Next Generation Email Project

Application for 2009 University of California
Larry L. Sautter Award for Innovation in
Information Technology

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SUMMARY

The electronic messaging landscape continues to change regularly. Many students come to UC Davis with previously established email accounts through providers such as Microsoft, Google or Yahoo. UC Davis, with its homegrown email system and budget constraints, was challenged to provide the rich feature sets available for free through private companies. Continual requests from students indicated the exodus to external providers would continue. After much research and consultation, the campus determined the best solution for dealing with the issues surrounding the existing email service was to contract with Google to provide a feature-rich email service for students.

PROJECT DESCRIPTION

Existing email service

For a long time, UC Davis had been aware that the existing email service (Geckomail) was deficient in meeting the current and growing future needs of students. Implemented in 2000, Geckomail's storage quota at 40 MB was insufficient at handling the increased use of large multi-media resources used for instruction. Integration with other communication services (mobile device access, instant messaging and text messaging) was not possible with the current architecture, and the system lacked the collaboration tools prevalent in free third-party applications.

Data gathered by UC Davis' IT help desk showed an increasing number of students were forwarding their campus email to personal accounts. The campus wanted to avoid encouraging students to forward their campus email to external providers for two reasons. First, with the redirect process, the ability for the Cal Aggie Alumni Association and business development units to keep in touch with former students would diminish greatly. Second, a move toward more feature-rich clients would cause a proliferation of multiple clients, resulting in inconsistencies between services and increasing the potential for erratic support issues. UC Davis decided it needed to seek a more permanent and strategic solution for a feature-rich, cost-effective and expandable email service for students.

Before deciding to use Google as an external service provider, the campus looked at the various alternative solutions: enhance the existing system, use a backend email server like Microsoft Exchange, or partner with an outside vendor.

Enhance the existing system — The campus discussed enhancing the backend of the existing system, but quickly determined that while the Information and Educational Technology (IET) department's staff had the skills and experience to develop and improve the system, they lacked the unlimited funding and resources of companies like Google and Microsoft.

In addition to enhancements to the backend, the campus looked at using an open-source Web client, but it was determined that open-source Web clients are not as flexible and feature-rich as the services offered by large external email service providers. UC Davis wanted a service that met the storage and communication needs of students as well as a service that provided tools for educational collaboration.

Use a backend email server — The campus researched the possibility of using a system like Microsoft Exchange but realized the service would be incredibly cost prohibitive.

In January 2007, UC Davis hosted back-to-back presentations by Google and Microsoft with a follow-up open forum to help the campus gauge student interest in the two services. After significant internal discussion and receiving feedback from students, the campus decided to pursue further discussions with Google.

Student pilot

Once UC Davis decided that Gmail needed further consideration, the team began working on a pilot to test the service with students. Beginning in January 2008, IET conducted a six-week-long pilot to gather student feedback, evaluate the service, and ensure that the system integrated properly within the UC Davis live environment. The campus also wanted to study the greater impact and implications for UC Davis and determine the best way to communicate the new service to students.

Roughly 300+ students were randomly selected to participate in the pilot. Both graduate and undergraduate students from over 78 majors were represented with relatively equal representation between freshmen, sophomores, juniors, and seniors.

A Gmail pilot advisory committee — which included representation from University Communications, IET, ASUCD, Student Affairs, and graduate and undergraduate students — met frequently to discuss updates on the pilot's progress and issues, and to discuss how the service would affect the greater campus community.

Pilot surveys

The project team surveyed the pilot students on two separate occasions. The first survey was designed to gather preliminary impressions about the service, gauge ease of transition from Geckomail to Gmail, and determine how much initial support students needed. The second survey was designed to assess the students' impressions after using the service for several weeks. The survey response rates were 74 percent and 82 percent respectively. Examples of survey questions and results are as follows:

Survey question #1: Did you have a personal Gmail account before you registered for your UC Davis Gmail account?
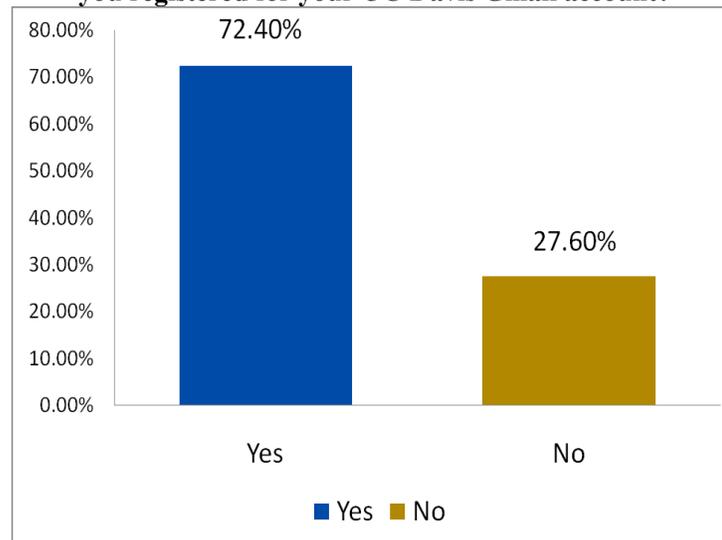
Survey question #2: Have you had any reason to contact the IT Express help desk for help with your UC Davis Gmail account?
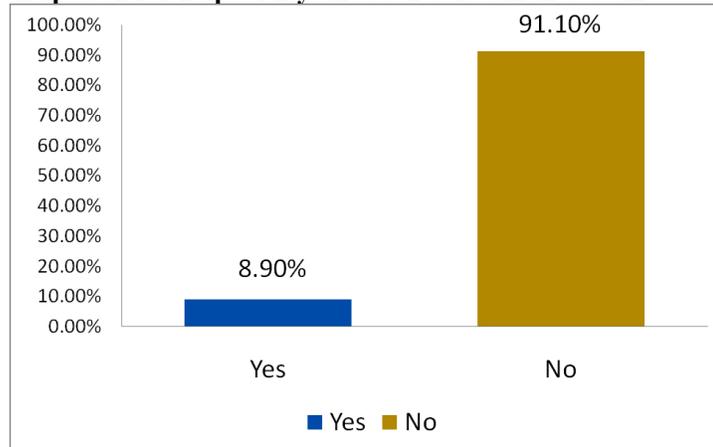
Survey question #3: Based on my experience so far, I would recommend the UC Davis Gmail service to my friends.
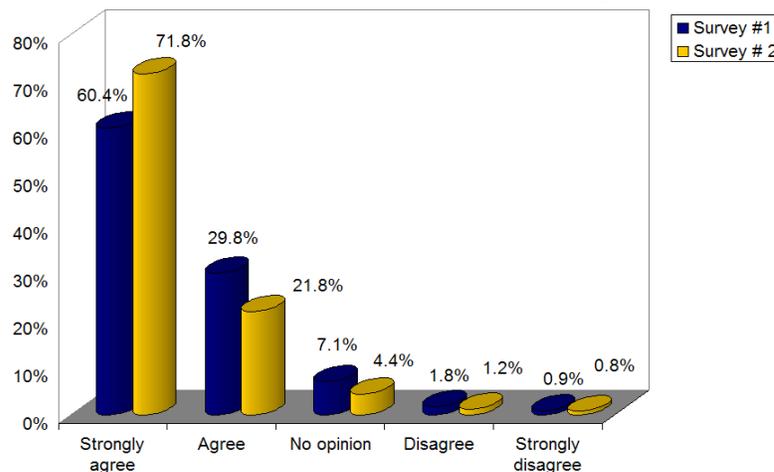

Question #3 was asked in both surveys and represents a comparison of results. In the first survey, 60.4 percent of participants responded with "strongly agreed." When asked the same question in the second survey, almost 72 percent of respondents replied "strongly agreed." The results revealed that the more familiar the students became with Gmail, the more they were satisfied with the service.

Pilot communications

To communicate about pilot and project, the team created a campus Web site (http://gmail.ucdavis.edu/) which provided general information and updates on the project. The Web site hosted a login button for account access, project status information, access to the Facebook page, an FAQ, and support information.

The team actively communicated with the campus by sending press releases and writing articles for the student-run newspaper, the *California Aggie*, the staff and faculty focused *Dateline*, the IET-produced *IT Times* and various campus technology-focused reports. In addition to news media, updates were also made to the initiatives section of the IET Vice Provost's project page (http://vpiet.ucdavis.edu/student.email.cfm), and a number of presentations were presented to campus groups, including the Campus Council for Information Technology (CCFIT), Dean's Technology Council (DTC), Technology Infrastructure Forum (TIF), and the Tech Support Community (TSC).

Davis Honor Challenge
During the conceptualization phase of the project, the team had the pleasure of working with six 3rd-year Davis Honor Challenge (DHC) students. The Davis Honor Challenge is an academic program that gives students an opportunity to learn collaboratively and to solve real-world problems by working in teams with campus departments on various projects. The DHC students were charged with determining the best way to communicate to the student population about the service change to Gmail.

Over the last couple of years, two surveys, one produced by IET and another from Student Affairs, determined that the top three ways that students receive information are from the *California Aggie*, fliers and posters hung around campus, and word of mouth. The DHC students decided to test those results by rolling out a small Gmail communication campaign using the three vehicles listed above. The DHC students would then survey students to determine whether or not they had heard about Gmail, and if so, how?

The students created a press release for the *Aggie,* which ran an article in the technology section of the newspaper. With approval from Google to use the Gmail logo, they developed eye-catching fliers and hung them around campus, in classrooms, and on bulletin boards. The students also created a Facebook page where they uploaded pictures, answered wall posts, and uploaded a video they developed to help illustrate how the new service could benefit students.

Once their communication campaign had been launched, their one-question survey, "Have you recently heard about the optional Gmail service that UC Davis will implement?" was posted to the campus portal. Students who answered yes received the follow up question, "How?" and were instructed to "Please select all that apply." Students who answered no completed the survey.

Survey results confirmed earlier assumptions that the student newspaper is the number one source of information for students, with 46 percent of students reporting that they had heard about the Gmail service through the article in the *Aggie.* Thirty percent heard through word of mouth, 29 percent from Facebook, and 13 percent from fliers (please note: the numbers don't add up to 100 percent because students were told to "select all that apply.) Of the students surveyed, freshmen were most likely to hear about the service through Facebook, while sophomores, juniors and seniors were most likely to hear about it through the *Aggie*.

Once the DHC students completed their project, they provided their communication recommendations. They suggested the team develop a press release for a front-page article in the *Aggie* as well as develop a series of ads for the first week of the rollout. They also recommended creating fliers with a catchy slogan, incorporating the Gmail logo, and including important information. And they encouraged the use of Facebook for status updates.

Pilot findings
The student pilot revealed the following information about the Gmail service. It:

- Integrates easily with the campus infrastructure
- Enables greater administrative control than if students were to independently forward email to personal Gmail accounts
- Provides IET with the opportunity to suspend accounts, examine logs, and address subpoenas
- Allows the ability to test new Google Apps functions prior to wider distribution
- Integrates with other services, and coordinates calendars across the student population

Overall, support from students in favor of Gmail was overwhelmingly positive. In April 2008, ASUCD passed Senate Resolution #11 in favor of the project (See Appendix A). In addition to the resolution, The *California*

Aggie conducted interviews with pilot participants who shared their views about the service (http://www.theaggie.org/article/749).

After significant internal discussions with various campus community groups and the pilot advisory group; a successful pilot; feedback from students; and discussions with Arizona State University, Northwestern University and Iowa State University about their experience with Google, the campus determined that Gmail was the preferred service.

Benefits of Google Apps for Education
The benefits of Google expand beyond the Gmail service. Google offers a solid suite of collaboration and communication tools; a feature-rich user interface; ongoing improvements to the tools, with no development costs; much larger storage space; no scheduled downtime; minimal unscheduled system unavailability; and a high level of security. Free email access would reduce the need for new servers, additional support personnel, and developer resources to build email software, providing additional longer-term cost avoidance. The following is a list of features available to students through the Google Apps for Education in our configuration:

- Branded UC Davis portal and Gmail start page
- No advertisements for users for as long as they remain students
- Gmail
  - Lifetime email with @ucdavis.edu address
  - 7+ GB of storage
  - Virus and spam filtering with white listing
  - Organized email
  - Address book with the ability to import contacts from Yahoo! Mail, Outlook, and others. The address book feature also allows the use of contact groups.
  - Attachment size up to 20MB (unlimited with Google Talk)
  - Threaded email
  - Auto-save (prevents loss of draft emails)
  - Spell check
  - IMAP and POP support
  - Customized "From:" address
  - Signature options
  - Access from a mobile phone
  - Retrieval of emails from up to five other email accounts
  - Vacation auto-responder
- Calendar
  - Create multiple calendars
  - Share a calendar with other users
  - View campus public calendars
  - Sync with Outlook and mobile devices via SMS
  - Migrate events from Apple iCal, and Yahoo!, Outlook, or other calendars that support CSV file format
- Google Talk
  - Chat and Group Chat
  - Voicemail
  - IM (Instant Messaging)
  - Free PC-to-PC voice calls
  - Transfer files with no file size restriction or bandwidth utilization
- Google Documents
  - Create, share, store, and publish online documents, spreadsheets, and presentations on a Web-based application

- - Upload existing documents
- Google Sites
  - - 10.5 GB of storage space to create multiple sites with multiple pages
    - Space for a team to collaborate and have a single place to collect information in the form of text, videos, presentations, attachments, calendars, etc.
    - Share for viewing or editing with a small group, an entire organization, or the outside community
- 40+ additional supported languages
- Web-based customer support hours, 24 hours/7 days a week provided by Google
- Support for Gmail by the campus IT Express Computing Services Help Desk. Support for other Google Applications (calendar, talk, documents, etc.) is handled directly by Google.

Project implementation

In June 2008, UCOP signed a systemwide, seven-year, basic Gmail contract with Google. Once the project was officially approved, the team developed a project plan and assembled a Gmail advisory group (an expanded version of the pilot group) which consisted of members from University Communications, Student Affairs, Office of the Registrar, School of Law, and IET. The team met with the advisory group once a month to apprise members of the project's process and to seek feedback when necessary.

Migration process decision

When the team examined the self-registration process used during the pilot, they realized there were some risks involved with self-registration. What would be the load to the campus systems if most students decided to register and migrate their emails at the same time? Would the systems be able to support the load? Even though the pilot students found the self-registration process easy to follow, there were still students who required assistance. Would the help desk be inundated with support calls? The team looked at ways to control the registration and email migration rates, but quickly realized that in order to reduce risks, control migration loads, and provide students with a smooth transition, IET would need to handle migrating the accounts.

Migration communications

Under the guidance of the Gmail advisory group, the team changed the name of the service from Gmail to DavisMail. The advisory group believed a campus-specific service name would create an image more congruent with campus principles and would help convey a sense of community and identity for students. While the advisory group understood the strength of an easily identifiable brand like Gmail, it was believed it would be prudent for the campus to minimize such a strong direct association with Google.

Once the name change was complete, the team began developing communications for the entire campus community. Copies of all messages for students, faculty and staff were sent to the technical community first, in the event the technical support people received questions. The status box on the project Web page was continually updated, and a copy of the migration schedule was also posted. A series of emails were developed and released at various stages before and during the migration, including tailored emails to various groups like IMAP/POP users, and underage freshmen.

The *Aggie* ran a front-page article during the second week of migration, and the Aggie Family Pack, an online campus newsletter geared towards parents, ran an article about the transition as well. The team updated the Facebook group periodically. The team also notified staff and faculty, through bulk email messages and IET's *TechNews* online campus tech news and information service.

TECHNOLOGY USED

Google Apps lets a campus set up a domain branded with the campus's logo. The domain is used to store accounts, and to manage and configure the available applications. The team chose to use "ucdavis.edu" for the domain, which would allow students to continue using their existing @ucdavis.edu email addresses, and would

also allow IET to route all mail through the campus mail routing pool in order to perform spam and virus filtering on all mail delivered to students.

As for application access, the Google Apps domain gives the campus the power to control which applications users have access to. While UC Davis offers support only for Gmail, students were granted access to all of the applications available through Google Apps.

Account provisioning
UC Davis uses a home-grown account management system. The system stores a user's loginID and email address separately. A user's loginID and email address are generally not the same. The account management system grants access to various services across UC Davis through the use of service permits. For Gmail, the team set up a service permit named GOOG and allowed users to set passwords for service access based on the permit.

For the account provisioning with Google Apps, the team built custom code around the Google Apps Account Provisioning API Java Client Library to tie into the existing service permit structure. This allowed the team to handle account setup, modification, and deletion of accounts via the existing infrastructure versus relying on Google. The provisioning process for Google Apps at UC Davis is as follows:

1. A student signs up for an account with UC Davis

2. The student is granted a default set of service permits including the GOOG permit

3. A background process creates an account in the UC Davis Google Apps domain and sets a random password on the account. The account uses the user's email address. The accounts in Google Apps are used as the user's email address

4. A nickname is added to the account matching the user's loginID. Nicknames allow delivery to an account from an alternate email address, which allows UC Davis to then deliver mail to loginid@ucdavis.edu

5. The student's email address is configured to deliver mail to Google

All of the students migrated had existing accounts. In order to start the process, the team used a script to add the Google Apps service permit.

Web authentication
Students access Gmail via the Web by logging into the campus portal, http://my.ucdavis.edu. Students are then prompted to sign on using the campus Web single-sign-on application, an implementation of Yale's Central Authentication Service (CAS). Students log in using their campus loginID, not their email address. Once the user has accessed the MyUCDavis portal, the user clicks on an email link, which opens a connection to the Gmail page. See diagram on the next page:

Web authentication diagram
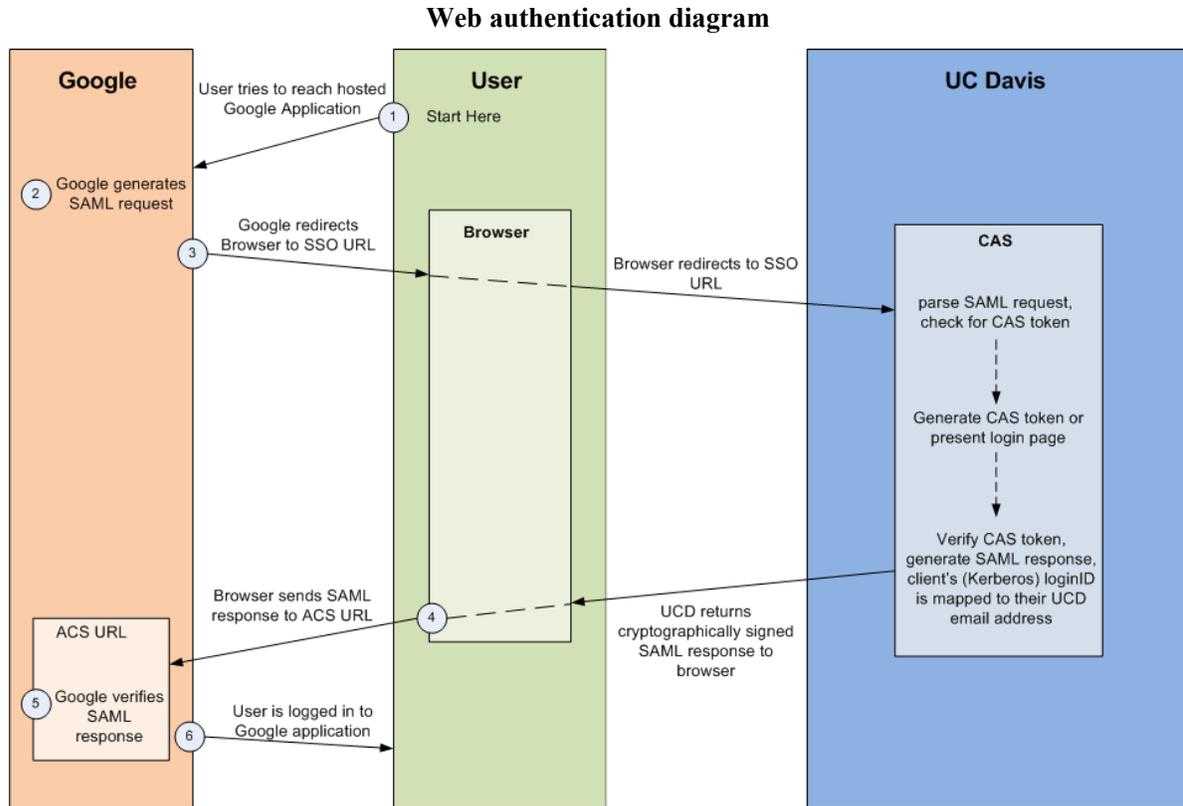
Google redirects to the CAS system to verify the user. The CAS system checks to see if the user is already authenticated, which they are, and sends back a packet of information identifying the user for Google. The user then receives access to the UC Davis Gmail Web site. If the student had not gone through the MyUCDavis portal and had not previously authenticated to CAS, they would have been prompted to login to CAS before being presented the Gmail Web page.

Through this system, UC Davis is able to provide a single-sign-on to all campus Web-based applications, including Gmail. As a result, students only need to remember one login. Also, students are able to access Gmail without having a known password set in the Google Apps domain. This keeps the user's passwords more secure, by not having them stored by a third party. The team did need to modify the CAS code to pass the required authentication information onto Google.

Client authentication
Students using an email client such as Thunderbird, Outlook, or Google chat need to authenticate directly through Google. To handle cases such as these, the team needed to set a known password on the student's Google Apps account. See diagram on the next page:

Client Authentication Diagram
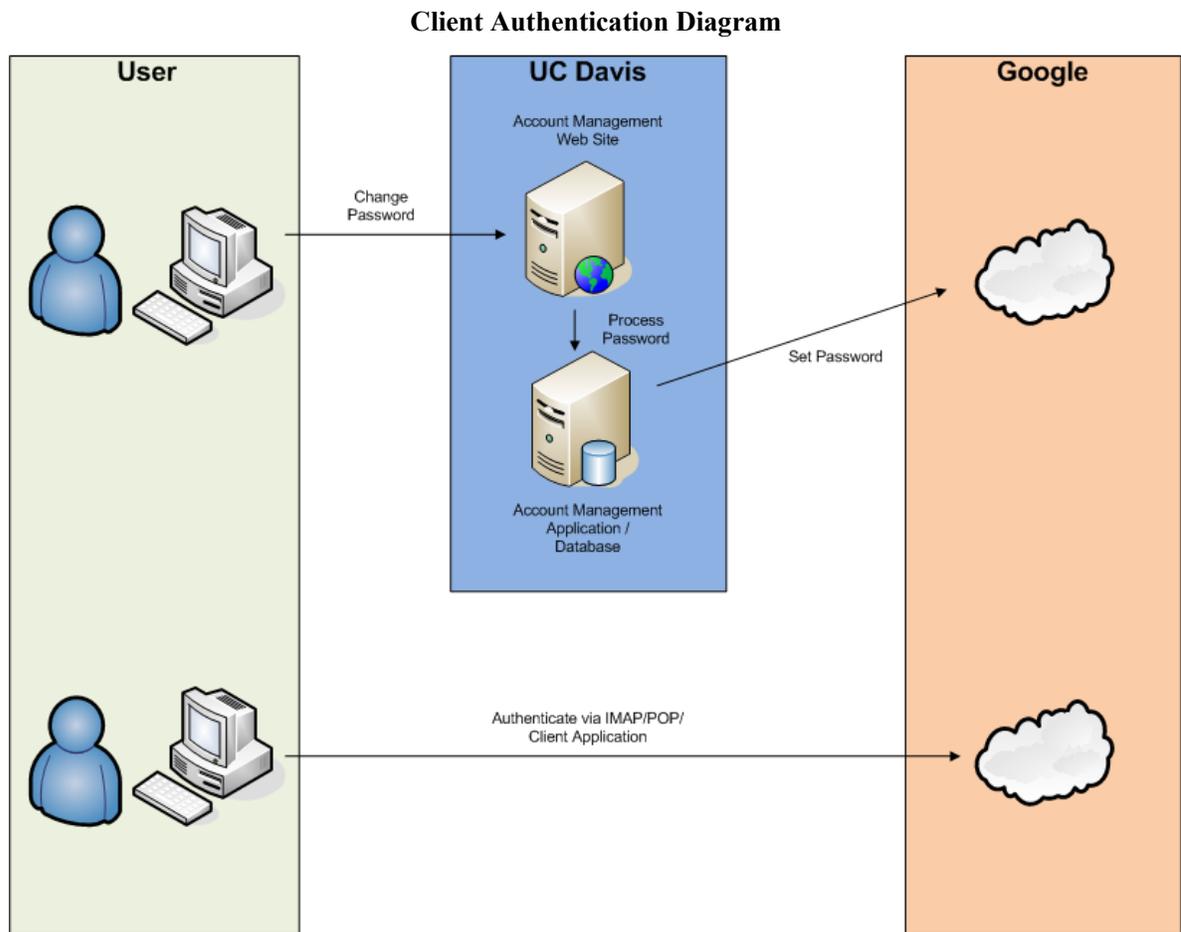
The first step is for the student to go to the UC Davis computing account management Web site and perform a password change for the Gmail service. The password is then pushed to Google. Once the password is set, the user can connect directly to Google to access their email or chat. When logging in via this route, the account name is their email address, not their campus loginID.

Email migration
During the project implementation, the team set out to accomplish the following migration goals:

- Migrate all student email accounts

- Keep the migrations transparent, with no need for students to take action

- Maintain the current "state" of the email. This included whether the message had been read or not, if it is in a folder (which Google calls labels), whether it is a sent message or an item located in the trash, and the original message dates

- Maintain the existing folder structure of the students' mailbox

- Allow students to access their old mailbox for a few months after the migration, in case anything was missed during the migration

To accomplish the project migration goals, the team used the following strategies:

- Migrate email only from the centrally run campus email system. The team did not migrate messages from departmentally run servers or off-campus providers such as Yahoo, Microsoft, or Google's regular Gmail system.

- Avoid migrating spam messages

- Notify users of any messages that the team was unable to migrate

- Run the migration in parallel on three servers running ten concurrent processes

- Migrate email during business hours when students utilize the system the least

Email migration diagram
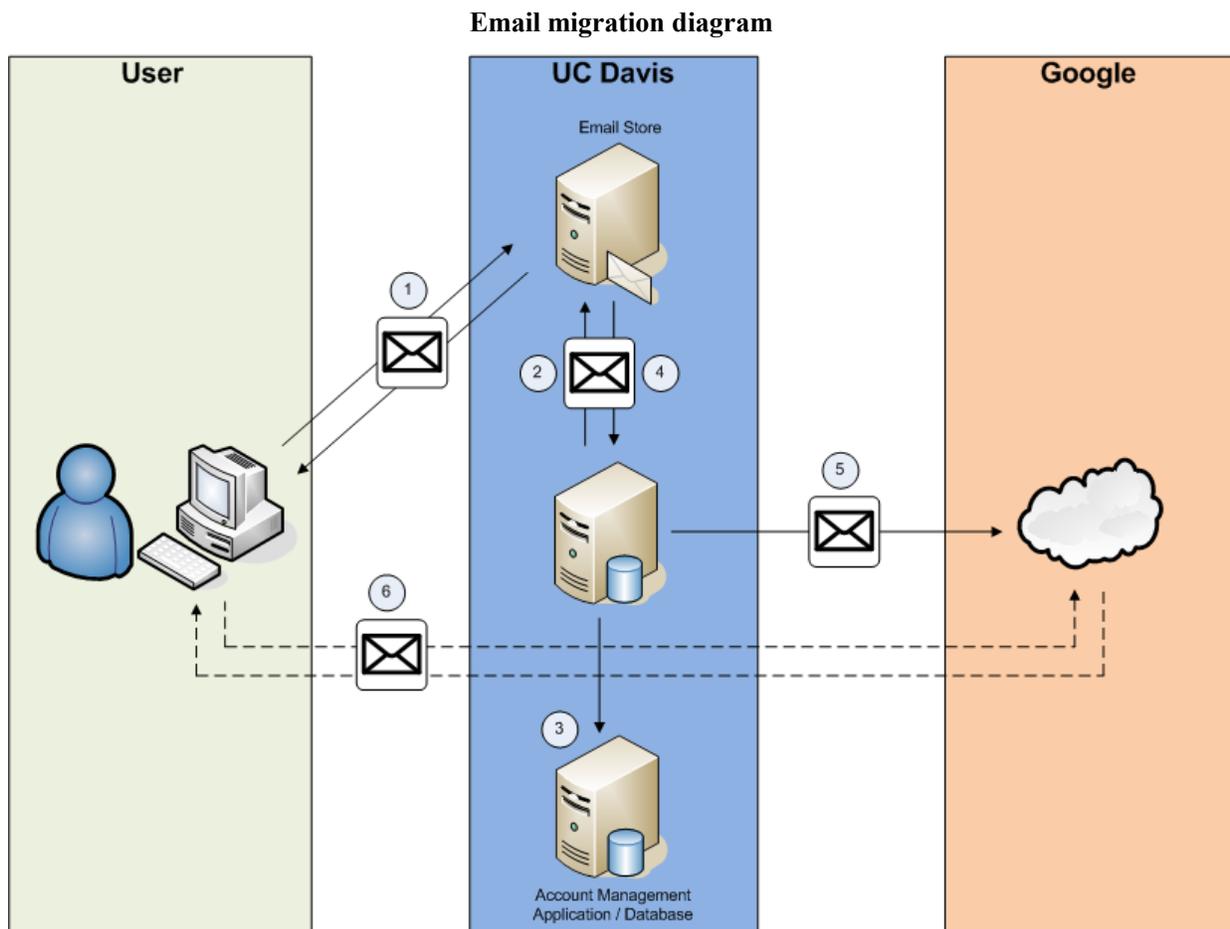
Step number one shows the user checking email from the central campus servers. This is the normal behavior before the migration.

The first step of the migration was to send an email to the client (#2) notifying them that their migration to Gmail was beginning and that this was the last email they would receive on the old system. This message also reminded IMAP/POP users that they would need to update their client settings to access their email. Once the message was delivered, email delivery to the account was suspended. This caused any incoming email for the user to be queued on the campus mail routers for later delivery.

The next step (#3) was to change the student's email address to deliver email to Google. This was done through the campus account management system where the team had previously setup the user's accounts in our Google Apps Domain.

Next (#4), the team downloaded all of the user's existing email. The team was fortunate to have Cyrus IMAP as the centrally run email system. Cyrus has the concept of a proxy user that allows an administrative account to log into another user's mailbox. Using this account, the team connected via IMAP to the user's mailbox, downloaded all of the user's email messages, and reformatted them to match Google's requirements.

Once the messages were downloaded, the team began to upload (#5). Using Google's Email Migration API, the team used administrative access to Google Apps to upload the user's email to their account. After all of the messages were uploaded, email delivery for the user resumed.

From the user's perspective (#6), the next time they logged into the campus portal, the email link would take them straight to their new DavisMail account.

Migration challenges
During the migration, the team discovered that Google has a cap on the number of messages that can be pushed through its migration system at one time, and the team began receiving "try again in 30 seconds" errors during the uploading of emails. The team got around this by retrying the upload for each account until all messages had been accepted. This did slow the migration process, especially for mailboxes with a large number of messages. The average mailbox, ranging from 300-400 messages, took about ten minutes to migrate. The larger mailboxes (very few of them), peaking around 10,000 messages, took over an hour to migrate. The students could access Gmail starting about five minutes after the migration began.

Due to the various email clients used by students, it was difficult to track down all of the correct folder names for Sent Messages, Drafts, and Trash, in order to label the messages appropriately. Lastly, the team discovered that POP clients download everything from Google. The help desk received several calls after the migration because the user was seeing all of their sent items downloaded to their INBOX the first time they attached to Google with their POP client.

Migration metrics
Over a five-week period, IET migrated over 34,000 students; 408 students opted-out of the service. Some students were already redirecting their email to Gmail, and did not want to begin using a new Gmail account. Below is a list of interesting numbers gathered during the migration process:
- About 10 percent of the students were using a POP or IMAP client
- The team performed up to 2,000 migrations a day. During that time, very few messages failed to migrate
- The help desk received less than 1 percent of support calls during the migration period
- Most of the calls made were in regards to the setup of POP and IMAP clients. The team provided step-by-step instructions for the setup of POP and IMAP clients, but some students still needed support

TIMEFRAME OF IMPLEMENTATION

Pilot—service assessment timeline diagram

Jan 07 — Google/Microsoft campus-wide forum
4/25/2007 — Service recommendation
8/10/2007 — Pilot Project Charter
9/26/2007 — Pilot Project Plan
Nov 07 — Formed Pilot Advisory Group
Jan 08 - Feb 08 — Implementation

Apr 06 - Apr 07 — Service Identification
Apr 07 - Sep 07 — Conceptualization
Sep 07 - Dec 07 — Development
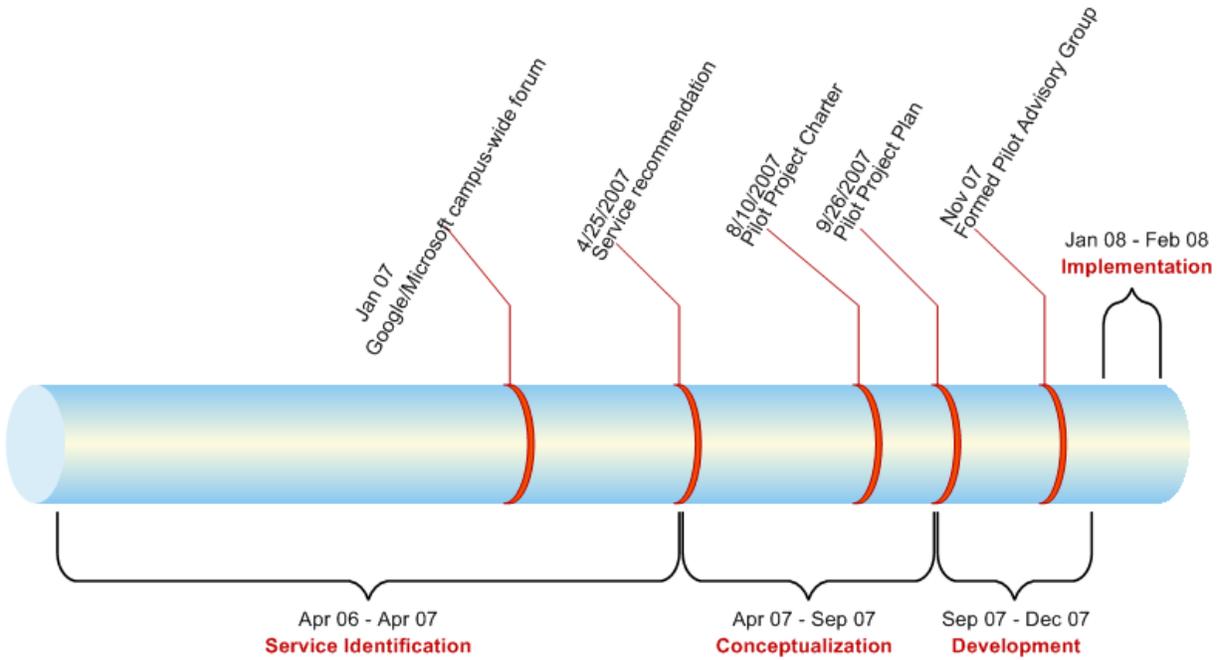
Implementation timeline diagram

Date	Event
4/4/08	ASUCD Senate Resolution
4/16/08	**Project Charter**
5/3/08	CCFIT Endorsement
6/16/08	Ad hoc Privacy Committee
6/17/08	Pilot Advisory Group Endorsement
6/30/08	Contract Signed by UCOP
7/30/08	CODVC Endorsement
8/5/08	**Project Plan**
8/22/08	Formed Gmail Advisory Group
12/5/08	**Project Close**

4/4/2008
4/16/2008
5/3/2008
6/16/2008
6/17/2008
6/30/2008
7/30/2008
8/5/2008
8/22/2008
12/5/2008

10/6/2008
Begin Migrations

Mar-08 - Apr-08 — Identification
Apr-08 - Aug-08 — Conceptualization
Aug-08 - Oct-08 — Development
Oct-08 - Dec-08 — Implementation
Dec-08 - Mar-09 — Maintenance

7/24/2008 - 8/24/2008
PPM 200-45

Conclusion
The campus took a careful and open approach to finding the right solution to the email challenges, and the entire process — from the service identification to the implementation — was extensive and thorough. The timelines point to a deliberate process in finding the right solution to a problem that, more than technical, was properly viewed as a business problem. When technology is used in this manner, it becomes a supporter of the core business of the organization, and this was certainly the case with this project.

APPENDIX

A. ASUCD Senate Resolution #11 in support of the UC Davis Gmail program

B. Letter of recommendation from IET Vice Provost and CIO, Peter Siegel

C. Letter of recommendation from Cal Aggie Alumni Association

Presented on the Senate floor on April 3, 2008.

ASUCD SENATE RESOLUTION #11

Authored by: DIETRICH
Co-authored by:
Introduced by: Dietrich

Referred to: Academic Affairs Commission

Recommendation: Academic Affairs Commission   Do Pass as Amended, 8-0-1,
on April 7, 2008.
Yes: Clemente, Cruz, Dee,
Limon, Pham, Tang, Toy,
Zwald.
Abstain: Sadetsky

1   An ASUCD Senate resolution in support of the UC Davis Gmail program.
2
3   WHEREAS, the UC Davis campus has been exploring alternatives to the current email system for
4   students; and,
5
6   WHEREAS, during Winter Quarter 2008, 306 randomly-selected undergraduate and graduate students
7   participated in a pilot program for UC Davis Gmail; and,
8
9   WHEREAS, after the final survey of participating students 93.6% of the 253 respondents said they
10   would recommend UC Davis Gmail to their friends; and,
11
12   WHEREAS, the UC Davis Gmail program allows students to keep their current UC Davis email address
13   and provides many advantages over the current mail system, including:
14   1. More than six (6) Gigabytes (GB) of storage space, which is over one hundred (100)
15   times the storage space of the current mail system.
16   2. *Google Calendar*, an online calendar system that allows students to share their
17   calendar with other people and coordinate events.
18   3. *Google Talk*, an Instant Messaging (IM) service built right into the email system.
19   4. *Google Docs*, an online document system that enables students to create, collaborate
20   on, and publish web-based documents, spreadsheets, and presentations.
21
22   THEREFORE BE IT RESOLVED THAT, the Associated Students of the University of California, Davis
23   (ASUCD) recommends the implementation of the UC Davis Gmail program.
24
25   THEREFORE BE IT FURTHER RESOLVED THAT, the ASUCD encourages Information and Educational
26   Technology (IET), in consultation with the Campus Council for Information Technology (CCFIT), to
27   take steps to implement the UC Davis Gmail program as soon as possible.
28
29   THEREFORE, BE IT FINALLY RESOLVED THAT, a copy of this resolution be sent to the UC Davis Vice
30   Provost for Information and Educational Technology, Peter M. Siegel; UC Davis Vice Chancellor for
31   Student Affairs, Fred Wood; UC Davis Interim Provost, Barbara Horwitz; UC Davis Incoming Provost,
32   Enrique Lavernia; Campus Council for Information Technology chair, Francois Gygi; KDVS; The
33   *California Aggie.*
34

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Larry L. Sautter Award Committee

Approximately three years ago, UC Davis began exploring options for providing students with an email service abundant with flexible features and collaboration tools. During winter 2008, in consultation with the UC Davis Gmail Advisory Committee and various campus advisory groups, Information and Educational Technology (IET) conducted a six-week long pilot to assess Google's Gmail service for students as an alternative to the existing central campus email service.

The pilot ad hoc oversight committee – including representation from Student Affairs, University Communications, graduate and undergraduate students, among others – helped guide the pilot, which was successfully completed in March 2008. Questions and issues identified during the pilot period were reviewed with campus constituencies, and after an extensive review process, IET successfully and seamlessly implemented Gmail for undergraduate and graduate students in fall 2008.

I have long supported the permanent and strategic solution that a feature-rich, expandable and cost-effective email service like Gmail provides. The forward thinking and practical approach to solving a critical business challenge makes the Gmail project a sound example of innovation in technology.

I applaud the committees, the students who participated in the pilot, and the IET team that led the successful project and so ably coordinated with campus and university partners, and the campus community – all of whom challenged us to ensure we had the best possible plan going forward.

Warmest regards,

Peter M. Siegel
CIO and Vice Provost

April 26, 2009

To whom it may concern:

At the request of Gaston De Ferrari, UC Davis IET project manager, I am pleased to recommend the UC Davis Gmail project for the Larry L. Sautter Award. In my role as the associate executive director for the Cal Aggie Alumni Association, I have watched and observed this successful project since December of 2007.

The UC Davis Gmail project has resulted in enhanced processes and efficiency improvements in the area of student e-mail. The Gmail project team carefully planned the pilot phase and put a great deal of consideration into the project plan. The team was able to take advantage of the widely utilized Google Apps and make this a selling point for students to embrace the conversion. During the pilot phase and also since the conversion, I have heard from a variety of students that are pleased that the campus has embraced this product for students.

One of the program goals for the Sautter Award is to promote the sharing of solutions. This is already taking place with the Gmail project as we are looking at rolling out Gmail for the alumni of UC Davis. We have been working closely with the IET department to explore the possibilities of providing alumni with benefits after graduation.

I appreciate in advance your thoughtful consideration of this recommendation. If you have any questions, I can be reached at (530) 754-9903.

Sincerely,

Janice Corbett '94
Associate Executive Director
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