



## California State University San Marcos and Sierra-Cedar Creatively Adapt a Collaborative Implementation Model to Achieve an On-time Completion



California State University  
**SAN MARCOS**

### BACKGROUND

Founded in 1989, California State University San Marcos (CSUSM) is located on a 304-acre hillside overlooking the city of San Marcos. It is fifteen miles east of the ocean and just thirty miles north of downtown San Diego. CSUSM's programs in teacher education are renowned for their public school and community collaboration. The College of Business Administration receives national attention for the "Senior Experience" Program, which takes teams of students off campus for projects with companies and organizations. Programs in the sciences and in visual and performing arts are regionally acclaimed for academic rigor, innovation, and career preparation. CSUSM offers the ambiance of a small, personal campus with the value of the large California State University System.

CSUSM is part of the California State University's (CSU) Student Administration Collaborative, along with five other CSU campuses. The goals of the Collaborative were to replace the Banner Student Administration system with a CSU specific Oracle/PeopleSoft Campus Solutions system, reduce risk associated with a single campus software implementation, and reduce costs by leveraging campus resources through collaboration.

### CHALLENGES

CSUSM faced the challenge of how to execute a collaborative implementation model efficiently in which each institution is assigned a portion of the implementation and asked to share its work with the other participating institutions. While this model had the potential to achieve cost savings, there was insufficient support to achieve the aggressive implementation schedule. CSUSM also faced the challenges associated with limited buy-in to the Collaborative model by functional users and insufficient functional expertise available to work across all areas. Finally, CSUSM had the challenge of overcoming insufficient knowledge transfer regarding modification and conversion scripts.

### SOLUTION

Because CSUSM is a newer and smaller campus in the CSU system, Sierra-Cedar was able to staff the implementation project with a small team of full-time consultants working on-site with the CSUSM Project Team members. CSUSM had astute, strong leaders on this project who determined that the Collaborative Implementation Model would have to be adapted to the institution's environment to be successful. Without this adaptation, the project would be delayed a full year because of the life cycle of student business processes. To

<b>Industry</b>	Higher Education
<b>Services</b>	<b>Implementation</b> <ul style="list-style-type: none"> <li>Account Management</li> <li>Functional Consulting</li> <li>Technical Consulting</li> </ul>
<b>Application &amp; Modules</b>	<b>PeopleSoft Campus Solutions 8.9</b> <ul style="list-style-type: none"> <li>Academic Advisement</li> <li>Admissions and Recruiting</li> <li>Campus Community</li> <li>Campus SelfService</li> <li>Financial Aid</li> <li>Student Financials</li> <li>Student Records</li> </ul>
<b>Client Since</b>	2007

deal with the current conditions related to conversion, CSUSM decided to admit students in its legacy system and move forward with Sierra-Cedar's team in implementing other functionality in the system. CSUSM had an experienced, strong project manager who worked collaboratively with Sierra-Cedar consultants to achieve agreed upon milestones. Sierra-Cedar developed an interface to the Financial Records System (FRS) State Reporting System that was used at CSUSM; California State University, Bakersfield; and California State University, Monterey Bay.

## RESULTS AND BENEFITS

Sierra-Cedar and CSUSM implemented CMS Campus Solutions 8.9, according to schedule. Sierra-Cedar transferred knowledge of the system to CSUSM staff so that they could operate effectively and streamline business processes to optimize use of the software.

*CSUSM faced the challenge of an aggressive timeline with limited resources to complete implementation of the Campus Solutions software. Sierra-Cedar consultants helped us in formulating creative strategies to overcome this challenge so that we were able to achieve an on-time, within-budget implementation. We jointly developed an interface to the State Reporting System that we were able to share with other institutions. Sierra-Cedar's adaptation of a Collaborative Model fit our unique situation and helped us to generate user buy-in and accelerate knowledge transfer.*

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