



# Human Centered Change Strategy

April 11, 2025



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# Description & Assumptions

## Plan Description

- This **Change Management Plan** provides a high-level summary of the recommended approach and tactics, addressing the **7** prevalent themes outlined in the Report of Findings.

## Audience

- This plan is intended for ECU Leadership who will be tasked with leading their teams through the change.

## Assumption

- ECU CM resources will be made available to support the change management effort, according to the recommended Governance Structure.

# Method & Vision



# How we got here



## Administer Readiness Survey

Collect quantitative feedback from all stakeholders to understand the current state and preferences.

## Conduct 1:1 Interviews

Collect qualitative feedback from stakeholders to understand the change culture.

## Key Themes

Analyze feedback to identify key themes.

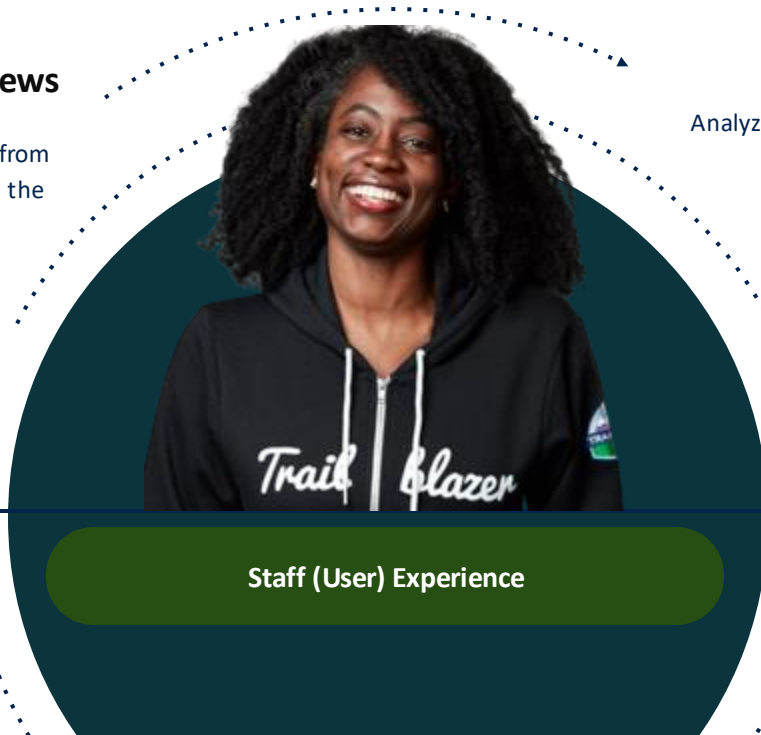
## Develop Strategy

Present communication and change strategy.

CURRENT STATE

FUTURE  
STATE

Staff (User) Experience



# Pirate360 North Star

## Vision, Values, Obstacles



ECU Pirates will lead a future focused, innovation driven CRM digital transformation, empowering our faculty, staff, learners and all stakeholders through effective, consistent, collaborative efforts to support student success, career readiness, strengthened partnerships and further our reputation as a leader in learning.



- Learner Experience
- Quality Service
- Collaboration
- Sustainability
- Efficiency



- Change is hard
- Competing Priorities
- Resource Limitations
- Technical Challenges
- Siloed Data

# Strategy & Tactics



# 7 Themes – Academic Advising



1

Change **response** **mixed** but can **adapt** if enough **time** is **given** and the **value** is **proven**

2

All **recognize** the **need** for the change, **feel** the effort is **worthwhile**, and have **similar** drivers / **motivations**

3

Constant **change** in **leadership**, **systems**, **processes**, and **legislation** has led to **desensitization**

4

Feeling that **change** is often **pushed** from the top **without** **involvement** or the **why**

5

Feel there is a **tendency** to **overpromise** and **under deliver**

6

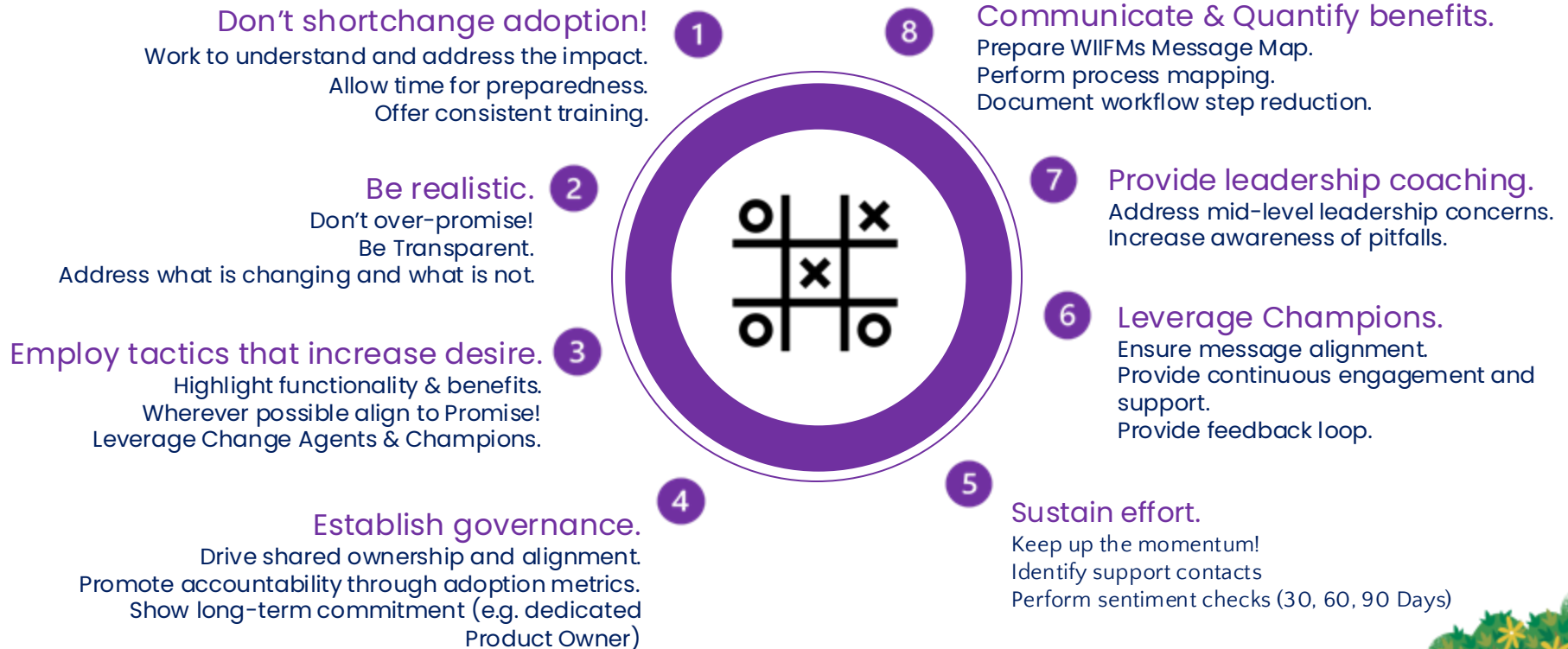
Most **understand** the **need** to **standardize** but still **want** “**sprinkles**”

7

There is a **strong feeling** that **decisions** are **being made** but are **not** being **shared**



# Strategy for addressing themes



# Plan Focus

Key Stakeholder Groups to be engaged



**Professional  
Advisors**



**Faculty  
Advisors**



**Center for Student  
Success**



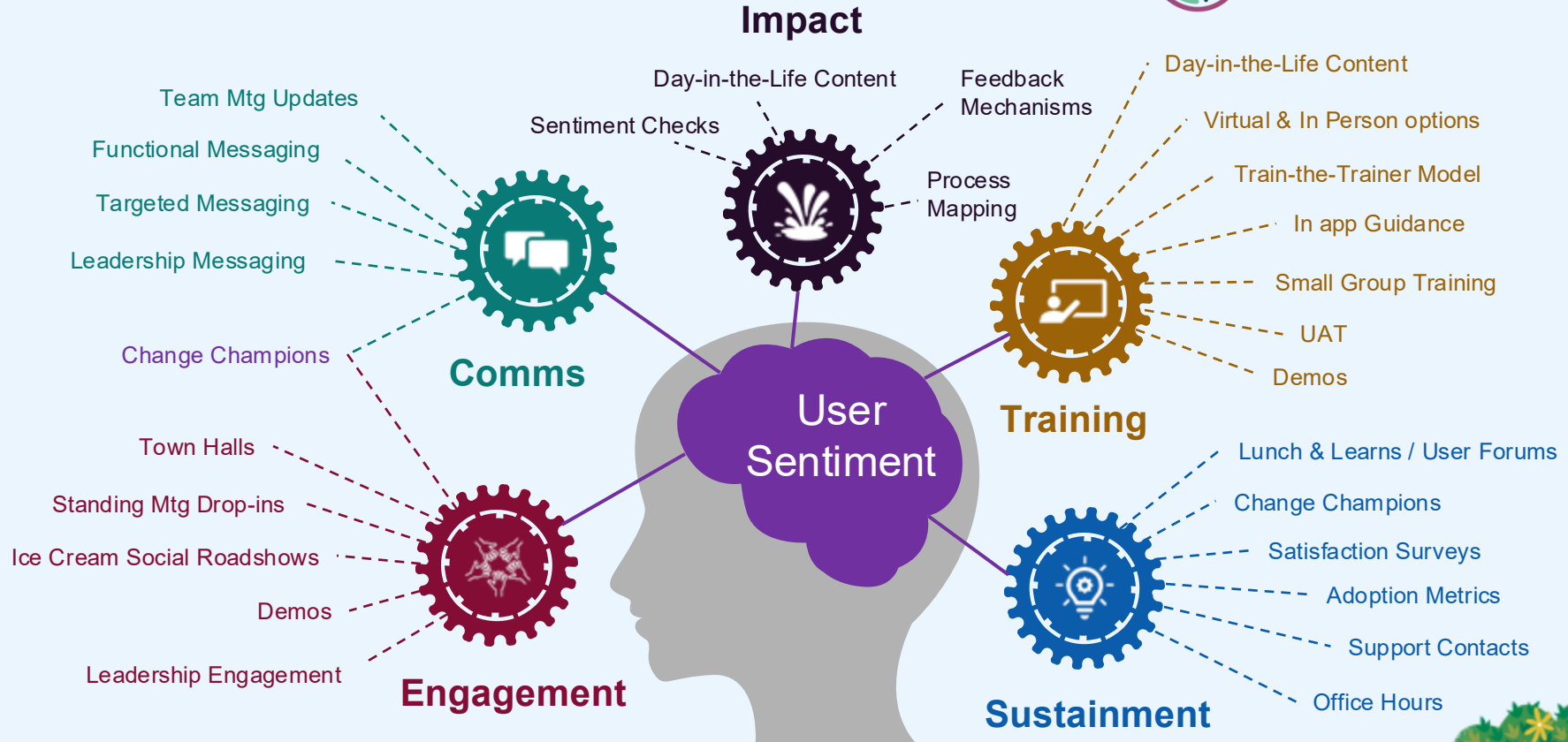
**Academic  
Success**



**Experiential  
Learning**



# Preparing Users



# Recommended Tactics



## Engagement

**Campus Roadshows**  
CM-led themed events (ice cream social) to showcase functionality

**Go Live Virtual Q&As**  
Open session to relay info/answer questions

**Check-ins**  
Sponsor connects w/ high impact users or groups

**Champion Network**  
Helps drive & socialize change

**Leader Engagement**  
Change agent coaching

**Videos**  
PSAs / Podcasts meant to inform

## Communications

**Project Updates**  
updates & milestones

**Day-in-the-Life**  
Content to highlight new workflows

**Testimonials**  
Comments shared by users to extol system

**Crib Sheets**  
Messaging for champions to share

**WIIFM Spotlights**  
Short snippets to highlight benefits / capabilities

**FAQs**  
Posted to Pirate360 Site

## Impact

**Feedback Bridge**  
Method / Tool used to receive continuous feedback

**Sprint Demo Polls**  
Flash polls to gauge reaction & obtain testimonials

**Demo Showcase**  
Packaged to the Pirate360 Site (Demo Summary, recording, poll results)

**Sentiment Checks**  
Survey to track CM progress relating to key dimensions

## Training

**End of Sprint Demos**  
User-focused demos that showcase functionality

**Early Access**  
Open times giving SMEs / Trainers hands-on access to Pirate360

**Power Users**  
Early adopters who provide peer-to-peer system support / training

## Sustainment

**Office Hours**  
ECU-led time blocks for end users to receive additional support

**Topical Lunch & Learns**  
Trainer-led follow-on sessions to reinforce specific concepts

**User Forums**  
Champion or Power User-led, open forum to share tips & tricks

**Success Measures**  
Metrics identified to help measure and track Pirate360 staff / student adoption

# Applying Change Tactics



## EXPECTED IMPACT

### High

CET

CON

THCAS

### Moderate

CFAC

COB

HHP

Athletics

### Low

CAHS

COE

MAP

## Considerations

- ☒ Process complexity
- ☒ Landscape complexity (e.g. faculty advisors, degree plans, etc.)
- ☒ Advising Center Size
- ☒ Student Body Size

## Intended Outcomes

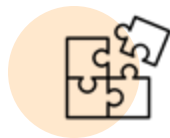
- 1. Build Awareness**
  - Identify Champions & Power Users
  - Engage & coach leaders (Director-level)
- 2. Build Desire**
  - Align WIIFMs to pain points
  - Share early wins & testimonials
- 3. Build Knowledge & Ability**
  - Showcase value and capabilities
  - Provide small format, role-based training
- 4. Sustain Change**
  - Ensure Governance Model is operational
  - Identify adoption metrics to measure success

# Soft Launch Approach Considerations



## Timing

- ECU Academic Calendar Alignment
- Release Plan



## Integrations

- Systems & Data
- Data Access & Quality



## Change Management

- Employee Sentiment & Readiness
- Student Sentiment & Readiness
- Support resources



## Governance

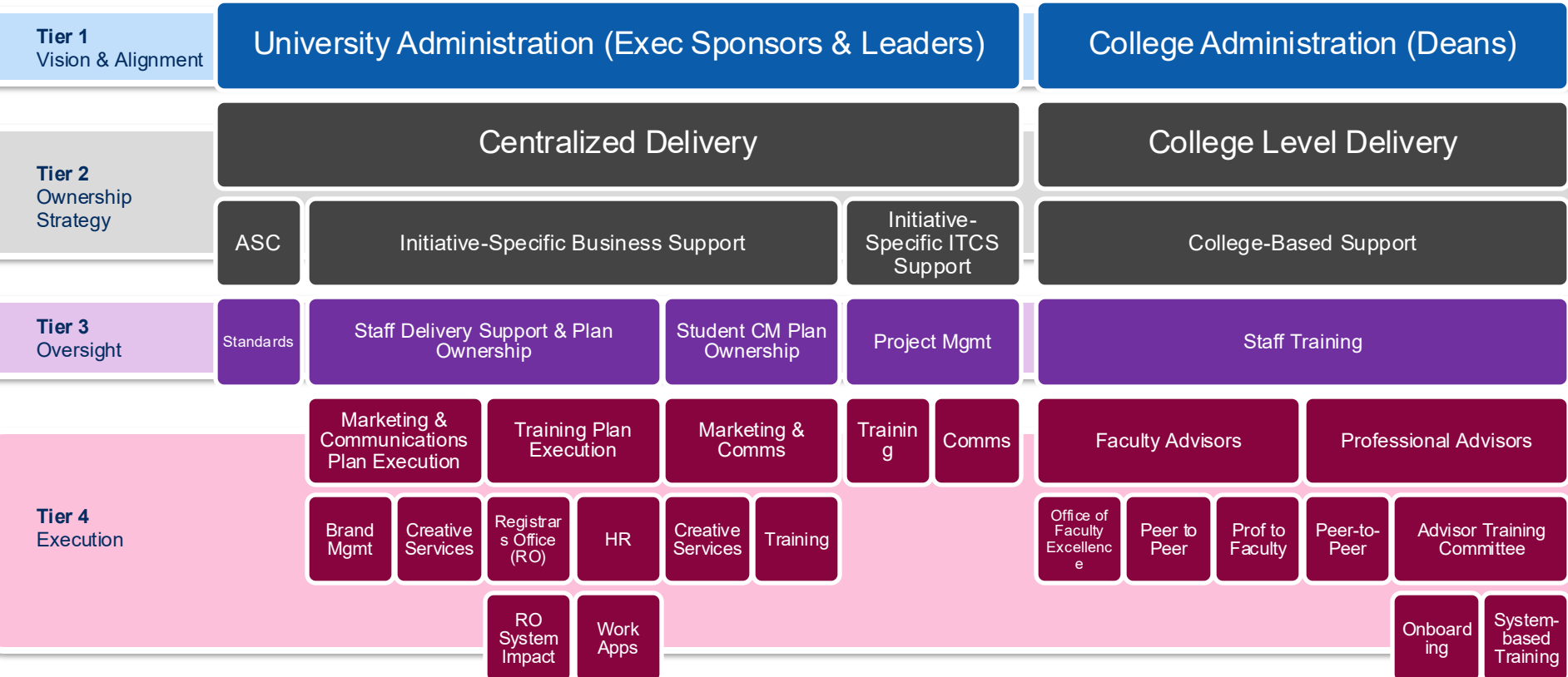
- Accountability
- Process Consistency (SOPs)
- Alignment
- Prioritization

# Change-aligned Governance



# As is Change Delivery Framework

Enterprise-wide Change





# Change Delivery Gap



Lack of Change Mgmt  
Center of Excellence

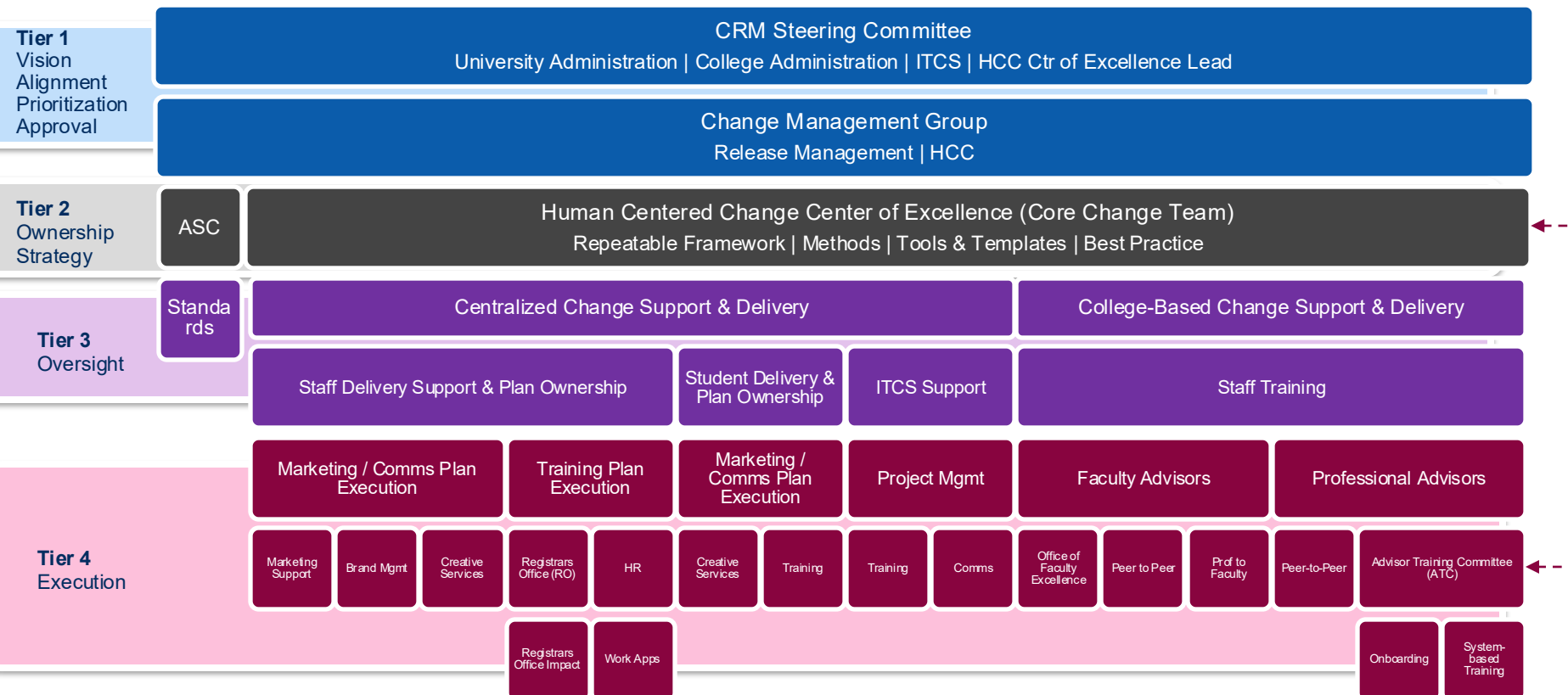
- No standard method or process
- Lack of common templates & tools
- Lack of Best Practice

*Inconsistent Approach*  
*Poor Sustainability*



# Recommended **Future State** Change Delivery Framework

## Enterprise-wide Change



# Recommended HCC Delivery Model

Leverages a Center of Excellence approach to provide advisory and execution support including methods, best practices, templates, tools and lessons learned.



## CRM Steering Committee

Shared ownership for sponsoring initiatives while ensuring long-term vision alignment in partnership with the HCC Center of Excellence Lead.

## HCC Center of Excellence

Responsible for owning the change strategy in partnership with the Change Mgmt Group and the ASC while working with Change Leads and the Advising Training Committee.

## Assigned Change Leads

Responsible for executing the Change Plan while working closely with the HCC Center of Excellence and support functions to facilitate adoption.

## Change Champions

Work closely with Change Leads to support peers.



1

Vision & Alignment

2

Prioritization & Approval

3

Ownership & Strategy

4

Oversight

5

Execution

## Change Management Group

HCC members responsible for collaborating, assessing and advising on matters related to user impact to approve, prioritize and schedule change.

## Advising Standardization Commission

Responsible for working with Advising Centers and Administration to set university-wide standards, where appropriate.

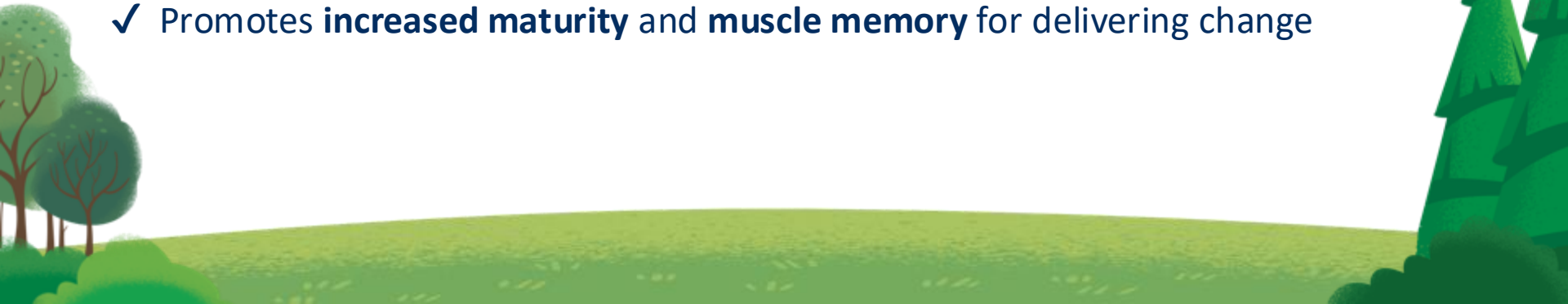
## Change Support Functions

Work closely with Change Leads to execute specific plan deliverables.



# Future State Model Benefits

- ✓ **Promotes** alignment and **collaboration**
- ✓ **Reduces** the **time** required to **implement** change
- ✓ **Supports** long-term **sustainability**
- ✓ **Provides** **grip** and **consistency** in delivering complex, enterprise-wide change
- ✓ Provides a **centralized, balanced** and **repeatable framework**
- ✓ Provides a **common** change delivery **method**, templates, assets and tools that drive change consistency
- ✓ Promotes **increased maturity** and **muscle memory** for delivering change

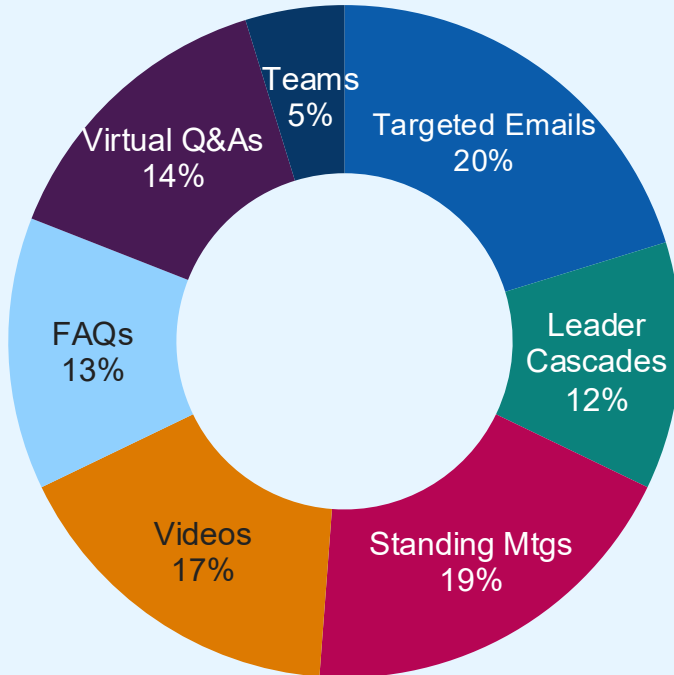


# Communications Plan



# Communications

## Preferences



## Stakeholder Recommendations

Be transparent!

Ensure message consistency from top to bottom from project start through Go Live.

Use Banner as the model.

Use multiple communication channels, especially those that allow for two-way discussion.

Keep emails concise.

Repeat the message.

Don't leave room for translation or interpretation.

Leverage standing group and committee mtgs.

Control the narrative, particularly at the mid-management level.

Don't forget about students...and their parents.

# Communication Types

	Type	Description
01	Leadership Messaging <i>To Persuade</i>	<ul style="list-style-type: none"> <li>• High level messaging</li> <li>• Vision</li> <li>• Organizational Value &amp; Benefit</li> <li>• Major Events or Milestones (e.g., Go Live)</li> </ul>
02	Project Updates <i>To Inform</i>	<ul style="list-style-type: none"> <li>• Updates                             <ul style="list-style-type: none"> <li>◦ Milestones</li> <li>◦ Process</li> <li>◦ Upcoming Events</li> </ul> </li> </ul>
03	Targeted Messaging <i>To Assure</i>	<ul style="list-style-type: none"> <li>• Role or dept-specific content</li> <li>• Day-in-the-Life content</li> <li>• What's in it for me? spotlights</li> </ul>
04	Functional Messaging <i>To Prepare</i>	<ul style="list-style-type: none"> <li>• Milestone Specific                             <ul style="list-style-type: none"> <li>◦ UAT</li> <li>◦ Training</li> <li>◦ Go Live</li> </ul> </li> </ul>



Cadence	Audience	Plan Mix
Infrequent	All Staff	5%
Frequent	Leaders Champions Staff	17%
Stakeholder Dependent	Colleges, Depts or Roles	42%
One-Offs	Situational	36%

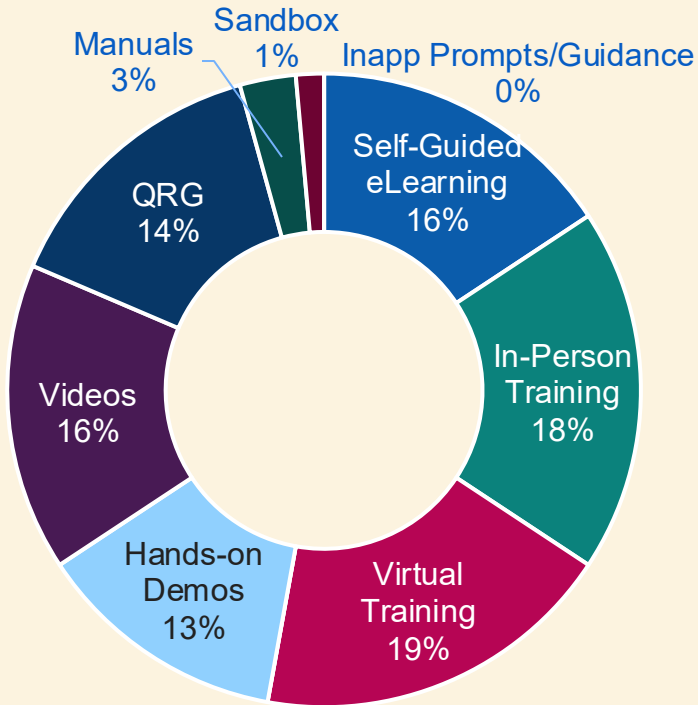
# Training Strategy Summary





# Training

## Preferences



## Stakeholder Recommendations

Leverage existing training resources (The Advisor Training Committee, Novine Kros in the Registrar's Office, Office of Faculty Excellence, etc.)

Consider utilizing Cornerstone to perform knowledge checks and ensure module completion.

Make training mandatory

Give people room to make mistakes (sandbox).

Provide hands-on training and virtual training.

Consider different learning styles.

Identify point of contacts for support.

Ensure support after the fact.

Provide a repository of reference materials (e.g., QRGs, etc.)

Consider business impacts that may impact training and participation (e.g. open registration, semester start/end, etc.)

Use a train-the-trainer format, which fits existing peer-to-peer model.

# Strategy for addressing training needs

## Train-the-Trainer Model



### Don't shortchange adoption!

Consider timing, workload and competing priorities.  
Allow time for preparedness.  
Consider training needs & learning styles.

### Use "Tell, Show, Do, Review" Format to reinforce learning.

Provide interactive, hands-on learning.  
Ensure coverage & consistency!

### Avoid one-size-fits-all.

Tailor methods to needs.  
Consider learning styles and campus location.

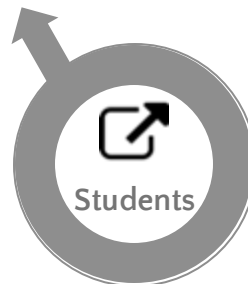


### Offer interactive, role-based training

Offer instructor-led in-person and virtual sessions  
Provide Day-in-the-Life content  
Employ small class format  
Leverage In-app Guidance for seamless learning  
Consider leveraging Trailhead for follow-up exercises

### Sustain the Effort!

Extend support beyond Go Live.  
Consider continued training needs.  
Leverage Cornerstone.



### Don't neglect students!

Consider timing and needs  
Align with Staff plan and schedule

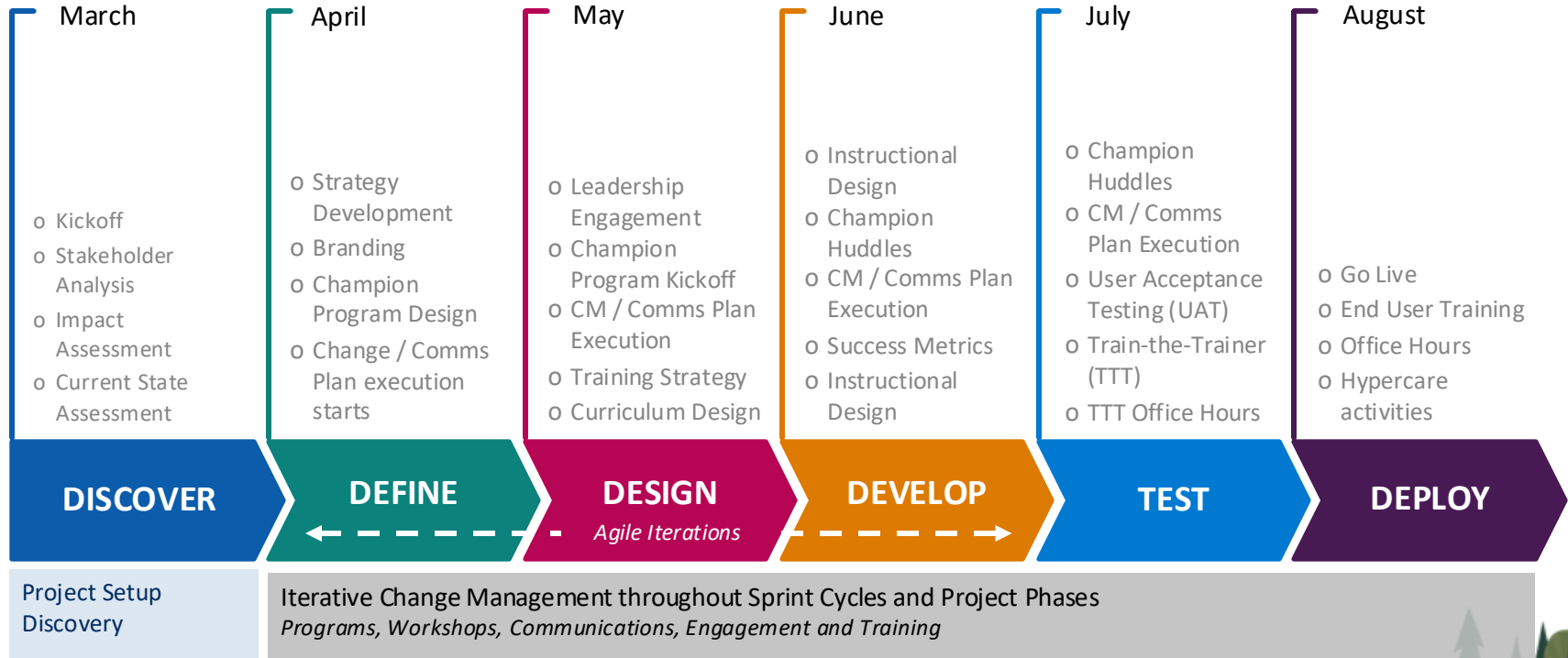


# Change Management Timelines



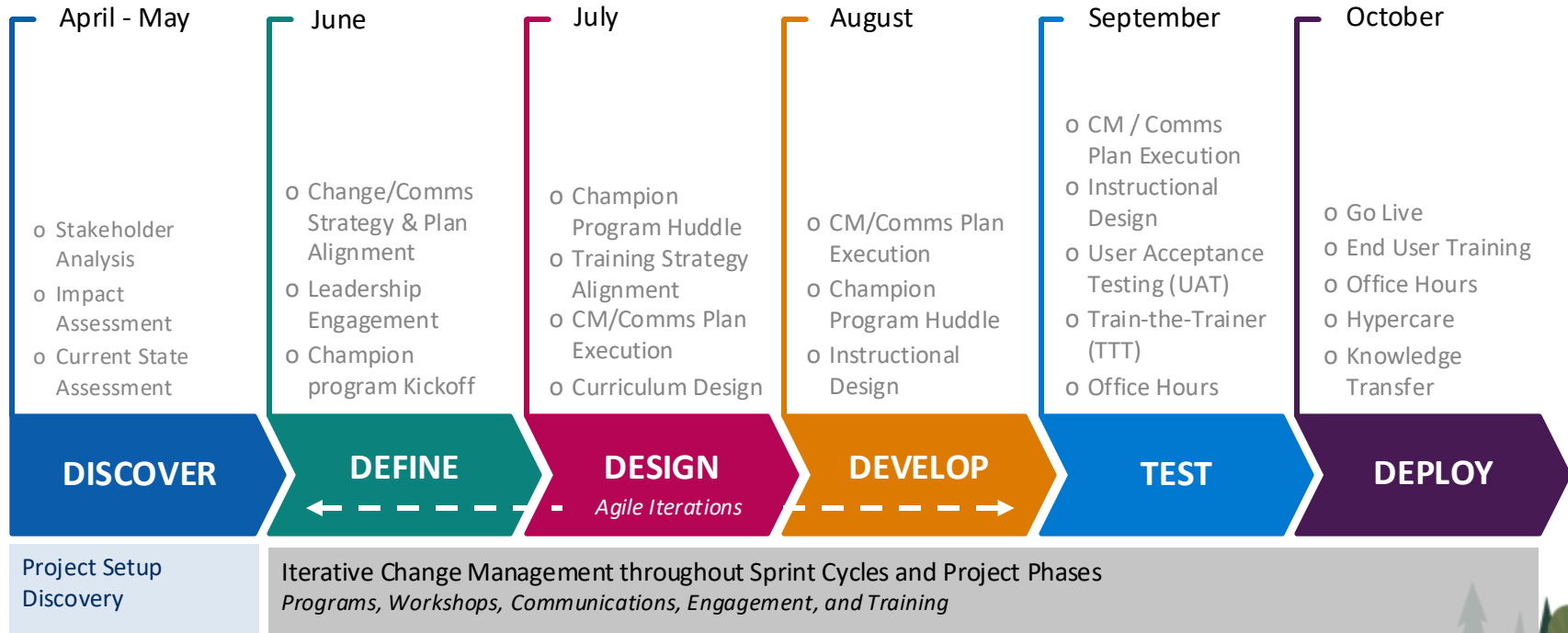
# Change Management Timeline

## Academic Advising



# Change Management Timeline

## Experiential Learning



# Next Steps





Strategy without  
execution is hallucination.

Execute, Listen, Iterate





Thank  
you

