

Washington State University Modernization Initiative

Engagement Strategy for Campuses



Pullman • Spokane • Tri-Cities • Vancouver • Everett • Global • Extension

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PROJECT BACKGROUND



When Administrative Information System (AIS), the current business system, was originally developed in the early 1980's, WSU had only a single campus footprint. Since then, WSU has opened five additional campuses, employed almost 4,000 more faculty and staff, doubled its research expenditures and quintupled its operating budget. Although AIS has been continuously supported, updated and improved with stop-gap technical resources, the core technology is outdated and unable to provide the necessary functionality to support WSU's contemporary needs. These limitations have led to many shadow systems, duplicative data entry across disparate systems, and paperwork-heavy and ineffective business processes. The Modernization Initiative's mission is to establish a strong and flexible foundation to support the complex and ever-changing Finance, Payroll and HR business needs of the institution by implementing and using Workday across all campuses.

The implementation of Workday will not only provide a robust platform to better support our business needs but will also pave the way forward in streamlining and standardizing processes across the institution while still offering flexibility to support variation and exceptions across the multiple campuses, divisions, colleges, and units that make up Washington State University.

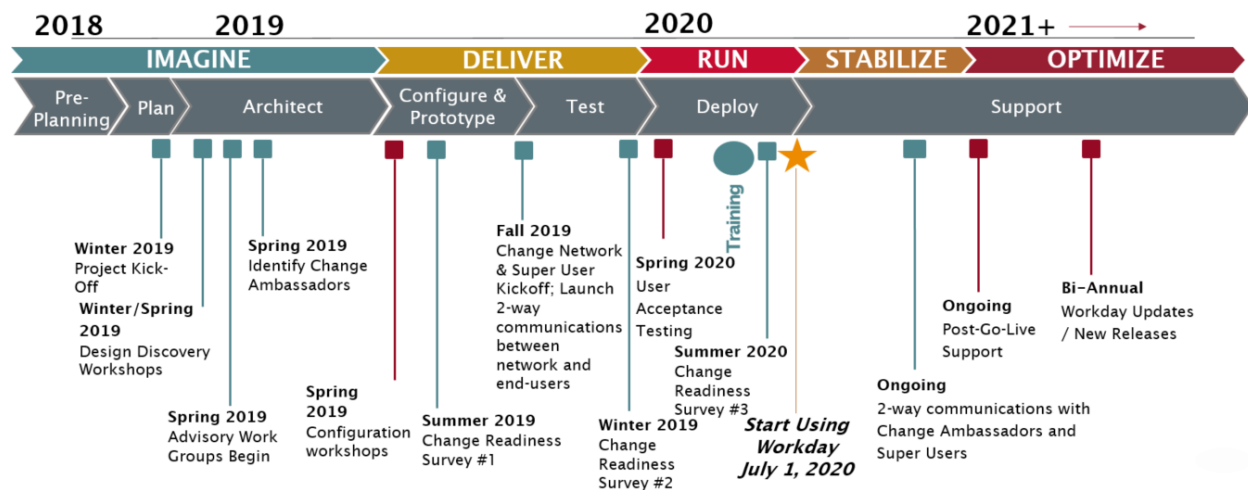
STRATEGY OVERVIEW



In today's current environment, many of the systems and processes are still largely based on a single campus model. As we move forward in our journey to implement Workday, it will be critical to review and analyze current state processes and structures so that the configuration of Workday is based on our present and future needs rather than how WSU has traditionally operated within the legacy system.

Throughout the project, it will be critical that there be representation across WSU units and campuses to advocate for business needs. The success of this investment will be directly reflective of engagement across the institution, with each unit having multiple forums and opportunities to communicate and share understanding of their needs at critical junctures throughout the project. Success is also dependent upon our willingness to come together as a community and operate with a mentality of doing what is best for the WSU system at large and our shared value of being responsible stewards with university resources on behalf of our constituents.

To support and encourage engagement across the institution, there will be multiple ways for faculty and staff, subject matter experts, campus leaders, and process end-users to provide input and feedback by participating in workshops, serving on project workgroups and committees, asking questions, receiving training, and accessing a variety of communications and resources.



The sections below provide a list of activities and events to foster awareness and engagement at each of the campuses that make up the Washington State University System. These items will be included as part of the overall change management strategy & plan.

ON CAMPUS ACTIVITIES



A variety of activities and events will be held at each of the WSU campus locations (Spokane, Everett, Tri-Cities, Vancouver & Pullman) to connect and bring faculty and staff together for in-person activities.

Kick-off presentation & event (January 2019): A Workday project kick-off presentation will be held at each campus with time dedicated for questions and answers.

Recurring campus town halls/presentations/updates: The Modernization Team leadership or other team members will host town halls, give presentations or provide other updates at each campus.

Local Readiness Activities (~August 2019 through stabilization): In-person activities will be held at each campus with an assigned change ambassador who will help champion change at their specific campus, share information, and serve as a member of the larger Change Network.

On-site labs during User Acceptance Testing (~April through May 2020): The Modernization Team will provide staffing for on-site labs during User Acceptance Testing (UAT) where system functionality is tested prior to Go-Live, and available training materials are piloted.

On-site Training (Spring 2020 through stabilization): The Modernization Team will provide detailed training, with priority focus on self-service training (e.g., quick reference guides, training guides, and web-based modules). The Modernization Team will also deliver instructor-led training and virtual instructor-led training for more nuanced, in-depth topics as needed.

On-site helpdesk support: The Modernization Team will provide on-site support at least two full business days during the first weeks after go-live to help field questions and provide additional assistance to end users.

CAMPUS SPECIFIC REPRESENTATION



There will be multiple opportunities throughout the project for those at each location to provide input regarding processes, advocate for business needs, share ideas, and participate on a number of different workgroups.

Campus Workgroup: Everett, Spokane, Tri-Cities, and Vancouver campuses will select representatives from each campus to form a key stakeholder advisory and design review group.

Business Process Discovery Sessions (February 2019 through March 2019): Each campus will assign subject matter experts (SMEs) to represent their needs for each HR, Finance and Payroll topic, providing inputs that aid in the design of the system.

Business Process Configuration/Process Sessions (June 2019): The SMEs who were selected to participate in the Business Process Discovery Sessions will be consulted throughout the configuration stages of the project.

Prototype Playback Sessions (August 2019 and November 2019): Campus SMEs will evaluate and provide input on system prototypes to ensure the system meets business needs, and share feedback to refine system functionality and work flows.

Campus Webpages/Newsletters/Publications: Modernization event notices and other communications will be provided to a campus communications contact (if available) for local distribution. These can be added or embedded in campus specific communications or by the method best suited to each campus. Communications will drive traffic toward the [Modernization website](#) as the central hub for project information.

Campus-specific use cases & scenarios: A list of campus-specific use cases & scenarios will be developed and used during User Acceptance Testing based on information provided during Business Process Discovery Sessions.

Change Ambassador: Each campus will have designated change ambassadors to help champion change at their specific campus, share information, and serve as a member of the larger Change Network.

TOOLS TO SUPPORT ALL CAMPUSES



A variety of resources will be designed and provided so that they can be accessible for all users, across all campuses.

Videoconferencing: Meetings set up by the Modernization Team will include videoconferencing and screen sharing capabilities using Skype, Zoom or AMS to encourage collaboration with those who may not be able to attend meetings in person.

Digital Forum powered by ThinkTank: Thinktank is a browser-based, online collaboration software tool encouraging contributions from all levels and cultures. It engages both remote and local participants in design sessions to solicit truly anonymous ideas and feedback on processes.

ChangeScout: The Modernization Team will track change management activities onto a single platform with clear visibility into:

- What changes will impact different university members and groups
- How ready members are for the changes Workday will bring
- How we intend on sharing information and providing training to address those changes and impacts

By utilizing this tool, the Modernization Team will perform analysis and review results by campus to see where there may be a need for additional support, training, or communications.

Chatter by ChangeScout: Change Network members will have a central forum to share community concerns, answer each other's questions and concerns, receive answers from the project team, and share key learnings and insights, quickly enabling distribution of information to the community.

Modernization Service Desk: The Modernization Team will launch a service desk using JIRA software to manage questions, feedback, and other communications to ensure these types of items are tracked in a central repository and that users receive appropriate help in a timely manner. Reports/analytics can be generated to identify trends in issues and questions by campus.