



College of New Caledonia

Pre-Discovery Phase Report and Recommendations

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1.0 Pre-Discovery phase overview

The College of New Caledonia (CNC) engaged OXD to provide professional services to inform pre-planning activities for a website revitalization project, and also provide industry best practice advice to guide the initiative. OXD takes a user-centred digital service design approach and pairs it with Agile development. Build quickly, test what's been built, and gain increasing levels of evidence and confidence in the digital service. Each phase is multifaceted, but does have a primary focus.

Technical exploration and documentation of requirements as well as best practice recommendations for the revitalization are out of scope for this phase of work and will be part of a subsequent Discovery phase, procured separately.

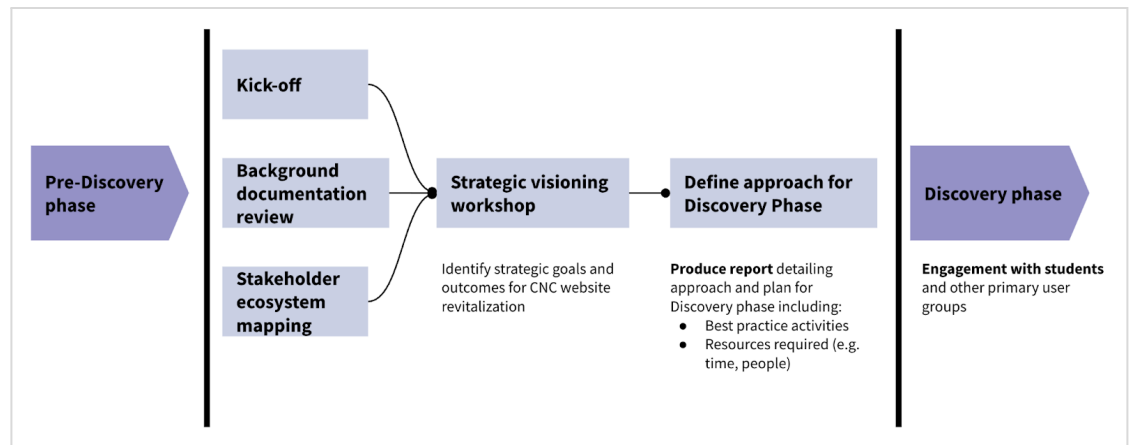
Phases of delivery

Pre-Discovery	is about establishing a direction for the work ahead
Discovery	is about user needs, defining goals and outcomes, and starting scope/prioritization
Alpha	is about prototyping ways of meeting those needs, refine scope/prioritization
Beta	is about designing and building the minimum viable service
Live	is about continuously improving a stable product

1.1 Pre-Discovery phase goals

The objectives for this phase included:

- Define strategic possibilities for the website revitalization initiative
 - A direction (guide work and outcomes to strive for), not necessarily a destination (a detailed, fixed plan)
- Define approach for the next phase of work (Discovery phase)



1.2 Pre-Discovery Phase activities

Service ecosystem mapping

To help OXD get its bearings, the project kicked off with a service ecosystem mapping activity. Content contributors from across CNC along with team members from marketing and communications and IT team members contributed to the map. The map can be found in [Appendix A](#).

Service ecosystem mapping helped visualize the relationships between various actors who play a role in supporting the CNC website. The map surfaced who are the various actors who benefit from (students, parents, high school teachers, administrators, college teachers, etc.) and continue to the website. The mapping activity also revealed the various touchpoints people interact with (e.g., instagram, course catalog, events calendar) and what are the technical systems (images database, content publishing platform, registration system).

The mapping activity revealed:

- The CNC website is a gateway to many other digital services and content (those that extend beyond the remit of the marketing and communications team).
- While the primary focus of this engagement is on the CNC website (a single touchpoint) you can't ignore the larger service experience. The website is one of many parts of the student experience (from people to objective to places to interfaces). A student journey needs to be thought of as an orchestrated experience among all parts of the services.
- Many actors contribute to the student digital experience. There are many people/teams/roles within CNC who play a role in the design, delivery, and support of students throughout their educational journey.
- There are a number of ideas for the future spanning process improvements to new functionality. These include chatbots, digital signage, and room findings tools.

CNC Executive Committee Strategic Possibilities Workshop

The workshop was an opportunity for the College of New Caledonia Executive Committee to reflect upon how the CNC, and those it supports and delivers value to, have been served by the CNC website – what has worked well and where there are gaps and opportunities to address moving forward. The focus in the workshop was on what is desirable with a time horizon of the next 4 years (out to 2026). What is feasible and viable is to be contemplated at a later date.

A frame participants were asked to apply in the workshop was to **focus less on the design of a thing (the website) and more on the design of a service**. A “service” is something that helps a user to do something — learn about CNC programs, apply for a scholarship, connect with a recruiter. It’s easy to get caught up in the look and feel of a website, to focus on what functionality (calendar, chatbot) and content (departmental content, admission content) needs to be added to the website. While these are necessary elements to consider, they are not sufficient. Instead we would like to focus on what your users are trying to do when they approach the CNC website. GovUK termed the phrase, “Good services are verbs, bad services are nouns.”

The workshop started with a **retrospective on service delivery to date**. What are the needs, goals (tasks to be done, goals to be fulfilled), and constraints of the various website visitors?

Current pain points included:

- Lack of clarity around what users need
- Recurring comment that students don’t know what they don’t know. What is the baseline information that should be provided to students before they enroll in a program?
- Content is hard to find, outdated or missing
- Departments often work in silos. Events/activities currently are organized individually. Other departments don’t know about them. More connection and coordination is required
- Indigenization - values are not understood well by all staff. Need to provide education
- Strategic Enrollment Management (SEM) - while the organizations understand this is a priority, an action plan for moving forward is still emerging for the website

Future state visioning for the CNC digital (aka website) service

Workshop participants used the insights from the retrospective to generate ideas around the strategic possibilities for the future of the CNC digital service (aka website). To help with idea generation, the workshop participants were presented with design challenges that mapped to CNC vision and goals (as set out in the *CNC Strategic Plan 2021–2026*). The design challenges can be found in [Appendix B](#).

Future possibilities included:

- Provide students with an **online pathfinder tool** that poses questions and then uses the answers to help guide the student to appropriate content, programs, services, etc.
- The website needs to be made a priority, which includes providing staff with time and skills needed to support and evolve the website
- Every decision needs to align with SEM
- The message about Indigenization has to be stronger "This is what we do as a College" - make it visible on the website

1.3 Other preliminary Pre-Discovery phase insights

Large backlog of work, not enough resources to complete the work

Overall, the CNC Marketing and Communications team displays the characteristics of a talented information publishing team. A number of digital design best practices are in place and/or in the works. However, the team has a very large backlog of items to attend to and lacks the resources in terms of people, processes, and policies to support the execution of the work.

The team also can benefit from having time, and resources, allocated to continue to engage and support internal stakeholders (departments who utilize the website as a digital touchpoint with their audience) as well as promote the work being done by the the comms team to help guide CNC in using the digital channel to deliver a student-centric experience that supports various CNC strategic objectives.

Organizational awareness, review and support of website strategy and principles

The marketing and communications team has produced a number of documents addressing website strategy, how-to guides, and user experience principles. There is some really strong content in these documents and there is an opportunity to better promote them across all departments at CNC to help design a seamless and co-ordinated student digital experience. CNC executive leadership's support of the strategies and principles is key to ensuring adoption across the organization.

Suggestions for adopting user experience principles across CNC

- Visibility: post design and writing principles on the wall or website (internal or external) where they will be seen every day
- Regular drumbeat: build them into the culture, check in regularly monthly or quarterly
- Project retrospectives: incorporate principles into retros - how did we live up to them in the project, where could we do better
- Project initiation: build the principles into the process as projects start
- Build into everything: from hiring to performance evaluations

Digital literacy training across the CNC

There is a wide range of digital capabilities and understanding amongst all roles and teams at CNC. Opportunities to continue to cultivate digital knowledge and skills amongst CNC staff on a routine basis should be contemplated.

Redacted

Content

During this phase of work we also heard issues around the current state of content. This has been well-detailed in previous reports so we've only included a few items in this report.

- "Content in a dire state"
- Team would like to update the images, have not been updated since the 2019 launch

Key takeaways and recommendations for content

- **Reduce the amount of content to only what is relevant**
Web content must either support a key strategic objective or support a user need. Content that does not fit these two criteria is not an efficient use of time to produce and maintain.
- **Organize content to match up with user tasks**
Users come to the website in order to complete a particular objective. The information architecture must be organized to serve those objectives and then lead the user to other content that may interest them.
- **Maintain up-to-date content**
Current content has become out of date or irrelevant. Web content must be edited and updated. Regular reviews and maintenance must also be part of ongoing governance of the website.

For content evaluation:

- Set up a regular schedule/cadence for getting user feedback, reviewing analytics, and doing spot audits on content
- Establish a role with content strategy oversight/accountability
- Cultivate understanding of content for digital and different channels across CNC

Content governance and publishing

CNC departments own their own content, but work with the Marketing and Communications team to push the content updates to the production environment. Communications reviews content before publishing and does periodic content reviews. While there is a content governance model in place, there are opportunities to review and refine the approach.

There are two primary processes for content updates:

1. Content contributors

Approximately 50 people from across CNC have received website content training and sessions are offered on an as needed basis. There are approximately 15-20 regular content contributors. Despite having these regular contributors, team members from the marketing and communications team are often having to do persistent followup to ensure content is updated.

Workflow: The content contributor makes the required content updates. Once the change is submitted, it triggers a workflow process that alerts the marketing and communication team to do a review. The goal is to have at least 2 people review a content item before it is published.

2. Direct request form

Content updates, along with suggestions and bug reports can be submitted via an online form.

Possible governance models

"Central IT" model

A small group exists in the organization that is responsible for the overall strategic direction of the website, as well as the implementation of the direction (centralized authoring, editing, publishing, visual design decisions, technology decisions). Classically seen in other IT contexts as how many key systems of record are governed in a "Central IT" model. Good for mission critical, highly stable and ordered systems where little variation or change to the system is required. Stability is favoured over flexibility or adaptability. Rate of change is slow.

What this could look like: The CNC marketing and communications team sets the strategy and does all of the content writing and publishing.

Centre of Excellence

A central department or group owns the strategy, vision, and direction (and most likely the budget) and the implementation of that strategy is devolved throughout divisions, teams, and individuals located across the organization. Other than setting the direction, the central executive body relies on everyone else to see that vision through.

What this could look like: The CNC marketing and communications team sets the strategy and puts out a set of guidelines for content contributors, who then have access to Sitefinity and permission to publish content.

Centre of Excellence with Audit

In addition to the Centre of Excellence model above (setting vision/strategy, but relying on others to implement), the CoE with Audit includes a more hands-on approach to implementation in that it holds others to account to ensure standards are met. This may be providing a publishing gatekeeping function to ensure quality of content, it may be providing assistance in maintaining a brand standard - the audit/assurance role can manifest itself in different ways.

What this could look like: The CNC marketing and communications team sets the strategy and puts out a set of guidelines to all employees, various employees from different areas may write draft content, but a change must be reviewed and put live by the communications team.

Council

Council shares the decentralized aspects of implementation, but moves towards a slightly more inclusive model for the definition of strategy, vision, and purpose of the website. A steering committee may result in this model, with wide representation from across the organization. The steering committee may be more consensus-oriented in the increasingly decentralized model or it may be more autocratic in that the final say is in the hands of one person and the committee is there for consultation purposes only.

What this could look like: A steering committee made up of the communications team and representatives from various other departments set strategy for the website and publish a guideline, various sets of employees have access to Sitefinity to publish content.

2.0 Discovery phase approach

In this section we've detailed a proposed approach and possible activities for CNC and a vendor partner to consider for the Discovery phase of the CNC website revitalization. The insights and outputs from the Discovery phase will provide many of the details needed to inform business case development for immediate and longer term funding for the website. We have provided a rough order of magnitude estimate for the website revitalization as well as the Discovery phase in [Appendix C](#) based on what we learned in Pre-Discovery. In our experience this range narrows based on the output of Discovery findings and prioritized scope.

2.1 Discovery phase goals and objectives

Developing and maintaining an organizational website often demands new ways of working, a systemic change referred to as digital transformation. Digital transformation improves an organization's processes, internal cultures, and user relationships.

In the end, revitalizing the website or fixing the CRM is necessary, but not sufficient, for ensuring the quality and accuracy of content and creating value for students, CNC, and other external stakeholders. To be successful, CNC also needs a new, sustainable approach to assessing and maintaining a student-centric digital experience.

Two primary design challenges to contemplate during the Discovery phase include:

- How might CNC move to designing for a **service ecosystem model** in which multiple actors, across organizational boundaries, come together and are deployed to tackle a shared challenge with a common purpose?
- How might CNC ensure **staff have the required skills**, and that processes and policies are in place, to allow staff to support the ongoing design, development, and evaluation of the CNC digital service such as the website.

Discovery looks at the “desirable.” There is often an overlap at the intersection of business and user needs as well as some areas where needs do not overlap. Your team will need to assess those areas, plus constraints on time and budget, to find the best fit to benefit both. Activities like prioritization workshops and roadmapping inform which requirements should be within scope as well as where the business may derive the most value.

Discovery phase objectives

1. Gain a better understanding of the CNC website audiences, focusing on their goals, key content needs, and other sites and services used.
2. Identify whether or not the current Content Management System (CMS) can be modified in order to better support internal workflows and content publisher capabilities.
3. Document and validate findings:
 - a. Identify new technologies, approaches, and business models to address gaps that will provide greater value and return on investment in data assets, and address sustainability

- b. Perform solution options analysis, including costs/benefits
 - c. Present options and recommended solution(s)
 - d. Identify considerations, issues, and risks that must be addressed before project implementation
 - e. Based on the recommended solution, create a roadmap to coordinate efforts moving forward
4. Establish a vision for the future to help inform an estimate to revitalize the websites as well as ongoing maintenance and sustainment.

2.2 Discovery phase proposed activities

We've grouped the discovery phase activities into **current** and **future state**. This list of proposed activities is informed by the insights OXD gained during the Pre-Discovery phase.

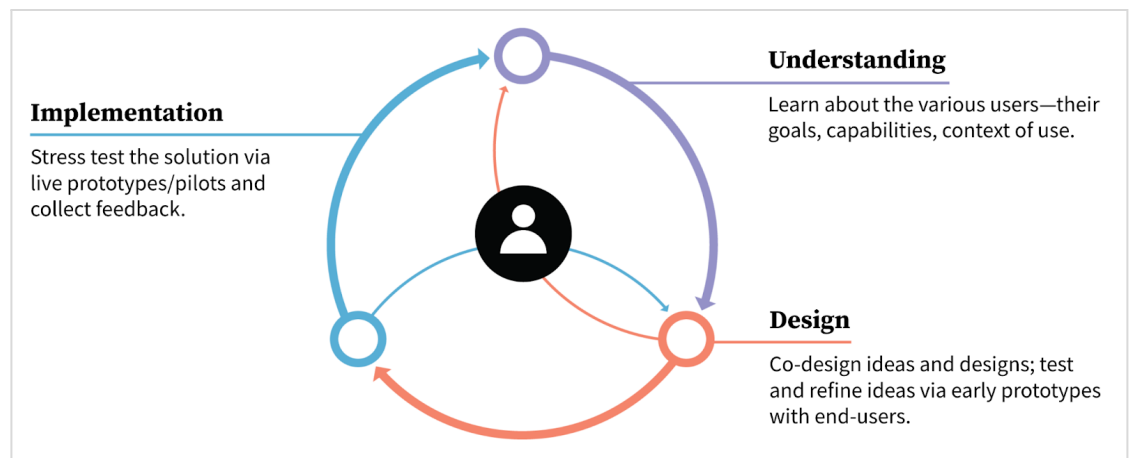
By undertaking the following activities CNC will better:

- Understand the various users and their needs
- Understand the needs of the organization
- Reveal technical options required to enable staff to deliver on user and organizational needs

This understanding will help CNC imagine new service experiences, technology platforms or products, and supportive policies and processes that CNC can evaluate and choose to move ahead with. A service is something that helps people do something. A website is one part of a service offering, this digital touchpoint connects to the real world, so it is important to think of all aspects in a service journey.

Adopting a human (student)-centered design approach

To deliver a student-centric experience, students should be involved throughout the design lifecycle, from investigation and research, through to co-creation, and into evaluation and validation. By focusing on the everyday problems encountered by students—an often rich and overlooked landscape of design potential—this ensures CNC solves the right problems, not just assumed ones. Early design should be taken back to users for validation and confirmation. The process is iterative with multiple rounds of design, assessment, and refinement feedback loops.



The approach above aligns with CNC’s strategic objective (1.2.2) of engaging students and employees in the design, development, and continuous enhancement of student support programs and services.

2.2.2 Recommended activities

2.2.2.1 Capturing the current state

The intent of the current state exploration is to continue to uncover and make explicit how exactly the current website, and the processes to support the website, are “broken” (a sentiment we heard from many throughout CNC).

- For whom is it “broken”? For whom is it working well
- What value is the website currently delivering (or not)
- What are the needs of users and staff and what capabilities meet those needs
- Where do these capabilities reside in a technological and/or organizational sense and where they are heading
- What are the processes, policies, people, tech that has got us to where we are today
- What might need to change moving forward

The goal is to provide perspective, look into the mirror of the past to be able to shape the future actively.

Activities that will support the current state exploration include:

- Review work to date and perform gap analysis
- Conduct interviews with stakeholders and end users
- Update personas
- Conduct current state experience mapping
- Review content publishing and governance
- Perform current state technical assessment
- Prepare brief on current state findings

Current state activity descriptions:

Review work done to date and gap analysis

A lot of good work has been done to date by external vendors and internal staff identifying issues and opportunities for improvement in the current site. These insights have been captured in various reports and planning documents. The Discovery phase should start off with a review of these documents to identify what has been well covered and where there are gaps to learn more. This analysis will help inform the specific areas of inquiry, and who to speak with, during the Discovery phase activities.

Conduct interviews

Conducting interviews with internal stakeholders and end users from your key audiences will provide you with their point of view, using their language and terms. This is critical for understanding both user and business needs. Empathy, a key quality for designing an innovative concept from the eyes of the user, is afforded through these one-on-one encounters. We typically recommend conducting six to eight interviews with each audience (internal and external), possibly more depending on your audiences and needs.

When embarking on user research common activities include:

- Defining recruitment criteria
- Preparing an interview guide with the questions you seek to answer
- Conducting interviews. *We recommend a buddy approach in which both the vendor and a marketing and communication team member conduct the interview together. This helps with the goal of building internal understanding and capabilities*
- Post interview notes cleanup and analysis
- Identification of pain points, opportunities, and gaps which are grouped into thematic categories

Who to interview

This is a preliminary list only. During the Discovery phase an interview planning workshop should be conducted with the vendor and the CNC team to discuss who to interview.

- CNC prospective and current students
- CNC departments who have representation on the website
 - Explore their understanding and perception around who is responsible for what when it comes to ensuring content accuracy, content updates, content, reviews, etc.
- CNC staff who are involved in the day-to-day operations of the website
 - A **review of CMS requirements from a content author perspective** should be undertaken to help ensure the CMS implementation supports content production, review, and approval workflows. Gaps and how to address these gaps should be documented to help inform scope for the next phase of work

Interview analysis should include any opportunities around improving website inclusion (e.g., language needs, indigenous perspectives).

Update personas

Currently CNC possesses a number of different user persona and empathy map documents. Some of the audience types and definitions align, other times they do not. We've observed competing definitions of who the user is and what their needs and goals are. After the user interviews, a persona review should be undertaken with a goal of creating one set of personas that all CNC team members can refer to.

Example: Audience definition

OXD led an Audience Definition project with a BC post secondary institution to help them reconcile a myriad of definitions and understanding of end-user needs. The school had many audiences for its communication and marketing efforts, digital and otherwise. There were a variety of descriptions of those audiences (historical and current) in use and dormant through the organization.

OXD ran workshops with the institution to explore, *with whom does the institution communicate and share meaning?* Project outcomes included:

- Developed a shared understanding, initially amongst the core client team, of commonly used audience terms and groupings
- Clarified what was meant / who we are talking about by describing each audience's needs, goals, and constraints
- Enabled a more holistic approach to describing audience(s) and their needs for future projects

An updated set of user personas were created and made available to other teams throughout the institution. Understanding audiences and determining user needs is a task that spans every department. Having one centralized set of personas helped ensure clear and consistent communication amongst various departments and alignment on user needs and goals.

Map current state student experience

Mapping is a collaborative activity that can help a group come to a shared understanding of how people experience a service. Visualizing service experiences allows different actors and stakeholders to each see their respective parts of the service and come to a shared understanding of the “bigger picture” of the service as a whole. As we are fond of saying, it's the activity of mapping, rather than the map itself, where a significant portion of value resides. Maps can be used to assess the current state or to ideate on a desirable future state.

Potential journeys for CNC map to include:

- Student journey (from a student exploring their post secondary options to CNC alumni)
- CNC content contributor and marketing and communications web team member who reviews and approves content

How current state maps can be used:

- Provide a visualization (aka the map) that teams can use to identify pain points, redundancies, or points of friction in a service experience
- Identify interconnections and dependencies between roles/service providers and how internal processes affect the user experience

Current state technical assessment

This technical assessment looks to understand the current state of the CNC website and its ecosystem. The assessment strives to identify the interactions between the website and various systems along with determining the development process used to maintain the site. These help to outline the boundaries and constraints when exploring the future state of the website.

This assessment includes activities such as:

- Review current state of CNC site and identify technical architecture
- Conduct interviews with technical SME (for current CNC site)
- Review current CMS publishing limitations and identify solution constraints
- Determine data and security requirements
- Identify technical risks
- Identify external dependencies
- Review adherence to accessibility standards and provide recommendations on features to be implemented

Current state findings brief

At the end of the current state exploration the vendor should present the research findings to your team to ensure all parties involved are well equipped to move into exploring a future state. This brief should outline gaps and areas in need of change in order to meet future user and business needs.

2.2.2.2 Envisioning the future state

After exploring the current state, you can then pivot to envisioning the future, generating opportunities that might address the needs and gaps identified and articulate the organizational activities and capabilities that will enable CBC to get to our desired future state. OXD is a proponent of engaging those who will be delivering and using the service and recommend undertaking a number of co-creative, generative activities. This helps with buy-in and those involved can also become ambassadors for the change program ahead.

Activities that will support the future state exploration include:

- Facilitate strategic possibilities workshop
- Review and establish goals and outcomes
- Facilitate opportunities workshop and prioritization
- Conduct future state experience mapping
- Facilitate retrospective on content publishing
- Facilitate website governance workshop
- Review microsites and prepare recommendations
- Identify new website roles
- Design information architecture

- Perform technical options analysis

Future state activity descriptions

Strategic possibilities workshop

The aim of the workshop is to clarify the website's value proposition and strategic possibilities. In this workshop participants contemplate the service outcomes of the CNC that participants would like to achieve and how these relate to the website. The workshop also provides an opportunity to align on what are the problem(s) to address via the website revitalization, quantify these problems (how much is the problem currently costing), and prioritize.

Time is also spent identifying what conditions need to be in place to achieve those and what some barriers might be.

Review and establish goals and outcomes

CNC's marketing and communications team has detailed a number of draft website priorities along with website and institutional metrics (see *CNC Website Strategy*).

A cross departmental goals and outcomes workshop should be run to help provide visibility and understanding of the draft goals and to address any gaps. This will help ensure all departments are working towards a common set of goals and are aligned on what results or improvements the website revitalization and longer term website strategy is trying to achieve. The goals and outcomes should be presented to the CNC Executive Committee to provide visibility into the work being done.

Our Website Priorities

The domain cnc.bc.ca is the core website for the College of New Caledonia and represents our institution to a wide variety of audiences, all with different needs. Priorities that are in alignment with our strategic plan serve as tiebreakers when competing needs arise.

Public Website (cnc.bc.ca)

1. To drive applications & registrations to CNC programs and courses
(*Prospective Students of all kinds*)
2. Support a positive student experience
(*Current Students of all kinds*)
3. To encourage donor and alumni engagement
(*Donors & Alumni*)
4. To present the college positively to our local communities
(*Community*)
5. To present the college positively worldwide
(*Global*)

Employees Website (cnc.bc.ca/employees)

1. To support and provide tools to CNC employees for their work (Employees)
2. To inform staff about areas of the college and current activities (Employees)

Source: CNC Website Strategy

Key items to consider around goals and outcomes

- What challenges is website revitalization trying to solve? What are the student-centric opportunities CNC is striving to address via the website?
- Where is the website revitalization work situated in the context of what the organization wants to achieve? What are the goals and outcomes of the organization?

Run opportunities workshop and prioritization

Building off of the insights from the current state exploration, an opportunities workshop brings together end-users, CNC content creators, and other key stakeholders to generate concepts to address any pain points and gaps.

Prioritization Workshop—with core team

At this stage of the project you will have derived a large volume of opportunities gathered from the current state discovery phase research. These opportunities need to be prioritized and agreed upon. Consensus on the problem is too often the real hurdle in creating a compelling and effective solution. An opportunities prioritization workshop provides the core team to review the generated

concepts (from the opportunities workshop) and go through a group prioritization exercise. This will help the team identify which features, or aspects of a service, will be most valuable on a feature value matrix.

Future state experience mapping

Based on the gaps and pain points identified during the current state interviews and experience mapping, the vendor should facilitate a future-state service blueprint workshop to identify opportunities and value to be delivered to CNC students, stakeholders, and other end users. The activity enables the team to hone in on where and how opportunities will come to life in the proposed future state solution.

The output of this activity is a future state journey map, identifying the ideal user and staff journeys and interactions. This will also help identify what internal processes, policies, and systems/technology are required to make the ideal journeys.

These mapping sessions are co-creative and students should be invited to work alongside the vendor and CNC to design what a student-centric digital experience could look like.

Value of co-creation

Co-creation workshops invite end-users, stakeholders and the project team to come together and collaborate in the process of design towards a shared outcome.

User-created solutions may be impossible to implement, but they become rich objects for analysis—the nascent problem-solving ability of the general public, a wealth of everyday innovation, are made visible through generating ideas that would not otherwise be considered legitimate choices. While the solution created by the user may not be the final solution or a viable alternative, aspects of the solution can be incorporated into other alternatives. At a minimum, it becomes clear very quickly as to what the problem is in the user's eyes and is also an opportunity to engage with CNC's audiences, including students, and learn from each other.

Future state website governance and content publishing

Similar to project governance planning, website governance is about who makes the decisions regarding the website, both the direction or strategy, and the implementation (managing content, making changes). OXD has guided many clients through the process of establishing roles and responsibilities) for a website. Often organizational conflicts can occur when uncoordinated assumptions are made as to who's responsible for a given task, or who should be consulted prior to a decision (and then wasn't). By stating these assumptions up front and detailing them in a matrix, we find the points of disagreement before the project starts.

The first step is to run a retrospective on the **current content publishing and content governance process**. Attendee's should include content contributors from across CNC as well as appropriate

marketing and communications team members. The goal is to reflect about what is working well (what you want to keep doing) and what might need to be changed.

After the retrospective you can then move on to reviewing various governance models and roles.

- Review governance models (centralized, centre of excellence, CoE with Audit), invite representatives from across CNC
- Review roles - RACI (responsible, accountable, consulted informed), DICE (decides, informed, consulted, executes)

Example: Governance model moving from RACI to DICE

OXD has worked with a large BC based post secondary institution to apply the DICE framework within their brand and marketing team. When it comes to RACI, R for Responsible is too vague, and easily shifts "up" the org, all the way to the CEO. At the end of the day, are they not ultimately responsible for what happens in the organization? Decides, on the other hand, is specific. Identifying and shifting who decides about what (and how) is the most powerful tool in the structuring of work. When it comes to *decide* and *execute*, it is best to aim for decisions to be as close to execution as possible

- **Decides.** Decides what and how.
- **Informed.** Not a courtesy, but it's important that they're aware.
- **Consulted.** We need their valuable advice.
- **Executes.** Who actually does the thing.

* Attribution: [Clay Parker Jones](#), Organization Designer and Strategist

Identify all roles and capabilities to support desired future state

The CNC knows that the website is a primary communication and marketing channel and a key student touchpoint. But does the CNC have the current staffing to support ongoing enhancements, maintenance and evaluation of the website and other digital channels? Two main questions need to be answered: is there an adequate number of staff to support the volume of information management required across all of the website and does the staff have the appropriate skills to accomplish the task of information management?

Key items to consider when identifying roles and skills for supporting digital channels

- Website design and development (i.e., creating new websites) require different skills than maintenance and operation of websites.
- Every new site that is created and all new content created adds effort and cost for ongoing maintenance.
- If the same CNC Marketing and Communications staff is being used, maintenance effort costs eventually erode the ability for CNC staff to create new content, define new strategies and support the diffusion of digital expertise/principles/ways of working throughout the organization

Continue content audit and design Information Architecture (IA)

CNC's marketing and communication team has started a content audit. This audit should continue and the findings be used to help inform the design of an improved, student-centered website information architecture.

- Reach out to users from all of the website audiences to conduct "card sorting" research to help understand how end users categorize and relate the content
- Create a draft IA (website content structure)
- Reach out to users from all of the website audiences to conduct "task testing" to improve and validate the draft IA
- Finalize new IA (website content structure)

Technical options analysis

Using the results from the internal current state assessment and any future opportunities identified in previous workshops, a vendor should research and explore tools and platforms that can fulfill CNC's website requirements. This research and analysis should include:

- Explore and identify technologies that can be leveraged in new solution
- Define evaluation criteria based on current state requirements and emerging opportunities
- Evaluate options based on criteria which may include ease of development, data management, security and costs
- Recommend solution based on the needs of the project while ensuring it is the best long term solution for CNC
- Based on recommendation, produce high level estimate (ROM) for implementation along with roadmap

Roadmap workshop

At the end of the Discovery phase a roadmapping workshop should be undertaken to identify timing, alignment, and the priority of changes needed to realize benefits from the improved service across service architecture. Roadmaps typically describe the work required across the client/citizen interface, internal operations, policy and strategy, and organizational structure, all staged through

time. They contemplate a service as an orchestration of all of these elements, not just the digital front-end experience of the service.

Other Discovery Phase considerations

Build internal capabilities

CNC should look for a vendor who is willing to work with and not just for your team. This helps alleviate risk and build consensus across your organization, while equipping your team with new capabilities and understanding to sustain the transformation long after the vendor is gone.

2.2.3 Discovery phase outcomes and outputs

It is expected that the outcome of this project will be high level requirements and an estimate for the next phase of the project which includes the design, build and implementation of a revitalized website. What are the needs of users and staff, and what capabilities meet those needs. Where do these capabilities reside in a technological and/or organizational sense and where they are heading

With an understanding of organizational and user needs and an evaluation of the technology options, potential paths for moving forward can be proposed. Finally the vendor will work with the CNC team on roadmapping the future state by generating and prioritizing opportunities and sequencing the service improvements for future phases work.

Outputs

Following is a preliminary list of deliverables that the successful vendor should deliver.

- Consolidated set of website user archetypes to be used by all teams across CNC
- Discovery findings report
- Current and future state experience maps detailing peoples and processes that are needed to deliver a student first web experience and to support CNC meet its strategic objectives
- Redesigned information architecture
- Current state technical assessment - Technology and CMS recommendation including accessibility and mobile friendly features
 - Preliminary list of CMS requirements for website revitalization
 - Preliminary list of functional and non-functional requirements for website revitalization
- Presentation of options and recommended solutions and associated implementation estimate and roadmap

Effort estimates for the design, build and implementation of the website that will support the planning and scheduling of the next phase of development work.

Outcomes

- A clear understanding of the problems to be solved and opportunities to address and deliver value to all stakeholders (students, local community, staff, etc.)
- A view of the future state of the website and other digital touchpoints
 - A plan and prioritized list of features to be completed for the MVP for the website revitalization along with a roadmap for future releases. CNC is taking a Minimum

Viable Product (MVP) approach to revitalizing the website so not all desired features may make it into the first release but could be added in subsequent releases

- A clear understanding of the technology that will be used to support the service
- An understanding of data and security requirements
- A list of what resources will be required to design, build and implement a revitalized website
- Recommendations around how to fund and resource ongoing website maintenance and sustainment

3.0 Others items to consider when writing business case

3.1 Change management/culture change

Change management in software projects can include the practice of minimizing service disruption when implementing new software (software change management) as well as the human side of change—managing individuals, teams, and divisions from their old way of doing things to a new way.

One of the most effective ways of managing change within software development projects is the involvement of key stakeholders throughout all stages of the project. OXD's human-centred design practice gives a voice to the user and their needs throughout the software design and development process.

Detailed planning and best practices (e.g., Kotter's 8 Step Change Model) are used to convince people that change is necessary, identify and remove barriers to change, and create wins for the project.

3.2 Ongoing continuous improvement and support

As noted in the preliminary insights section of this report, many organizations have moved away from the website as a *project* (with a clear start and end date) to website as a *program* (that requires ongoing evaluation, evolution and maintenance. Another popular line of thinking (heralded by the gov.uk) is, “build digital services, not websites”. A website is one of many digital services that CNC students interact with during their education journeys. Other digital services include social media channels, portals, chat support. A digital service is a living system that needs ongoing care and support. This often takes the form of a user experience designer reviewing analytics data and end user feedback to make sense of the performance of the site or application against KPI's, form a conclusion or hypothesis, and then through incremental design, improve the site's performance. By continuously improving, the speed of design and development can increase, organizations can

experiment to see what works best, and costs can be saved by not attempting “the big redesign” every few years.

Maintenance and enhancements

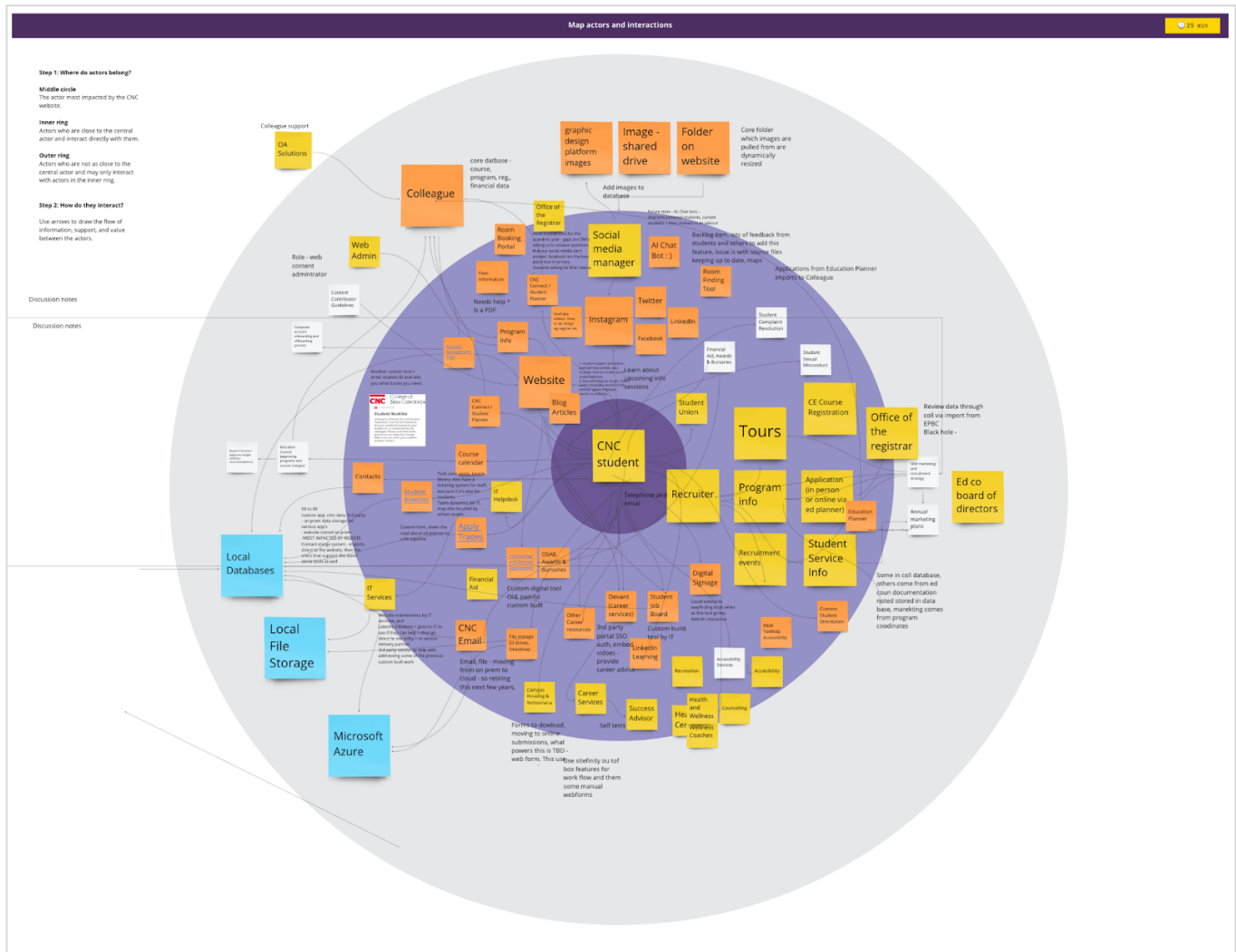
We recommend budgeting for ongoing support and enhancements while considering your initial project funding as this is often overlooked and underfunded post-launch.

Ongoing maintenance and continuous improvement typically entail the following:

- Application support: enhancements, modifications, and system maintenance (preventative and restorative)
- Routine meetings/huddles (on a weekly, semi-monthly, or monthly basis) to review and prioritize project issues (tickets), net new requests and user feedback.
- Project management and control: scheduling, change management, release management, and communications
- New feature development and enhancements to the site

Appendices

Appendix A: Ecosystem Map



Appendix B: CNC Executive Committee workshop

Goal	Objective	Sub objective	Design challenge statement
GOAL 1 Learning Across a Lifetime	1.3 Develop a Strategic Enrolment Management (SEM) Culture	1.3.1 Implement an institutional strategic enrolment management plan that defines enrolment goals and supporting management methodologies, practices, and systems.	How must the website change to support CNC as it implements an institutional strategic enrollment management plan.
GOAL 1 Learning Across a Lifetime	1.2 Re-imagine the 'CNC Student Experience'	1.2.1 Define, design and establish a 'student first' experience where all CNC employees and processes are focused on student success.	<p>Knowing that sharing the same language helps us work better together, what needs to be in place to allow various CNC teams to establish a shared understanding of a 'student first' experience as a design activity, as a value, and as a measurable outcome? What are the implications for the design, operation and evaluation of the CNC website?</p> <p>Suggestion: Another way to look at this possibility is how might we move from an inside out perspective (internally focused) to an outside in (student experience focus) perspective.</p>
GOAL 1 Learning Across a Lifetime	1.2 Re-imagine the 'CNC Student Experience'	1.2.2 Engage students and employees in the design, development, and continuous enhancement of student support programs and services	<p>How might we consistently engage students and employees in the design, development, and continuous enhancement of student support programs and services .</p> <p>How might we enable student engagement in the design, operation, and evaluation of the CNC website and digital framework?</p>
GOAL 1 Learning Across a Lifetime	1.2 Re-imagine the 'CNC Student Experience'	1.2.3 Provide a welcoming, safe, and inclusive environment for all students	I. How might we foster and nurture a welcoming, safe and inclusive digital environment and experience for all

Goal	Objective	Sub objective	Design challenge statement
		1.2.4 Identify and deliver specialized and culturally relevant support programs and services to meet the needs of all students, emphasizing specific Indigenous and internal student requirements.	students? li. How might the website support the accessibility of specialized and culturally relevant support programs and services, to meet the needs of all students, emphasizing specific Indigenous and internal student requirements.
GOAL 3 Organizational Strength and Agility	3.2 Indigenize the College	3.2.1 In collaboration with First Nations and Métis peoples, investigate how to meaningfully change College practices, approaches, and organization so that Indigenous ways of knowing and doing are integrated and a culture of inclusion is fostered. 3.2.4 Reflect Indigenous cultures in CNC's physical and virtual spaces.	How might we authentically, and in a culturally safe manner, collaborate with First Nations, Métis and Inuit peoples to investigate and co-design: (i)How to meaningfully change College practices, approaches, and organization so that Indigenous ways of knowing and doing are integrated and a culture of inclusion is fostered. What are the implications for the design, operation and evaluation of the CNC website? (ii.)How to design and support CNC's physical and virtual spaces to reflect Indigenous cultures?
GOAL 3 Organizational Strength and Agility	3.3 Empower and Enable Employees	3.3.1 Review and align organizational structure, required competencies, and accountabilities. Support employees in the development of required competencies	(i.) How might we move to a designing for a service ecosystem model in which multiple actors, across organizational boundaries, come together and are deployed to tackle a shared challenge with a common purpose? (ii.)How might we ensure staff have the required skills, and that processes and policies are in place, to allow staff to support the ongoing design, development, and evaluation of the CNC digital service such as the website.