University of California
Larry L. Sautter Award Submission

Online Presence IT Services Suite & Operating Model
School of Pharmacy
University of California, San Francisco

Submitted By:
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Date Submitted: Tuesday, May 15, 2012
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1. Project Title

School of Pharmacy Online Presence IT Service Suite and Operating Model – Innovation in Online Communications at the School of Pharmacy, University of California, San Francisco

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5. Project Significance

Objective

Create the UCSF School of Pharmacy’s Online Presence IT Services Suite and Operations Support solution designed to efficiently innovate for a 5 year lifecycle.

Context

With organization wide support, late in 2009, UCSF Chancellor Susan Desmond-Hellmann initiated “Operational Excellence” at UCSF in an effort to improve efficiency, while preserving innovation. From the onset, Mary Anne Koda-Kimble, dean of the UCSF School of Pharmacy (School), has positioned the #1 Ranked Pharmacy School to be an early adopter, innovator, and leader in this process.

According to IBM’s 2011, ‘Healthcare Industry, Chief Information Officer Insights Study’ of approximately 118 Healthcare CIOs, “Insight and intelligence, client intimacy, industry model changes, and people skills are among their top-four focus areas for Healthcare IT today.”

For the School IT and administration teams, this project challenged technologists and administrative staff to collaboratively integrate “best of breed”, solutions that tightly align with School goals. The IT innovation here is gained by collaboratively adding business value at predictable, comparatively low cost, when compared to doing a more traditional departmental IT project.

Leveraging UCSF Operations Excellence goals, industry trends, and state of the art technologies; the following project goals were created.

Goal

Define and initiate the School’s 5 year plan to cost effectively and innovatively deploy a new integrated Online Presence services portfolio in strong alignment with School business-unit goals. The solution must have at least the following attributes:

• be directly relevant to the needs of specific, targeted end-users and customers
• empower business unit owners to self-administer content to accomplish specific, measurable, operating objectives and accomplish user “conversions” (such as application submission to the School)
• be on par or better than peer higher education websites and online presence systems
• provide unified branding across the ecosystem of websites and e-campaigns
• be able to “listen” to the Online communities within UCSF and beyond, where School research, clinical, educational, and administrative topics are being discussed
• provide detailed, easy to understand, actionable analytics and key performance indicators to guide communications strategy and campaigns; and measure outcomes
• meet users where they want to get information and be accessible on any device (pda, tablet, pc) in compliance with regulatory standards
• meet users “socially” where they want to get information and be accessible on relevant media channels (e-mail, Facebook, Twitter, major search engines, etc.)
• integrate and collaborate with UCSF wide IT functional units such as Central IT and CTSI, both technically and operationally
• exceed UCSF wide IT standards for uptime, authentication, data exchange, reporting and business intelligence
• provide a “Center of Excellence” for support and training for business units
• provide high value with predictable, budgeted, cost over 5 years that iteratively improves its alignment with business and administration goals over time

6. Project Background

At the dean’s direction, on May 23rd, 2011, a process to review the School’s online presence and website redesign was initiated via the School wide Web Communicators Working Group (WCWG). This assessment comprised an ecosystem of approximately 75 sites.

Assessment Observations

▪ Momentum for Change - READY TO CHANGE: Those involved with the School’s web presence have long been ready to move to a more technically sophisticated, unified, centralized, standardized online presence and content management system. When combined with UCSF-OE and the SOP Dean’s efficiency mandates, there is fertile ground for deep change and leapfrog improvements.

▪ Existing Content – LEVERAGE THE GOOD, DELETE THE BAD, STRENGTHEN WHAT’S WEAK, AND FILL IN WHAT’S MISSING: The School’s messaging must ring through horizontally across existing content and be supported by the right graphic “look.” Keep in mind as well that not all content is the same, nor requires the same kind of expertise to deliver. Proper investment, matched skills, departmental buy-in, and training are required in order to obtain quality over time.

▪ Multi-Property Ecosystem Assessment – ORGANIC, DIVERSE, LACKING A UNIFIED APPROACH: Compared to other similar schools, the School multi-site ecosystem lacked consideration, resulting in an organic, diverse, and un-unified overall the School web presence and message for most interested reader groups.

▪ Online Communities Ecosystem and Peer Communication Assessment – NOT BEING DONE STRATEGICALLY OR AGGRESSIVELY: There is little to no online communication ecosystem management tied to strategic goals of the organization. Take services for example, historically there has been no specific, measurable, strategic goal or objective such as, “the School’s online presence will generate 100 qualified leads for our Core Facilities services, resulting in a 10% close rate and $500,000 new revenue annually.”

▪ School Website Theme and Site Topology Assessment – IMPROVE AESTHETICALLY, LACKS END-USER FOCUS: With some exceptions, the School main web properties—including homepages, site layout, theme design and content—lack end-user focus (egocentric) are often inconsistent, outdated, and difficult to find what the user is looking for; they are aesthetically less appealing
than peer sites, lacking a clear, unified, brand identity. Each site must be well themed and designed as part of an integrated whole.

- **Support Operating Model and Organization Assessment – UNDER HARNESSED, MANY PRIORITIES DISTRACTING FROM WEBSITE:**
  Existing, distributed technical/content development teams are strong IT “multi-specialists” and website media content developers, but lack a clear, consistent vision and technical architecture and operating model. It is unclear how their work relates to measurable strategic objectives for the organization, causing a lack of technical focus on state of the art enterprise Online Presence management technologies.

- **Technical Assessment – DÉPARTMENTAL (NOT ENTERPRISE) / BEHIND:**
  Existing technical solution for the School Website Properties is out-dated, expensive, and discombobulated. Most, if not all, can benefit by leveraging state of the art technologies for many technical functions such as site-mapping, analytics, integrated theme design, content management, campaign management, and systems integration.

**Usage Data**

It is from the above context that we look at the last 2 years of usage data from the 4 main the School Website Properties. Highlights are below, please note some of the data is estimated, leaving room for interpretation. Observations include:

- 975,000 unique visitors to the Properties.
- Most were from the United States, with half coming from California.
- They found us 57% of the time from the top 3 search engines with Google representing 51%. Top non-search referrer site was ucsf.edu with 14%.
- 516,000 or 53% or a slight majority left immediately, above 50% is ‘debatably’ considered an opportunity for improvement, with 35%-45% excellent. 57% of visitors visited the site 1 time for less than 10 seconds.
- Average page-views were 3.5 with viewers spending approximately 3.5 minutes average on the site.
- Internet Explorer (41%), Firefox (33%), Safari (15.5%), and Chrome (9%) accounted for about 98% of all traffic with 1280x768 and above being the most common screen resolution.
- 20,000 or 2.24% from mobile devices, trending linearly up from 0% over the last 2 years.
- We are ranked in the top 10 for the following 3 search terms: “pharmacy school” (10), “pharmd” (5), “cpje” (5). See section 5.4 for more details.

Based on usage patterns we can surmise that the majority were likely potential students (most traffic is the week before the application deadline), then existing students, followed by faculty/staff, and finally external academics, research foundations, pharmaceutical companies, alumni, and potential donors. These are not necessarily in order of strategic importance.
7. Project Description

**Process**

After the initial assessment, an interdepartmental, UCSF wide, collaborative team organized, summarized, and synthesized data, attitudes and beliefs of various stakeholders about the UCSF, School of Pharmacy Online Presence. This effort was combined with an analysis of peer website properties and the higher education online presence technology markets. In late July, the team put out a Request for Proposals to meet our Online Presence requirements. This RFP was responded to by 15 vendors including: leading consultancies (Drupal and other), software firms, hosting providers, and SaaS providers.

Each proposal was assessed by the team and a consensus recommendation was formed by not only School of Pharmacy stakeholders, but also “central IT” UCSF, Information Technology Services stakeholders and IT governance committees. This provided the foundation for a School wide, and possibly, for a UCSF wide, shared Online Presence management system and Center of Excellence to be created.

**Project Outcomes**

Through this process, our understanding of the state of the art of Online Presence management technologies expanded beyond the original focus of affordably and efficiently publishing good content to a new web-site via a Web Content Management (WCM) system. As a result we established the following two objectives:

- website redesign, content update, and Web Content Management system deployment that meet’s our efficiency, management, consistency, and cost goals
- leverage state of the art social media (e-mail/Facebook/Twitter, etc.) and platform agnostic (mobile/tablet/PC) e-Campaigns to shape the “streams” of communications occurring online in the domain of Pharmacy Schools. The solution chosen is designed to actively shape the flow of information in our domains of research, clinical, academic, and administrative pharmacy services in which we thrive, on our websites and beyond.

Combining the two approaches is the next logical extension of our website strategy… evolving our online presence to a **Customer Experience Management** strategy.

**Align Online Presence with the Business Units**

For success, the new platform must be integrated at the business unit level with day to day operations to drive measurable business outcomes and accomplish core goals. Improving our client intimacy and give us better insight to customer needs. Each business unit needs (to varying degrees) the ability to:

- Attract the NIH and other funding agencies to our research and Convert them to engage in dialogue resulting in additional funds for our research
b) Attract donors, corporations, and venture capitalists and Convert them to engage in dialogue to fund our research into the clinic and community

c) Attract alumni to know more about the School and Convert them to participate more broadly in the school and donate

d) Attract disease effected people or study participants to our research and Convert them into communities that have a voice and understand and promote our research

e) Attract the best faculty and adjunct faculty to the School and Convert them to better teach and, in the case of APPE’s for example, serve as experiential sites

f) Attract existing students to better learn and Convert them to more closely interact effectively learn in Online learning environments and the School’s student clubs

g) Attract top students to the School and Convert them to apply to the School

**Acquire, Analyze and Convert Targeted Users**

Specific capabilities of our Customer Experience Management platform include, an integrated suite of web browser accessible tools to do the following critical functions:

1. **Listen and Acquire** – Listening to and understanding what the ocean of online users and communities are saying and hearing about the School and associated concepts such as “UCSF School of Pharmacy” or “PharmD schools”, or even detailed research concepts such as “pharmacogenomics” or “super-resolution microscopy”. Users can then create multi-channel e-campaigns designed to acquire users and participate in the broader online dialogue with targeted and specific messages.

2. **Analyze** – Provide powerful, but easy to use and understand, dashboards and drill down interfaces that allow unit leaders to understand the organization’s user types, e-campaigns, and how different groups of people are interacting with us online, both formally and informally, not just on our site, but on any Online medium (newsgroup, peer websites, or social platforms) and on any device. This knowledge guides our content creation process because we understand how content is being used and by whom, for what purpose. Allowing us to create objectives for our Online presence that meet our strategic goals, with measurable conversions proving our effectiveness.

3. **Convert** – The key to our online strategy moving forward will be to convert users to make decisions in alignment with the School’s strategic goals. For example, converting Kidney disease affected users to participate in advocacy campaigns for research or converting alumni to become more active in the School and donate.
Deploy “Best of Breed” Online Presence tech and services

Our Assessment and RFP process has shown us that state of the art technologies can provide unit leaders the tools to leverage powerful, yet simple tools to “own” their organization’s Online Customer Experience”. Including, the unit’s: main website, e-mail campaigns, newsgroup postings, Facebook, LinkedIn, Twitter, YouTube, and discussion groups, among others. This can cohesively span multi-device dissemination of content to various: e-mail readers, smartphones, iPads, kiosks, netbooks, and brochures; with native multi-language support and meeting accessibility/online standards. Allowing the business unit leaders for each group to own their Online presence and align it with key service outcomes they must produce. This is delivered in a simple, integrated, web browser (major browser/OS) user interface.

Total Cost of Ownership

It is also critical to understand that the Total Cost of Ownership for the services provided by these technologies to the School will invariably include internal or contracted support resources. It is recommended that these resources be kept at the School level. Some of these roles can be accomplished by the same person. These roles would include, but are not limited to:

- News reporting for school and three departments
- Web content writer for content dean’s office and department sites, especially during migration and initial setup of business unit sites
- Online community host, a person who is the face of the School in various postings
- E-Campaign management and social media marketing
- Video editing, photography and animations, etc.
- Senior developer for online presence architecture and development
- Graphic design and theme builder

The RFP process showed that the Online Presence need in Higher Education is being met by many different approaches:

- Consulting firms that custom integrate open source technology - Drupal
- Licensed software vendors
- Managed hosting providers
- Internal UCSF service providers
- SaaS providers for WCM, analytics, listening, and eCampaigns
- eMarketing consulting providers
8. Solution Description

Technology

The below “best of breed” SaaS architecture was selected, requiring ZERO new in-house infrastructures to be deployed:

- Multi-site implementation built on Drupal 7
- SaaS hosted with Acquia
- Deployed by Chapter Three consulting,
- SaaS hosted Radian 6 for listening
- SaaS hosted Marketo for e-mail and social media campaigns
- SaaS hosted Salesforce for CRM
- SaaS hosted Google Analytics and Marketo analytics
- SaaS hosted (via Acquia) Git code control/versioning
- SaaS hosted (via Acquia) Apache Solr for search
- ITS hosted ServiceNow for support tickets
- N+1 multisite architecture
- ITS hosted Authentication via Shibboleth (MyAccess)
- ITS hosted user data via ETS, LDAP lookup
- CTSI hosted research data from UCSF Profiles
- co-governed (SOP and Central IT), shared modules on shared Acquia Doc Root
- co-governed (SOP and Central IT), shared dev, stage/test, production for major technical/core updates

Collaborative Operating Model

The SOP Communications Team with the guidance of the Web Communicators Working Group and participants on UCSF wide Online Presence governance committees will own the overall SOP online presence strategy and support to the business units.

The below collaborative Operating model was selected:

- Chapter Three would project manage Site Design and Drupal 7 Build
- Acquia would handle hosting support issues and patching
- Using shared ServiceNow ticketing, Central IT, Information Technology Services (ITS) would handle as built support and governance
- SOP Communications Technology group and CTSI would handle Radian 6 initial configuration
- SOP Communications Technology group and CTSI would handle Research Publication tracking
- Using shared ServiceNow ticketing, SOP Communications Technology would handle Marketo and Drupal Administration of “as built” platform.

The above foundational architecture, interdepartmental, collaborative, outsourced SaaS solution provides high service quality, strong SLA compliance, predictable and known cost and is in alignment with UCSF and School wide Operations Excellence initiatives. Complete data to demonstrate this will take 12 months of use to gather.
9. As Built Solution

Drupal Content Management System Website

The Open-Source Drupal platform, hosted with Acquia and collaboratively deployed with Chapter Three consulting and UCSF ITS is used for Web Content Management and provides user friendly, simple browser based website editing. It is integrated with Shibboleth (UCSF MyAccess) for authentication and the campus EMS system for identity. This provides centralized theme control with delegated content administration in a WYSIWYG user interface and uses Responsive Design for mobile access. It is based on an N+1, multisite architecture, allowing for ecosystem wide content syndication, site search, analytics, and search engine optimization.
Radian 6 Listening

The SaaS Platform Salesforce Radian 6 is used for Online Presence listening and provides browser based website administration with detailed, easy to understand and act upon analytics. It allows to listen to the “River of Information” online, discover how the School and its people are being heard and by who. We can measure sentiment, and engage users with targeted content in various social media channels. We identify key influencers online and create specific communications relevant to our various interest groups.
**Marketo e-Campaign (e-mail and social) Management**

The SaaS Platform Marketo, built on top of the Force platform, is used for Online Presence eCampaign management for both e-mail and social media postings and provides browser based website administration with detailed, easy to understand and act upon analytics, target group conversion measurement and integrated flow through of qualified leads to the Salesforce Customer Relationship Management platform for detailed engagement. It allows users to act upon listening intelligence gained from Radian 6, user click-through data, and landing page form submission with focused eCampaigns designed to convert target groups to School goals. For example, for PharmD program perspective applicants, users subscribe to e-Campaigns giving them information on best practices for program application, encouraging the most qualified candidates to apply. This is also used for research projects to communicate to perspective funding sources information on our research, and convert them to fund specific projects. Once users are “converted” they are moved into Salesforce for detailed follow-up activities and tracking.
Salesforce Customer Relationship Management

Salesforce is internally within UCSF for the Chatter platform for business social networking. Additionally, as part of the project, it is used as the CRM system for School of Pharmacy people contacts used in e-Campaigns. This provides detailed follow-up capabilities for qualified leads for both internal and external campaign management goals.
10. The timeframe of implementation

The UCSF wide, collaborative, assessment phase commenced May, 2011. Development and deployment of the technologies to support the SOP Online Presence commenced December, 2011. Because a SaaS model was chosen, foundational technologies were provisioned almost immediately. The bulk of the technical implementation and configuration to the School’s specific needs as well as content design, wireframes, and site topology for major properties will be achieved Summer, 2012, with specific unit configuration ongoing.

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11. Appendix A – Detailed Specifications

**Content Management System**

To be considered for the School, the Customer Experience Management system must provide the following features.

- Web Content Management
- User friendly, simple browser based website editing
- Pixel perfect page layout and theme building
- Integrated with UCSF authentication (Active Directory or My Access)
- User and Group permissions to all objects (web pages, contacts, e-communication campaigns, etc.)
- Centralized theme control, delegated content administration and customization
- Content Repository
- Workflows with WYSIWYG user interface
- Content syndication (a content object can appear in any site/channel)
- Mobile web, multiple language, accessible, W3C standards
- Forms integration and data tracking
- Personalized content - multiple versions of content in website, targeted at different users with the ability to dynamically change based on user type/device
- Advanced Site Search
- Detailed, customer centric, site usage analytics
- Search Engine Optimization (SEO) analytics and grading tools
- Open standards with development tools for customization, code control
- Segmented Development, Stage, and Production
- Prescribed and proven N+1 security model for all sites with central management
- Prescribed and proven scalability to N+1 sites with central management
- Prescribed and proven scalability to N+1 servers, high availability configurations, as well as cloud based servers with central management consoles
- Aggregate analytics
**eCampaign Management**

- Listening across the online ecosystem
- Customer analytics across the online ecosystem
- Engagement analytics across the ecosystem
- Content customization and syndication to multiple devices
- Content customization and syndication to multiple social media platforms
- eMail campaign management and mailing lists
- Integrated campaign management across multiple channels and social media
- Simple designer for automated workflow for e-campaigns
- Customer Relationship Management (CRM) intelligence integration, specifically the conversion of leads and interaction history to Salesforce
- Portals and internal social platforms for student groups
- Online marketing/advertising campaign management
- E-Commerce transaction processing
### 12. Appendix B – Vendors Assessed

The vendors who participated are below. It is noteworthy that Autonomy, SDL, Fatwire, and Wordpress declined to respond due to budget constraints of the School. It is also noteworthy that we explored internal UCSF services groups such as SOM-IT and ITS.

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**Drupal Consulting Firms**

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**Drupal Hosting Providers**

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**Higher Education Focused Web Content Management Specialists**

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<th>Declined RFP</th>
<th>Partner Name</th>
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**eMarketing Platforms**

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