



# Communication Plan

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## Revision History

Date	Revision Notes
January 17, 2019	Draft plan (Kari Cantey)
March 12, 2019	Updated with creative concept and minor revisions (Kari Cantey)
July 3, 2019	Added table of contents and images (Pat Daniels)

## Introduction

This is a short-term plan designed to support the successful implementation of ctclink at Highline College. Revisions to this document are expected as new information becomes available and the project progresses. Communication plans, in general, are meant to be fluid in order to respond to emerging situations and stakeholder engagement (or lack thereof).

The goal of the ctclink project team is to minimize disruption in normal college operations during the process of moving from existing legacy systems to the new ctclink system at Highline College. The ctclink project team will accomplish this goal through rigorous, thorough and consistent efforts to manage change. The communication plan *supports this overarching goal* by informing and educating stakeholders before, during and after the transition.

## Scope

The scope of this plan is limited to communication involved in the implementation of ctclink.

## Purpose

The purpose of the Highline College ctclink Communication Plan is to identify the timing and appropriate means to communicate the change from the existing legacy systems to the new ctclink system. The plan will support the following communication objectives:

- Ensure awareness of the timeline and specific actions employees and students need to take during the transition of systems.
- Build support for the project and ultimately the new functionality that will be available to employees and students in ctclink.
- Provide clear guidance to employees and students about training opportunities, helpful resources and how to provide feedback.

## Team Members

The initial members of the communication team include those with expertise in creating this plan. Additional members with interest and ctclink experience will be included during the various phases of this plan.

Highline's Marketing department will be asked to assist with graphic and design support.

**Team Lead:** Kari Coglon Cantey

**Planning Members:** Pat Daniels, Dena Dillon, Tim Wrye

**Additional Members:** TBD: Could include the following: members of each pillar; larger team for student communication (esp. people who work with special populations); employees from library, student services, and financial services)

## Stakeholders

Key stakeholders are the primary audience for ctclink communication because they will be directly affected by the transition from existing legacy systems to the new ctclink system.

Note that not all key stakeholders will be affected during all phases of the project:

- Employees: administrators, full-time and part-time faculty, and classified and professional staff
- Students: domestic, ESL, international, and special-needs

Other stakeholders may be indirectly affected by the move to ctclink.

Communication for most of these stakeholders will be done on an as-needed basis:

- General public: alumni, community members, parents, and retirees
- Legislators
- Local media
- Trustees
- Union Leadership

## Phases

Each phase of the ctclink project will have unique requirements for communication support as well as distinct stakeholders (aka target audience for communication). The communication plan separates these phases in order to customize the work plan for each.

[Work Plan can be viewed here.](#)

### Ongoing Phase: Moving to ctclink at Highline College

This is the general awareness portion of the communication plan, where we focus on change and what ctclink means to the campus overall. It will give us the opportunity to create visibility for the ctclink project and provide key stakeholders with project updates and achievements. Here, we also address timing of the different phases and where we are in the overall ctclink project. Those directly affected by specific activities in the phases will receive additional targeted communication (see Project Phases section of the communications work plan).

### Project Phases: Project-Based Communication

During the various phases of the ctclink project, some employees are more directly affected than others, such as (a) employees currently using PPMS, FMS, SMS, Degree Audit, and Financial Aid on a daily basis, and (b) Functional Area Managers. These employees will receive the bulk of the targeted communication.

Each phase of the project will be separated, detailing the objective of that particular phase and the communication work plan associated with accomplishing the objective.

This portion of the plan will be completed in conjunction with the Project Plan completion.

To communicate effectively during the various project phases and their associated activities, we will need to answer these questions:

- Who is directly impacted?
- Who needs to know it is happening (e.g., besides those directly involved, their supervisors will need to be aware)?
- Who else needs to be aware of work (e.g., administrators, so they understand overall project impact)?
- What do people need to know?
- How long will activities in each phase last?
- What do people need to do (e.g., call to action)?
- Why is this activity important to the overall ctclink project?
- How does this activity impact the target audience (e.g., explicitly answers the questions, “What's in it for me?” and “How does this impact me?”)

Project Phases are as follows:

- Initiation
- Implementation: Structure
- Implementation: Construct
- Implementation: Transition
- Implementation: Deployment
- Go Live
- Stabilization

Activities associated with each phase are outlined in Part 2: [Communication Work Plan](#).

## **Communication Assessment**

The ctclink team has identified a number of products that we can create to communicate our message, as well as a variety of established communication vehicles/channels on campus.

Based on an internal survey conducted early in 2017, the ctclink project team learned the following from employees (note: some responses fell into multiple categories, so total percentage exceeds 100):

- Of the 91 respondents who answered, 66% of employees stated that they want ctclink information via email, leading all preferred methods of communication.
- More than half of respondents (55%) want to receive information through multiple communication channels.

## **Products:** What we create to communicate our message

- Advertisement
- Blog post
- Briefing sheet (one-page status update)
- Calendar listing
- Delta Dog freestanding cutout
- Delta Dog images
- Dog bone shaped cookies
- Dog bone shaped stress balls
- Fact sheet
- Flier
- Message from Dr. Mosby
- Mini brief (short paragraph to send to VP to be included in report to Board of Trustees)
- Note (e.g., handwritten thank-you note or note recognizing milestone/achievement)
- Photo
- Poster
- PowerPoint
- Survey
- Talking points for presentations
- Video
- Website content (excluding blog posts and calendar listings)

## **Vehicles/Channels:** How we distribute and share our messages

- Bulletin (quarterly)
- Canvas
- Email
- Event (e.g., ctCLink-sponsored celebration to mark a milestone)
- Interoffice mail
- Listserv-type group email for project-specific messages (e.g., SMEs)
- Meeting: one-on-one
- Meeting: briefing to leadership (Exec Staff)
- Meeting: presentation to staff and faculty (e.g., Professional Development Day lunch, spring and winter luncheons, president's quarterly meetings)
- Meeting: presentation at department and division meetings
- Meeting: presentation at monthly and quarterly meetings (e.g., Board of Trustees, faculty senate, instruction cabinet, Student Affairs cabinet)
- Phone call
- Pop-up booth

- Scala
- Sponsorship (e.g., sponsor on-campus event or program)
- Tabling at events and activities
- ThunderNet employee portal
- Thunderword newspaper
- Video conference
- Website (including blog and calendar)
- Word of mouth
- Workshop

## Communication Creative Strategy

ctcLink represents unprecedented change for our campus. Highline has experienced change before, but this will touch every employee and student.

**Primary challenge:** The ctcLink team will be challenged not only to communicate the actions needed to accomplish this work-altering change, but also to do so in a crowded environment. Our campus community is already inundated with information and competing interests.

**Primary advantage:** Our employees have a special spirit. The college culture is one of collegiality, built on strong relationships, mutual respect and cooperation. We can use our relationship-driven culture to our advantage in our creative approach and communication vehicles.

With the implementation of ctcLink, our campus will experience an unprecedented change. Not only will the conversion affect every employee and student on campus, but it will change the way we do our business processes. It's not simply a matter of adapting to new software, which is challenge enough, but also about adapting to the change in how we work.

As we prepare for and implement ctcLink, business as usual won't be business as usual. With that in mind, we propose incorporating the following elements into our materials when we communicate about the project and its resulting change:

- **Journey:** We are taking our campus on a journey of change. We will help them learn about the new system and changes to our business processes. A significant part of this journey is in how we work with each other and adapt to that change. While we can't control how people respond to these changes, we can use our messaging and tactics to help the process along.
- **Campus Culture:** Our campus faculty and staff are, for the most part, a cohesive, accepting group. As some have said, there is a special spirit on campus. We are a diverse group of people who take pride in working for our diverse student body. Keeping in mind that we are working together for the benefit of students, as we do

every day, should play a large part in how we think about our messages and messaging.

- **Fun:** The ctclink change will be challenging, and at times, likely downright frustrating. Our approach to communicating the change should be exactly the opposite. While we want our messages to be truthful, sincere and professional, the way we deliver and frame the messages can make a significant difference in the way they are received and acted upon. Let's have some fun with this.

ctclink represents a unique change and challenge for our campus, meriting a unique approach to our communications strategy and creative execution.

## **Creative Concept:**

Enter Delta Dog, our companion on the ctclink journey.

### ***Why a dog? What does a dog represent?***

- **Loyalty:** Dogs are known as "man's best friend." They stick with you.
- **Companionship:** Some breeds are used as seeing-eye dogs and assistants for the differently abled. Dogs accompany people on their journey through life, and, in unique cases, save lives (Lassie!). Dog lovers in general enjoy taking their dogs on short journeys, too, such as walks, runs, and hikes.
- **Trustworthiness:** Some breeds point the way, while others help law enforcement track a lead. We trust dogs to help us in any number of ways (see "Companionship" above).
- **Optimism:** Dogs have a carefree, look-on-the-bright-side attitude. They see the best in people and situations and provide a comforting, reassuring presence, which would be a welcome relief from ctclink technology, since technology itself can be intimidating and cold.

### ***Why call her Delta?***

The word "delta" means change. And, the fact that it is a short word beginning with a "d" makes Delta Dog an alliterative and easy-to-remember name. Using Delta Dog as the face, if you will, of all of our communications materials will create a unique branding for ctclink messaging. It will stand apart from other messages and signal this project is not business as usual. (While her gender won't be obvious, we will refer to Delta Dog as female.)

### ***Who does Delta Dog represent?***

Delta Dog is an amalgamation, so to speak, of all of the members of the two teams working on the ctclink project. By having a fictional character representing our collective efforts, we create a single point of focus for the project.



We choose Delta Dog as the guide for our ctLink project. She will serve as a fun, loyal, and trustworthy companion as we take our campus community on the journey from our current state to our future state.

### Delta Dog Images

