Purpose: To review UK Administrative processes in order to identify those that are obstacles to efficient and effective operation, and recommend improvements to those processes, and monitor these for improvement.

Objective: To identify organizations that have the most impact on the university community (students, faculty, staff, patients, and the public at large), and identify ways for these organizations to provide services that meet or exceed the best service available in our benchmarks and the private sector.

Focus: UK Web site and Public Relations

Team: Penny Cox, Mary Ferlan, Randy Gonzalez, and John Kevin Kidd

Background: UK Web Site

The current UK web site was built in phases beginning in the mid 1990’s as a grass roots effort by pioneering web developers. Although this effort is to be commended, the site was a loosely organized grouping of silo web sites across campus. This early UK site was not engineered to meet ease of use and usability standards nor did it maintain any common design. By late 1998, UK management recognized the need to unify the existing web site and incorporate a common design element, the navigation bar.

An outside company was hired to develop the corporate UK web site and they built a web site based on user identity – prospective student, current student, alumni, faculty & staff/, business & industry, general information, and news & events. This new site was built as an addition to the existing site, its structure being placed atop the old site. This produced a top-heavy site structure with many paths to numerous pages providing the same content.

With the July 2001 reorganization of the university, many additional sites are being created; an additional UK home page has been added between the submain/ pages and the individual sites of UK’s organization. (See attachment 1).

Benchmark List (See attached)

Focus Group April 5, 2002:

- **Alumni:** Stan Key
- **Faculty:** Randy D. Weckman, Deborah B. Witham, Craig H. Wood
- **Patients:** Laura Murdoch for Mary Ware (Hospital); Greg Franseth for Craig Clough (Clinics), and Toni Gardner for Zed Day (Medical Center)
- **Public at Large:** Tom Harris & Mary Margaret Colliver; UKPR
- **Staff:** T. Lynn Williamson
- **Students:** Don Witt and Ben Crutcher
- **API Committee Silent Observers:** Penny Cox and Mary Ferlan; [Randy Gonzalez and John Kevin Kidd absent].

Questions: Below are the questions that facilitator, Marietta Spates, used to lead focus group discussions:

1. What is important for UK to include on the web pages to insure that all constituent (current and prospective) needs for information are met?
2. What are some benefits to your department having the ability to put up and/or maintain its own web site(s)?
3. What is the skill set of the people in your unit who are putting up/maintaining web pages? Are those skills adequate? What more training is needed?
4. Do you anticipate any special requirements that should be considered that is not currently captured or reflected on existing web sites?
5. What suggestions do you have for improving the web sites for the University? For your department?

Focus Group Responses:

1. What is important for UK to include in the web pages to insure that all constituent (current and prospective) needs for information are met?

A. Current up-to-date information that is grammatically correct. (i.e. someone must be responsible for quality assurance).
B. Easy to use navigation tools.
C. Ability to identify what information is relevant to the audience (i.e. forms – you have to go through a lot of information that is not relevant to the forms themselves). The web authors must distinguish between internal information and external information.
D. Improved method of internal communication (Intranet) – separate information by what is relevant to existing employees.
E. Improve method of communication with prospective employees.
F. Develop FAQ database and a search mechanism to find answers to open-ended questions; (i.e. “How do I register if I’m a student?”).
G. Add quick links. There is currently a lot of content but finding it is hard (i.e. employment was once listed as CATSkills instead of Jobs).
H. Integrate links for information from Admissions, Financial Aid, Housing, Student Health, College, etc.
I. Consistency among sites – enforcement of standards.
J. Uniform functional design to enhance “UK brand-image” at a high level with mandates with UK logo for consistency.

2. What are some benefits to your department having the ability to put up and/or maintain its own web site?

A. Improved communication.
B. Timing is important for updated information to customers on a daily basis.
C. Content closer to level of expertise improves identity and builds community.
D. Timely, accurate, efficient, cost is minimal, ability to get information to a large number of people.
E. Identity with responsible department (i.e. College of Medicine and Medical Center)
F. Departments must decide priority for website “content” at department level.
G. Adequate information service for client
H. If done well, quality image. However, recognize that many departmental sites are poorly planned and executed.

3. What is the skill set of the people in your unit who are putting up/maintaining web pages? Are those skills adequate? What more training is needed?

A. Those department with money have professional web developers, those without don’t.
B. Medical Center has professional web developers as well as various levels of expertise (design, updating, editing, etc.). However, many of the Provost areas lack professional web developers.
C. It takes different skills to set up the web site than to maintain the web site or to edit information on the web site. We need to provide training for both high- and low-end web developers.

D. A fancier page doesn’t necessarily mean a better page (i.e. One department spent several thousand dollars on creating a nice looking page. The students complained that they couldn’t find things and requested a return to the simpler design).

E. More training is needed (need to identify level – design vs. technical vs. knowledge/content)

F. Web developers need non-technical skills in writing & editing!

G. We need to decide how far down to go in training technical levels (individual faculty, 120 counties, etc).

H. We should assign a project team to develop a standard web template design. This team should determine whether information is somewhere else – create links with a higher order of thinking. We need organizational level web standards.

I. Departments struggle with who is the audience (i.e., Ag – setup/design page and input initial information; the Extension Agent updates the content)

J. Who is responsible for training: technical training should come out of IT; PR should help in publicizing what standards are to be followed.

K. In addition to formal training, there should be some informal exchange of information (sharing information between departments).

L. HRD or IT could do a Web Site Standards Class. Have Tony DeLucia offer Level 1 Web Certificate and Level 2 Web Certificate after completion of certain classes

M. There needs to be a minimal level of knowledge and efficiency before an employee can edit/create a web page. However, we need to make sure that we leave room for creativity in the departments.

N. Quit trying to fix things too late…need to be a leader in web site design instead of trying to play “catch up” with other institutions.

4. Do you anticipate any special requirements that should be considered that are not currently captured or reflected on existing University or departmental web sites?

A. Major need for an Intranet for employees
B. Major need for E-commerce capabilities
C. Information for Lexington community
D. Develop a “Community Calendar”
E. Americans Disabilities Act issues – ability to increase text size, etc.
F. We need a more “private institution look”
G. Provide Interactive sites – floor plans of dorms, pick a room, pick a roommate, bio of roommate, etc. (360 view of room)
H. Real Time Question/Answer sessions (E-Campus has a version)
I. Ability to convert text to Spanish, Japanese, etc (Translation service)
J. More care about the image we’re portraying (not just serving 17-18 year old freshmen, UK also has 65 year old freshmen...remember the audience!)
K. Ability for alumni to change address once and it changes in the Alumni Association, the College, and the Registrar’s Office
L. Web-based ERP systems across the entire campus
M. Secure server environment to collect membership dues
N. More emphasis on diversity and non-traditional students.
O. Frees up staff (50%)
P. Improved Web-Service to students (i.e., no longer mail grades, no lines for registration, etc.)

Other University Sites vs. UK:
A. Virtual campus tours (moving mouse to navigate)
B. Strong difference between public universities and private institutions
C. Develop quick videos of faculty, staff, and students--add sound/music/video
D. We need to look more progressive – quit playing “catch up,” play a little more riskier, not as safe – add “Flash” applications
E. Provide on-going resource commitment

5. What suggestions do you have for improving the web sites for the University? For your department?

A. Identify audiences for different departments, etc.
B. Decide image, brand, etc (develop a family of images)
C. Web group is mostly technical people (lacks content people and decision people)
D. 326 people within the Medical Center actually have access to make changes on web sites
E. Establish more than one Web taskforce – Set up internal web groups within departments
F. Compile a list of who are the web people (list serv: tugmail)
G. Must mandate proof-reading of items before things go out on web
H. Each college should have one person responsible for policing (internal review process)
I. Medical Center has an RFP for a Content Management System in Purchasing. Med Center mandates minimal web-standards, College mandates additional web-standards, Centers/Departments further mandate web-standards
J. Establish an Institutional Portal (like MyYahoo, etc) – Stan Key indicates that Alumni group research results say that Alumni are not interested in portals (e.g. Stanford University)
K. Add self-service sites for employees to check benefits, etc.
L. Portal has to be somewhere they go daily for individualized information
M. Provide additional resources

Recommendations:
The University should appoint a Web Services Team to develop an Integrated Internet (WEB) action plan. The Web Action plan should encompass an institution-wide web-presence to adapt to the current and prospective users (students, faculty, staff, alumni patients, etc) we serve and draw from. The leadership of the Web Services unit should also facilitate coordination among and communication between the various web services units on campus and increase and streamline their utilization.

Recommended Sponsors: Director of UK Public Relations, Vice President for Fiscal Affairs & Information Technology, and Associate Vice President for Medical Center Information Technology

Key Stakeholders: TBD

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<th>Current State</th>
<th>Desired State</th>
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<td>The current UK web site is cumbersome, difficult to navigate, and full of outdated pages of content. Some users require a road map to find the content they are seeking on the UK web site. Web development is decentralized across campus and sites are located on servers managed by FAIT, UKCMC, and various individual departments across campus.</td>
<td>Portal and Intranet content have been suggested for all groups except Alumni. A portal is a site for a particular audience, (e.g. Faculty, Staff, Students – both current and prospective) providing a path to all encompassing content and services through one access point.</td>
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<td>Currently intranet content is being added to the UK Corporate site, adding to the already cumbersome structure of the site. Content management for currency and accuracy has become increasingly difficult due to the</td>
<td>Financial support for infrastructure and tools to build these solutions is needed.</td>
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infrastructure of the UK site.

| Unit web designers operate independently without much coordination, sharing of expertise, or engaging in much collaboration. | A web-users group that is centrally coordinated. Various web support units are aware of the capabilities of other units on campus and make appropriate referrals when requests exceed their expertise or available capacity will permit a more timely response. |

| No campus unit has responsibility for providing web-developer training. There is no minimal level of knowledge and efficiency defined to certify that an employee can edit/create a web page. | Public Relations should establish and publicize standards that are to be followed. Technical web training should come out of Information Technology. IT should offer a Web Site Standards Class and a Level 1 and Level 2 Web-Developer class. A certificate should be provided after completion of these web classes. In addition to formal training there should be an informal exchange of information between departmental web developers. |

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<th><strong>Action Plan for Desired Outcomes</strong></th>
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**Recurring Funding Cost Proposal:**

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Current UK Web Site Structure
(partial view of all pages)

www.uky.edu

www.uky.edu/newhome/

www.uky.edu/newhome/submain/

www.uky.edu/home/

www.uky.edu/newhome/submain/

genralinfo.html
prospective.html
athletics.html
current.html
fac&staff.html …and so on

/home

College Sites
Ag
Arch
Arts & S
B & E
… so on

Service Unit Sites
Robotics
Coldstream
CBER
CLER
… so on

Student sites
UGStudies
Distance Learning
Registrar
Student Billing
….. so on

Administrative Sites
OCT
A & C S
HRS
FAIT
….. so on

Regs
BPM
Policies