>
<td>Presentation of NextGen Business Case</td>
<td>Board supports.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• moving forward with planning</td>
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<tr>
<td></td>
<td></td>
<td>• submitting FY2018 biennial legislative request</td>
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<tr>
<td>October 2016</td>
<td>Presented estimates timeline and budget</td>
<td>NextGen updates to be presented to Board biannually - in January and June</td>
</tr>
<tr>
<td>June 2017</td>
<td>• Received $8M from FY2018 legislative request - enough for team to kickoff Phase 1 (business process reviews, RFP, legacy technology preparation)</td>
<td>Board supports.</td>
</tr>
<tr>
<td></td>
<td>• RISK! Failure to provide sufficient funding to enter into long term contracts for Phase 2 (implementation) will add significant and critical delays to the project.</td>
<td>• moving forward with Phase 1</td>
</tr>
<tr>
<td></td>
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<td>• submitting FY2018 supplemental funding request and FY2019 biennial legislative request</td>
</tr>
<tr>
<td>January 2018</td>
<td>• Introduction of ERP Steering Committee</td>
<td>Board supports.</td>
</tr>
<tr>
<td></td>
<td>• Introduction of Phase 1 and vendor (CampusWorks)</td>
<td>• Project overall design</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Phase I timeline</td>
</tr>
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# Topics Presented to Date

<table>
<thead>
<tr>
<th>BOT SESSION</th>
<th>TOPICS PRESENTED</th>
<th>DECISIONS MADE</th>
</tr>
</thead>
</table>
| March 2018  | • Project organization structure  
• Reviewed program dashboard template  
• Communication Plan for BOT and Leadership Council Updates | Board supports...  
• Revised project team structure  
• Reporting format  
• Update cadence for BOT and LC |
| June 2018   | • Communications Plan  
• Change Management Strategy | Board supports...  
• Communication vehicles and cycles  
• Change Management Strategy and looks forward to seeing the Change Management Plan during the September Board Meeting. |
| September 2018 | • Revised timelines (RFP schedule, implementation schedule)  
• Change Management Plan (deliverables, resources and timeline) | Board supports...  
• Revised timeline  
• Change Management Plan |
| October 2018 | • TSM Lessons Learned  
• Critical Success Factors | n/a – informational presentation showing the project’s commitment towards continuous improvement (learning from prior projects). |
<table>
<thead>
<tr>
<th>BOT SESSION</th>
<th>TOPICS PRESENTED</th>
<th>DECISIONS MADE</th>
</tr>
</thead>
</table>
| January 2019  | **Internal Audit Update**  
• Internal Audit Activities Update  
• Key Lessons Learned from OLA MNLARS Study  
Project Update  
• Our Journey: From initiation to now  
• Current and Future State Business Processes (Overview)  
• RFP Process: Teams & Timeline  
• Change Management Update  
• Implementation Timeline | Board supports...  
• The process taken to identify current state business processes and propose future state business processes  
• The framework for conducting the ERP RFP |
| March 2019    | • Project organization structure  
• Reviewed program dashboard template  
• Communication Plan for BOT and Leadership Council Updates | Board supports...  
• Revised project team structure  
• Reporting format  
• Update cadence for BOT and LC |
| June 2019     | • NextGen Phase 1 Including Finance Plan | Board supports...  
• Phase 1 including Finance Plan |
| January 2020  | • Project Update  
• RFP Process  
• Next steps: negotiations | Board supports...  
• NextGen entering into negotiations with one or many vendors. |