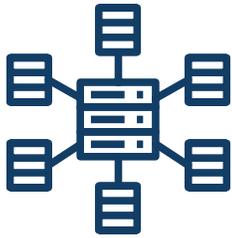# About the Minnesota State Student Record System (ISRS)

ISRS is the central technology infrastructure for the 37 Minnesota State colleges and universities and the system office

ISRS has nearly 400,000 users and processes around 1 million logins during a typical fall semester start

Students expect and use modern technology not adequately supported by ISRS, which was built 20+ years ago

Possible outcomes of not replacing ISRS soon include catastrophic failure, security risks, inability to properly support student needs, and limitations in providing basic business functions

What is ISRS?

- The Integrated Statewide Record System (ISRS) is used by nearly 400,000 people including every member of our faculty and staff, and all of our students – from prospect to enrollee. But it is an outdated technology system pieced together using a combination of five programming languages, which increasingly challenges the ability of our campuses to enhance access and student success.

- ISRS was originally developed in the 1990s as a single accounting system to serve the human resources, finance, accounting, and student record needs of the newly formed system of state colleges and universities.

- Over the years, the capabilities of ISRS have been enhanced and expanded to include all mission-critical business operations including finance and facilities, and core student services such as registration, student records, course/class scheduling, add/drop, and online payment.

Why invest in replacing ISRS?

- Students deserve better. They need a system that enhances their educational experience in a way that ISRS was never designed to provide.

- Today's students expect a mobile-first solution. ISRS cannot be updated to meet this expectation.

- The maintenance backlog of ISRS is already placing stress on IT budgets, affecting campus operations, degrading the service we provide to students, and driving up the cost of administrative functions.

What happens if ISRS is not replaced?

- Without a reliable technology system, students will find it increasingly difficult or even impossible to manage their student account, putting their educational experience at risk.

- The technology will not be able to meet federal and state requirements regarding financial aid and other education requirements, and colleges and universities will suffer because the technology cannot adapt to the changing ways of educating and doing business.

- Pushing any enterprise technology beyond its limits creates a risk of failure that could require years to recover from. If ISRS were to suffer this kind of failure, it could affect all of our 350,000 students and have a catastrophic effect on campus operations.

- Replacing IT systems of this size and breadth cannot be done in an emergency. A replacement of this scale takes 7-10 years, so we must be proactive in our replacement strategy. ISRS is not at this point yet, but it is clearly on that path.

Why is NextGen different from other legacy rewrite initiatives?

NextGen Project

Purchase of commercially available software.

No customizations allowed — change business processes to match software.

Business readiness and organizational change management is part of the software as a service acquisition process.

Project design includes substantial user engagement in product selection and change management.

Software is maintained and hosted by a vendor.

Project governance, stakeholder engagement, board and audit oversight are integral to the project. There are many checkpoints for course correction.

Typical Legacy Rewrite Project

→ Contractor/internal staff hired to rewrite in-house/ legacy code.

→ Code is written to accommodate business practices. Emphasis on process standardization varies by project

→ Process tends to focus on transferring legacy functionality to a new software platform; may not start with an effort to rethink how business is done.

→ Often seen as an IT project since the focus is on rewriting the existing system.

→ Resulting software is a "one of a kind" tailored to a specific environment.

→ Project design may or may not include user engagement as code is written.

Risk Mitigation

The following roles have been established to assist in identifying and mitigating risks to the NextGen project and/or Minnesota State.

External Legal Counsel

External Legal Counsel will review the technology and implementation service contract and propose language to help Minnesota State mitigate risk.

Third Party Owner's Representative

The Owner's Representative will review project plans and major deliverables for potential risks and propose mitigation tactics.

Project Audit

Project audits will be completed at major milestones by Minnesota State Internal Audit, with findings reported to the NextGen project team and the Board of Trustees.

Organizational Change Management (OCM)

OCM will conduct regular assessments of Minnesota State to identify where OCM activities should be focused to build awareness and adoption. OCM will build executive commitment and sponsorship, establish mechanisms for involving all Minnesota State divisions throughout the project's duration, and establish plans for communications and training.

Funding for the Minnesota State Student Record System

The project budget will be updated and revised at the completion of the Request for Proposal (RFP)/vendor selection process in the spring of 2020.

» The internal budget includes implementation expenses for campus travel, campus staff support, training centers, implementation team expenses, and data work.

» The budget also includes funds for external risk mitigation and assurance services to be provided by external legal counsel and a third-party owner's representative.

» The project's current finance plan requires system contributions in the amount of approximately 60% of the 2016 estimated $150 million.

Additional state support of $14.5 million directly reduces the system contributions required of our colleges and universities, allowing funds to be allocated to other critical campus initiatives.

» ACCOMPLISHMENTS TO DATE

ACTIVITIES ARE UNDERWAY TO REPLACE THE STUDENT AND ADMINISTRATIVE RECORDS SYSTEM FOR THE 37 COLLEGES AND UNIVERSITIES OF MINNESOTA STATE.

» In 2015, Minnesota State contracted with CampusWorks to conduct 52 listening sessions with students, faculty, and staff for input to the NextGen Business Case, which was approved in March 2016.

» In 2018, the NextGen project completed Business Process Mapping, a process that includes confirming objectives, revisiting feedback, understanding student and employee experiences, and developing requirements for a replacement records system. We also began preparing ISRS data and infrastructure for the upcoming transition.

» In 2019, the project conducted a Request for Proposal (RFP) for a modern, commercially available cloud-based records solution and implementation services.

» In January 2020, the Minnesota State Board of Trustees granted the project approval to enter into negotiations with one or more vendors.

» Negotiations are currently underway.

» Minnesota State will publish updates to keep stakeholders up to date on the latest developments and implementation of the "new ISRS" at MinnState.edu/nextgen.

Governance Model

The governance model was established in 2017 to ensure the project team has the capability and authority to provide the appropriate governance at the operational level to minimize escalation within the governance model.

Escalation

Strategy

- Board of Trustees
- Leadership Council
- Executive Sponsor - Chancellor
- Program Steering Committee
- Project Management Team
- Coordinating Committee
- Campus and System Office Constituents

» PROGRAM STEERING COMMITTEE

The Program Steering Committee draws on executive resources from throughout Minnesota State, specifically the Leadership Council and Executive Sponsor (Chancellor).

The committee approves project timelines and deliverables; helps resolve operational issues and process questions; makes policy and procedure recommendations; approves scope changes; establishes priorities; provides direction and guidance to the project, and acts as the Change Control Board (CCB).

Membership includes:

- » Sr. Vice Chancellor of Academic and Student Affairs (Co-Chair)
- » Vice Chancellor of Information Technology (Co-Chair)
- » Vice Chancellor of Finance and CFO
- » Vice Chancellor of Human Resources
- » Two presidents from the Leadership Council (one college and one university president)
- » Executive Director of Internal Audit as an ex-officio member

The Steering Committee is responsible for ensuring the **Executive Sponsor (Chancellor)** and the **Board of Trustees** are aware of the project's status and critical issues or risks (e.g., strategy, costs, schedule/timeline, and resources) via regular project team updates and project risk reviews.

Since 2014, the Steering Committee has provided 11 updates to the board and will continue to provide updates quarterly.