

“We’re Moving Your Cheese!”

Communicating IT Change

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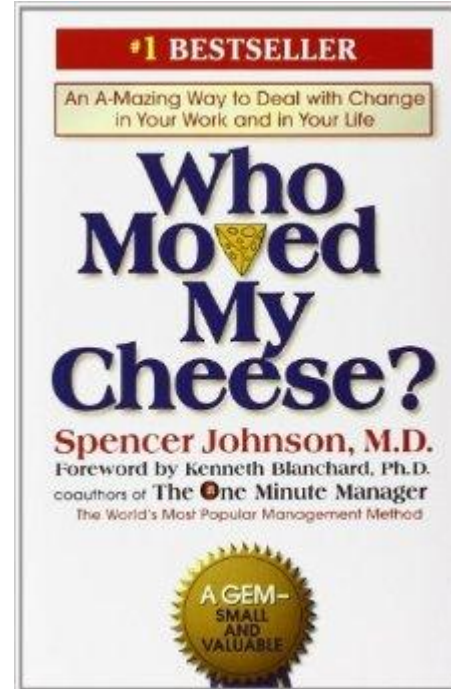
Session Agenda

- General Introduction
- Getting Ahead of the Message
- Developing a Communication Strategy
- Executing a Communication Strategy
- How'd It Go?
- Questions

General Introduction

What is “moving cheese”?

- A parable about change
- Change takes many forms
- Change is necessary
- Change impacts users



Why should we care?

- Acceptance
- Buy-in
- It's the right thing to do

Takeaways

- Who
- What
- How
- Our mistakes

Our case study: LMS Transition

- Small dev team
- Beloved, but aging, homegrown Learning Management System (EEE)
- Campus-wide impact if changed
- Two projects, one approach
 - 1-year Pilot
 - Multi-year transition

Guiding Principles

- Challenges
 - Controversial, poorly understood, easily confusing
 - Anxiety and resistance
 - “But...”
- Goals
 - Transparency
 - Unified and consistent
 - Clear and complete
 - Retain trust

The Communications Team

- Tips
 - Whole lifecycle
 - Writing, speaking
 - User focused
- Our Team
 - Project Initiator (Briandy)
 - Development Team Manager (Kelsey)
 - Development Team User Experience Architect (Ray)

Getting Ahead of the Message

The Pre-strategy Strategy

- Craft a “change is coming” message
- Identify obvious initial audiences
- Proactively engage ahead of the project

The Pre-strategy Strategy

- Content
 - Explain “why”
 - Demonstrate thoughtfulness
 - Be honest about impacts
- Format
 - Concise
 - Mostly Q&A

The Pre-strategy Strategy

- Pros
 - Promote inclusiveness, transparency
 - Identify champions
 - Uncover concerns
 - Get intel for messaging
- Cons
 - The game of “telephone”

Developing a Communication Strategy

Establish Goals

Example from LMS Transition:

- Promote on-going engagement in the entire learning technology ecosystem.
- Increase the opportunities for ensuring that this is a cooperative effort.
- Build confidence & understanding around decisions through transparency and demonstration of responsiveness.
- Inform expectations through education.
- Reduce fear and misunderstanding.

Audience Discovery

- Brainstorming, aka “The Kitchen Sink”
 - Who and why?
- Refine
 - Importance (critical, somewhat critical, or n/a)
 - Communication so far (effective, not effective)
 - Perspective (unaware, resistant, neutral, supportive, leading)
- Rank
 - 1 = critical to project success
 - 5 = impacted, make sure they’re aware

	A	C	D	E	F	G	H	I	J	K	L	M
Who		Importance			Effectiveness		Ranking	Attributes				
		n/a	Somewhat	Critical	Not effective	Effective	Ranking	Unaware	Resistant	Neutral	Supportive	Leading

Organizing Audiences

- Affinity groupings
- General groups with subgroups as needed
- Naming groups

	Champions
B	OIT c-Suite
R	DTL Vice Provost
B	DTL Director
R	LMS Advisory Group
	Learners
	General Audience
B	Undergraduate Students
R	Graduate Students
	Targeted Needs
B	First Generation Students

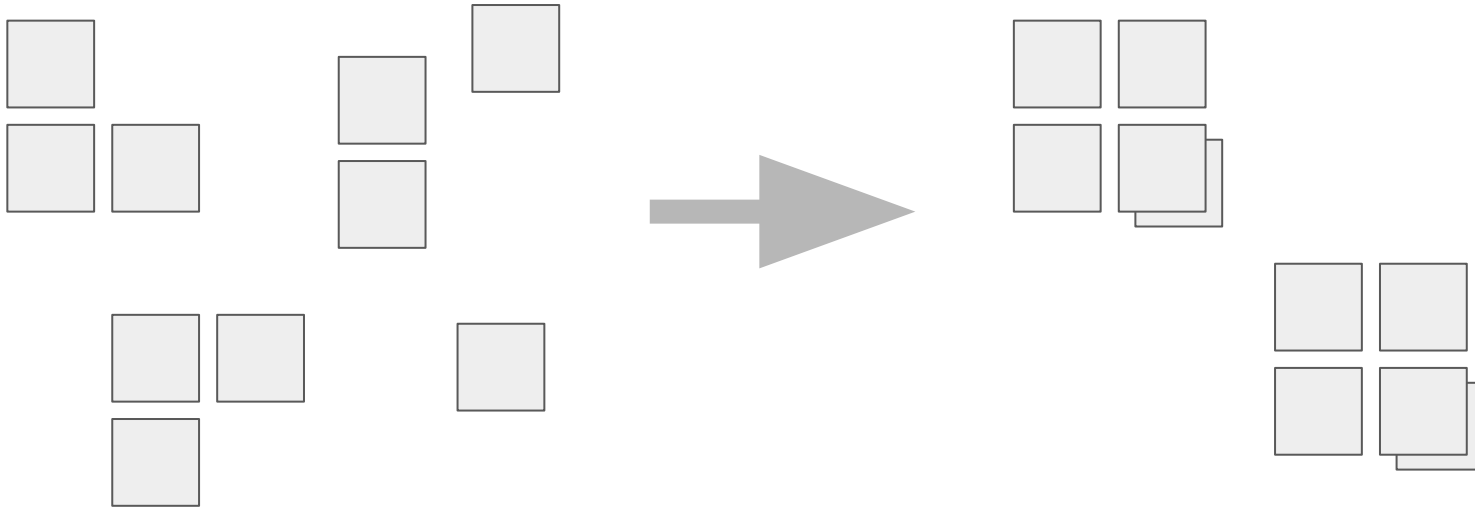
Define: Why? What? Tone?

- Why is this audience important?
- What do we need from this audience?
- What the right tone for communicating with this audience?

B	C	D	E	
	Why (old/prose)	Why audience important?	What do we want from this audience?	Tone? Persuade,
People Who Teach				
Class type				

Combining Audiences

- Affinity based on attributes previously constructed
- Pare down and prune, alternative communications



Define: Concerns? Channels? Frequency?

- What are likely the key concerns for this audience with regard to this change?
- What are typically the best ways to reach this audience?
- How frequently should we engage this audience given the various channels?

				At
Who	Probable concerns (In the form of questions they'd want answered)	Preferred communications mechanism	Frequency	U
People Who Teach				

The Whole Enchilada

- Who
 - Priority audiences
 - And everybody else
- Why
 - Helpful especially later, when you don't remember why an audience is listed
- How
 - Methods of communication
 - Contents of communication
- Tone
- Then, you can synthesize the data into an actionable form:
 - https://docs.google.com/spreadsheets/d/18C4Rsl8K1TzAQ_uljXAC2oEPYcFSg6Nu6lcD0eNqJuA/edit?usp=sharing

Executing the Communication Strategy

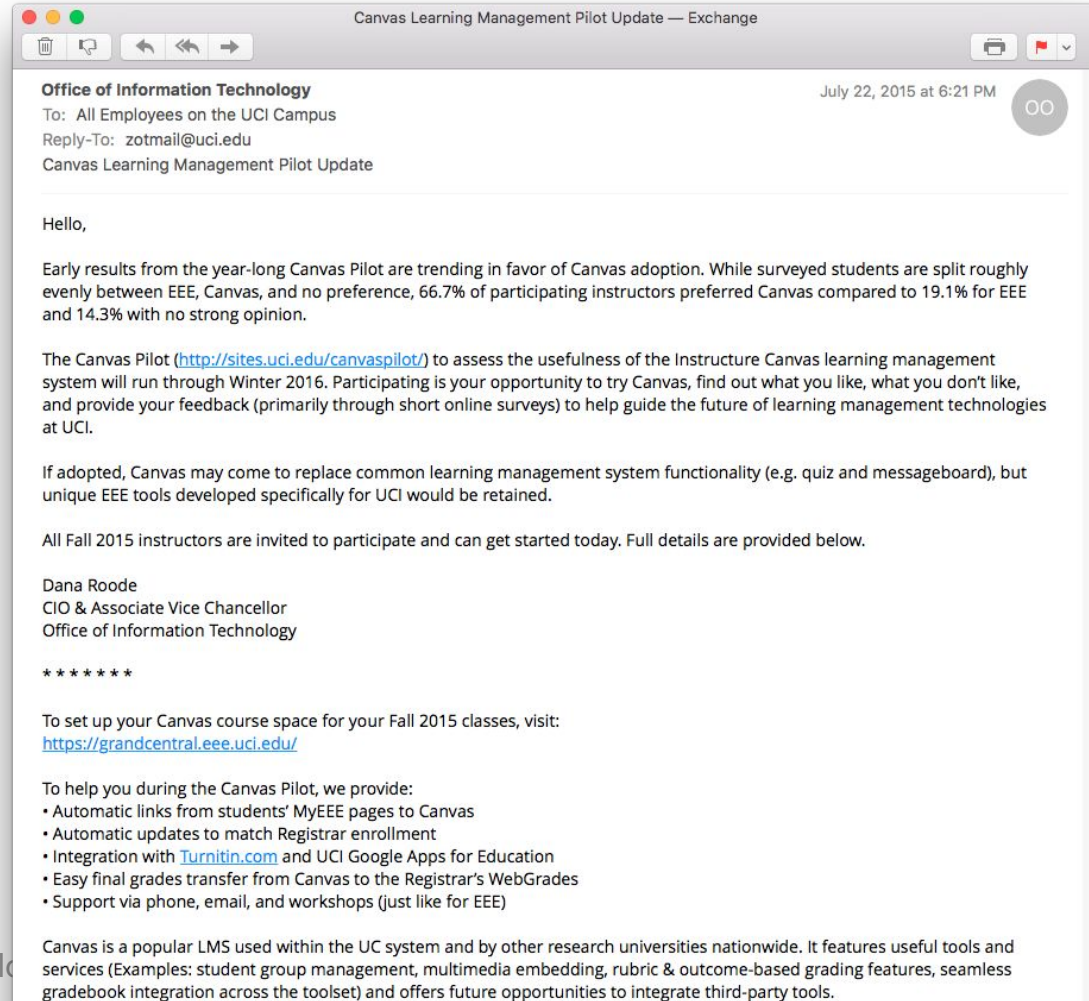
Project Website

<http://sites.uci.edu/canvaspilot/>

The screenshot shows the 'Pilot Updates' page of the UCI Canvas Pilot website. The browser address bar shows 'sites.uci.edu/canvaspilot/pilot-updates/'. The page features a blue header with the 'UCI Canvas Pilot INFORMATIONAL ARCHIVE' logo and a yellow navigation bar with links for 'CANVAS ADOPTION ANNOUNCEMENT', 'ASSESSMENT RESULTS', and 'EEE CANVAS INFO SITE'. A blue sidebar on the left contains a navigation menu with links for 'Home', 'Pilot Updates', 'Assessment Results', 'Known Issues', 'Feature Requests', 'Events & Workshops', and 'Participants'. The main content area is titled 'PILOT UPDATES' and includes a sub-header 'UCI Canvas Pilot concluded in Winter Quarter 2016, with Canvas adoption announced in February 2016. This site will be available as an informational archive.' Below this is a paragraph about the project news and updates, followed by an 'Announcements' section with a list of links: 'Canvas Learning Management System Adoption', 'There's still time: Join the Canvas Pilot for Fall!', 'Canvas Pilot Instructor Panel, June 2', 'Canvas Pilot Instructor Panel, May 6', and 'Electronic Educational Environment (EEE) Plans'. At the bottom, there is a 'Zotmails' section.

The screenshot shows the 'UCI Canvas Pilot Timeline' page of the UCI Canvas Pilot website. The browser address bar shows 'sites.uci.edu/canvaspilot/'. The page features a blue header with the 'UCI Canvas Pilot INFORMATIONAL ARCHIVE' logo and a yellow navigation bar with links for 'CANVAS ADOPTION ANNOUNCEMENT', 'ASSESSMENT RESULTS', and 'EEE CANVAS INFO SITE'. A blue sidebar on the left contains a navigation menu with links for 'Home', 'Pilot Updates', 'Assessment Results', 'Known Issues', 'Feature Requests', 'Events & Workshops', and 'Participants'. The main content area is titled 'UCI Canvas Pilot Timeline' and includes a sub-header 'UCI Canvas Pilot concluded in Winter Quarter 2016, with Canvas adoption announced in February 2016. This site will be available as an informational archive.' Below this is a paragraph about the project news and updates, followed by a 'Timeline' section for the year 2015. The timeline is a horizontal bar divided into four quarters: Winter, Spring, Summer, and Fall. Below the bar, there are two main events: 'Integration w/ campus systems' which spans from Winter to Summer, and 'Invite-only pilot' which spans from Spring to Fall. To the right of the timeline, there is a section titled 'Why is UCI doing a Canvas Pilot?' with a paragraph explaining the project's purpose. Below this is a section titled 'Assessment Full Pilot (Spring)' with a paragraph explaining the assessment process.

Emails



Canvas Learning Management Pilot Update — Exchange

Office of Information Technology July 22, 2015 at 6:21 PM

To: All Employees on the UCI Campus
Reply-To: zotmail@uci.edu
Canvas Learning Management Pilot Update

Hello,

Early results from the year-long Canvas Pilot are trending in favor of Canvas adoption. While surveyed students are split roughly evenly between EEE, Canvas, and no preference, 66.7% of participating instructors preferred Canvas compared to 19.1% for EEE and 14.3% with no strong opinion.

The Canvas Pilot (<http://sites.uci.edu/canvaspilot/>) to assess the usefulness of the Instructure Canvas learning management system will run through Winter 2016. Participating is your opportunity to try Canvas, find out what you like, what you don't like, and provide your feedback (primarily through short online surveys) to help guide the future of learning management technologies at UCI.

If adopted, Canvas may come to replace common learning management system functionality (e.g. quiz and messageboard), but unique EEE tools developed specifically for UCI would be retained.

All Fall 2015 instructors are invited to participate and can get started today. Full details are provided below.

Dana Roode
CIO & Associate Vice Chancellor
Office of Information Technology

To set up your Canvas course space for your Fall 2015 classes, visit:
<https://grandcentral.eee.uci.edu/>

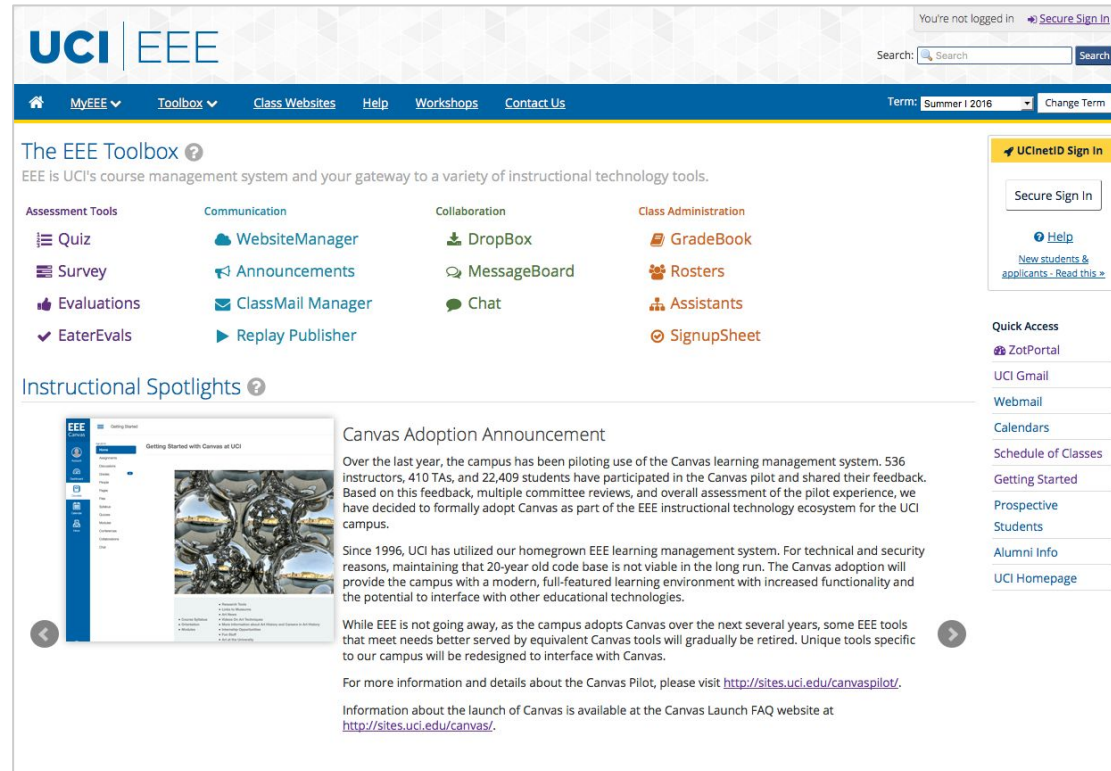
To help you during the Canvas Pilot, we provide:

- Automatic links from students' MyEEE pages to Canvas
- Automatic updates to match Registrar enrollment
- Integration with Turnitin.com and UCI Google Apps for Education
- Easy final grades transfer from Canvas to the Registrar's WebGrades
- Support via phone, email, and workshops (just like for EEE)

Canvas is a popular LMS used within the UC system and by other research universities nationwide. It features useful tools and services (Examples: student group management, multimedia embedding, rubric & outcome-based grading features, seamless gradebook integration across the toolset) and offers future opportunities to integrate third-party tools.

The Site Itself

- Meet folks where they are
- History tells us the homegrown LMS homepage is an effective communication mechanism
- Short & sweet, link to detail



The screenshot displays the UCI EEE website interface. At the top, there is a navigation bar with the UCI EEE logo, a search bar, and a user status indicator "You're not logged in" with a "Secure Sign In" link. Below the navigation bar, the main content area is titled "The EEE Toolbox" and includes a sub-header "EEE is UCI's course management system and your gateway to a variety of instructional technology tools." The toolbox is organized into four columns: Assessment Tools (Quiz, Survey, Evaluations, EaterEvals), Communication (WebsiteManager, Announcements, ClassMail Manager, Replay Publisher), Collaboration (DropBox, MessageBoard, Chat), and Class Administration (GradeBook, Rosters, Assistants, SignupSheet). To the right of the toolbox is a "UCInetID Sign In" section with a "Secure Sign In" button and a "Help" link. Below the toolbox is an "Instructional Spotlights" section featuring a "Canvas Adoption Announcement" with a video player and text explaining the transition from the homegrown LMS to Canvas. The announcement text states that Canvas was adopted as part of the EEE instructional technology ecosystem for the UCI campus, and that while EEE is not going away, some EEE tools will be retired as Canvas tools are adopted. A link to the Canvas Pilot website is provided for more information.

Info Sessions

- Separate sessions for audiences: students, TAs, instructors
- Poor attendance
- Some misunderstanding of purpose, content - we were flexible
- Good feedback from those who did attend
- Able to show we offered multiple ways to learn about the project

UCI Canvas Pilot
INFORMATIONAL ARCHIVE

CANVAS ADOPTION ANNOUNCEMENT ASSESSMENT RESULTS EEE CANVAS INFO SITE →

UCI Canvas Pilot concluded in Winter Quarter 2016, with Canvas adoption announced in February 2016. This site will be available as an informational archive.

Learn more about or get started with EEE Canvas →

Home

Pilot Updates

Assessment Results

Known Issues

Feature Requests

Events & Workshops

Participants

About the Pilot Project

Timeline

Campus Consultation

What is Canvas?

Feature Comparison

Feature Spotlights

Workflow Comparison

Videos

Resources

Pilot Information

Assessment

Expectations & Requirements

For Students

Third-party Tools

Questions & Feedback

EVENTS

Workshops: Workshops include both guided demonstrations and hands-on experience with the Canvas learning management system, as well as information sessions about the UCI Canvas Pilot project.

Instructor Panels: Panels feature instructors currently participating in UCI's year-long Canvas Pilot. Panelist instructors discuss their experiences with the Instructure Canvas learning management system.

Focus Groups: Focus groups are opportunities for students in participating classes to give us direct, in-person feedback about your experiences, and help guide the future of instructional technology at UCI.

Past events

- FEB 11** 10-11:30am **INSTRUCTOR PANEL**
[Winter 2016 Instructor Panel](#)
- NOV 30** 3-4pm **WORKSHOP**
[The Ins and Outs of Canvas Gradebooks](#)
- NOV 20** 10-11am **WORKSHOP**
[Strategies for Effective Assessments with Quizzes](#)
- NOV 19** 3-4pm **WORKSHOP**
[Collecting Student Work with Assignments](#)
- NOV 19** 11am-12pm **WORKSHOP**
[Canvas Pilot: General Info Session for Teaching Assistants](#)
- NOV 18** 10:30-11am **WORKSHOP**
[Canvas Pilot: General Info Session for Students](#)
- NOV 18** 1-2:30pm **INSTRUCTOR PANEL**
[Fall Instructor Panel #2](#)
- NOV 19** 1:30-2:30pm **FOCUS GROUP**
Student Focus Group
- NOV 17** 10-11am **FOCUS GROUP**
Student Focus Group

Workshops

- In-person group training sessions
- Multiple approaches: broad vs. topic-focused
- Low attendance
- High efficacy

I need to...	Canvas Tool(s)	Page Number
Publish course information in a syllabus	Syllabus	2
Provide content in a webpage like format	Pages	2
Embed a video into a page	Rich Text Editor	1
Organize course materials	Modules	6
Begin an asynchronous conversation	Discussions	7
	Inbox	6
Begin a synchronous conversation	Conferences	8
	Chat	8
Conduct online office hours or web conferences	Conferences	8
Collect files from students	Assignment	5
Provide feedback on an assignment	SpeedGrader	4
Distribute files to students	Files	3
	Pages	2
Record who is present in class	Attendance	10
Conduct a survey	Quizzes	4
Conduct a quiz	Quizzes	4
Create weighted categories in a gradebook	Assignments	5

Important Note

Always be sure to publish the materials in your Canvas course space. Students will not be able to access items that are unpublished.



Indicates an item is unpublished



Indicates an item is published

Text Editing Tools

Format content throughout your course space

Panels



Surveys

[SURVEY PREVIEW MODE] End-of-quarter Survey for Students

SurveyMonkey Inc. [US] | https://www.surveymonkey.com/r/Preview/?sm=XIS4eUHIP9uO4hcKxmW5Zdr4VdQ4nSAGU5zPKP8be_2Fy_2B...

Easy to use

3. As compared to EEE, what do you like about Canvas?

4. As compared to EEE, what do you dislike about Canvas?

5. Do you think that the use of Canvas had an impact on the quality of the class?

Yes, and Canvas had a **positive** impact

Yes, but Canvas had a **negative** impact

No

No opinion

6. Given your experience with Canvas, if you had the opportunity to take the exact same class/instructor but had to choose one system, which would you choose?

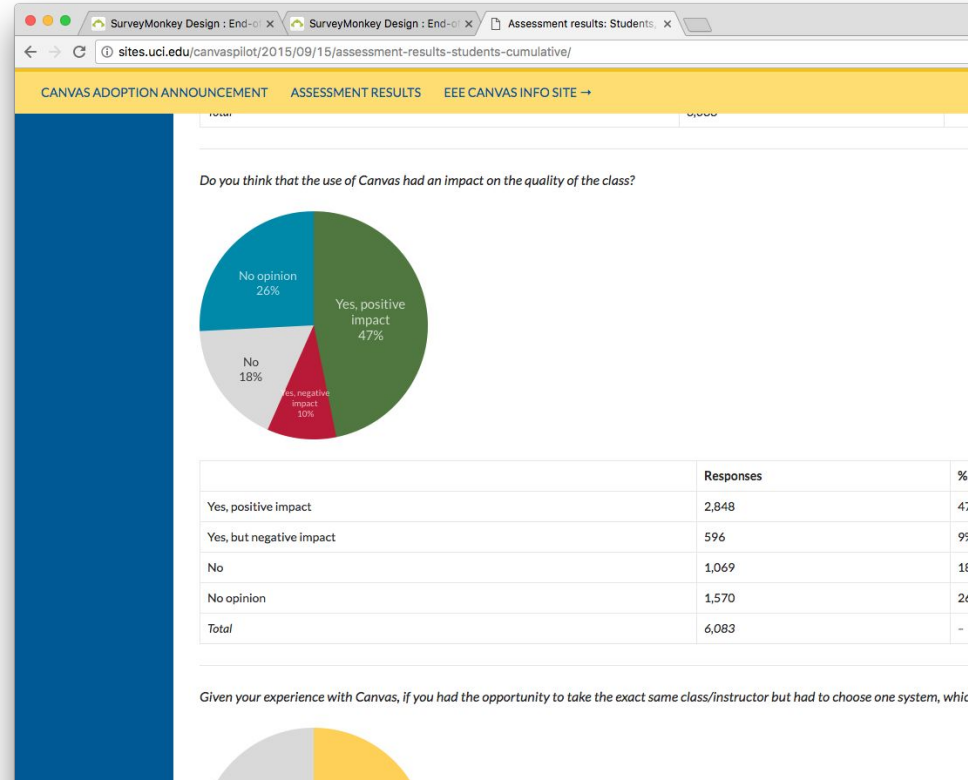
EEE

Canvas

Doesn't matter to me

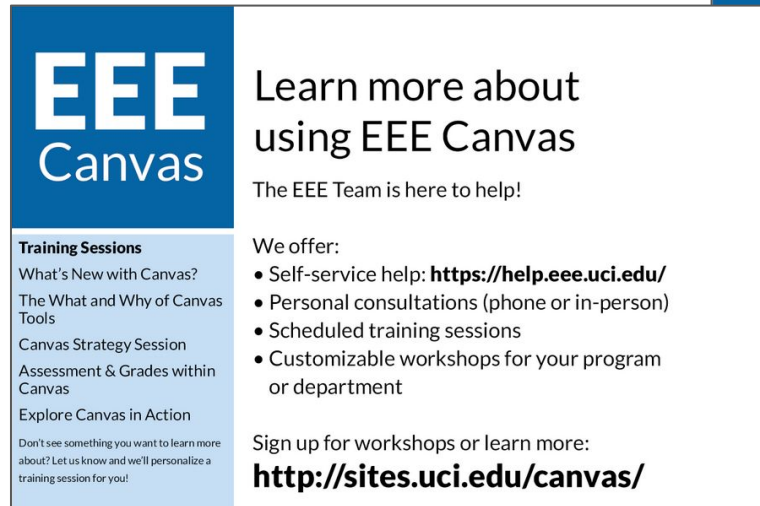
7. Please indicate which of the following you used to access Canvas during this quarter.

Laptop or desktop computer



Postcards

- Send to -all- eligible instructors (~1,200)
- Surprisingly affordable!
- Surprisingly effective!



EEE Canvas

Learn more about using EEE Canvas

The EEE Team is here to help!

We offer:

- Self-service help: <https://help.eee.uci.edu/>
- Personal consultations (phone or in-person)
- Scheduled training sessions
- Customizable workshops for your program or department

Sign up for workshops or learn more:
<http://sites.uci.edu/canvas/>

Training Sessions

- What's New with Canvas?
- The What and Why of Canvas Tools
- Canvas Strategy Session
- Assessment & Grades within Canvas
- Explore Canvas in Action

Don't see something you want to learn more about? Let us know and we'll personalize a training session for you!

EEE Canvas

UCI is adopting Instructure Canvas

Following the 2015-16 UCI Canvas Pilot, the campus is adopting Canvas.

Get started with Canvas for your classes:

- 1) Go to <https://grandcentral.eee.uci.edu>
- 2) Create a course space
- 3) Start using Canvas!

EEE tools will remain available for your course

Learn more about Canvas:

<http://sites.uci.edu/canvas/>

Learn how to use Canvas:

<http://sites.uci.edu/canvas/learn/>

How'd It Go?

Lessons Learned

- Can't communicate too much or too early (but there will be gaps)
- Postcards surprisingly effective; think outside the box
- Neglected our own team, internal communication

Takeaways

- Who
- What
- How
- Our mistakes

Takeaways Too

- Consistent messaging (elevator speech)
- Collaborative tools (Google Drive, Trello)
- Physical space (paper calendars, sticky notes)
- 20-10-20-10 Meetings

Questions?

- Briandy Walden: bwalden@uci.edu
- Kelsey Layos: kelsey@uci.edu
- Ray Vadnais: rvadnais@uci.edu

- Templates: <http://bit.ly/29E8byj>