

# Proposal for Remaking the CUWeb Main Site

## Cover Sheet

New for this proposal:

- Revised text throughout.
- Added detailed budget, including FY05-FY07 and budget notes
- Revised conclusion with CUWeb goals
- Project profiles now broken down by phase
- Now referring to promotional site project as *Inside Cornell*
- Project Managers now referred to as Program Managers
- Added detailed explanation of the Program Manager role
- Moved partnership references to individual page

### I. Executive Summary

- a. Introduction
- b. Budget
  - i. Budget Notes
- c. Summary of Goals

### 2. Detailed Project Profiles

- a. Main Site Navigation and Content
- b. Main Site Functionality
- c. Admissions Site Redesign
- d. Stage I Promotional Site: Inside Cornell
- e. web.cornell.edu Site for Cornell Web Personnel

### 3. Project Partners List

### 4. Program Manager Description

- a. Program Manager Discussion
- b. Specific CUWeb PM Position Descriptions
- c. Comparison of Program Manager (PM) and WPG Web Producer Roles
- d. WPG Web Producer Position Description

## Proposal for Remaking the CUWeb Main Site

### Executive Summary: Introduction

**Scope:** During this series of projects we will address the divide between Cornell's image and Cornell's Web presence. This will include a complete graphical, textual, and *functional* overhaul of the main site. It will include the creation of sites to consolidate promotion efforts, outreach efforts, and resources for Cornell's web development community. This project will include a redesign of Cornell Admissions, but *will not include* redevelopment and redesign of other key partner sites currently maintained by other university units (such as the Alumni Affairs and Development web site).

**Timeline:** By the close of Phase I we will have affected each of the top priority projects listed in this proposal. If the process can begin by **March 2004**, the most visible project, CUWeb Main site will launch by the end of **July 2004**. With the main site in place, the Admissions site can launch early **September 2004**: in time to impact this coming year's admissions process. Given that the launch of the top priority sites proceeds as planned, we can launch both Inside Cornell (promotional site) and web.cornell.edu (Cornell developers resource site) by **November 2004**.

**Overview:** Here is a highlights list of proposed achievements contained within this proposal.

#### **Preparation: 2003 Nov – 2004 Feb: FOUNDATIONS**

- Solidify systems foundation for CUWeb project
- Establish working relationships with senior management, colleagues, users
- Seek Web communications priorities from senior management, key constituencies
- Finalize proposal (this document)
- Establish working relationship with CIT/WPG, including service agreements for projects and hosting

#### **PHASE I: 2004 Mar – Dec: MAJOR PRODUCTION PHASE**

- Establish roles of CUWeb main site Program Mgr (PM) and Developer support PM
- Redesign CUWeb main site; create Cornell President site
- Rework existing CUWeb functionality (such as CUsearch, Events, News, Feedback, etc.)
- Redesign Admissions site for 2004 Admissions cycle
- Create Stage I Promotional site for Cornell (Inside Cornell)
- Create web.cornell.edu developer support site

#### **PHASE II: 2005 Jan – July (remainder of FY05): GROWTH & PREPARATION, HIRING**

- Prepare for next round of major development
- Establish role of Promotional site PM
- Continue content development for existing portions of site/project

#### **PHASE III: 2005 Jul – 2006 Jul (FY06): MAJOR PRODUCTION PHASE**

- Add to existing CUWeb functionality
- Add to existing Admissions site, including functionality
- Expand features of web.cornell.edu
- Expand Inside Cornell to its proper size
- Add student support to content dependent sections

#### **PHASE IV: 2006 Jul – 2007 Jul (FY07): MANAGEMENT STAGE**

- Achieve and work within a standard development, design, and content update schedule for CUWeb

## Proposal for Remaking the CUWeb Main Site

### Executive Summary: CUWeb Budget FY04-FY07 Notes

See reference numbers in last column of CUWeb Budget spreadsheet.

1. Reduce current charges for search technology by FY06
2. Anticipate the need for additional software licenses. Currently unknown due to lack of resolution regarding campus-wide content management system, a CIT system I had expected to be in place by Mar 2004.
3. Not currently an agreed upon responsibility of CIT, but is this role already implied by current funding of CUInfo and other similar efforts (directory services, CUportal, etc.)?
4. To cover meeting costs, speakers, seminars, etc. for campus web community.
5. Although we are not clear on the details from CIT regarding this service, CIT's initial \$25,000/year price quote seems high. A clear service agreement should resolve this issue.
6. For FY04-FY05 I am proposing to reassign existing, allocated staff from within Cornell Information and Visitor Relations (CIVR) for the developer support PM role. An official post should be opened for FY06, and the resource from CIVR reconciled.
7. Given input and direction from VP of Comm, hire a PM for Inside Cornell by FY06.
8. By FY06 bring on a small number of students to help manage content of the expanded CUWeb main site.
9. Bringing on additional staff in FY04 and FY06 will incur cost for hardware, software, office equipment startup, etc.
10. At this early stage, there is no contingency factor added to these figures.
11. If the responsibility for development supervision is already implied in the allocation that covers CUInfo costs then this amount should be supplied from that allocation.
12. 2.5 FTE within CUInfo seem to be devoted to supporting functionality within the proposed CUWeb concept. The allocation should be applied for this effort.

## Proposal for Remaking the CUWeb Main Site

### Executive Summary: Summary of Goals

It takes a strong, deep rudder to steer the university, and a great deal of time. But the web is fluid and mercurial. While a president cannot change a university in the blink of an eye, one can affect a web site terrifically in a short time. There is no need to suffer with the current state of our web affairs when they can be improved, and improved quickly and significantly.

Here are the goals I want to achieve during the first phase of the CUWeb project. The list below shows a concrete prescription for the success of the project.

- Improve the Cornell community's perception of CUWeb.
- Expand greatly the concept and reach of the CUWeb main site. Work to match the image the site fosters to Cornell's image.
- Include the improvement of both CUWeb's navigational and functional elements as top institutional priorities. In order to coordinate all functional elements throughout site, CUInfo and CUPortal must be considered within the scope of this redesign. Ex. Search, events, jobs, news, etc. CUInfo functional elements should be identified as CUWeb functionality, operating within CUWeb goals.
- Work to satisfy the needs of Cornell administration, on-campus constituencies (such as colleges and students), users, and CUWeb team staff.
- Drive development of the pieces missing from today's site. Ex. President's site, a fuller academics site, a site for students, an admissions site that serves all admissions audiences, etc.
- Leverage the promotional value of the tremendous web traffic to CUWeb by creating *Inside Cornell* to help consolidate Cornell's promotional efforts.
- In choosing software and hardware solutions for CUWeb we should consider the solutions' adaptability for use by the remainder of Cornell sites. Ex. A content management system.
- Determine and document role of University Communications and Media Relations within CUWeb.
- Similarly, determine and document role of CIT within CUWeb.
- Coordinate, collect, and make available resources for Cornell's web designers, developers, and contributors.

I look forward to discussing this series of projects and this proposal to provide clarification or to respond to unforeseen issues. I would like to pursue the approval of this proposal as vigorously as I can.

Thank you for your time.

Thomas Richardson

## Proposal for Remaking the CUWeb Main Site

### Project Profile: CUWeb Main Site Redesign

**The problem:** The CUWeb main site (formerly known as the CU Home page) is the most important web site at Cornell University, but the site has not played a significant role in the university's communications strategy. Still, the site has had an immense impact on our visitors' senses of the Cornell identity. The CUWeb main site's home page (the Cornell Home page) is served over 1 Million times per month.

It is critical that the university place this site among its top communications projects, allotting resources commensurate with the site's impact. Why? Because for more than any other publication we print at Cornell, the traffic is there. Whether or not we make the development of this site a high priority, our audiences expect the CUWeb main site to represent the best of the university.

**Proposed:** Redesign and reestablish [www.cornell.edu](http://www.cornell.edu) as the main site at Cornell University for leadership, navigation, identity, and the Cornell community. Solidify relationships with partner elements like Alumni site (APF). Redirect and support efforts for elements with special needs like Admissions (UAO). Create support and foundations for missing or neglected elements necessary for appropriate levels of service to the CUWeb constituencies.

#### PHASE I: 2004 Mar – Dec

Main Site Redesign: Design, and production \$75,000

- Establish a CUWeb main site Program Manager position. Will manage the relationships and content of the CUWeb main site. Role is crucial to manage a growing, evolving and supportive navigation and identity plan.
- Create an image concept to vastly improve Cornell online image and imagery. Determine how high quality images will flow to Cornell web sites. Retain flexibility to work with new concepts from VP of Comm.
- Reorganize CUWeb main site's navigation system to allow proper flow of users to desired information. Determine what elements related unit sites should use, and make them available to units.
- Create a design template concept that will support the main site. Determine what elements related unit sites should use, and make these available to units.
- Create a site for the Cornell President to fit within the context of CUWeb main site. Determine process and responsible party for managing site content. Currently, Barbara Krause.
- Create a Communications Center to collect and organize University Communications and Media Relations (UCMR) output information and to provide coordinated contact points. Manage information about Cornell.
- Replace existing Academics page with an Academics site, under Provost supervision, that improves navigation to and understanding of Cornell's academic units and programs.
- Launch CUWeb July 2004.

Main Site Redesign: Media production, including writing, editing \$35,000

#### PHASE II: 2005 Jan – July (remainder of FY05)

Main Site Redesign: Design, and production \$10,000

Main Site Redesign: Media production, including writing, editing \$15,000

#### PHASE III: 2005 Jul – 2006 Jul (FY06)

Main Site Redesign: Design, and production \$75,000

- Create Student site, Phase I. Make initial steps toward the creation of a full-featured site for Cornell students by gathering existing elements from campus web sites and data providers. Potential use for CUportal technology.

Main Site Redesign: Media production, including writing, editing \$50,000

#### PHASE IV: 2006 Jul – 2007 Jul (FY07)

Main Site Redesign: Design, and production \$50,000

Main Site Redesign: Media production, including writing, editing \$25,000

\* For staff and other unit costs, see CUWeb Budget document.

## Proposal for Remaking the CUWeb Main Site

### Project Profile: CUWeb Main Site Functionality

**The problem:** A site's functionality and its user interface play a role equally important to that of the site's graphic imagery. CUWeb receives frequent complaints regarding the difficulty users have in using the site's key functionality such as CUSearch, the university's events calendar, and so forth.

It is necessary to coordinate the primary functional features of the site to make them appear as if they were provided by one service. Each CIT-produced element seems to have been developed in isolation: CUInfo, directory services, CUSearch, the Cornell Events Calendar, and CUPortal. Similarly, Cornell News Service and Cornell Jobs rely on their own interfaces and identities despite their roles as university-wide information service providers.

**Proposed:** Collect, organize, streamline, and improve these primary functional elements based upon a coordinated plan to be generated by the office of Web Communications.

This effort requires coordination within CIT of the teams providing CUWeb's functional elements. It is necessary to streamline priorities for these products and reporting structures for these teams for them to operate at an acceptable level of efficiency. Establish concrete expectations for function and realistic goals for user satisfaction. Also formulate and implement a framework to support content flow to CUWeb as required.

#### PHASE I: 2004 Mar – Dec

Main Site Function: Design, development and production (large scale development cycle) \$75,000

- Establish CUWeb Function Program Manager position within CIT's WPG. A role requiring a web programming background and a dedication to user satisfaction with established responsibility for working toward the goals of CUWeb.
- Evaluate, redesign, and improve the functional elements upon which users of the Cornell web space rely. Ex. Jobs, News, Feedback, Campus Maps, Weather.
- Agree upon and support content flow plan to support the features of CUWeb. Ex. events calendar input.
- Set official content expectations for content owners and delivery mechanism developers.
- Launch initial version with CUWeb release July 2004.

Main Site Function: CUInfo Design, development and production \$??,000

- CUInfo elements become CUWeb functionality, operating as a part of CUWeb goals under WPG Function Program Manager. Ex. Search, Events: improve interface and information.
- Work with CIT teams to develop standard procedures for usage of the technologies they provide to campus web developers and CUWeb users. Ex. Identity Services, Directory Services, CUportal, other PeopleSoft.

Main Site Function: CUSearch software license \$27,500

Main Site Function: Other software licenses \$25,000

Main Site Function: Development Supervision \$20,000

#### PHASE II: 2005 Jan – July (remainder of FY05)

Main Site Function: Design, development and production \$20,000

Main Site Function: CUInfo Design, development and production \$??,000

Main Site Function: CUSearch software license \$17,500

Main Site Function: Other software licenses \$0

Main Site Function: Development Supervision \$15,000

## Proposal for Remaking the CUWeb Main Site

### Project Profile: CUWeb Main Site Functionality [CONT'D]

#### **PHASE III: 2005 Jul – 2006 Jul (FY06)**

Main Site Function: Design, development and production (another large scale development cycle) \$75,000

- Create Cornell Image bank. Create initial steps for a full-featured image bank that will serve the CUWeb main site as well as unit sites. Determine sources for image input, procedures for usage, plan for archival storage of images.
- Ensure that CUWeb functionality is adaptable for use within unit sites. Ex. Jobs, News, Feedback, Campus Maps, Weather.

Main Site Function: CUInfo Design, development and production \$?,000

Main Site Function: CUsearch software license \$5,000

Main Site Function: Other software licenses \$25,000

Main Site Function: Development Supervision \$30,000

#### **PHASE IV: 2006 Jul – 2007 Jul (FY07)**

Main Site Function: Design, development and production (ongoing development cycle) \$50,000

Main Site Function: CUInfo Design, development and production \$?,000

Main Site Function: CUsearch software license \$5,000

Main Site Function: Other software licenses \$25,000

Main Site Function: Development Supervision \$30,000

\* For staff and other unit costs, see CUWeb Budget document.

## Proposal for Remaking the CUWeb Main Site

### Project Profile: Admissions Site Redesign

**The problem:** The Cornell Admissions web site is a primary venue for introducing prospective students of all types to Cornell University, but many users have voiced disappointment in their experiences with the site. This Cornell site must be a leader in presenting Cornell's image to its highly prized audience. It must support a prospective student's expectations with a crystal clear graphical user interface and solid, innovative functionality.

**Proposed:** Improve Admissions web functionality to bolster the trust of and to solidify electronic connections with our prospective students and their parents. Integrate Admissions with the CUWeb main site. Finally, enable it to make use of other relevant promotional material from throughout the Cornell site.

#### PHASE I: 2004 Mar – Dec

Admissions Site Redesign: Design, development and production (large scale development cycle) \$50,000

- Formally establish relationship with Admissions Webmaster and CUWeb. Consider promoting current Undergraduate Admissions Webmaster to oversee a Cornell Admissions network (see below).
- Support Admissions web site via CUWeb hosting. Begin migration plan immediately.
- Create Admissions Network. Pull admissions information from entire university, not just undergraduate. Allow those interested in admissions information to navigate from there. For example, promote user-friendly navigation to college-specific admissions information to strengthen the Admissions "network".
- Package prospective student promotional information for the web\* like Cornell Viewbook (formerly BigRedBook), Virtual Tour, and CUfacts. Ongoing plan for maintaining, updating, and growing this information.
- Redesign the Admissions site to be consistent with look/function of CUWeb main site. Determine and play toward Admissions' unique needs per design, once determined.
- Provide tactical press releases on our process. REM: The Image Report. Balance the Image Report press with positive Admissions press.
- Launch of Cornell Admissions September 2004.

Admissions Site Redesign: Media production, including writing, editing \$10,000

#### PHASE II: 2005 Jan – July (remainder of FY05)

Admissions Site Redesign: Design, development and production \$10,000

Admissions Site Redesign: Media production, including writing, editing \$2,000

#### PHASE III: 2005 Jul – 2006 Jul (FY06)

Admissions Site Redesign: Design, development and production (large scale development cycle) \$50,000

- Interact with the "Common Application", customizing the Cornell applicant's experience where possible and prudent.
- MyCUapplication (CUportal application? In conjunction with PeopleSoft?).
  - Track document flow to students.
  - Assign permissions for prospective students to participate in password protected.
  - Track results.

Admissions Site Redesign: Media production, including writing, editing \$10,000

#### PHASE IV: 2006 Jul – 2007 Jul (FY07)

Admissions Site Redesign: Design, development and production (ongoing development cycle) \$25,000

Admissions Site Redesign: Media production, including writing, editing \$10,000

\* For staff and other unit costs, see CUWeb Budget document.

## Proposal for Remaking the CUWeb Main Site

### Project Profile: Promotional Site for Cornell (*Inside Cornell*)

**The problem:** Across the university, there are many disparate efforts to promote the innovative work being done by the people of Cornell. Many of these efforts use the web to communicate to the largest possible audience. A high level of redundant effort is required to create and manage these projects. Very few (if any) make use of a common framework or set of processes. And more to the point, the sites are scattered throughout the university's web space and users find only one at a time. One interesting topic doesn't necessarily lead to another.

**Proposed:** Create a central site to amplify the value of high quality content from a wide variety of disciplines and efforts. Gather references to and drive traffic to pre-packaged Cornell web content. Convey the significance of Cornell and its work from one coordinated vantage.

Consolidate access points to Cornell content. Introduce Cornell's web users to new ideas. Increase value for Cornell alumni, prospective students and their parents, recruitment efforts, researchers, instructors, colleges, departments, units, labs, etc. Make specific elements available to contributors, units, as well as this central promotional site.

#### **PHASE I: 2004 Mar – Dec**

Inside Cornell Startup: Design, development and production \$20,000

- Bring together preexisting content packages such as Explore Cornell, CyberTower, FIG, CU Library content, etc.
- Serves as container for Web Communications' "other sites as required" clause in Director of Web Communications position responsibilities. Ex. Mars Research, Inauguration, etc.
- Create feature called CUQA (Cornell University Questions and Answers). Consolidate access to "Ask An Expert" sites. Enable other units interested in providing similar content to web users to participate for little or no cost to the unit. Ex. Division of Nutritional Sciences sponsors "Ask a nutrition expert" to collect and answer questions directly from their online users. This unit has developed their own architecture and procedures for answering the questions they receive—but the fact is the format is not different from the "Ask an astronomer", "Ask a scientist", or "Ask Uncle Ezra" sites.
- Maintain highlights list of Cornell's high quality content sites.
- Initial launch of Inside Cornell November 2004.

Inside Cornell Startup: Media production, including writing, editing \$10,000

#### **PHASE II: 2005 Jan – July (remainder of FY05)**

Inside Cornell Startup: Design, development and production \$20,000

Inside Cornell Startup: Media production, including writing, editing \$10,000

#### **PHASE III: 2005 Jul – 2006 Jul (FY06)**

Inside Cornell: Design, development and production \$50,000

- Establish CUWeb Inside Cornell Program Manager position to act as lead editor and "content programmer" for the Cornell content that is created for or packaged for the CUWeb main site.
- Flesh out role of Inside Cornell given input of incoming VP of Communications.
- Review Cornell online promotional efforts, look for efficiencies and other opportunities
- Full launch of Inside Cornell November 2006.

Inside Cornell: Media production, including writing, editing \$10,000

#### **PHASE IV: 2006 Jul – 2007 Jul (FY07)**

Inside Cornell: Design, development and production \$50,000

Promotional Site: Media production, including writing, editing \$10,000

\* For staff and other unit costs, see CUWeb Budget document.

## Proposal for Remaking the CUWeb Main Site

### Project Profile: web.cornell.edu, a Cornell Web Resources Site

**The problem:** There is little coordination among the university's distributed web personnel. The history of web design and production is a picture of organic and unsupervised growth—though the end results have been quite good in some cases. The Director of Web Communications position was developed, in part, to act as an advocate for this coordination effort.

**Proposed:** Develop a website to support and facilitate growth and cohesion of the Cornell web community. The site will reside on a central web server and accommodate input from a variety of content providers on campus and off. The CUWeb Forum should become an official tool through which the Office of Web Communications grows the on campus human network.

#### PHASE I: 2004 Mar – Dec

Web.cornell.edu startup: Design, development and production (large scale development cycle) \$20,000

- Establish Program Manager position to oversee this site, and to respond to web community needs.
- Coordinate CUWeb main site developer contact information.
- Provide single point of contact for Cornell's web resources.
- Serve as model for maintaining web contact information and resources for all units (web.cals.cornell.edu, web.engr.cornell.edu, etc.).

Integrate, lead CUWeb Forum \$5,000

- Gather, condense, and present Solutions Groups materials Ex. hosting, content management, web security, copyright, media management and production for Cornell web sites, Identity, and accessibility.

#### PHASE II: 2005 Jan – July (remainder of FY05)

Web.cornell.edu startup cont'd: Design, development and production \$5,000

Grow CUWeb Forum, improve forum programming \$5,000

#### PHASE III: 2005 Jul – 2006 Jul (FY06)

Web.cornell.edu: Design, development and production (another large scale development cycle) \$20,000

- Create a web resources directory to provide information such as related groups contact information, terms glossary, FAQ, training opportunities, web professional position descriptions, Cornell network status, and proper usage of identity materials.
- Coordinate development of best practices in regards to accessibility, production (including CSS, Environments, Hosting relationship, etc/), training, working titles reconciliation, project management.

Grow CUWeb Forum, improve forum programming \$10,000

#### PHASE IV: 2006 Jul – 2007 Jul (FY07)

Web.cornell.edu: Design, development and production (ongoing development cycle) \$15,000

- Manage and share project- and code-related information such as shared code Library, Wc3 and other resources, Tech references.

Grow CUWeb Forum, improve forum programming \$10,000

\* For staff and other unit costs, see CUWeb Budget document.

## Proposal for Remaking the CUWeb Main Site

### Project Partners

**Main site navigation and image partners:** VP Communications, President Lehman or representative, Provost Martin, CUWeb Executive advisory board, Campus Web Leaders, Alumni Affairs, Admissions, Students, Research. Also, production groups CUInfo and WPG from CIT.

**Main site functionality partners:** VP Communications, President Lehman or representative, VP of Information Technology, CUWeb Executive advisory board, production groups CUInfo and WPG from CIT.

**Admissions redesign partners:** Doris Davis, Jason Locke, Undergraduate Admissions Office, Undergraduate Admissions Webmaster, other admissions personnel as required.

**Promotion site (Inside Cornell) partners:** VP Communications, President Lehman or representative, Provost Martin, VP for Research Richardson, CUWeb advisory board, Alumni Affairs, Admissions, Students, Research, Athletics (members of key sites or interest groups). Also, production groups CUInfo and WPG from CIT, and other promotional site builders.

**web.cornell.edu Partners:** VP Communications, President Lehman or representative, VP of Information Technology, CUWeb advisory board, production groups CUInfo and WPG from CIT, CUWeb Forum volunteers.

## Proposal for Remaking the CUWeb Main Site

### Program Manager Discussion

**Purpose:** The 15 Dec 2003 proposal for remaking the CUWeb Main site included references to several project manager positions. The purpose of this document is to clarify the need for and the function of these positions.

I used the term “project manager” to indicate a role that leads a specific large-scale project, providing continuous leadership for the project’s lifetime.

Recently, it has been brought to my attention that it may be more accurate, especially in an academic context, to refer to this role as “program manager”. I have made this adjustment in the description that follows.

#### **General responsibilities of a PM**

- Manage the details of a particular project, from goals to timelines to project deliverables and evaluations. CUWeb’s primary projects are ongoing communications efforts. Therefore each project’s goals, timelines, and deliverables, and evaluations are similarly ongoing and will require dedicated attention.
- During periods of intense production or development the PM would increase their level of interaction with production and development service providers.
- The PM, in between periods of growth, would interact with and identify needs of their user and communications group constituencies, would organize and manage projects to meet the immediate and top priority communications needs of the VP of Communications) and other senior management including the Provost and President), and would continue to plan for future development and growth.
- Provide a consistent and personal project interface to all external vendors, providers, and contractors involved in the effort.
- Maintain daily, close contact with the Director of Web Communications to understand and help determine the relation of their particular project both to Cornell’s Web communications strategy as well as its overall communications strategy. Understand, communicate, and represent the priorities of University Communications and Media Relations to their communities.

## Proposal for Remaking the CUWeb Main Site

### Specific CUWeb PM Position Descriptions

Here are descriptions of each of the four positions listed within the 15 Dec 2003 proposal. Each PM will work closely with the Director of Web Communications.

**CUWeb Main PM** manages the relationships and content of the CUWeb main site.

- Lead CUWeb main site project, the primary Web project of Office of Web Communications.
- Take responsibility for user experience plan for CUWeb space.
- Build and manage growing, evolving and supportive navigational framework for main site in which partners can participate.
- Aid in developing identity plan for main site that dovetails with the university's identity strategy.
- Manage all content specific to CUWeb.
- Manage and oversee relationships with all CUWeb content providers.

**CUWeb Function PM** leads, coordinates, and oversees development of dynamic features and services provided via CUWeb. Ideal person will have an extensive programming background and a dedication to user satisfaction.

- Create standards for CUWeb-based, sponsored, or associated functionality.
- Coordinate overall Main site function and user experience plan with CUWeb Main PM.
- Work closely with functionality providers to ensure high level of user satisfaction.
- First priorities: upgrading function of search, events, and infobase features.
- **\*\*Many functional elements of the CUWeb space have originated within CIT. This position could reside within CIT as long as the position's responsibilities to CUWeb and the Director of Web Communications were made explicit in a formal agreement.**
- **\*\*Probably not a full time responsibility.**

**CUWeb Inside Cornell PM** acts as lead editor and "content programmer" for Cornell content that is created or packaged for the CUWeb promotion site. Ideal person will have a marketing and multimedia background.

- Coordinate promotion site and user experience plan with CUWeb Main PM.
- Work with Cornell media and Web service providers to develop rich content sites such as the following: Inauguration, Mars Rover project
- Pursue relationships with similarly developed communications efforts at Cornell and consolidate access to these efforts through the CUWeb promotion site.
  - Explore Cornell
  - CyberTower
  - Development Campaigns
  - Lab of Ornithology
  - Faculty Innovation in Teaching
- Enable more units to participate in Web-based promotion
  - Ask an Expert site content management solution, for example.

**web.cornell.edu PM (developer support)** oversees the CUWeb developer resource site, and responds to web community needs.

- Help to consolidate access to web developer and content developer resources.
- Work with Cornell developers to agree upon useful standards for security, accessibility, coding practices, use of shared resources, etc.
- Work with CUWeb Forum to support a healthy communications network for Web staff.
- Work with units' Web staffs to implement similar resource repositories.
- **\*\*Possible for this responsibility to be fulfilled by existing staff.**

## Proposal for Remaking the CUWeb Main Site

### Comparison of Program Manager (PM) and WPG Web Producer Roles

These positions do not replace the need for existing project management roles within CIT (for example WPG's Producer model). To illustrate the differences between a CUWeb PM and a WPG Producer I provide the following:

<b>Program Manager</b>	<b>WPG Producer</b>
<ul style="list-style-type: none"> <li>• Responsible to Communications priorities</li> <li>• Focused on effort's long term communications goals</li> <li>• Responsible for the project year-round</li> <li>• Responsible for only one large scale project</li> <li>• Specializes in Web communications and marketing, as well as content development</li> <li>• Owns content development process</li> <li>• Manages interface with WPG production (via Producer), hosting, other service providers and contractors, content providers, those with dependencies on project (other site mgrs, etc.)</li> <li>• Manages a product built by WPG and other contractors</li> <li>• Does not abandon project upon end of production process, resolution, or hand-off of site by WPG</li> <li>• Coordinates project's schedule and the expectations of Communications, senior management of the university, and the vested interests of the project's university partners</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible to WPG business model, DLS, CIT, other clients</li> <li>• Production-focused, technical knowledge a high priority</li> <li>• Maintains relationship with client after project completion</li> <li>• Works for other, non-CUWeb clients</li> <li>• Specializes in Web production, organizing team</li> <li>• Aids client in content development process</li> <li>• Manages WPG team resources per project</li> <li>• Creates products for WPG clients</li> <li>• Manages client contact needs, and expectations through production process, resolution, and <u>hand-off</u> of sites</li> <li>• Coordinates (many) project schedules and (many sets of) client expectations to complete projects within estimates</li> </ul>

## Proposal for Remaking the CUWeb Main Site

### WPG Web Producer Description

For clarification I am including a description of the Web Producer position, as it exists in WPG. A person in this role owns a project from the first client contact through completion and follow-up. A Web Producer is responsible for client management, project management and production team management.

- Primary client contact for communication with WPG
- WPG Interface with client through the project life cycle
- Build productive relationships with clients
- Educate clients about the Internet, WWW, related technologies
- Become familiar with client business and overall goals
- Interact with client to reveal scope, goals of project, expectations
- Communicate clearly the scope, goals and responsibilities of project
- Perform Consultative role using expertise in Web Development to guide and advise client
- Keep clients abreast of changing technologies and industry developments
- Ability to gain client buy-in
- Persuasive and sensitive
  
- Hold vision of the big picture while managing the details of project development
- Integral part of Process development for each project
- Lead team through the Project Process while remaining adaptable to the unique requirements of each project
- Manage closely Project checklists and time lines
- Strong ability to manage content, traffic flow
- Create realistic time lines that require minimal supervision
- Anticipate changes, controversy and react effectively
- Manage the scope of project
- Work closely with clients to assess resources for web development and ensure sufficient allocation of resources
- Develop methods to improve production process, project management and communication methods
  
- Manage team resources
- Analyze project requirements and schedule appropriate resources accordingly
- Direct team meetings, brainstorm, troubleshooting, communication
- Supervise and direct student resources
- Keeper of the development process without micro-managing
- Delegate work to appropriate individuals
- Excellent communication skills
- Excellent leadership skills