
Lake Superior State University Banner Implementation Communication Plan

Prepared by: Communication Team
Version: 0.1
Last Revision Date: 09/15/2004
Create Date: 09/01/2004

Table of Contents

1	PURPOSE	3
	1.1 EXCLUSIONS	3
	1.2 RELATED DOCUMENTS (OPTIONAL).....	3
2	COMMUNICATION	4
	2.1 COMMUNICATION PLAN DETAILS	4
	2.2 COMMUNICATION MAP	5
3	PROCEDURES	11
	3.1 COMMUNICATION REVIEW.....	ERROR! BOOKMARK NOT DEFINED.
	3.2 COMMUNICATIONS FORMAT	11
	3.3 UPDATES AND CORRECTIONS TO PREVIOUSLY ISSUED COMMUNICATIONS.....	
4	APPROVAL TO PROCEED	13
5	ACRONYMS	14
6	DEFINITIONS	14

1 Purpose

The purpose of the Lake Superior State University Banner Implementation Communication Plan is to:

- Determine who needs to be kept up-to-date on the Banner Implementation
- Decide who is responsible for the communication
- Decide the mode(s) of communication that will be used
- Establish a communication timetable
- Determine how to measure the effectiveness of the communication

A Communication Team is appointed that will be responsible for implementing the Communication Plan. All out-going communication will be funneled through this team.

Member Name	Role or Area of Representation
Tom Pink	Director of Public Relations, Team Lead
Annette Hamel	Secretary II for School of Social Sciences/Advising and Retention
Kari Jastorff	Administrative Assistant to the Provost
Mark Jastorff	VP for Student Life and Alumni Relations
Arlene MacPherson	LSSU Banner Project Manager
Linda Schmitgal	Assistant Professor, Chair of the School of Business, Economics and Legal Studies
Jay Schupp	Director of Information Technology

1.1 Exclusions

The exclusions will be defined as they are identified.

1.2 Related Documents (Optional)

The communication plan may refer to the following documents.

Document Name	Location
Project Definition Document (PDD)	www.lssu.edu/banner/ProjectPlan
Steering Committee Minutes	www.lssu.edu/banner/SteeringCommittee
Core Process Team Minutes	www.lssu.edu/banner/Teams

“Location” identifies the physical location of the document (e.g., filename within a directory structure on a LAN server, database, or a binder on a bookshelf in an office).

2 Communication

The following identifies the information needs and the mechanism for communication to/from each of the stakeholders for the project.

2.1 Communication Plan Details

Author	Communication	Purpose	Audience	Communication Vehicle/Location	Frequency
Project Manager	Monthly Project Status Report	To keep the Steering Committee, President, and LSSU Constituents informed of the project's progress	Steering Committee	Written report	Monthly
			President	Written report	Monthly
			LSSU Constituents	Available on the banner website as part of the Steering Committee meeting minutes	Monthly
Core Process Team Leads (Teams defined in PDD)	Weekly Team Status Report	To keep the Project Manager, Project Team, and LSSU Constituents informed of the individual team's progress on the project	Project Manager	Written report (may be in the form of team meeting minutes)	Weekly
			Project Team	Oral update during scheduled meeting of the Project Team	Weekly
			LSSU Constituents	Available on the banner website as part of the Core Process Team meeting minutes	Weekly
Communication Team	Project Status Report and POB (Pats on the Back)	To keep LSSU Constituents informed about the Banner Implementation To recognize accomplishments and hard work	LSSU Students, Faculty, Staff, and all Outside Constituents	Email – Banner Blasts	As needed
				Voicemail – Banner Blurbs	Project Milestones
				Paper – Banner Bulletin	Every 6 Months
				Website – News and Updates	Updated as needed
				Updates in the Campus Newspaper – The Compass	As needed; to include training schedule for the week
Plaques, Balloons, etc. - POB	At Project Milestones or other major accomplishments				
President (with input from Communication Team)	Presidential Updates from Dr. Betty Youngblood	To keep LSSU Faculty and Staff informed about the Banner Implementation	LSSU Faculty and Staff	Printed Memorandum	As needed

2.2 Communication Phases

This plan defines the overall strategy and approach used in conducting communication activities for the project. The objectives, messages, audiences, and media for five distinct and overlapping communication phases are broadly defined as follows:

1. **Awareness Phase** messages advise affected management and staff of the changes that are underway and promote buy-in to the general objectives of the Banner Project.
2. **Understanding Phase** messages help the affected audiences in understanding why the change is necessary and how it will benefit their particular department or organization.
3. **Implementation Phase** messages will be developed and delivered based on the Banner Project Timeline so that ongoing progress updates on the implementation may be communicated on a timely basis.
4. **Go-Live Phase** messages will alert stakeholders of the project's progress and notify them of whom to call for additional support when the Banner Project is put into production.
5. **Follow-Up Phase** messages will outline plans for future project phases.

2.2.1 Delivery

In considering the delivery of the information for each of the five communication phases, the following sections contain the specific objectives, targets, measurements, and information for each communication campaign. Additional objectives and key messages may be identified as the project proceeds, and this plan will be updated to incorporate them.

2.2.2 Awareness Phase

Objective #1: Ensure that the various audiences know that Lake Superior State University is implementing a new integrated administrative system.

Key messages:

- LSSU's new integrated administrative system will be called Banner.
- LSSU has purchased SunGard SCT vendor software for the Banner Project.
- Advancement, Finance, Human Resources, Student, and Financial Aid (and all associated modules) capabilities will be integrated into the Banner system.
- Implementation will require interfaces with other campus/institutional systems, data conversions, and basic infrastructure support for the new system.

Sender / medium / frequency:

SCT and the LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #2: Ensure that the various audiences know how the Banner system will improve core processes at Lake Superior State University.

Key messages: LSSU is implementing the Banner system in order to:

- Provide a tool to allow the institution to be even more student-centered, more effective in serving the needs of the constituents
- Give faculty, administrators, staff, students, alumni and prospective students easy and meaningful interaction with administrative systems, as well as improved access to institutional information
- Improve collegiality through sharing information and ideas, not only between faculty and staff, but between LSSU and other institutions
- Allow LSSU to remain competitive by having state-of-the-art technology

The project improves LSSU's effectiveness by enabling improved institutional practices and data access, leading to improved decision making and services to constituents. The project also helps LSSU become more progressive by allowing constituent access to information any time and anywhere, including via the Internet. The project also positions LSSU to take advantage of future technology tools to achieve its mission.

Sender / medium / frequency:

SCT and the LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #3: Ensure that the various audiences know when the LSSU Banner Project will be implemented.

Key messages:

- A well-planned process will ensure that the Banner Project will be implemented by February 1, 2007.
- The communication of various milestones.

Sender / medium / frequency:

SCT and LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Measurements:

- Random surveys of targeted audiences.
- Oral and written feedback from campus/institutional contacts.

2.2.3 Understanding Phase

Objective #1: Ensure that the various audiences understand how the Banner Project will be implemented.

Key messages:

- LSSU is completing the Plan/Design phase of the project.
- LSSU has developed a schedule for the progression of the project.
- The Banner system will replace current legacy systems.

- The Banner project will be assessing readiness needs in preparation for implementation.
- The Banner Communications Team will communicate various milestones.

Sender / medium / frequency:

SCT and LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #2: Ensure that the various audiences understand that the Banner Project Team is working to address future training and support needs.

Key messages:

- The Project Team will develop training curriculum for end-users.
- The Project Team will establish Help Desk support.

Sender / medium / frequency:

SCT and LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Measurements:

- Random surveys of targeted audiences.
- Oral and written feedback from campus/institutional contacts.

2.2.4 Implementation Phase

Objective #1: Ensure that the various audiences know how the implementation of the Banner system will change the way LSSU performs administrative activities.

Key messages:

- The Project Team will work closely with the appropriate stakeholders to ensure that end-users are prepared to use the new system prior to implementation.
- Information will be readily available to managers to support their administrative decision-making processes.
- Administrative procedures will be integrated and process-oriented versus task-oriented; the focus of the Banner system is on the end-user, therefore replacing the current specialized or "silo" processing.
- Self-service components of the vendor software will be addressed.
- External organizations will be aware of the ways in which the project will affect their ability to receive and provide data to the Banner system.
- The communication of various milestones.

Sender / medium / frequency:

SCT and LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #2: Ensure that the affected stakeholders are ready to use the Banner system.

Key messages:

- Training courses will be available.
- End-User training manuals will be created.
- Training schedules will be provided.
- Help Desk support will be provided.
- Skills surveys will be conducted.

Sender / medium / frequency:

The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #3: Ensure that team members are fully aware of their implementation assignments.

Key messages:

- Timely decisions must be made regarding how Banner will be used in LSSU processes.
- Team members must configure specific Banner rules and validation tables in support of those process decisions, and must strictly adhere to the schedule for this configuration activity.
- After an SCT consultant visit, team members must test and become familiar with Banner functionality on which they have been trained, prior to the following visit.

Sender / medium / frequency:

Following each training or consulting visit to LSSU, an SCT consultant will send a trip report to the LSSU Project Manager via email, within one week of the end of trip. The trip report will summarize the visit and give assignments for LSSU team members. The LSSU Project Manager and/or Core Process Team Leader will redistribute the trip report to all affected parties. When LSSU team members have questions about assignments, they should send these via email directly to the SCT consultant, who will respond in a timely way.

Objective #4: Solicit end user participation in testing the system.

Key messages:

- Certain types of processes that will be tested.
- Testing activities will take place on certain dates.
- A specific level of end user commitment is required.

Sender / medium / frequency:

The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #5: Ensure that key stakeholders are aware of project status.

Key messages:

- The project is or is not proceeding on schedule, on budget, in scope, and with acceptable quality.
- Key issues are identified with a strategy for resolving them.
- Action items are identified and assigned.

Sender / medium / frequency:

SCT and LSSU Project Manager will communicate status to each other regularly, typically via a weekly phone call. The SCT Project Manager will send a monthly status report to the LSSU Project Manager. The LSSU Project Manager will send status reports on a regular basis to the LSSU project stakeholders. The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Measurements:

- Random surveys of targeted audiences.
- Oral and written feedback from campus/institutional contacts.

2.2.5 Go-Live Phase

Objective #1: Ensure that end users are informed of the precise date of the cutover to Banner and actions required to use the production Banner system.

Key messages:

- The URL for accessing the Banner production system, as opposed to the training or testing systems.

Sender / medium / frequency:

The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #2: Ensure that all audiences are informed that the Banner System has been implemented and is being supported.

Key messages:

- The Banner Project has staff available to provide support during implementation.

Sender / medium / frequency:

The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #3: Ensure that directly affected stakeholders receive accurate, timely, clear, and concise information and updates relative to difficulties they may experience during the Banner system implementation.

Key messages:

- Project staff is available for immediate resolution of implementation difficulties.
- The Help Desk is staffed and operational.
- Contingencies and risk management plans are in place in the event that the system is temporarily unavailable during implementation.

Sender / medium / frequency:

The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Measurements:

- Random surveys of targeted audiences.
- Oral and written feedback from campus/institutional contacts.

2.2.6 Follow-Up Phase

Objective #1: Ensure that the affected stakeholders are informed of the Banner implementation success story.

Key messages:

- The Banner system is operating successfully.
- The communication of various milestones.

Sender / medium / frequency:

The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Objective #2: Ensure that the affected stakeholders know how the Banner system has been positioned to enable the future of administrative activities at Lake Superior State University.

Key messages:

- The Banner system is fully implemented and operational.
- Future Banner phases have been defined.
- Training will be provided on an ongoing basis in order to get full benefit of the Banner management capabilities.
- Assistance and support will be provided for software upgrades.
- Information about future project phases will be provided.

Sender / medium / frequency:

The Communications Team will ensure that the Banner web site is consistently updated, and that all stakeholders are made aware of those updates via email blasts.

Measurements:

- Random surveys of targeted audiences.
- Oral and written feedback from campus/institutional contacts.

The Communication Phases section was modified and adapted from Ferris State University's Communication Plan.

3 Procedures

The following outlines the procedures that will be followed with regards to outgoing communications about the project.

3.1 *Communication Review*

The Communications Team has primary responsibility for the project communications. All out-going communication must be reviewed by the team to ensure that:

- The information is accurate
- The writing is clear and understandable
- The style and format is acceptable and consistent

3.2 *Communication Format*

To help readers identify Banner Project information from other LSSU communications, all Banner communications will follow specific formats. Minutes from all meetings will be created using the SunGard SCT supplied meeting template. All written correspondence will include our LSSU Banner logo. Voicemails and emails will be prefixed with "This is a LSSU Banner Update." All printed newsletters will follow the same format.

In addition, the following naming scheme will be adopted for all project-related electronic documents:

LSSU Banner document_name vx.x.ext

Where:

- "LSSU Banner" will prefix each document name to identify this project uniquely in both the SunGard SCT and LSSU document repositories
- "document_name" is the name of the document; e.g., Project Definition
- "vx.x" refers to the version of the document; baseline is v1.0
- "ext" refers to the type of the document, following Microsoft Office document extension conventions; e.g., "doc" is a MS Word document

3.3 *Updates and Corrections to Previously Issued Communications*

For documents associated with recurring events (e.g., meeting minutes, trip reports), the following naming scheme will be adopted:

LSSU Banner document_name yyyy-mm-dd.ext

Where all elements are the same as described above, except:

- "yyyy-mm-dd" gives the date of the event. If the event spanned multiple days, the date of the first day is used. "mm" and "dd" are always 2 digits, and leading zeroes are used if required

If a communication is sent with inaccurate data, a new communication will immediately be sent with the corrected information.

3.4 Effectiveness of the Communication

The effectiveness of the communications will be measured by:

- How informed the audience is and how much they understand
 - Random surveys of targeted audiences.
 - Oral and written feedback from campus/institutional contacts.
- How much participation and buy-in there is from the campus community
 - Do faculty and staff participate when asked?
 - Is the campus community complaining about work not being completed as quickly as before (or do they understand the work involved in implementing Banner)?

4 Approval to Proceed

LSSU Vice President of Business and Finance/Executive Sponsor hereby approves the LSSU Banner Communication Plan.

Name William E. Becker, Ph.D.
Title Vice President for Business and Finance/Executive Sponsor
Date

The Communication Team (identified below) hereby approves the LSSU Banner Communication Plan.

Name Annette Hamel
Title Secretary II for School of Social Sciences/Advising and Retention
Date

Name
Title
Date

Name Kari Jastorff
Title Administrative Assistant to the Provost
Date

Name Mark A. Jastorff
Title Vice President for Student Life and Alumni Relations
Date

Name Arlene MacPherson
Title LSSU Banner Project Manager
Date

Name Tom Pink
Title Director of Public Relations, Team Lead
Date

Name Linda Schmitigal
Title Assistant Professor, Chair of the School of Business, Economics and Legal Studies
Date

Name Jay Schupp
Title Director of Information Technology
Date

5 Document History

Revision Record

Number	Date and Sections	Author	Notes
0.1	All	A. MacPherson	First version of the document
0.2	All	Communication Team	
0.3	All	A. MacPherson	

6 Acronyms

Acronym	Description

7 Definitions

Term	Definition