MSU INVESTMENT PROPOSAL FOR INSTITUTIONAL PRIORITIES

PROPOSAL OVERVIEW

Title	Content Management System	**Request Date**	01/18/2012
Department	University Communications	**Email**	jake@montana.edu
Requestor	Jacob Dolan	**Phone**	406.994.5036

STRATEGIC ALIGNMENT

Core Themes and Objectives (check all that apply)

Educate Students

☒ Our graduates will have achieved mastery in their major disciplines

☒ Our graduates will become active citizens and leaders

☒ Our graduates will have a multicultural and global perspective

☒ Our graduates will understand the ways that knowledge & art are created and applied in a variety of disciplines

☐ Our graduates are prepared for careers in their field

☒ We will provide increased access to our educational programs

☒ Communities and external stake holders benefit from broadly defined education partnerships with MSU

Create Knowledge and Art

☒ Students, faculty, and staff will create knowledge and art that is communicated widely

Serve Communities

☒ We help meet a fundamental need of the citizens of Montana by providing degree programs for our students

☒ We help meet the educational needs of the citizens of Montana by providing a wide range of educational opportunities to a variety of students

☒ Our students, faculty, staff, and administrators reach out to engage and serve communities

☒ Our students, faculty, staff, and administrator reach in to build the university community

Integrate Learning, Discovery, and Engagement

☐ Each graduate will have had experiences that integrate learning, discovery and engagement

☒ Outreach activities will educate students and address the needs of the communities we serve

☒ Students, faculty, and staff will create knowledge and art that addresses societal needs

☒ MSU is a community that will be characterized by synergy within and across disciplines, roles and functions.

Stewardship

☒ The public trusts the institution to operate openly and use resources wisely

☒ The faculty and staff are well-qualified and supported

☒ MSU will support Native American students, programs, and communities

☒ MSU will be an inclusive community, supporting and encouraging diversity

☒ Our publicly provided resources are used efficiently and effectively

☐ Natural resources are used efficiently and sustainably

☒ MSU nurtures a culture of resource conservation and ecological literacy among students, faculty and staff

☐ Our physical infrastructure (e.g., building, equipment, open spaces) will be well-maintained and useful

INSITUTIONAL BENEFIT							
Campuses	☒ Bozeman ☒ Billings ☒ Havre ☒ Great Falls ☒ FSTS ☒ Extension ☒ MAES						
Cross Depts	Please List: All departments that manage Web communications.						
TIMEFRAME							
Proposed Dates	Start: As soon as feasible. End: On-going						
COST AND REQUIREMENTS							

Funding Type	One-Time ($)	Multi-Year ($)			Base ($)	FTE
		Year 1	Year 2	Year 3		
Personnel (*w/benefits***)**					50,000	1.0
Materials & Supplies						
Travel						
Contracted Services					35,000	
Capital						
Other Operations						
TOTAL					85,000	1.0

Please comment, if necessary, regarding cost and requirements.	1.0 FTE is required for ongoing training, user support and system support. This position would be at a salary of $35,000 / year plus benefits. The contracted services cost of $35,000 annually is an estimated cost for the annual license of a Content Management System (CMS). The actual cost will be dependent on the CMS solution selected through an RFP process. The initial purchase cost will be funded by the IT Capital Plan and is not included in this proposal.

This CMS proposal was presented and discussed at the December 19, 2011 meeting of the Academic Technology Advisory Committee (ATAC), chaired by MSU Provost Martha Potvin. The ATAC unanimously passed a motion of support for this request.

Background:

The MSU Web domain is a primary, highly efficient and effective communications tool for recruiting new students, supporting fundraising efforts and communicating with alumni, donors and the public at large. Consisting of hundreds of thousands of Web pages with an unknown quantity of developers publishing content, the MSU Web domain is extremely large and cumbersome to manage especially across all campuses.

A content management system (CMS) was identified as an important need of the university more than 8 years ago. At the time the initiative was forward-thinking, however, now it is considered the best practice among universities in managing Web content. MSU is now in the minority of universities not using a CMS to manage Web content on a large scale. The requirement of ongoing funding for FTE and licensing has been an obstacle to approval and implementation. Because the CMS would be used by every single unit of the university in all four campuses, no single entity has stepped forward to fund it. The need for a CMS continues to grow and the lack of a CMS implementation costs the university in time, effort and lost opportunity. The lack of a CMS also significantly increases the likelihood MSU websites will be used for illicit activities or compromised due to a successful cyber-attack that may disable MSU's Web domain for days at a time.

Problem:

The MSU campuses and agencies have a distributed model of website management that is daunting for non-technical people to use, manage, maintain, and coordinate consistency in content, look and feel, usability, accessibility and security. MSU websites are vastly inconsistent in the quality of user experience, inefficiently managed and vulnerable to considerable security risks.

Currently, if the university wanted to implement a domain-wide change and enhance web accessibility to those with disabilities, it would have to do so manually one page at a time across hundreds of thousands of documents. The last domain-wide change on the MSU-Bozeman website, initiated nearly two years ago, is still in progress with many thousands of pages waiting for conversion. A CMS would allow all pages to be changed simultaneously, by one user. Similar changes in information, design and branding could be implemented globally as well. This would save the university thousands of hours in time and allow the university to be more adaptable and flexible to change.

The exact number of positions managing Web content is in constant flux as these duties are often assigned to student or entry level administrative associates. However, a safe estimate is that the number exceeds 200 on the MSU-Bozeman campus alone. Anyone who manages Web content needs to purchase a software license for Contribute, Dreamweaver or other Web development software and some modicum of software training. A CMS would largely eliminate the need for licensing and training. It would also markedly ease the challenge of content creation and updates for all but the most technically savvy Web content managers. The amount of labor saved annually could easily be in the thousands of hours.

Proposal:

This proposal is for the investigation, purchase and implementation of a commercial off-the-shelf CMS. CMS software significantly simplifies management of content over a large number of users. It allows for oversight of content, tracking of content to owners, systematic global updates and conversions, consistent application of look and feel and user experience and ensures a polished professional presence.

A content management system (CMS) will enable the university to more efficiently and effectively manage the hundreds of thousands of pages on the MSU Web domain (saving the university significant amounts of time and money). A CMS is the key tool for preparing MSU to be competitive in the online world as it moves into the future. It will have wide-ranging benefits for students, faculty, staff and external audiences. It will support recruitment, retention, giving, and communications within the university. Through more effective messaging, increasing accessibility and usability, and elevating the quality of presentation, MSU will communicate with all of its audiences at a level previously unattainable.

A content management system will:

Support MSU's core missions by supporting and enhancing recruitment, retention, research, teaching and outreach efforts that are facilitated through MSU websites.

Benefit all of MSU's audiences that interact with MSU websites including prospective students, current students, parents, community, alumni, donors, legislators, faculty and staff. The users of MSU websites will experience Web content that is more usable, accessible, adaptable to change, secure, user-oriented, and consistently presented.

Increase efficiency of Web development and content management by decreasing the challenge and cost of Web development and maintenance by non-technical staff, faculty and students. This would save the university thousands of hours annually. A CMS will also improve the job satisfaction of non-technical employees who manage Web content by decreasing their frustration with completing Web tasks.

Increase quality of MSU's Web communications by coordinating online communications among the departments, campuses and agencies of university. A CMS will allow Web content managers to focus on the message content and quality of their Web communications. MSU's brand will be presented more consistently and more aggressively marketed. MSU's Web communications will better support university recruitment, retention and outreach strategies.

Improve MSU's ability to adapt to future needs by facilitating the evolution of the design and structure of the university's websites without an unfeasible time commitment. This would vastly improve MSU's ability to update the design of the website in a timely manner and save the university thousands of hours with each update.

Increase the accessibility of MSU's Web content for people with disabilities. This would markedly improve compliance with Section 508 of the federal Rehabilitation Act, §1194.22.

Increase the usability and flexibility of MSU's content by broadening the scope of how its audiences can view and use its content. Varied platform delivery such as mobile Web would be made possible. At some point in 2014-16, mobile Web usage will overtake desktop Web usage globally.

Create a Web environment that is more secure and easily managed. Web administrators across all four campuses and agencies would have a more streamlined, efficient means to manage their content and better support each other's sites and coordinate efforts.

Improve MSU's communications response during a crisis. A CMS would facilitate distributing access to critical Web resources, such as the MSU homepage, to the emergency response team and significantly enhance its ability to communicate quickly and effectively through the MSU website.

ADDITIONAL INFORMATION

Implementation Plan *(Please describe with timelines)*

Phase 1: Develop needs assessment and requirements for CMS solution and user identification and education to build buy-in and understanding for the project. This would begin as soon as funding is approved. It would last for six to eight weeks.

Phase 2: Publish and process Request for Proposals (RFP). Due to the complexity and breadth of the project, this phase will take three to four months to develop and complete.

Phase 3: Project planning will start once the CMS solution has been identified and will coincide with the purchasing process. This may take up to four weeks.

Phase 4: Product implementation and communications promotional campaign. This phase will take one to two months.

Phase 5: End user training, website integration into the CMS and ongoing support. This phase will be ongoing.

Assessment Plan *(Please describe with indicators)*

Assessment will need to occur at regular intervals to ensure project is on target and running smoothly. Benchmarks should be set for six months, twelve months, twenty-four months and so on to measure the success and adoption rate of the system.
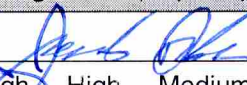
Critical Success Factors:
1. Must create user buy-in so people understand value and embrace concept.
2. Must meet the needs of the majority of websites and their managers.
3. Must migrate existing pages.
4. Must train web administrators and content managers (end-users)
5. Selected vendor must be a long-term, reliable, stable provider.

Key Indicators:
1. Number of end-users trained and managing Web content through the system.
2. Overall satisfaction level of end-users managing Web content through the system.
3. Number and rate of websites converted into the system.

If assessed objectives are not met in the timeframe outlined what is the plan to sunset this proposal?

Should the CMS chosen for implementation fail to meet the needs of the university, other CMS solutions should be investigated.

SIGNATURES		
Department Head *(please print)*	**Signature** *(required)*	**Date**
Dept Head Priority *(please circle one)*: Very High High Medium Low Very Low		
Dean/Director *(please print)* Jacob Dolan	**Signature** *(required)*	**Date** 1/18/2012
Dean/Director Priority *(please circle one)*: (Very High) High Medium Low Very Low		
Executive/VP *(please print)* Tom Calcagni	**Signatures** *(required)*	**Date** 1/18/12
Executive/VP Priority *(please circle one)*: (Very High) High Medium Low Very Low		