

To: President Sederburg
From: Web Services Task Force
Date: December 15, 2003
Re: Recommendations for Web Services Enhancements

During the Fall of 2003, President Sederburg convened a Task Force to review Web Services at Utah Valley State College. In particular, the committee was to review:

- Management structure and access of the Web;
- Reliability and currency of Web information;
- Empowerment of faculty and staff to maximize the use of the Web including innovative uses of the Web to improve education and services;
- Connection between the main UVSC Web site and other intranet and extranet systems such as the Banner system;
- Strategic directions for future expansion of the Web at UVSC.

The committee consisted of:

Cory Duckworth, Co-chair
Loretta Palmer, Co-chair
Rick McDonald
David Jordan
Joanna McCormick

Jill Smith
Brent Robbins
Brian Blumer
Ray Walker
John Krutsch

UTAH VALLEY STATE COLLEGE:
A MODEL FOR WEB MANAGEMENT AND ACCESS

The Internet has the potential to change the way higher education does business in a number of significant ways. It is important that the power of the Internet be maximized as we educate and do business at UVSC.

The Internet is powerful largely because of its ability to combine information with communication. The UVSC Website should evolve from its current emphasis on information content toward a utilization of its capabilities as an effective communication and marketing tool. For UVSC to become a “web-enhanced university,” every institutional level must transition toward department and individuals’ responsibilities of implementation of web communication.

Internet, Intranet and Web resources should be optimized across campus through: intra-campus communication; technology enhanced education delivery; marketing of the institution off campus, and business and service functions. Implementation of this task should be guided by the following principles.

Principles for maximizing use of Web services at Utah Valley State College:

- The Web will be as open and accessible as appropriate to each user.
- Web utilization will be promoted and supported across all areas of campus.
- Web policies will respect academic freedom while protecting UVSC’s interests.
- Divisions, schools and departments will be responsible for content, currency and design of the web pages related to their specific units.
- Divisions, schools and departments will have assigned individuals whose job description includes Web responsibilities and accountability.
- Individuals responsible for pages will have:
 - as much access for editing and updating content as needed
 - Adequate and on-going training
 - Resources and templates to draw upon
 - Support from the Web Resource Center
- Web policies will encourage faculty, staff and student use of the Web

Web Structure:

The proposed web structure at UVSC is to maintain three levels of web pages. These levels will be determined by policy recommended by the web development council and approved by president’s council. The purpose of the levels is intended to provide a mix of marketing and design freedom.

Level one: is intended to contain those pages that are institutional in nature and require a strong branding. The intent here would be to require any page designated as level 1 to be based on a selected template approved by the development council. The content of these pages will remain the responsibility of the page owner. This level of pages will be accessed and driven by a content management system. (See accompanying Web Structure Chart, color yellow.) Each page will link to a contact regarding currency of the page.

Level two: is intended to have pages below the divisional or departmental level (non institutional wide). These pages will require that an approved logo/menu or disclaimer be located on each page. In addition the owner and e-mail link will also be built into the page design. The intent is to allow creative design to be included on these pages. The content will be the responsibility of the page owner. (See accompanying Web Structure Chart, color blue.)

Level three: will be designated as the UVSC Intranet and there will be no restrictions as to design or content. These pages are normally intended for internal UVSC use. If they are linked from any other level they will adhere to the level two requirements. (See accompanying Web Structure Chart, color pink.)

All pages on any level will adhere to the legally allowable content and design standards that are either in college policy or by state/federal law.

To be assigned space (ownership) for a web page or set of web pages on a UVSC web server an individual will follow the approval process outlined in college policy and attend in person or on-line a web training session. This session will include the basics of web use and a detailed outline of how to access the pages (one hour).

Web Governance and Responsibilities:

To promote these principles, a Web Development Council will be organized to advise Web policy, procedures and prioritization of college-wide Web needs. The Web Development Council will report directly to the President's council and will be representative of divisions, schools and departments across campus. (See *Web Governance Model* chart.)

President's Council:

- Review all recommendations of the Web Development Council
- Adopt appropriate policies and procedures for web management and access

Web Development Council:

Membership:

- Chair (Appointed by the President)
- Vice Chair: Assistant VP for Information Technology
- Student Government representative: One position (Appointed by ASUVSC President)
- Administrative Services representative (Appointed by VP of Administrative Services)
- Academic Affairs: Three positions (Appointed by VP for Academic Affairs)
- Student Affairs: Two positions (Appointed by VP for Student Affairs)
- Institutional and Marketing: One position (Appointed by the VP of Institutional Advancement and Marketing)
- Web Resource Center: One position (Appointed by Web Resource Director)
- Community representative (Appointed by the President)

Subcommittees:

- Marketing and Image (first level pages, style guide, etc.)
- Instruction (WebCT, Distance Education, aviation, faculty assistance, etc.)
- Business Services (financial aid, admissions, registration, etc.)
- Constituent Servers (research, library, etc.)

Scope of Responsibility:

- Recommend policies and procedures for web management and access to the President's Council
- Establish priorities for college-level web development projects
- Approve college level design and branding concepts
- Manage and control the UVSC homepage and upper level pages
- Coordinate Web related communication systems
- Inform the UVSC community regarding Web policy, procedure and priorities
- Research and recommend innovative uses of the web

Web Resource Center

The Web Resource Center will serve as a resource for training, information and special web projects. The director of the Center will report to a Vice President of Institutional Advancement and Marketing and consult with the Web Development Council (See Web Development Organization chart).

The Web Resource Center will be the hub for disseminating information, training, developing resources, and creating a support network for faculty, students and staff who create, manipulate and support Web pages. Under this new structure, it will necessitate transferring all WebCT training and support (for classes across campus) into a faculty technology assistance center under the auspices of Distance Education.

Staff:

- Web Resource Director (new position)
 - Good communicator
 - Represent and understand the disparate groups who use the Web
 - Coordinate with IT
 - Develop and implement protocols for job management.
 - Understand Web design and work well with faculty, staff, students and IT
 - Facilitate maximum web usage and remain knowledgeable about new technologies.
- Web Trainer/Developer (individual transferred from current Web Services or ½-time position created within Institutional Advancement and Marketing.)

Scope of Responsibilities:

- Coordinate with IT.
- Create, maintain, and update upper level UVSC pages under the direction of the Web Development Council
- Train and assist division, school and department Web Resource Coordinators (WRC)
- Create and maintain a support network for the WRCs.
- Develop a rapid response process through WRC network.
- Assist users with questions which WRC can not answer through walk-in and remote assistance.
- Create programming necessary for complex user needs.
- Provide expertise in creating, designing and maintaining pages.
- Meet with individuals for training and hold training workshops.
- Refer services for jobs out side of purview.
- Maintain a prioritized list of school-wide projects (as determined by Council).
- Operate according to an established and transparent list of management protocols.
- Respond to emergencies with quick temporary fixes while arranging for permanent solution.
- Employ web specialists with varying levels of expertise.
- Provide templates and resources for users.
- Facilitate compliance of legal issues of copyright infringement and accessibility.
- Promote UVSC Web policy.
- Stay current on Web technology
- Support Content Management system.

Web Resource Coordinators (WRC)

Administrative heads will appoint individual(s) to provide assistance to all division web users. These individuals may be housed within the Web Resource Center or within the division.

Scope of Responsibility:

- Report to the administrative head of the division for whom they work
- Provide assistance to all division users of web resources.
- Update division Web pages and currency of content.
- Coordinate with Web Resource Center.
- Provide training for division users.
- Understand and facilitate compliance with web policies and procedures.
- Facilitate maximum Web usage within the division.

Suggested Implementation Calendar

- January 15, 2004-President and Vice Presidents appoint Web Development Council and Web Resources Director
- February 29-WDC complete review of existing policies and procedures and recommends modifications to President's Council
- February 29, 2004-Divisions, schools, and departments identify web resource coordinators
- March 1, 2004-Initial training begins for first cohort
- April 30, 2004-Initial training ends for first cohort
- May 31, 2004-Evaluate, plan, and schedule additional training

Innovative Opportunities Which UVSC and the Web Resource Center Should Pursue

1. Of primary importance is to develop and implement a plan for reviewing then updating all UVSC pages for currency and accuracy of information. All pages should be brought up-to-date or be taken down. Bad information is worse than no information.
2. By Fall Semester 2005, students at UVSC must be able to accomplish all general student service activities via the web (e-forms, e-processes). Web Services must develop and support comprehensive web functions for student service departments to accomplish this goal.

Examples of needed web functions for students. (Some web functions are partially developed on-line)

- admissions (application to acceptance to orientation to transcript tracking),
 - registration (course offering to add/drop process to transcript requests),
 - financial aid (application for scholarships and federal aid to awarding to requests for adjustments),
 - cashier services (payments/receipts to refunds/disbursements),
 - parking services (application to fee payment),
 - basic student academic advisement.
3. Develop a Technical Support Escalation Model.

The Web Development Council will have to consider a Technical Support Escalation Model as it more fully explores the strategic direction of future expansion of the Web at UVSC. A Technical Support Escalation Model is one in which all problems are funneled through a multi-tiered processed.

Tier 1 is typically the triage tier. At this tier problems that can be easily answered through a dichotomous key or Frequently Asked Questions list are handled. Personnel at this level do not need to have specific knowledge about the products or services in question. If the problem cannot be solved with these methods then it is escalated to the next tier.

Tier N is typically handled by personnel who have specific knowledge about the area or product that is in question. If the problem cannot be solved with these methods then it is escalated to the next tier.

The Final tier is handled by personnel who are conceded to be the experts in the area or product that is in question. If this person does not have the answer then all hope is lost.

4. Expand wireless technology within the UVSC campus so that students may access Web services without having to cluster in the Administration building.
5. Integrate UVSC Web systems with other state and federal Web systems.
6. Explore opportunities for use of outside software and resources for Web-based services.