

Proposal to Establish the Office of University Web Services

Fadi Deek

June 26, 2006

Introduction

NJIT requires a permanent, dedicated, and funded organization to ensure the **continued and sustainable improvement and development of the website** in support of the NJIT vision. Therefore, there is need to establish the **Office of University Web Services**, with staff that combine the required content, creative, and technical skills. This can be best accomplished by first defining an organizational structure for this new unit consistent with the needs of the university, next developing job titles/descriptions for the new positions, and finally identifying existing human resources that are already affiliated in one way or another with the operations of NJIT's website to fill these positions. A search can subsequently be carried out for any positions that remain unfilled.

Office of University Web Services

The NJIT Office of University Web Services (UWS) will play a crucial and highly visible role on campus as it advances the university's mission and vision and supports the enrollment and marketing efforts of the university. The NJIT Office of UWS will report to the **President** (or his designee within the President's Office). The NJIT website is of paramount importance for the entire university, particularly in education and research. Our website is the vehicle of choice for academic outreach by NJIT colleges, schools, and departments. There are also extensive efforts to improve the site's functionality in support of admissions and student recruitment. Similarly, the website is of equal importance to other university functions such as the library, registrar, student organizations, research, athletics, and many more.

UWS will also work closely and seamlessly with the Office of Vice President for **University Advancement** and contributes to Advancement's mission to promote and support university initiatives. University Advancement contains the offices of Development, Communications, Alumni Relations, and Special Events. The Office of University Web Services complements these offices and supports NJIT's and Advancement's initiatives in fund raising, corporate and professional relations, alumni relations, and media relations on the web.

The role of the Office of University Web Services is to:

- Provide content, design, development and site maintenance for the NJIT web site

- Offer training and direction for unit web content coordinators, authors, and editors on content writing and Content Management System use
- Provide a variety of special on-line projects including the E-Catalog, Virtual Newsroom, on-line viewbook, virtual tour, etc.
- Perform research and analysis through site reviews, usability studies, web traffic analytics, link tracking, on line surveys
- Develop policies and best-practices for NJIT website development and content

The Office of University Web Services partners with **University Communications**, providing web “platforms” for their content. The Office of University Web Services partners with and relies upon **University Information Systems** for IT backend infrastructure support (e.g., servers, software, technical support, etc.).

The charge of the Office of University Web Services is to:

- Communicate the vision and mission of NJIT via the NJIT website
- Engage potential students toward improving recruitment and enrollment
- Increase the usability of the website
- Support the NJIT branding and marketing efforts
- Continue improvement, development, and innovation of the website
- Coordinate web-specific strategies for refining the NJIT image outside the NJIT website (e.g., on Wikipedia, MySpace, etc.)

The Office of University Web Services is guided by an **NJIT University Web Services Advisory Committee**. The advisory committee provides advice to the Director of University Web Services on directions and initiatives. Its membership would include faculty from each of the colleges/schools, as well as other major stakeholders (e.g., admissions, communications, alumni, etc.). The advisory committee should meet three times in the fall semester and two times in the spring semester of each year.

A budget for the Office of University Web Services is required for items such as:

- IT infrastructure (servers, PC’s, etc.) in partnership/coordination with UIS
- Software, both enterprise-level (e.g., Content Management System, etc.) and desktop (e.g., Photoshop, etc.) in partnership with UIS
- Training, travel, conferences (e.g., EDUCAUSE, O’Reilly’s Web 2.0 conference, etc.)
- Outsourced work (e.g., mStoner contract, professional photography, mass digitization, etc.)
- Production tools (e.g., digital cameras, portable audio recorders, etc.)
- Student support staff

UWS Organizational chart and job descriptions

Three functional teams are established within the Office of University Web Services:

- Content Team
- Creative Team
- Technical Team

Assessment will be an important aspect of the NJIT web and its functions, and these tasks will be assigned to the Office of Institutional Research and Planning who will work closely with the Director of University Web Services on assessment needs.

The organizational chart is purposefully flat during the initial establishment phase of UWS. Each team member will be cross-trained with their teammates. There would also be some cross-training across teams (e.g., between Content and Creative and between Creative and Technical).

Leadership within each team will be allowed to emerge over time. Similarly, leadership within UWS will emerge, and the role of Assistant Director of University Web Services will be assigned to one of the leaders of the three teams (content/creative/technical). The Assistant Director will be empowered to act on behalf of the Director in his/her absence.

Director of University Web Services

Directs the Office of University Web Services. Manages the website operations. Aligns website strategies with NJIT goals, mission, key messages, marketing, recruiting, and branding strategies. Is an agent for improvement and innovation. Reports directly to the President or his or her designee.

Content Team

The Content Team consists of positions that generate the main body of content for the website. They would typically be the first point of contact for university personnel seeking to change, update, or add content to their unit's website.

Web Content Manager(s)

Establish direction and provide content development and writing. Establish and enforce style and tone. Engage web content with branding, key message strategy. Provide training on "writing for the web" and be first point of contact for unit web content coordinators, authors, and editors. Responsible for generating much of the critical content for the website. Web Content Managers would be cross-trained with Web Media Producers.

Creative Team

The Creative Team consists of positions that generate the engaging, media-rich, visual and audio elements of the website. This team is also responsible for graphic design elements and web photography. This team is charged with conceiving much of the new creative, differentiating directions for the website.

Web Media Producer(s)

Envision and create audio and video content in web-ready form in a variety of formats (e.g., streaming video, Flash animations, MP3 podcasts, web photography, etc.). Generate both formal “portrait/interview/demonstration” and informal news/events coverage. Generate engaging graphic content in web-ready form in harmony with NJIT web style strategies. Reinforce the consistent visual elements of the website design strategy; edgy and engaging to potential students, as well as alumni and donors, in harmony with NJIT web style strategies. Examples of work include: NPR-style “This Week @ NJIT podcast”; animation of NJIT research initiatives, such as smart gun demonstrations; streaming video of “Welcome to NJIT” messages from the Deans sent to accepted students; etc. Web Media Producers would be cross-trained with Web Writers.

Technical Team

The Technical Team consists of positions that create the web applications and manage the software and systems upon which the content is deployed. There would be cross-training within this team; any position in this group will be required to back up the other positions.

Web Designer

Create web pages, layouts, and templates that are consistent with NJIT’s style and with Office of University Web Services vision. Works with web content creators and editors; works with stakeholders. Works with photographers and graphics artists. Is expert in NJIT’s CMS. Works closely with Web Systems Trainer to provide training for NJIT web content writers and editors.

Web Systems Administrator and Trainer

Manages the university’s Content Management System(s) and other enterprise-level web systems. Maintains permissions and privileges. Develops templates according to directions set by Web Designer. Runs reports on content “freshness”. Enters and maintains content. Trains web content writers and editors on NJIT’s CMS. Provides systematic update training. Works closely with Web Content Managers to reinforce “writing for the web” style.

Web Developer(s)

Implements web design as created by the Web Designer to create pages, layouts, and templates for web content providers and editors. Ensures that usability best practices

and WAI and Section 508 standards are being followed. Creates services and applications to leverage the “interoperability” and “syndication” of web content. Engages in “Web 2.0” applications development. Entrepreneurial, creative, “white-hat” hacker-types.

Assessment

The Assessment is a partnership with Institutional Research and Planning to provide on-going evaluation of the website.

Web Statistics Analyst

Creates and reviews traffic reports; distributes information and analysis to administration, stakeholders, and web content writers and editors; works with departments to measure effectiveness of their outreach and recruitment efforts. Is part of Institutional Research and Planning and reports to its Director. 25% of their time is dedicated to the Office of University Web Services. The position is jointly evaluated by both departments.

Phase II

Administrative Assistant

An Administrative Assistant will be required to support the Office of University Web Services. Filling this position can be deferred until a staffing “Phase II” segment.

Staffing

A careful evaluation of the current job descriptions and roles for employees in **University Communications, University Information Systems, and Media Services** indicates the bulk of the human talent necessary for the establishment of the UWS already exists within these units. The table below matches the skills and talents of NJIT employees with the functions required for the positions and defined in the section above.

UWS proposed position	Skill set match	Existing NJIT position(s)
Director of University Web Services	<ul style="list-style-type: none"> • Management experience • Innovative use of technology • Web-based service orientation • Information architecture and user-interface design • Effective communicator 	Assistant University Librarian
Web Content Manager(s)	<ul style="list-style-type: none"> • Edits HTML and XML • Writes content and links • Works within CMS • Identifies and develops news stories and features to promote NJIT 	Web Content Manger Assistant Director, Public Relations
Web Media Producer(s)	<ul style="list-style-type: none"> • New technology specialist • Creates content for internet delivery • Produces multimedia • Maintains website • Media design, creation, implementation, and assessment 	Manger of Instructional Resource Center Instructional Designer
Web Designer	<ul style="list-style-type: none"> • Proficient in Content Management Systems 	Information Systems Analyst
Web Systems Administrator and Trainer	<ul style="list-style-type: none"> • Delivery of end-user training • Develop documentation • Wide-ranging systems and applications skills 	IT Consultant
Web Developer(s)	<ul style="list-style-type: none"> • Design and develop web software and applications • Design and build web pages and templates • Enforces consistency of style and standards • Experience with Content Management Systems 	Web Developer Project Leader, Web
Web Statistics Analyst	<ul style="list-style-type: none"> • Assessment design • Web log and traffic experience • Report design and writing with SQL, Focus, etc. 	Analyst from Institutional Research

Important Notes Regarding Staffing

1. The Director of University Web Services is a new position that will be created.
2. All other positions will be created using existing lines in the current units.
3. The two positions that are being relocated from ITMS will continue to retain some of their current responsibilities (i.e. the areas of faculty development/web course content development).
4. There will not be a specific position of Webmaster, instead traditional functions of this position have been distributed across the three functional teams, with director oversight, to increase responsiveness, redundancy and coverage.

NJIT Office of University Web Services

June 27, 2006

