Communication & Change Management Plan – DRAFT – updated 8/23/2016

Goal: provide an outline of how ctcLink will be integrated seamlessly across the institution with minimal disruption to enrollment.

Purpose: create a plan for pre- and post-go live communications and change management that conveys timely and accurate information and training to multiple audiences, in a variety of formats.

Objective: training should be tailored by audience, and communication should be positive and as accurate as possible given that projects of this scope can seem like a moving target. It is important to keep in mind that although this is a major change, we are not being forced to stop using something that is meeting our needs. We are moving to a new system that will better meet our needs as an institution, and will bring with it many benefits. Some of the major benefits include: more convenient online management of personal information, and online purchase requisitions and leave requests. People will also be able to apply for jobs and review job applications online with the new system.

Personnel: staffing considerations are a major aspect of the project. Several steps have been/will be taken to properly identify and resource the issue, including: designation of a dedicated Project Manager; identification of Subject Matter Experts; implementation of several (contract) project employees to provide backfill for Subject Matter Experts; development of an inventory of personnel capable of providing backfill on critical tasks as the need arises; identification of train the trainers; identification of "ninjas" and other helpdesk personnel (see also: Addendum: Personnel).

Primary audiences for communication and training efforts:

1. Students
2. Faculty/staff
3. Community
4. Media

1. Students

Print and digital communication channels should roll out in earnest approximately one month prior to go live (**target date: early January 2017**). Primary components of student communication/training

include introduction to Student Center, ctcLink functionalities, and passwords. Channels to be used include:

- Web: slider, button, FAQ/info, new user account
- Social: Facebook, Twitter, YouTube *(per FirstLink colleges, monitoring and responding to posts made on social media will be a major area of focus after Go Live)*
- Digital Signage
- Sandwich Boards
- Table Tent Cards
- Email
- Canvas Notification
- Training videos
- Canvas course
- In-class Handouts
- Communication for the first month after go live should be daily

Live communication/training methods will be used following Go Live through finals (**target dates: January 30 – March 24, 2017**). Live channels to be considered include:

- Help centers: possible sites include Learning Commons, Admissions Center, Student Center
- ctcLink Ninjas (pre-identified faculty/staff who can assist students and/or employees)
- Student Ambassadors (pre-identified students who can assist students)
- Special Populations (pre-identified faculty/staff who can assist special populations of students)
- Use pre-printed business size cards to distribute new ID numbers
- Communication for the first month after go live should be daily
- Continue training videos with possible Canvas course

Expected Outcomes for Students:

- By two weeks after Go Live, students will be able to:
  - Access the PeopleSoft system to retrieve their new EMPLID.
  - Use their new EMPLID to access the system for the purposes of: registering for classes, checking financial aid status, contacting or retrieving advisor information, changing or updating personal information, etc.

2. Faculty/Staff

Communication with faculty/staff has started, but will be ramped up considerably in late fall quarter 2016 (**target date: June 2016 – March 2017**). Print and digital communication channels to include:

- Web (primary hub of information for both students and faculty/staff)
- Social: Facebook, Twitter, YouTube
- Email

- In-person: all staff, department meeting, quarterly conversations, special populations

Live communication channels to be considered include:

- All staff meetings
- Department meetings
- Quarterly conversations
- Council and committee meetings
- Faculty Champions (pre-identified faculty who can assist other faculty)
- ctcLink Ninjas (pre-identified faculty/staff who can assist students and/or employees)

Training methodologies to be considered include:

- Live
- Canvas course for both general and specific information such as how to post grades

Expected Outcomes for Faculty/Staff

- Within a week after Go Live, all faculty/staff will be able to:
  - Log-in
  - Access earnings & leave information
  - Manage time & effort reporting
  - Change or update personal information
  - Etc.
- By Go Live, all identified subject matter experts (SMEs) will be able to perform ESSENTIAL transactions in PeopleSoft.
- Within four weeks, all faculty will be able to:
  - Look up advisees via the "Advisor Center" tab
  - Access information related to their course schedules
  - Enter grades
  - View class rosters
  - Etc.
- Within three to six months after Go Live, all identified users will be able to perform secondary and supporting functions in PeopleSoft (such as reporting, system management, etc.)

3. **Community** – press releases, (consider) paid advertising

- Social media: primarily Facebook and Twitter. Big concern after Go Live is monitoring and responding to concerns on social media.

Expected Outcomes for the Community:

- Members of the larger community will have access to information regarding the software transition and related implications before, during and after Go Live.

4. Media – press releases, (consider) pre-meetings with primary media contacts

- Remind college employees that media contacts should go to College Relations
- State Board will assist with media inquiries during go live period
- Be transparent but avoid numbers as they will frequently change
- Executive leadership team will be provided with talking points as needed

Expected Outcomes for the Media:

- Media contacts will be provided with regular updates regarding LCC's system integration as it progresses, including information about any expected or unexpected impact on students.

Project Evaluation: multiple measures of the success of the project will be evaluated, including:

- Enrollment (state target attainment, fall to winter retention, year to year comparison)
- Satisfaction (Spring Student Satisfaction Survey, year to year comparison)
- Social Media (number of comments, positive and negative tally)
- Media Coverage (if applicable)

Other considerations/advice from First Link Colleges:

Advice from First Link colleges: after go live, as issues arise, stick with three main points: 1. how we are dealing with the issue; 2. what we are doing to fix it; and 3. we are about our students.

FirstLink colleges pre-prepared letters for students to use with landlords and other creditors (such as utilities) to explain the circumstances when financial aid payments were delayed.

FirstLink colleges also suspended parking tickets, waived tuition payment deadlines, and made emergency funds available. Resources of this type, if needed, would need to be communicated to students.

At the start of the quarter, volunteers were stationed around campus with paper schedules to help students find their classes (since the online schedule was not immediately functional). This is something to consider for the start of winter quarter if needed.

Things the FirstLink colleges wish they had done:

- Activated a customer service hotline
- Initiated a daily check-in with pillar leads and executive leadership team
- Activated a go live command center (emergency operations center) during the first month