

# Change Management Assessment

## *Workday Student SIS*

Power of Design Services Case Study



California College  
of the Arts



## Introduction

Success will be judged not by you but by the people you serve.

As an art school, **California College of the Arts** (CCA) knew that it was important to take a design approach in learning the perspectives and pain points of their students and faculty as they embarked on a large and complex [Workday Student](#) implementation.

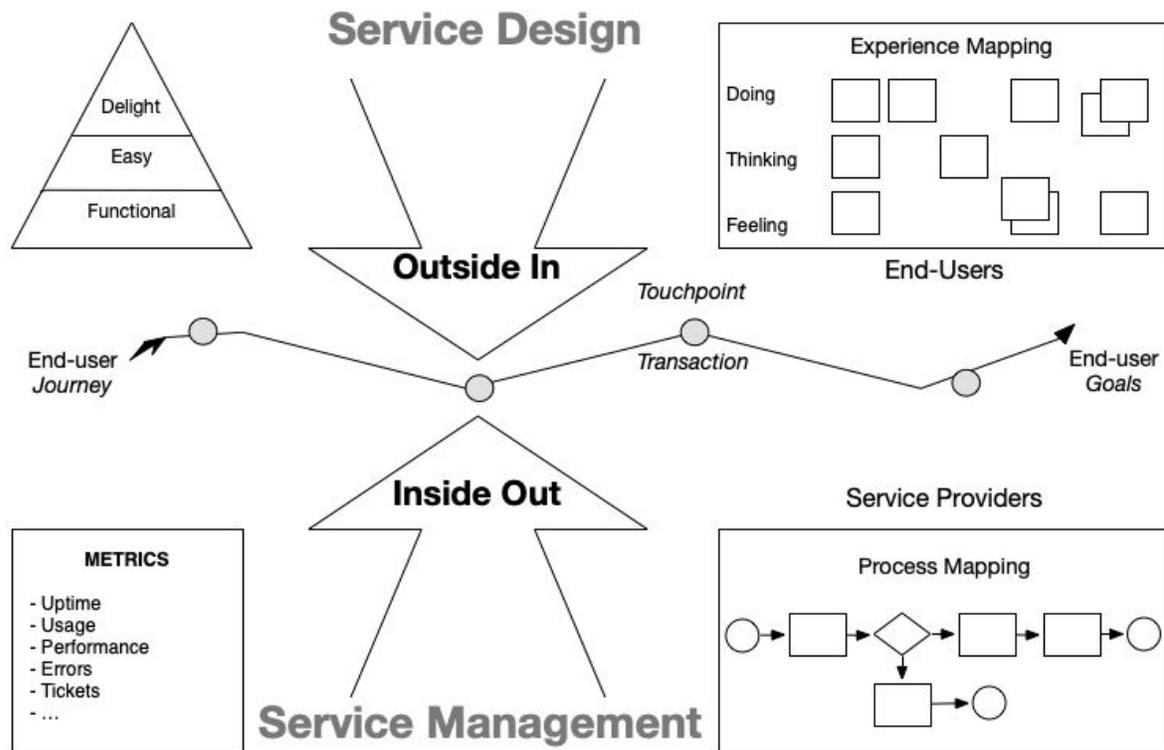
CCA's investment in Workday Student is part of a business transformation effort aimed at streamlining, unifying and future proofing their student information system (SIS) that delivers mission-critical services for students, faculty, advisors and support staff.

# Project

[Power of Design Services](#) was engaged to assess current user experiences with the legacy student information system (SIS), WebAdvisor, and to develop a change management plan for students and faculty in readiness for the launch of Workday Student in early 2019.

While CCA's staff and consultants worked on mapping out their numerous business processes; looking at business functionality and transactions from an *inside-out* perspective, Power of Design Services mapped out critical student journeys looking *outside-in* at student and faculty touchpoints and experiences.

## Assessing Student and Faculty Experiences, *Outside In*



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## Success Criteria

The school's vision for delivery is "adoption success" with the emphasis on two key end-user groups, CCA's students and faculty.

### Improving student experiences is the number one design principle for CCA's Workday Student initiative

Effective change management is critical to achieving this vision. In tangible terms, this meant ensuring that students and faculty:

- Know in advance WHAT changes will be happening
- WHEN and WHY these change are happening
- HOW to find their information and to complete critical tasks (ex: through on-demand training materials)

## Approach

To have the best possible outcome and reduce risks, it was critical that CCA assess changes in service delivery and information access, from their end-users' perspectives as early as possible before launch. SIS implementations are very complex in the scope and scale of the impact on the institution. Different vendor solutions have different features and functionality, which have to be mapped to business rules, policies and processes. As a college or university moves from one SIS solution to another, an important context is understanding how student and faculty touchpoints and experiences will change.

Power of Design Services followed a user-centered service design approach to understanding and anticipating service experience. This meant doing research through interviews and capturing student and faculty journeys and touchpoints with the legacy SIS.

High-level Journey maps of "as is" functional needs formed the basis for assessing the "to be" functional capabilities and user experiences with Workday, and in support of developing change management plan.

Design methods employed included:

- Interviews and user research with students, faculty, department chairs, program managers, advisors and support staff from various offices
- Mapping pain points with the current system along with improvement opportunities
- Developing journey maps and identifying touchpoints for critical student and faculty activities

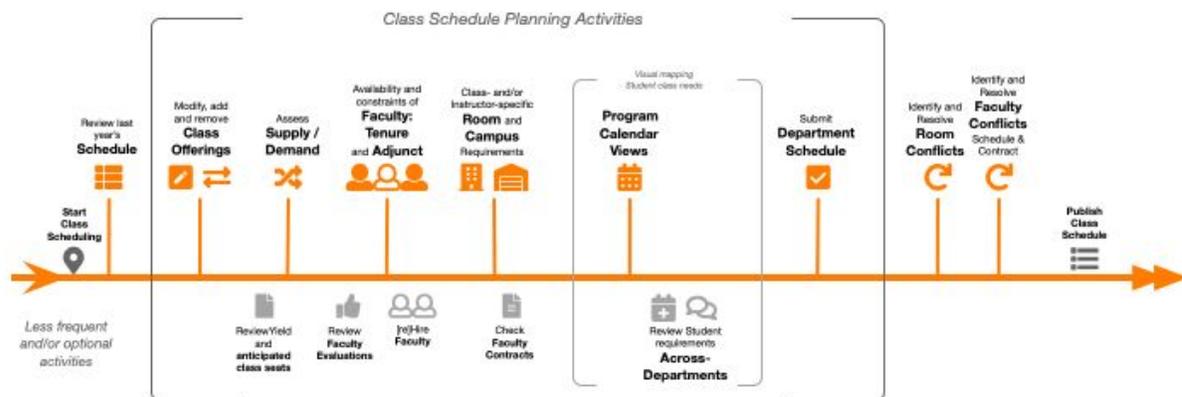
## Project Deliverables

The output of the assessment project was to develop a **Change Management and Communications Plan**. The deliverables also included:

- An inventory of “as is” functional service **touchpoints** for student and faculty.
- Identification of major **pain points**, needs and desires.
- **Journey maps** for five key student and faculty journeys.
  - Academic Planning and Enrollment
  - Funding and Paying for my Education
  - Advising
  - Lifecycle of a class
  - Class scheduling

## Sample Journey Map

### Class Scheduling



More information: [portal.cca.edu](http://portal.cca.edu)

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## Outcomes and Client Value

The assessment provided the project team with fresh insights and valuable information as they planned for delivery of the new system. The team was now armed with the service needs and perspectives of their students and faculty.

“Insights: So many! All points identified on the assessment findings were spot on. The way journey maps threaded in, out and through different services, systems and functional areas was surprising. We had been thinking in a pretty siloed way about the student and faculty needs, but seeing the interconnections was enlightening.”

— MICHELLE ZIEGMANN, CALIFORNIA COLLEGE OF THE ARTS

Project team staff were particularly interested in the journey maps and the inventory of pain points identified, which provided a fresh lens for assessing a department's service delivery points.

The journey maps and project deliverables formed the basis for a team member to develop how-to documentation including WalkMe guides.

## Power of Design Services

Power of Design Services was engaged by CCA because of the consultant's extensive experience leading user experience design and change management efforts for large student information system implementations.

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