

Madison Area Technical College

Web Content Management (WCM) System and MATC Site Redesign

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Project Charter Approval Signatures

Vice President of Strategic Advancement

(Signature) _____
Rebecca Baumbach (Date)

Vice President of Infrastructure

(Signature) _____
Rick Graves (Date)

Director of Enrollment Services/Marketing Manager

(Signature) _____
Diane Walleser (Date)

Director of Enterprise Development/Web Strategies Manager

(Signature) _____
Kim Bethea (Date)

Director of Infrastructure

(Signature) _____
Igor Steinberg (Date)

Overview/Statement of Objectives

This ambitious project will select and implement a Web Content Management (WCM) system for MATC that allows for easy data entry (captures) and manages, leverages, and distributes content in a collaborative fashion. The system will minimize the need for web authors to have technical skills in web design or web publishing. In addition to a WCM system, the MATC website will be redesigned to separate internal and external content for diverse audiences. Web Content Management supports the creation, storage and delivery of content published on a website.

Implementing a WCM system will enable management business processes that will ensure that web content is timely, factual, consistent, and authorized by the appropriate persons. It will enable the marketing of appropriate MATC branding and marketing messages to serve and attract future students to MATC. A portal has been implemented that now allows content that is internally focused to be housed in this area designed especially for faculty and students. The new public site will allow an external focus on new applicants and prospective students.

Benefits include:

- lower web publishing, administrative, and web support costs
- enable audit of web materials over time to support legislative requirements
- enable extensibility and flexibility to accommodate the web publishing requirements of future MATC marketing initiatives without extensive rework
- redesign/recoding of the current site to make marketing brand switches efficiently
- enables authors, with no technical expertise in web publishing, to develop web content. This will extend the range of services that can be delivered over the web and facilitate the presentation of material by those closest to the information
- will give MATC a Web Authoring Tool, which from the web author's viewpoint, will be Web browser based without regard to any technology language or other Web technologies
- keep the MATC Website in 508 standards accessibility compliance
- will allow for a workflow system for content review and approval with appropriate securities for both reviewers and approvers
- will include a design to separate content from complex page designs, allowing easier redesign and revisions in the future
- will deliver deployment tools that can deliver content to portals and web servers for internal and external readers
- redesign/recoding of the current site to work well within the WCM system
- redesign/recoding to fully use Cascading Style Sheets (CSS) which will enable a fully-compliant 508 accessible and XHTML valid website
- redesign to improve Search Engine Optimization (SEO), therefore increasing ratings
- the design created will work well with the installed WCM System and provide easier flow of information

Currently, there are MATC public, faculty, student, course, and department web pages that were part of the public site. The internally focused pages can now be housed separately, leaving marketing the advantage of maintaining a consistent style and using the public site to meet their goals, while faculty and staff and students will have content geared to their needs and interests.

This WCM system will be built for the public website and for academic department websites. This implantation will be broken into two phases: 1) public website and 2) academic department websites. This system will more easily promote content for the college to the public community, parents of prospective students, high schools and high school students, current students, and businesses who may use MATC services.

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Phase I will include a WCM System selection and implementation. A new website will be designed concurrently, and will be implemented after the WCM is in place.

The duration of Phase I of the project is anticipated to be no less than 12 months and would require approximately 2086 hours.

Phase II will include the creation of academic department websites. The existing department websites will stay within the current structure until phase II is started. The content will be moved to the new server that will house the new public website until they can be rebuilt.

They will be built as individual, separate modules that sit outside the public website and have their own administration system to update content. The look/feel and structural navigation will be similar when moving from the public website to the academic department websites and these will be considered marketing websites.

The benefits of this project are in alignment with MATC's Strategic values which include:

- Produce work of the highest quality
- Be innovative and forward-thinking
- Honor our role as stewards of the public trust through effective and efficient use of resources

Ongoing Support

Web Content Editor

- Content updates
- User Management
- Editorial control

Web Strategies Project Leaders

- Template changes
- Creation of new functionality

Server Administrators

- Server Upgrades
- Server Updates

Constraints

- Staff resource time
 - Other top priority projects such as the Unit Plan Database or other projects deemed priority by the TOC may affect schedules.
 - The web content system must be implemented prior to the launch of the new website in order that updates can be done immediately to the new site.
 - Costs: The cost of purchasing a WCM is not known at this time. Part of this project will be to research WCM's and present costs to management.

Sponsors

Enrollment Services/Marketing

Diane Walleser, Director/Manager of Marketing

Department of Strategic Advancement

Rebecca Baumbach, Vice President

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Scope

Inclusions (developed in order listed)	
Web Content Management System	This project will implement a web application that will allow for content posting, content dating, content publishing, and content retrieval from a database. This project will have a set of policies and procedures along with supporting documents (either online or hard-copy) for content submissions, review and approval. Administration screens will be available for authors as well as training.
Redesign of MATC website	Redesign will include 508 accessibility compliance as well as work within the parameters of a Web Content Management System. The redesign will allow for the selected content areas (audiences) and the navigation and content for those areas.
Individual Academic Department Modules	Modules for Academic Department websites with their own administration area for creating and updating content. Phase II will include the list of current Academic Web sites and the conversion timeline for these sites.
Search Engine	Search feature for the entire MATC public website.
Performance Monitoring	To ensure uptime and availability of service, performance monitoring utilities will be used to analyze server health, server traffic, individual page requests, etc... A complete list of monitoring requirements will be developed as part of this effort.
Redundancy	<p>The website will be available 24X7 to satisfy requirements of students. Some services may be unavailable during maintenance/backup windows. Those services or applications that have periodic downtime will provide a “service currently unavailable” communications during outage windows.</p> <p>The web will have adequate redundancies built-in to the hardware and software architecture to ensure that maintenance requirements or unexpected failures will not take the system completely off-line.</p>
Current Applications	Applications, including Employee and Student Directories and Program and Course lists, and Course search will be rewritten to fit into the redesign website.
Online Help for content contributors and approvers	Online help will be available that guides the content contributors and approvers through procedures that they are able to perform. This includes adding content, dating content, approving and publishing content and deleting content. A detailed list of help topics will be developed and documented as part of this effort.
Exclusions	
Websites not considered public or academic sites	Websites that offer content that is not considered “marketable” content will not be part of this project. Internal portal and intranet web sites are not covered in this project. This content will be dealt with in a separate project.

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Out-of-scope Requirements	Items considered out-of-scope or outside of the listed requirements will not be part of this project. If an item is considered important enough to be added to the requirements at a later date, a document of change request will need to be approved by the project sponsors and timelines adjusted accordingly.
Calendar of Events for the College	A calendar of events will be addressed in a separate project.
Interfacing with other Application	This WCM System has the capability to interface with other applications like Blackboard and PeopleSoft portal, however, these interfaces are not in the current scope.

Assumptions

Each individual project team member needs to work with his/her management to ensure that adequate time will be made available to work on the project assignments. Any project team member that is unable to perform satisfactorily or produce deliverables on time will be subject to review and possible replacement on the team and/or project timelines will be changed accordingly.

Dates will be met sequentially. The content management system must be in place before a new web site can be implemented. Work will not continue until each Milestone has been met or approvals received on appropriate documents.

Training for the WCM System will be provided by the Marketing Web Editor.

A Change Management Document will be used for items that are requested that fall outside of the scope of this project.

Statement of Objectives

- Implementing a WCM system will allow for faster, better authoring. It will decrease the cost of purchasing additional software and reduce training needs.
A goal of WCM system is to keep the role of content creation, which is purely an editorial function, separate from the design or format of how it will appear on the website. This enables content owners in the relevant College units to create content freely without knowing HTML or any Web technologies. Authors will be able to choose which area of the website the content must appear and on what date. An Administrative console will be provided
- Implementing a WCM will allow for better workflow process.
Workflow moves components through a pre-defined cycle of creation, revision, approval and deployment. Business process workflow will be created by Marketing and Web Strategies along with approvals by the Web Advisory Committee for content authoring, system changes and approvals. Content providers will be able to add content to the website via a web browser and approvers will be able to change and/or approve content added. Content will be able to be added via a time-stamp and removed the same way.
- Redesign will better market content to specific targeted audiences.
- Hardware/Software/Backend requirements will be looked and adjusted. Security will be hardened and server set up will be maximized. A development server will be available for development/improvements to the WCM system code.
- Authentication of users (author, editors, reviewers, administrators) and assignment of permissions.
- A search engine will be implemented as part of this project.
- Content will be written and promoted in a way that will increase Google Search results. A separate project may be needed to address Search Engine Optimization (SEO).
- Reports will be provided for page hits.

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- This site will include current dynamic content that is extracted from the PeopleSoft Systems.
- The website will follow both the W3C and the 508 Accessibility standards for compliance and a universally designed site.
- Will allow syndication of content to 3rd party software
- Will allow for human readable URLs
- Will allow for at a minimum, 3 levels of navigation

Project Requirements

Content Management System

- Allows easy data entry in a web browser-based system
- Cross-platform/cross-browser authoring
- Multiple template support
- Appropriate authoring securities (authentication) for editors, reviewers and approvers
- Work-flow systems for content review and approvals
- Deployment tools that can deliver content to portals and other web servers for internal and external viewers
- Enable management processes to ensure timely, factual, consistent and authorized content
- Administrative console for site changes
- Allows integration of new technologies and add-ons
- Allows for form creation
- Includes document file libraries and document uploads

Site Redesign

- Incorporates W3C Level 1 and 508 Federal Accessibility Standards which includes valid XHTML and the use of CSS
- Cross-platform/cross-browser viewing capabilities
- Separation of design from content
- Incorporates universal design principles
- Includes an appropriate marketing branding between public and academic websites
- Will enable marketing brand switches efficiently
- Will improve Search Engine Optimization (SEO) by having well-written content and appropriate coding
- Supports viewing on other appliances/PDAs and cell phones
- Allows content to be marketed to specific audiences

Additional Considerations

- Search engine implementation
- Performance monitoring
- Server redundancy
- Rework of applications such as Employee/Student Directories, Course and Program search and displays. These dynamic pages may run outside of the WCM system
- Online help files for web content contributors
- Training sessions for web content authors
- Web standards documentation
- Business workflow documents

Costs of Project

Costs will be incurred from:

- Purchase or creation of a web content management system software. A projected cost will be approved by the project sponsors prior to the start of the project.
- Potential contractor services

See Project Team and Roles for resources needed by various people on campus. They will include:

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- Web Content Editor
- Web Developers
- Campus Content Experts
- Server Administrators

Risks and Risk Management

Risks

Category	Risk	Recommendation
Requirements	If requirements are too loosely defined or not adequately documented the project could slow and risk missing established milestones.	Create a single repository of information that the project team can use for documenting the implementation requirements. This could also be used to collect information for non-implementation requirements (requirements that will NOT be implemented now, but are likely to be implemented in a future release) as ideas are generated through the course of this project.
Staffing	The project is staffed from different departments across campus. Individuals that are part of the project team may not be able to make an appropriate commitment to the outcome of the project.	Individuals that are part of the project team need to be able to make a commitment to this effort and have the support of their direct supervisor to do so. This may require some sort of signed documentation from the project team member and his/her supervisor
Performance	Hardware recommendation and performance testing on systems may need to be based on consultant recommendations.	Use some traffic generator testing applications to see how our hardware configuration works. Begin testing as early as possible to see if bottlenecks appear anywhere within the WCM architecture. Also, make best use of hardware by maximizing physical and logical connections.

Risk Management

This sections outlines mitigation strategies for potential risks that have been identified to date. Risks are classified by type, likelihood, project impact, and mitigation strategy. Examples of types of risks are:

- Business or policy issue
- Process or functional issue
- Software or technology issue
- Implementation or deployment risk
- Community Continuity

Any new issues identified during the course of the implementation will be discussed in the Technical Work Team weekly meetings, an owner assigned, and appropriate action or escalation determined.

After go-live date, the Technical Team will play a leading role in ongoing issue resolution.

Critical Success Factors

Managing the project scope of work will be critical. The Technical Team will meet weekly to review progress, plan for upcoming activities and identify emerging issues.

The following critical success factors all identify a degree of risk and have the potential to impact the project scope, schedule and budget.

- Testing and evaluation should be limited to core functional and technical requirements
- Usability tests by core groups, including public community, prospective students, and current students are considered successful

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- Content separation will be done on a timely basis and reviewed by department managers

Milestones and Deliverables

The project is slated for a one year implementation. This implementation includes server setups, creation/purchase of the WCM system, creation and approval of design, content cleanup, input of new content, creation of the site search, creation of the business process workflow, creation of documentation, and training. Specific dates and hours needed to complete the project will be addressed once resources have been committed and project requirements are fully defined.

Step	Milestone	Comment
1	Signatures/Approvals of Project Charter	
2	Functional requirements document	This will be a separate document with signatures from the sponsors. This precedes procurement of the system.
3	Work Breakdown Structure document	This will be entered into an MS Project document.
4	Cost determination and approval	
5	Development Server Setup (operating system, web server, security)	This will be the production server at time of implementation.
6	Purchase/creation and installation of WCM system	Design coding for the new website cannot be worked on until this step is completed
7	Design Approval	Design starts as WCM System is implemented on server.
8	Address content locations & what will be public or intranet content	Intranet content will stay on the existing server.
9	Design Coded	This can be worked on at the same time content is being addressed.
10	Content publication standards – first draft	Standards and documentation will be worked on as templates are being coded.
11	Beta release of WCM (public content only). Does not include department sites	
12	Duplicate Server Setup (operating system, web server, security) for new development server – future use	
13	Final draft of content publication standards and procedures and training materials	
14	Content creation and content move	
15	Search Engine created and tested	
16	Beta release of WCM Academic Department modules	
	Pre-release review for public WCM	This can happen prior to Beta release of Academic Department modules
18	Pre-release review for academic department WCM modules	
19	Full release – first official version	
20	Project closure	

Project Team and Roles

Team Member and Recommended Staff	Role/Responsibility
Project Sponsors	<ul style="list-style-type: none"> • Champion with the administration; keep the project closely connected to the College strategic plan • Empowers the Project Leader and supports them in their mission to create a core service of

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Director, Infrastructure Services	<ul style="list-style-type: none"> Responsible for backend server plan and implementation
Associate Director, Manager of Server and Application Support	<ul style="list-style-type: none"> Supervisory management of the server administrator Technical Expert – identified as a resource by Functional Lead
Infrastructure Server Administration, Infrastructure Services	<ul style="list-style-type: none"> Coordinates and performs Server setup, software installation, server security, database installation
Web Strategies Internet Specialist/Project Leader – Functional Lead for Project	<ul style="list-style-type: none"> Functional lead for technical aspects of the project Moves policy decisions through Marketing Manager and Web Strategies Manager Serves as member of the project team Assists in coding designs and WCM system Assists in system and acceptance testing Coordination of all resources Present all products and run meetings Responsible for signoffs at various phases of project. Coordinates team activities, monitors progress, assesses if project is on track, and directs troubleshooting as needed.
Web Strategies Intranet Developer/Project Leader	<ul style="list-style-type: none"> Design coder WCM System coder Database work Search engine creation
Marketing Web Content Editor	<ul style="list-style-type: none"> Identifies functional experts who will participate Moves policy decisions through Marketing Manager and Web Strategies Manager Creates and maintains business process documentation in various project activities Leads communication efforts to web authors Single point of contact for customers Assists in design testing Assists in system and acceptance testing for WCM Moves or creates new content Assists in Search Engine testing Train users to input information into the WCM System
Manager of Web Strategies, Director of Enterprise Development	<ul style="list-style-type: none"> Supervisor of Web Strategies Team and work efforts Oversees preparation of key management communications and overall customer satisfaction Oversees relationship between project personnel and departmental personnel
Manager of Marketing	<ul style="list-style-type: none"> Approves and contributes to project plan Approver of designs and content Initiates and ensures communication

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	<p>Communicates with upper management including Manager of Marketing Department</p> <ul style="list-style-type: none"> • Seeks funding and resources as appropriate to fund the project • Communicates with Executive Sponsors and Business Community • Supervisor of Marketing Web Content Editor • Evaluates work efforts by Marketing Web Content Editor
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Communication Plan

Group	Frequency	Forum	Responsible Party	Key Message	Documentation
Project Sponsors	As needed	Email	Project Sponsors	Issue resolution, expectation management, status, funding	<ul style="list-style-type: none"> • Issue Resolution • Alternative business process decisions • Scope creep review • Risk analysis review • Cost report
Project Sponsors	Monthly	Email	Web Content Editor and Project Leader	Executive Summary Project Status	<ul style="list-style-type: none"> • High-level project plan and/or Milestone report
Project Leads from Technical and Business Areas	Quarterly	Meeting	Annette Koenig and Rachel and Diane	Executive summary Project Status	<ul style="list-style-type: none"> • High-level project plan and/or Milestone report
MATC Technology Oversight Committee	Monthly	Meeting	Marketing Manager	Executive summary Project Status	<ul style="list-style-type: none"> • Present business case and seek prioritization for the project • Present High-level project plan and/or Milestone report • Alternative business process recommendations
MATC Web Advisory Committee	As needed	Email	Web Content Editor and Project Leader	Project Status	<ul style="list-style-type: none"> • Milestone Report • Issue Resolution Report
Technical Work Team	As needed	Email	Infrastructure Server	Project Status Progress	<ul style="list-style-type: none"> • Project Plan Report

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			Administration, Infrastructure Services Intranet Web Developer, Web Strategies Project Leader, Web Content Editor, additional consultants and student help as needed	Updates Issue Resolution Expectations Critical Dates Upcoming Deadlines Dependencies	<ul style="list-style-type: none"> • Project slippage • Milestone Report • Key installation dates • Issue Review Log
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Project Issue Resolution Process

The Project Issue Resolution Process defines a process by which all project related issues will be reported, logged, tracked, escalated, and resolved. From time-to-time, issues will arise that can impact project scope, budget and/or schedule. The process that will be used to resolve these issues is shown below. Each step will be undertaken until the issue is resolved.

- Working directly with the stakeholder and his/her supervisor
- Engaging the functional area manager
- Engaging other functional area managers and/or the Web Advisory Committee
- Engaging the Project Sponsor
- Engaging the Technology Oversight Committee for clarification on priorities and issue resolution

Regardless of the outcome and of the step at which the issue is resolved, the issue and its resolution will be documented as part of the project documentation.

Relate Documents

These documents will be included as they are developed for this project. Location and creation dates will be added as the documents are approved.

Documents	Location/Date
MS Project Document (includes work breakdown structure and timelines)	
Web Standards document	
Business Process document	
Training materials document	