1. **Welcome by Sponsors, Introduction of Council Members, Purpose**  
   10-15 minutes

2. **Review & Approve Charter & Operating Guidelines** *(Discussion, Vote, Ken P. /Scott T.)*  
   15 Minutes – Council Member Orientation
   a) Review governance context – brief purpose and goals of each committee
   b) In/Out of scope concepts
   c) Representation, voting, Robert’s Rules of Order
   d) Roles and responsibilities
   e) Council Administration, Agendas, Box Folder

3. **Review University’s Strategic Goals and EWAC Alignment** *(Information, Lori McDonald)*  
   5 minutes

4. **Review Holistic Web Strategy** *(Discussion, Ken Pink)*  
   10 minutes

5. **Google Search Appliance Sunset, Replacement** *(Discussion, Decision, Barb Iannucci)*  
   20 minutes

6. **Review Regulation 4-003 WWW Resources Policy from 2001** *(Information, Ken Pink)*  
   15 minutes

7. **Identify Potential Agenda Items for EWAC’s FY18** *(Discussion, Council)*  
   10 minutes

8. **Future Meeting Schedule through December 2017 – Would 4th Friday work? (all)**  
   5 minutes

PLEASE REVIEW MATERIALS PRIOR TO OUR MEETING FOR THE FOLLOWING AGENDA ITEMS:

#1 Membership  
#2 Charter and Operating Guidelines  
#4 Holistic Web Strategy  
#5 Google Search Appliance Retirement Topic Briefing  
#6 Overview of WWW Policy

Please contact Ken Pink or Lori McDonald for changes to the agenda.
Enterprise Web Advisory Council Proposed Governance Structure

Enterprise Web Advisory Council Representation

Chair:
Student/Faculty Affairs
Sponsor Coalition:
Executive: Steve Hess, Bill Warren
Operational: Ken Pink, Scott Troxel
Council Support: UIT

College & Department
Marketing, Communications, Public Relations

Infrastructure
Servers and Networks

Cyber Security and Privacy

Accessibility

University IT
Content Mgt templates, Search, Analytics, and other tools (technical support)

University Marketing and Communications
Branding, templates, style guide (marketing support)

College & Department
Webmasters, Content Managers, Technologists

Student Experience

Institutional Analysis

University of Utah Health Web Sites & Content Management
Suggested Enterprise Web Advisory Council Membership

Chair: Student/Faculty Affairs
Sponsor Coalition:
  Executive: Steve Hess, Bill Warren
  Operational: Ken Pink, Scott Troxel
Council Support: UIT

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Lori McDonald

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Scott Sherman

June 28, 2017
University Enterprise Web Advisory Council Charter

Purpose and authority
The University Enterprise Web Advisory Council (EWAC) is entrusted with raising, hearing and discussing issues that affect University web properties, its online ecosystem and web visitors. The EWAC is expected to make recommendations to the President’s Executive Leadership Team (ELT) in the best interests of the University of Utah as a whole, based on consensus of the major campus web property service providers: marketing and communication leaders for academic and administrative units partnered with technologists. The EWAC will coordinate recommendations as needed with other oversight committees, such as the Senate Advisory Committee on IT, Strategic IT Committee, Architecture and New Technology Committee, etc.

Mission, scope and key goals
The EWAC considers the holistic view of the web visitors’ experience, addressing issues raised by University stakeholders and visitors related to the ecosystem underlying the web experience, such as content, presentation, infrastructure, policies, funding, tools and technologies. University Home Page Suite, templates and enterprise tools will also be considered. The EWAC has a fiduciary responsibility to identify solutions that align with the University’s strategic goals and represent what is best for the University at large.

Scope
EWAC considers programs, policy and initiatives surrounding all University web properties and the ecosystem, such as:

- University home page suite interactions, content, infrastructure, tools and template support to campus units
- Information architecture and common elements to provide a high-quality experience and seamless navigation for visitors
- Campus-wide Web policies and best practices
- Website accessibility, security and privacy
- Recommendations for funding and strategic purchases benefiting web property owners or presentation of our content and image
- Strategic, enterprise programs affecting University web presence
- Online and face-to-face communities of practice for sharing information and resources
- Holistic Web strategic planning such as:
  - Coordination of UIT, ITS, UMC strategic initiatives with local campus units
  - UIT UMC Strategic Plans
  - Special enterprise project planning
  - Accessibility, security plans and issues

Out of scope issues include, but are not limited to:

- Web applications
- Functional group priorities and projects (student, finance, HR, colleges and other campus-wide applications)
- Content on individual administrative and academic web properties
- Scheduling and managing UIT or UMC resources and operational decisions
- Functional and technical specifications for specific projects (applications)

Goals

- Analyze, vet and obtain consensus on recommendations for the president’s executive leadership team (ELT)
- Manage, approve, and recommend campus Web properties support services and university architecture (content, tools, data, infrastructure, process, accessibility)
- Obtain campus-wide input using task force groups to explore and propose solutions
- Develop, approve and update the Holistic Web strategic plan
- Analyze and make recommendations regarding overall spending on web properties
• Identify risks and take appropriate action
• Develop unified plans among web property managers on campus
• Update web policy
• Develop and administer the community of practice for web/content managers and web property owners

Membership and voting structure

The Chief Information Officer (CIO) and Chief Marketing Communication Officer (CMCO) will invite members to serve on the committee, representing the various functional and system perspectives, such as content, marketing, public relations, communications, tools, infrastructure, architecture, web managers, cyber security, Web accessibility, visitors and consumers of Web content (students, faculty, staff), etc. Representatives will be the associate dean or senior director with strategic responsibilities for the unit’s web site suites, funding and marketing and communication strategies. The council will also include a member from the Senate Advisory Committee on IT and the Communication Council.

A council chair and executive committee will be appointed by the CIO and CMCO to serve at least two years. After the original appointment, the executive committee will elect a chair every two years and recommend individuals to fill empty positions on the council as needed.

All council members will have full voting rights for matters on council meeting agendas.

Responsibilities, roles and duties

Council members are expected to review governance documents and participate in the evaluation and recommendation phases of the process. Council members are also asked to act as the first line of communication regarding campus web governance to other marketing and communication, academic or administrative units. Representatives will contact functional experts and other knowledgeable stakeholders to gather input for making the best decisions for the university. Voting members are expected to attend all EWAC meetings and vet issues in their communities (marketing, public relations, communications, technology) to help make the best decisions for the university. Members also may be asked to serve on ad hoc committees or to find suitable stakeholders to serve on ad hoc committees.

Tenure/duration

Representatives serve on the EWAC at the discretion of his or her dean or vice president. Members of the executive team will serve a minimum of two years; there is no specified minimum requirement or maximum term limit for council members.

Agenda and meetings

The EWAC agenda is gathered and prepared by a governance liaison (Deputy CIO and CMCO) and approved by the council chair. The council meets once a quarter, but may meet more frequently or hold virtual meetings and votes if necessary. The executive committee may meet more frequently in preparation for the quarterly meetings. The EWAC council meetings are open and welcome all stakeholders, but physical meeting space may limit the number of attendees.

Reporting

Written agendas and meeting minutes are prepared by a governance liaison within University Information Technology and posted publicly.

Further detail

Additional information related to ongoing governance council operations can be found in the operating guidelines.

Modifications

Changes to this charter must be approved by the Executive Committee and the President’s Executive Leadership Team.
Enterprise Web Advisory Council Operating Guidelines

Introduction
The University Enterprise Web Advisory Council (EWAC) is a body of representatives from across the University of Utah who help set the direction of University web properties serving our web visitors. The EWAC is expected to make recommendations to the President’s Executive Leadership Team based on a consensus opinion of the majority of the major campus academic and administrative units, and in the best interests of the University of Utah as a whole. The EWAC will coordinate recommendations with other oversight committees, such as the Senate Advisory Committee on IT, Strategic IT Committee, Architecture and New Technology Committee, etc.

Purpose
The EWAC members will consider provided materials and information to help further discussion and form recommendations regarding a variety of web topics and projects. The council is intended to include the viewpoints from across the University and to determine the most effective and appropriate path forward for web projects and services. The EWAC is not expected to be concerned with the individual academic or administrative units’ strategic plans or technology implementations unless those efforts affect the University’s overall technology services or delivery or otherwise meet the thresholds established by governance. The EWAC will coordinate recommendations with other oversight committees, such as the Senate Advisory Committee on IT, Strategic IT Committee, Architecture and New Technology Committee, etc.

Membership
The Deputy Chief Information Officer (DCIO) and Chief Marketing Communication Officer (CMCO) will invite members to serve on the council, representing the various functional and system perspectives, such as content, marketing, public relations, communications, tools, infrastructure, architecture, web managers, cyber security, Web accessibility, visitors and consumers of Web content (students, faculty, staff), etc. Representatives will be the associate dean or senior director with strategic responsibilities for the unit’s web sites, funding and marketing and communication strategies. The council will also include a member from the Senate Advisory Committee on IT and the Communication Council.

All members will be expected to consult with other colleges and departments to represent a broad view of their perspectives in council discussions and decisions. There is no minimum or maximum term limit. In the event a representative does not fulfill the duties as expected, the EWAC chair may ask the sponsors to consider a replacement representative.

A council chair and executive committee will be appointed by the CIO and CMCO to serve at least two years. After the original appointment, the executive committee will elect a chair every two years and recommend individuals to fill empty positions on the council as needed.

Role of members
All members will receive information and materials related to current or future agenda items. Members are expected to review the materials and make an informed decision based upon his
or her knowledge of the subject, input from relevant members of his or her area, and the best interests of the University of Utah as a whole. Individuals who have an interest but are not council members may attend meetings in person, and may speak to the broader group at the discretion of the chair. The time commitment for each member will vary based on the issues at hand, and also whether that member is asked to join additional ad hoc committees. Members are asked to help spread information about governance discussions and recommendations amongst their colleagues, and to be an active and engaged participant in the IT governance process.

**Role of chair**
The chair will fulfill not only the same role as other members, but also will work with other IT governance bodies to ensure the holistic IT governance process is meeting the needs of the University. The chair will approve the meeting agenda at least one week prior to each meeting, and will approve meeting minutes no later than one week after each meeting so that they may be publicly posted. The decision to allow guest speakers or presenters at SITC meetings rests fully with the council chair. The chair also will call for a vote for recommendations, and will approve the recommendation summaries shared with other IT governance bodies.

**Role of the executive committee**
The executive committee will meet monthly to consider agendas items and ensure appropriate background and materials are ready for council review. They will elect a chair, make recommendations for member appointments and help prioritize the work of the council. The executive committee will ensure that other relevant committees are included as needed to make recommendations for the good of the University.

**Meetings**
Meetings are held in a campus location. Representatives and guests are provided with meeting materials and agendas in advance and are expected to come ready to discuss the topics. There may be guest speakers or presenters, approved by the chair, to offer additional insight or information. Members may ask questions or offer input freely. Meetings are considered open; however, attendance may be limited by available space.

**Voting, decisions and appeals**
When the chair calls for a vote, members are to vote representing his or her constituency or function. Recommendations require a favorable majority to be approved and passed on to another governance body. Requestors whose requests are denied may ask the chair for reconsideration at a later date. Reconsideration of both approvals and denials also may be requested by the President’s Executive Leadership Team. The council also may opt to request further information before making a decision, or may create an ad hoc committee to explore the topic.

**Ad hoc committees**
The EWAC may create an ad hoc committee to investigate a specific issue, technology, or
solution at its discretion. Ad hoc committees may comprise any number or type of University stakeholders and are not considered standing committees. Ad hoc committees should count at least one representative of a standing governance council among the members. The ad hoc committee may provide information to the EWAC in the form of a presentation or written report, as requested by the EWAC.

Information management and support
University Information Technology will provide support personnel and resources for the governance committee and process, including agenda and minutes documentation, secure document access, meeting coordination, printing or other information display needs, and other tasks as requested by the chair. UIT’s support liaison will work with the executive committee and those requesting agenda items to ensure an adequate amount of information is available to the representatives before discussion of the item. This may include a business case, proposed project timeline, internal or external reviews, applicable research, or well-documented needs or problems for which a solution is sought. The liaison will also share information among committees as necessary.

Communications and reporting
Agendas and minutes are posted on the Chief Information Officer’s website. Feedback and requests for agenda items also can be handled there.
HOLISTIC WEB STRATEGY 2017-2020
A system-wide effort to attract and inform web visitors through a seamless experience.

Campus Web Mission:
- To support the University mission and big goals
- To provide timely, secure, reliable and accessible web sites and pages
- To strengthen the ecosystem serving the U web community
- To elevate the reputation and integrity of the University of Utah
- To be wise stewards of web resources and spending

Campus Web Vision:
Provide web visitors with an exceptional experience that invites them to engage with us.

- Lack of an integrated, holistic strategic plan that aligns the campus web properties with University mission, goals and resources.
- The experiences of visitors and users of our websites vary from site-to-site and from page-to-page.
- Compliance with University Regulations varies, exposing us to unknown levels of risk.
- Funding varies throughout the web properties ecosystem and is distributed in ways that hamper cost-effectiveness.
- We lack leadership and a unified body to address decision-making, standards and enforcement. No systematic process exists to review and approve investments. No systematic process exists to govern content served from the home page suite or the end-to-end infrastructure supporting it.
- The ecosystem is a very complex patchwork with multiple points of failure, resulting in MacGyvered solutions, duplication of effort and inefficiencies.
- Our workforce is diverse with various levels of skills, capabilities and capacities. Most employees have many responsibilities other than supporting web properties and content. Opportunities to collaborate and share jobs, knowledge and experience are not leveraged.
- There are more than 8 million websites, pages and documents served from the utah.edu domain (last counted in 2012). No process exists to identify and maintain a list of web properties or content owners.
- Deloitte (2015) identified a significant amount of duplication and inefficiencies in managing our web properties.

Goals: Enterprise Priorities

1. **Web visitor experience.** Reengineer the experience using common design elements, navigation and information architecture that also addresses content development, accessibility, security and privacy. Plan, implement and support system-wide changes.

2. **Leadership and Governance:** Establish charter, structure and processes to review, approve and align investments of effort, tools and end-to-end infrastructure for the common good of the University. Identify stakeholders to govern the home page suite and supporting ecosystem; coordinate initiatives that address effectiveness and efficiency. Investigate and incorporate grass roots leadership. Make data-driven decisions based on robust analytics.

3. **Policy and Compliance:** Update 4-003 to the new regulation format, obtain required approvals, allocate resources for enforcement. Simplify policy by extracting and/or creating rules and guidelines. Provide guidance for procedures as needed. Update and inform service providers of other related regulations.

4. **Costs:** Identify costs and funding sources for web property management. Reduce duplication and inefficiencies without compromising the level of service provided or negatively affecting the web visitor experience.

5. **Ecosystem (People, Processes, Technologies):** Identify and evaluate risks, relationships and points of failure; reengineer the ecosystem to be more transparent, effective, efficient and stable. Reduce the number of tools used. Improve services.

6. **Collaboration:** Foster greater collaboration, communication and professional growth for each member of the workforce engaged in creating web content and/or supporting infrastructure for web properties. Evaluate and recommend organizational models and reporting structures to best support the ecosystem and the University web presence.

Values and Assumptions Underlying Success

1. A consistent user experience across hundreds of thousands of websites and pages is strategic to the mission and long-term sustainability of the University.
2. We invest wisely in fully vetted and approved enterprise tools and initiatives and then adequately fund successful implementation and ongoing maintenance.
3. Staff and administrators in individual colleges, departments and research and administrative units engage in and support the evaluation, revision and enforcement of policies, rules and guidelines.
4. We maintain the highest standards, capabilities, and technical expertise to manage our web properties and ecosystem.
5. We cultivate a culture of mutual respect, collaboration, and open communication across the organization with respect to website and content development.
6. Addressing complex challenges from a holistic perspective requires cooperation, a strong commitment to content, service, integrity and a willingness to compromise for the greater good.


- Our web visitors experience seamless navigation across our web properties; timely and accurate content is easily found and fully accessible; visitors have a good impression of the U.
- Regulations are continuously reviewed; policies, rules, guidelines and procedures are helpful and enforced. Providers receive support to help with compliance. Risks are identified early and mitigated quickly.
- Governance is organized, lively and makes informed, data-driven decisions for the common good of the University; leaders representing content providers, web developers and infrastructure engage in governing the entire ecosystem and model our standards. A holistic web strategy guides decisions.
- We know who our content and web property owners are and they are organized in a way that promotes employee engagement, effectiveness and efficiencies. They are connected to a strong and active community of practice and share costs, ideas, content, tools, code and infrastructure. They leverage opportunities to collaborate across functions and departments and grow professionally.
- A manageable set of common tools is used for content management. They were selected with appropriate reviews against requirements, purchased by the University and supported.
- Our ecosystem is strong and supports effective and efficient solutions. Decisions account for impacts throughout the systems.
Enterprise Search Replacement

<table>
<thead>
<tr>
<th>PRESENTER</th>
<th>TOPIC/ITEM TITLE</th>
<th>ACTION DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barb Iannucci</td>
<td>Enterprise search replacement/GSA retirement</td>
<td>Inform, discuss, decide</td>
</tr>
</tbody>
</table>

**SUMMARY**

The Google Search Appliance (GSA) is the current enterprise search engine solution for University campus and healthcare websites (as well as a few applications). Google has decided to sunset this hardware-based technology in order to focus their engineering efforts on cloud-based solutions. It is known that they are working on a cloud-based alternative for enterprise search, but as of March of this year there were no plans to have anything in 2017, and the timeline for the new solution is unknown.

**End-of-Life Critical Date: January 2019**

The University’s current GSA license is set to expire in June 2018. We may extend our license until December 2018; then there will be a 30 day grace period, after which the GSA will shut off completely.

**REQUESTS FOR ACTION**

1. Discuss options and endorse a way forward (see next section)
2. Create an ad hoc committee
   a. Analyze and validate requirements
   b. Steer the process of selecting and implementing a solution

**RECOMMENDATION**

Document functionality, gather requirements, and explore the following options:

1. Create a Request for Information (RFI): find vendors, learn what they offer and what the potential costs are (Search Technologies, Yippy, Attivio, Lucidworks, SearchBlox, Funnelback, etc.)
   - Pros: Outcomes can fold into functional requirements, utilizing outside expertise could produce more reliable/successful/timely results
   - Cons: Cost
2. Open source software that UIT already owns (ELK Stack)
   - Pros: Potential for lowering costs
   - Cons: Finding/securing the in-house expertise needed for reliable/successful/timely results
3. Direct search boxes straight to Google for website searches
   - Pros: Desire to have search results be an exact match to Google would be satisfied
   - Cons: Loss of a large portion of functionality we currently have (keyword matches, featured links, collections, APIs, connectors, results biasing, etc)
IMPORTANT CONSIDERATIONS

- Funding and costs
- Securing resources for on-premise or in-house solutions
- Redundancy/backup
- Privacy/security
  - Configurations
  - Private search results
- Availability of professional services, consultations and training

BACKGROUND INFORMATION

In 2011, the University had been running a solution called Verity Ultradeek for enterprise website searching. The consensus in the campus web community appeared to be that UltraSeek was not meeting the needs of campus, largely because “it wasn’t Google”. The clear mandate from the President’s office was to “fix search, and fix it now”. When the original Google Search Appliance purchase was made, it was at University Marketing & Communications request, and the purchase was submitted as a “sole-source” vendor option for two reasons:

1. There was an expectation that results needed to be as good as or better than Google’s search results, and only Google could deliver that.
2. There weren’t a lot of other capable solutions at the time.

Cloud and SaaS options were briefly considered, but they did not meet the security and proprietary needs of the University at the time. A primary concern amongst the campus community was to NOT share our search results. This is most likely no longer a concern, given the University’s interest and momentum in moving to the cloud.

IMPORTANT FEATURES/FUNCTIONALITY TO BE VETTED

Including, but not limited to:

- Limit certain searches to an individual site or a collection of sites
- Simultaneous search of multiple searchable resources ("federated" search)
- Easily filter results into categories ("faceted" or "segmented" search)
- Featured links and keyword suggestions
- Ability to configure search results
- Unlimited documents/webpages
- Automatic crawling/indexing of public utah.edu websites
- Ability to index associated .org and .com domains
- APIs
- Reporting (frequent queries/top searches, etc.)
- User/visitor feedback mechanism
- Easily pass search terms to broader or more confined searches (e.g. search entire campus, search entire Internet)
Overview Policy 4-003: World Wide Web Resources Policy (5/2001)

http://regulations.utah.edu/it/4-003.php

Principles
• Support and encourage freedom of expression and pursuit of knowledge
• Grant as much freedom as possible to sites
• Protect identity and image of the University

Scope
• All WWW systems owned or operation by University
• All institutional and on-institutional pages (physical location or ownership of server not relevant)
• Discretion in unit-level policies

Institutional Web Site, Page
• Those published by organizational units that present or represent University’s official academic, research and/or administrative programs, plans and/or policies
• Sites sponsored or sanctioned by the appropriate University unit regardless of physical location or ownership of server

Non-institutional Web Site, Page
• Those hosted on University servicer but pages are outside the defined scope of institutional web sites (program, plans and/or policies)
• Examples include: personal web pages of faculty, staff and students; non-university organizations hosted by the U, web pages of student organizations, academic web sites and pages

Key Policies: Institutional Sites

☑️ Copyright
• University copyright standards
• Digital Millennium Copyright Act (DMCA) – designated agent, repeat infringers, take-down and notice procedure

☑️ Accessibility
• Encourage accessible design
• Official pages accessible to extent feasible
• Alternate delivery available for non-accessible content
• Non-accessible pages notice

☑️ Privacy
• Collection and use
• Privacy policy or link to policy displayed
• Transaction and storage security provided
• E-mail addresses not to be sold

☑️ Disclaimers
• Link to U standard disclaimer page
• Content disclaimer
• Link Disclaimer
• ADA notice

☑️ Commercial Use
• Speech that advertises product or service for profit or business purpose
• Commercial speech subject to approval
• Auxiliary units, publications governed by Publications Council
• Pedagogy sole provider

☑️ E-Commerce
• Register site
• Data security (connection, processing, storage and transaction information)
• ISO and IAD certification
• Periodic audits by University Internal Audit Department

☑️ Design Standards
• Official U logo and/or text link to www.utah.edu
• Area code and phone number for unit or University operator
• Physical address, mailing address
• Email or contact information for webmaster
• Ink to University disclaimer page

☑️ Site registration
• Register online with the University webmaster
• Webmaster maintains comprehensive web site list and contact information
• Registrants have access to supplemental resources and services

Key Policies: Non-institutional Web Sites and Pages
• Site owner solely responsible for content; disclaimer required
• Contact information
• Accessibility
• Academic freedom, copyright
• Commercial speech not permitted, not for personal business or commercial gain
• Design standards encouraged but not required
2001 – Historical Perspective

- September 11, 2001
- wikipedia.org launched in 2001
- Cost of a gallon of gas $1.46; Average cost of new house $135k; Average median Income $42k
  (thepeoplehistory.com)
- Apple introduces iTunes and iPod ($399 with 5 GB hard disk) in October – only works with Mac and uses firewire link for transferring music
- Microsoft introduces Xbox and Windows XP
- Movies: Shrek, Harry Potter movie debut, Lord of the Rings, Monsters Inc., Ocean’s Eleven, Pearl Harbor, Training Day
- Academy Awards best picture: A Beautiful Mind
- Popular TV – Boston Public, CSI, Malcom in the Middle, Survivor, The District, The Simpsons, ER, Friends, Touched by an Angel, Buffy the Vampire Slayer
- Music – Britney Spears, U2; Aililay
- Tony Awards: The Producers
- New York Times best books: Seabiscuit
- Journal of Experimental Psychology publishes results showing that multi-tasking may diminish the productivity of any of the tasks performed simultaneously (Rubenstein, Meyer and Evans)
- Nokia 3310 phone allowed for 459 characters in SMS text messaging (camera phone didn’t come out until 2003). 84X48 Pixel monochrome display. Over 35 ringtones available.
- Cell phone advancements: first blue-tooth capable phone, first color screen, first phone with calendar and FM radio
- 10 Breakthrough technologies 2001 (MIT Technology Review): brain-machine interface; flexible transistors; data mining, digital rights management, biometrics, natural language processing, microphotonic, untangling code, robot design, microfluidics
- California suffers rolling blackouts and electricity rate hikes up to 46%
- Enron and PG&E file for Chapter 11 bankruptcy protection
- Diamondbacks beat Yankees in World Series
- Dale Earnhardt dies in last-lap crash at Daytona 500
- Internet hits 29M websites (up 71% from 17M in 2000) as reported on internetlivestats.com
- Napster closed down by court order (after RIAA wins injunction)
- Code red (WORM) attacks 250,000 websites running on Microsoft’s IIS web server
- HP and Compaq merge
- BitTorrent launched peer-to-peer file sharing service
- Instant news on CNN.com became essential after 9/11
- Wireless (WAN) and Bluetooth named as tech losers by Business Week

**Top 12 websites in 2001**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>msn</td>
</tr>
<tr>
<td>2</td>
<td>YAHOO!</td>
</tr>
<tr>
<td>3</td>
<td>ebay</td>
</tr>
<tr>
<td>4</td>
<td>neopets</td>
</tr>
<tr>
<td>5</td>
<td>go2</td>
</tr>
<tr>
<td>6</td>
<td>AOL Anywhere</td>
</tr>
</tbody>
</table>
Top 20 websites (according to comScore/Media Metrix, reported in *Washington Post*)


1999 University Home Page


1999-2003 University Home Page