



## CSU Bakersfield, CSU Monterey Bay, and CSU San Marcos Successfully Complete PeopleSoft Campus Solutions Implementation by Partnering with Sierra-Cedar

### BACKGROUND

Five universities of the California State University (CSU) System formed a collaborative initiative to implement the Oracle/PeopleSoft Campus Solutions Software as part of the CSU goal to have common systems at all 23 CSU campuses. The objectives 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 lower costs by leveraging campus resources through collaboration. Three members of the Collaborative—California State University, Bakersfield (CSUB); California State University, Monterey Bay (CSUMB); and California State University, San Marcos (CSUSM)—selected Sierra-Cedar to partner with them to complete their implementations, which were already underway but behind schedule.

### CHALLENGES

Some challenges that these institutions faced when they engaged Sierra-Cedar include an aggressive timeline of 12 months remaining to complete their implementations, staffing resource limitations, knowledge transfer issues, and ways to leverage what useable work had already been completed. In addition to these challenges that all three universities faced, CSUB had to address inconsistencies among various business process areas, which were revealed through fit/gap analysis. CSUMB

faced communication and knowledge transfer challenges resulting from limited functional and technical staff and the retirement of its project manager. CSUSM faced challenges caused by limited buy-in to the Collaborative model by functional users, as well as insufficient functional expertise available to work across all areas.

### SOLUTION

Sierra-Cedar brought in a full team of on-site functional and technical consultants to assist CSUB in completing the implementation project. We focused on understanding and improving business processes and adhering to a detailed schedule in order to meet the go-live dates. CSUB had a strong, effective Project Manager who facilitated communication and on-time achievement of milestones. Sierra-Cedar and the Project Team revisited the decisions that had been made in the earlier phases of the Collaborative Project, before Sierra-Cedar became involved, to ensure the optimal configuration of the software. Sierra-Cedar conducted Interactive Design &



California State University  
SAN MARCOS

<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

Prototyping (IDP) fit/gap sessions in select areas to ensure that business processes and requirements were analyzed thoroughly. The CSUMB functional staff was supportive of the project, knowing that their business process needs could be addressed by the new software. Sierra-Cedar and CSUMB made adjustments to the project schedule, scope, staff, tasks and processes to help reduce the risk factors associated with the project schedule.

*Sierra-Cedar consultants were organized, efficient, extremely competent, and had excellent rapport with the functional users on campus. During our implementation, we met our target dates and were very pleased with the scope of the project as laid out by Sierra-Cedar. In summary, I would highly recommend Sierra-Cedar to other universities who are investing in such a project.*

**Dr. Ronnie Higgs**

Interim Vice President for Student Affairs  
California State University, Monterey Bay

Because CSUSM is a newer and smaller campus in the CSU system, Sierra-Cedar was able to staff the implementation project with a smaller team of full-time consultants working on-site with the CSUSM Project Team members. CSUSM determined that the Collaborative Implementation Plan would have to be adapted to the institution's environment to be successful. Without this adaptation, the project would have been delayed a full year because of the date-sensitive cycle of student business processes. To deal with major data conversion issues, CSUSM decided to admit students in its legacy system and move forward with Sierra-Cedar's team in implementing other Campus Solutions functionality. CSUSM had an experienced, strong project manager who worked collaboratively with Sierra-Cedar consultants to achieve agreed upon milestones.

*Sierra-Cedar was essential to the success of Monterey Bay's implementation. The functional consultants had extensive knowledge of higher education business practices, which allowed us to streamline and enhance our processes despite an aggressive schedule. We are now able to better serve our staff, faculty and, most importantly, our students.*

**Sheila Hernandez**

Registrar

California State University, Monterey Bay

## RESULTS AND BENEFITS

All three institutions went live on time with the California State University version of Campus Solutions 8.9. Many previously cumbersome business processes were simplified, streamlined, and automated, particularly with the student self service capabilities and Faculty Center. Sierra-Cedar consultants transferred knowledge of the system to campus staff members so that they could deploy the software and use it effectively.

*It was truly a joy to work with Sierra-Cedar's consultant staff as they shepherded our Campus Solutions project team through the implementation process. Their functional and technical consultants were extremely knowledgeable about PeopleSoft functionality and worked very well with our module team leads and project team members in helping us to achieve our go-live milestones. Sierra-Cedar's Interactive Design & Prototype (IDP) implementation and knowledge transfer format proved to be very beneficial to our Project Team participants. Their weekly status report updates were also most useful in helping us to monitor our implementation progress throughout our administrative software migration from Banner to PeopleSoft.*

**Dr. Steve Herndon**

Interim Director of Administrative Computing  
Services

Director of the Common Management System  
(CMS), Emeritus

*The Sierra-Cedar consultants were extremely knowledgeable, experienced, and sincerely dedicated to helping us. In just six months, we successfully reached our first go-live target date. We presented the Sierra-Cedar consultants with many unique challenges; but what we saw as problems and challenges, they saw as opportunities. The talent and wealth of experience of our consultants enabled us to overcome a situation in which we had an unreasonably short implementation period and very limited resources. The ability of each of the Sierra-Cedar consultants to work effectively and efficiently with all of the modules was most impressive and much appreciated. There is no doubt in any of our minds that we would not have had on-time and successful go-lives with all modules without the assistance of Sierra-Cedar.*

**Dr. John Dirkse**

Director of Academic Operations and Support  
California State University, Bakersfield

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