

Campus Solutions Implementation

Communication Plan

University of Wisconsin – La Crosse

Document Prepared for

UW-La Crosse
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Document Control

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Introduction

The goal of a communication strategy is to ensure that all necessary groups and individuals have an understanding of the Campus Solutions Implementation project, its status and objectives; that users understand how the new system will impact their work world; and to support positive change management in the UW-La Crosse (UW-L) community.

The objective of a Communication Plan is to engage and enable individuals and groups to take responsibility for implementing the vision of their project. This plan will detail a communication framework to be executed within and between the project core team, steering committees, executive participants, and end-users. The critical aspects of communication planning are to ensure the appropriate people, deliver the right message, in the right way, to the target audience, in a timely manner.

- *Appropriate people* are those individuals within the project team, SIS Governance group and other UW-L stakeholders who have the credibility in the UW-La Crosse community to carry a specific message.
- *The right message* is critical project information that will inform the oversight committee, faculty, staff, and students, while creating buy-in and excitement in the community and reducing any anxiety associated with moving to new business processes.
- *The communication channel* is the most efficient vehicle that will be used to deliver the message – be it meetings, websites, presentations, newsletters – what ever is required to deliver the message.
- *Target audience* is the end-user of the Campus Solutions system that is targeted to receive a particular message.
- *Message timing* is that point in time when the communication can be of optimal value

Success Factors

The critical success factors of communicating are:

- Executive Sponsor, need to show regular and consistent support through communication channels
- Communications must be consistent, straightforward, and concise.
- Channels of communications should be sufficient to allow feedback from the audience.
- Communications should build one on another.
- Messages should emphasize the criticality of software replacement
- Communication should highlight the benefits that will make users successfully.
- The Communication plan should be reviewed and updated regularly throughout the implementation.

Project Communications

The “Appropriate People”

Having the right people communicate the message is instrumental. Senders should be individuals who have credibility within the community. Communicators of project information are individuals who have acted in an organization or management role previously and as such have gained credibility with the audience.

The “Right Message”

Communicating the “right message” is critical for both the success of the project, and for managing institutional change. The users and other stakeholders should be prepared for the next project development. The message should lead them to a new and positive view of the project through all the life cycle phases. Communications may need to be delivered multiple times and may need to be delivered by multiple senders through multiple channels.

Wherever possible messages should include the following concepts:

- Executive level support and an understanding of the project
- This is an opportunity to update and improve business processes and practices.
- The benefits of the new software based on the intended audience
- Convey the project strategy
- Reinforce the project organization and structure, and team members.
- The project schedule detailed for the current phase.

The “Communication Channel”

The vehicle of communication includes both methods and forums. So a vehicle could be either a face-to-face meeting, or a visit to campus council meeting.

The “Target Audience”

The audience for the Campus Solutions Implementation project is very broad, including a major part of the university community. However each communication should target the appropriate audience, and be thoughtful as to who will benefit by the message.

The “Message timing”

Timing is essential. A message sent too late is useless to the receiver. Repetitious communication of the same message is highly beneficial. It may take several hearings for target audience to receive, understand, and have sufficient time to provide feedback.

The “when” of the communication can also govern the communication channel. For example, website updates may occur on a scheduled basis.

Stakeholders Roles and Communication Responsibilities

Stakeholder's roles and responsibilities are outlined in the project organizational document. All stakeholders have responsibilities for communication. Whereas everyone involved in the project is responsible for communicating the message, specific stakeholders have roles and responsibilities in creating, reviewing, and communication the message. The matrix below is a list of these people and their communication responsibilities.

Project Role	Stakeholder	Responsibility
Executive Sponsors	Bob Hetzel Bill Colclough	Act as overall project spokespersons at the executive level.
Oversight Committee	Bob Hetzel Bill Colclough Carmen Wilson Chris Bakkum Paula Knudson Sharon Radtke John Tillman Fred Ludwig Debbie Veglahn	Spending authority and scope change approval Decision making principles and guidelines Review and approves the major project communication themes.
UW-L Project Advisory Committee	Members of the current UW-L Governance committees and additional representatives from academic units and academic administration	Reinforce all project messages to their respective areas. Support and reinforce all communications messages. Author and deliver communications as needed. Recommend new messages and communications vehicles
Project Manager	Debbie Veglahn	Define overall communication themes for the project. Review and approve organization communication deliverables for external communications or campus wide communications, to ensure consistent message, look and feel. Identify new messages and communications vehicles Reinforce current messages to the end-users Review any communication.
Team Leads for major areas	Jan Von Ruden Corey Sjoquist	Perform communication needs analysis for a module Contribute to communications strategy and materials

Project Role	Stakeholder	Responsibility
	Cristen Houlihan Janice Ward Louise Janke	Support implementing the communications plan. Provide information on what needs to be communicated.
Project Consultants	CIBER Enterprise Solutions, Inc.	Assist with communications strategy Assist in managing the communication schedule. Support implementing the communications plan. Provide guidance on what needs to be communicated.
Project Communications Assistant	Jenna Klinner (UW-L hired a part-time Communication Studies undergraduate to begin work Spring semester 2008)	Assist the Project Manager in updating the UW-L Communications Plan, as needed. As project activities increase, the project communications assistant will work with the project manager to coordinate all communication. Create various reports and other communications for the University community. Advise on the overall communication strategy and messages. Help communicate with campus units and community Serve as an student advocate for the SIS project; assess campus climate and promote positive attitudes Participate in training and documentation project initiatives Maintain the SIS project website
UW System	CIO IT Project Director Project Manager	Ensure that the Common Systems Review Group is informed of project progress. Work with Executive Sponsor and Project Manager to provide appropriate IT reports as required by the Board of Regents.

Communication Channels

There are a range of communications channels that are open to deliver project information. The matrix identifies the channel and a brief description of each communications vehicle.

#	Communications Channel	Definition
1	Kick-off Meeting	A one-time event held for the UW-L Oversight committee to initiate the project, organize the town hall meetings, and present the proposed deliverables and the project management structure.
2	Project Web Site	Campus managed site that will contain schedules, newsletters, sign-up sheets, project status, and other links yet to be defined.
3	The Racquet	Student newspaper.
4	Status Reporting	Report on project progress and issues created by the Project Manager
5	Executive Oversight Committee Meeting	Meets monthly to review progress in the implementation of all activities.
6	Campus Connection	Weekly campus newsletter; Publish periodically to announce up-coming events, celebrate milestones, and reinforce project messages. This newsletter can be made available to the full University community, including external entities.
7	Meeting Minutes	Documented minutes of all meetings.
8	FAQ Talking Points	A document that defines the communication points to be used by the Oversight Committee and core team for consistent communication and message delivery.
9	University Governance Groups and Academic Stakeholders such as Deans, Department Chairs, TRAC, Academic Program Associates, etc.	Monthly meetings or as needed

10	Common Systems Review Group	Provide status reports on a regular basis.
11	Standing campus committees and groups with an interest in the project	Provide status reports on a regular basis. Will likely be delivered by the campus coordinators.
12	Project Plan	Schedule of activities, milestones and resources
13	Town Hall initial meetings	Facilitated meetings established to gather project requirements
14	Town Hall Validation Meetings	Facilitated meetings to provide feedback on requirements.
15	Project Charter	The document that establishes the project, defines goals, objectives, organization, and scope of the project.
16	Project Schedule Review Meeting	Regular meeting between the Project Manager to review the project schedule and project status reports.
17	Email updates	An email message that can be “targeted” to the university community. Includes creation of various email distribution lists to facilitate communication with the project groups.

Communication Responsibilities

The following table identifies the roles as specified on the communication schedule:

Role	Responsibility
Author	Writes the communication.
Reviewer	Reviews the communication.
Final Approver/Owner	Provides the final approval. Signs the communication
Publishers	Communicates the message to the target audience

The matrices below relate the channel with the responsible party for communication.

#	Channel	Author	Reviewer	Approval	Target Audience	Frequency	Sender
1	Kick-off Meeting	Project Management					
2	Project Web Site	Project Manager and Communications Assistant	N.A.	N.A.	University community	As needed	Communications Assistant
3	The Racquet	Reporter, in consultation with Project Manager and Communications Assistant	Project Manager and The Racquet	The Racquet	Students	Periodic	The Racquet
4	Status Reporting	Project Manager	N.A.	N.A.	Project teams, others close to the project requiring project status on a regular basis	Periodic, monthly	
5	Project Oversight Committee Meeting	Project Manager	N.A.	N.A.		Monthly	Project Manager
6	Campus Connection	Project Manager and Communications Assistant	Project Manager	Project Manager	University Community	Monthly	Project Manager
7	Meeting Minutes	Varies	Project Manager	Project Manager	Project teams	As needed	

8	FAQ Talking Points	Project Manager and Communications Assistant	Project Manager	Project Manager	University Community	As needed	
9	University Governance Groups and Academic Stakeholders such as Deans, Department Chairs, TRAC, Academic Program Associates, etc.	Project Manager	N.A.	N.A.	Governance Groups and major stakeholders	Monthly	Project Manager
10	Common Systems Review Group	Project Manager	.Executive Sponsor	Executive Sponsor	Common Systems Review Group members (includes representatives from each UW institution)	Quarterly	Project Manager
11	Standing campus committees and groups with an interest in the project	Communication Manager and campus coordinators	Project Manager	Project Manager	Campus groups		Campus coordinators
12	Project Plan	Project Manager	Project Manager	Project Manager	Project teams	Bi-weekly updates	Project Manager
13	Town Hall initial meetings	Project Consultants	Project Manager	Project Manager	Campus individuals with an interest in the project	Once for each major phase of the project	Project Manager
14	Town Hall Validation Meetings	Project Consultants	Project Manager	Project Manager	Campus individuals with an interest in the project	At least once for each major phase of the project	Project Manager
15	Project Charter	Project Consultants	Project Manager	VC's and VP's	University Community	At the end of this phase of project planning	Project Manager

16	Project Schedule Review Meeting	Project Consultants	Project Manager	Steering Committee	Project teams	Monthly	Project Manager
17	Email updates	Project consultants, directors, and communication manager	Depends on nature. Many will not require review or approval. Those that are sensitive will be reviewed and approved by the Project Manager.	Depends on nature. Many will not require review or approval. Those that are sensitive will be reviewed and approved by the Project Manager	Varies	As needed	varies

Distribution Lists

Email List	Owner
UW-L Oversight Committee	Project management
Others to be added	

Websites

The URL is: <http://www.uwlax.edu/peoplesoft/>

Project Email Address

Email inquires are sent to Debbie Veglahn, Project Manager, at veglahn.debo@uwlax.edu. A response time standard will be set at a later date.

Measurement Plan

The following measures will be used to monitor progress of the plan and determine its success:

- Feedback – all communication will include a method to collect and respond to feedback.
- Performance to schedule.
- Ongoing effort between the consulting representatives and the project and communication teams to continuously improve the plan to meet organization needs and expectations.