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<th>Program Title: UCSC Web Presence and Services</th>
<th>Date: 9/24/2008</th>
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**Situation/Problem/Opportunity:**
Web presence at all levels of the institution is widely accepted as one of the most critical components of UCSC’s external communication about the institution. An effective, coordinated web presence requires clarity of purpose and acceptance of roles and responsibilities, processes and tools, and services and infrastructure.

**Purpose Statement (Goals):**
This program will initiate and coordinate a series of web-related projects designed to stabilize and improve the campus processes, roles, tools, and services that support a broad set of critical communication functions, and contribute directly to campus-level strategies and objectives. This is not an information technology-driven program, but rather a collaborative effort between University Relations, the Chancellor’s Office, Information Technology Services, and campus divisions to address a well-documented set of issues and needs in this area. This program will leverage past studies and recommendations to create forward progress and provide solutions and clarity for the campus community.

**Objectives/Deliverables:**
A primary deliverable at the program level will be the definition, prioritization and oversight of individual projects. Each project will be designed to advance progress on four main objectives:

- Define and implement campus level web direction, including governance and guidance structures to set strategy, maintain momentum, and resolve conflicting requirements
- Deepen and clarify definitions, roles and responsibilities for content development, content management, and support issues relating to top-tier web presence
- Provide a robust toolset including a web content management system for developing and maintaining top-tier and departmental web presence
- Clarify and enhance services and roles within ITS, including: support for Public Affairs web presence; contract support and tools for campus departments and divisions; individual web pages for faculty, staff and programs; and internal ITS service levels for technical infrastructure and architecture

Numerous issues have been identified relating to web presence and services. Each has a set of constituencies and related pain points. A preliminary list of potential projects includes:

- Assessment and stabilization of the web technical environment
- Requirements gathering and implementation of a web content management system
- Definition and charge for campus web governance structures and roles
- Definition and stabilization of ITS web services for staff and faculty
- Definition and implementation of campus communications strategy as it relates to web
- Definition and implementation planning for campus response to web security and policy
- Definition of web standards for development and integration
- Evaluation and mitigation of regulatory compliance and accessibility issues

**Methods/Approach:**
The following strategies will be implemented to ensure the success of this program:

- Broad campus web strategy defined by senior management under the leadership of the Executive Vice Chancellor
- Program team and recommended campus-level governance structures implemented quickly, and utilized for program strategy, steering, and oversight
- Program sponsorship, accountability, and leadership clearly defined and articulated
- No new studies or reports needed – program validates and refreshes existing research and recommendations as the starting point
- Program charter clearly defines both what is and what is not in scope
- Projects defined by program team, including scope, phasing, and management oversight
- Project plans vetted and refined by governance structure, including strategic oversight

**Success Criteria:**

- Assessment data consistently highlight web issues among the top pain points relating to campus IT issues. Future assessments will reveal greater satisfaction with web presence and services among faculty, staff, and students
- Stakeholder evaluations by key players in University Relations and ITS will assess the effectiveness of structures, practices, and toolsets developed by this program
- The following will be clearly described and supported: agreed and documented roles and responsibilities for supporting the campus web presence; service definitions and levels for all ITS-offered web services; and a robust and stable technical environment supported by best practices and failover
## Program Proposal

- Information about web standards, services, and expectations for local developers are easy to find and navigate.
- The toolset and support services for campus clients will be defined, allowing divisions and departments to make informed decisions about how to support their web needs.
- Campus investment in web presence will be clearly mapped to service levels, providing the ability to adjust spend according to strategies and expectations.

### Risks and Dependencies:

- The most critical dependency for this program is dedicated and sustained leadership from University Relations, ITS, and the EVC’s office. Mechanisms supporting effective leadership include:
  - Program design phase focusing on articulating and committing to the needs and expectations of key stakeholders.
  - Governance structures representing key players, empowered to set direction and implement decisions.
  - Strong communication and regular assessments to evaluate progress and adjust strategies.
- This program will have relatively high visibility across campus, with numerous interested parties representing different perspectives, needs, and expectations in this area. It will be critical to articulate what is in and out of scope, to avoid vocal criticism of failure to resolve long term pain points.
- Past efforts in this area have not been successful, due in part to undefined or overlapping areas of accountability, and lack of shared priorities. This is a continuing high-probability risk, especially in a program of broad scope and long duration.
- Previous studies and recommendations have commonly proposed additional FTE and/or expanded toolsets to support the web environment. In a limited budget period, these proposals may not be feasible, representing a high-probability risk of incomplete implementation of multiple projects within the program.
- Numerous web services already exist across the campus, designed to meet local needs. There is a high risk of resistance to common tools and processes by local developers and content managers.

### Resources:

The resources required for individual projects included in this program will depend upon scope and phasing, to be determined by the program team and governance. Items listed below represent resources to support program-level efforts only.

- Proposed program team to consist of:
  - University Relations: AVC Communications, Director Public Information, Manager Information Systems
  - ITS: VC Information Technology, Director Applications Solutions, Program Manager, Service Manager, Project Manager
  - EVC Office: Special Assistant to EVC
  - Web Council and Web Steering Committee (membership TBD)
  - Additional resources as required: subject matter expert, client perspective / business analyst, ITS Senior Management Team
- Timeframe: Program duration will depend upon scope and phasing of individual projects, not likely to be less than one year from time of approval. Program team to meet bi-weekly for duration of program, with program manager dedicated at 25-50% FTE.
- No direct costs are anticipated for program level work. Indirect costs include dedicated hours of team members, and costs associated with individual projects.

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<th>Program Duration (est): 2 years</th>
<th>Program Budget (est): Net zero (program-level work)</th>
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**To Be Completed by Appropriate Manager** - Proposals will be reviewed by the sponsor and manager and forwarded to ITS/PMG by the manager.

**Program Sponsors:**

Barry Shiller, AVC Communications  
Mary Doyle, VC Information Technology

**Program Manager:**

David Turner