

LOGO

Website Redesign

CONTENT GOVERNANCE

January 2021

AGENDA

- 1 | Overview & where we've been ✓
- 2 | Governance overview ✓
- 3 | Content governance model ✓
- 4 | Roles & responsibilities **UPDATED**
- 5 | Processes & workflows **NEW**
- 6 | Continuing audits & optimization ✓
- 7 | Next steps **UPDATED**

WHY WE'RE HERE

Purpose: To describe the proposed governance model and how it will work for the Example University

Objectives:

- Define governance and why it's important
- Outline governance models and detail the proposed approach for EX.U
- Review recommended roles and responsibilities
- Review site maintenance and evolution processes
- Review editorial workflows and outline which workflows apply to what type of updates
- Outline what types of site updates are subject to centralized governance versus what is decentralized or federated
- Review continuing audit and optimization process

Deliverable: Alignment on governance model and all the roles, responsibilities, processes, and workflows it entails

GOVERNANCE MODEL

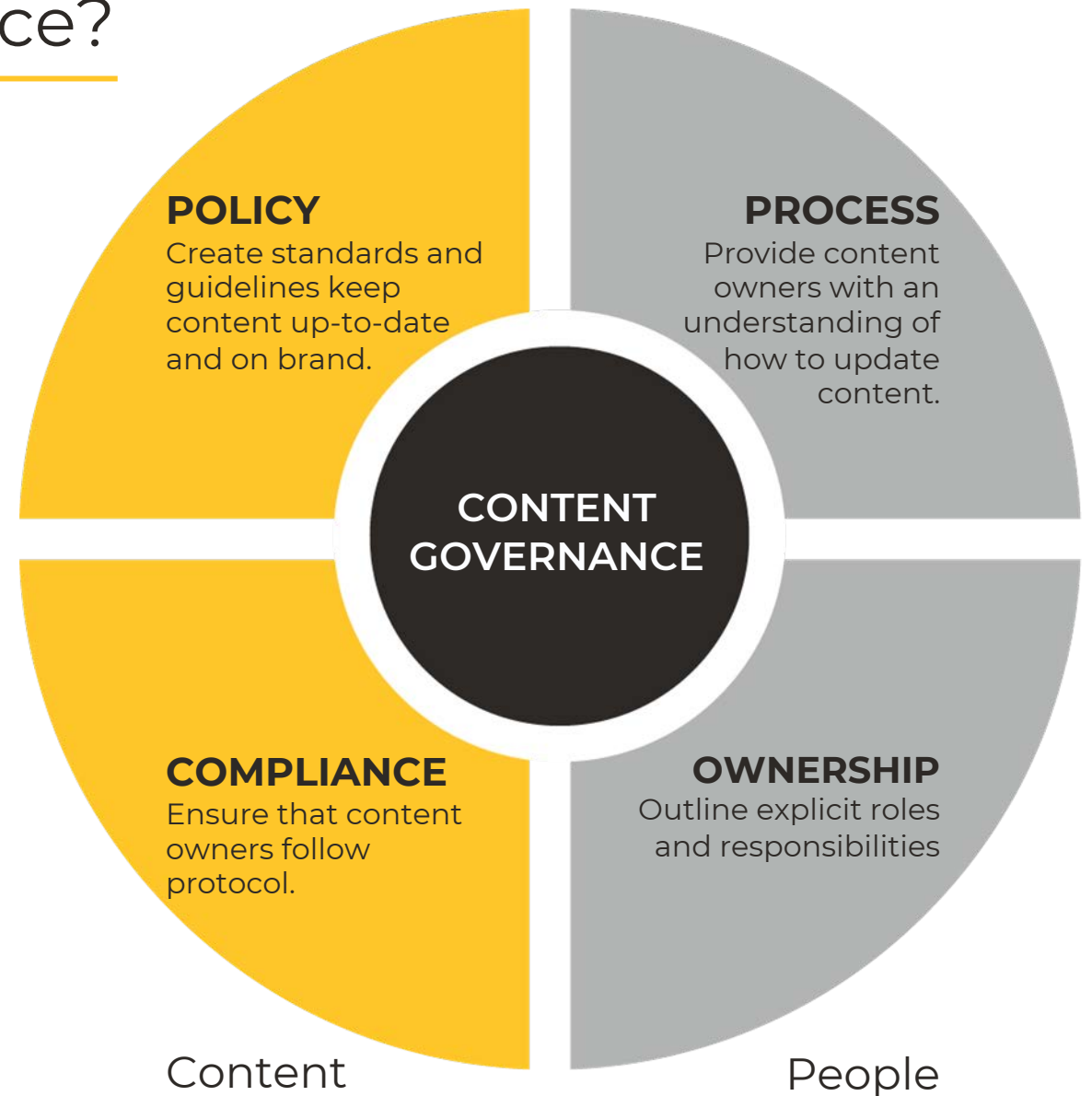
Purpose

1. Define necessary roles in the governance process
Content stakeholders, content owners, governance board members, Website Content Director, SEO Manager, etc.
2. Define roles and responsibilities required for content governance
Content owners, writers, editor, webmasters, governance board, reviewers, etc.
3. Define ownership of structure and content on the site
Homepage, News, Colleges, Departments, Facilities, People, Events, Tools & Apps, About EX.U, Topics, Sitemap, Taxonomy, Analytics, etc.
4. Define policies for site maintenance and update scenarios
New site areas, new subdomains, microsites, platform updates, template or snippet changes, etc.
5. Determine the processes required for editorial maintenance
Marketing site updates, content hub updates, recurring updates, new content

GOVERNANCE OVERVIEW

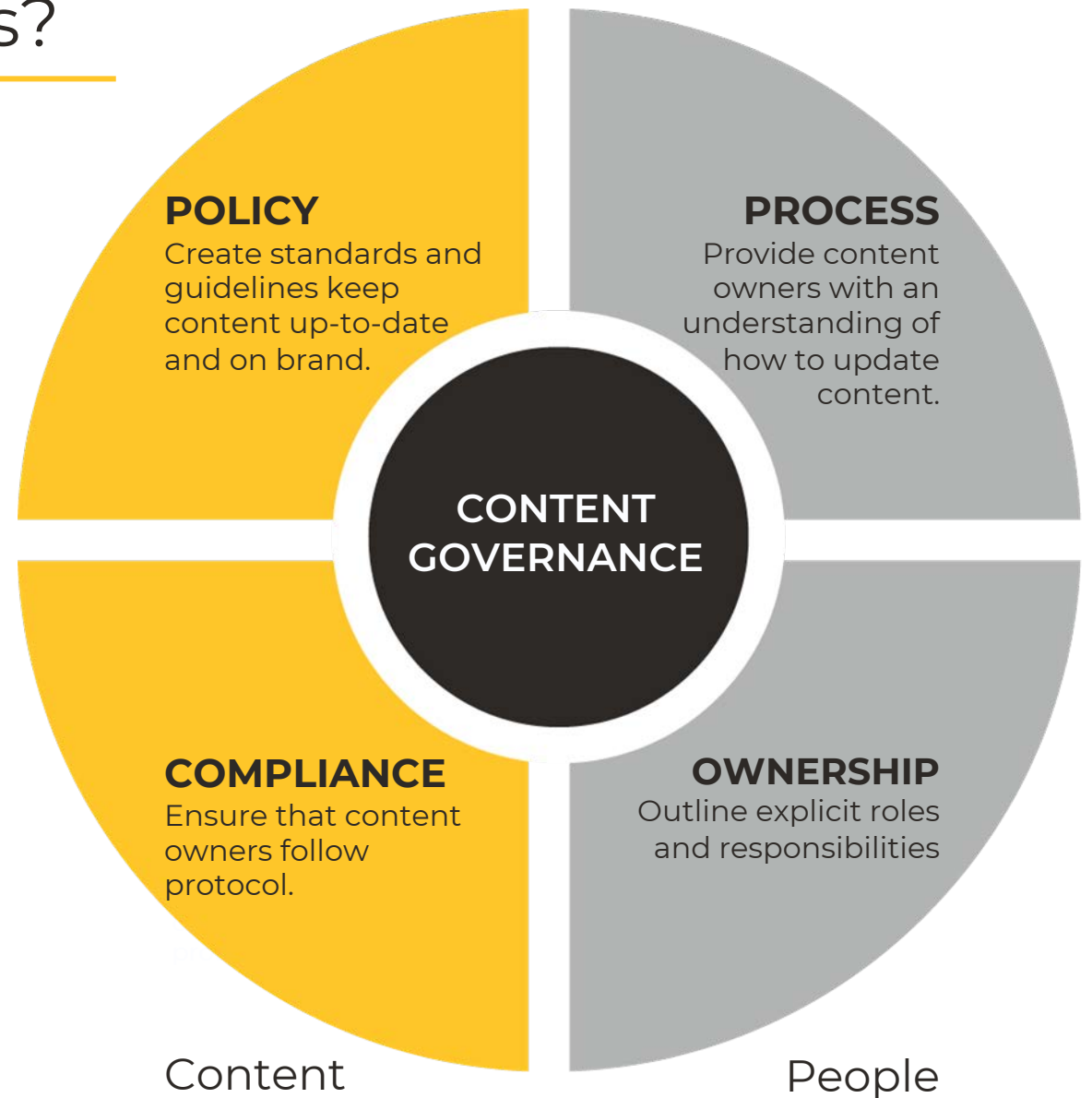
What is content governance?

A strong governance plan determines **who** is responsible and accountable for **what**, **when**, and **how**.



How do we ensure success?

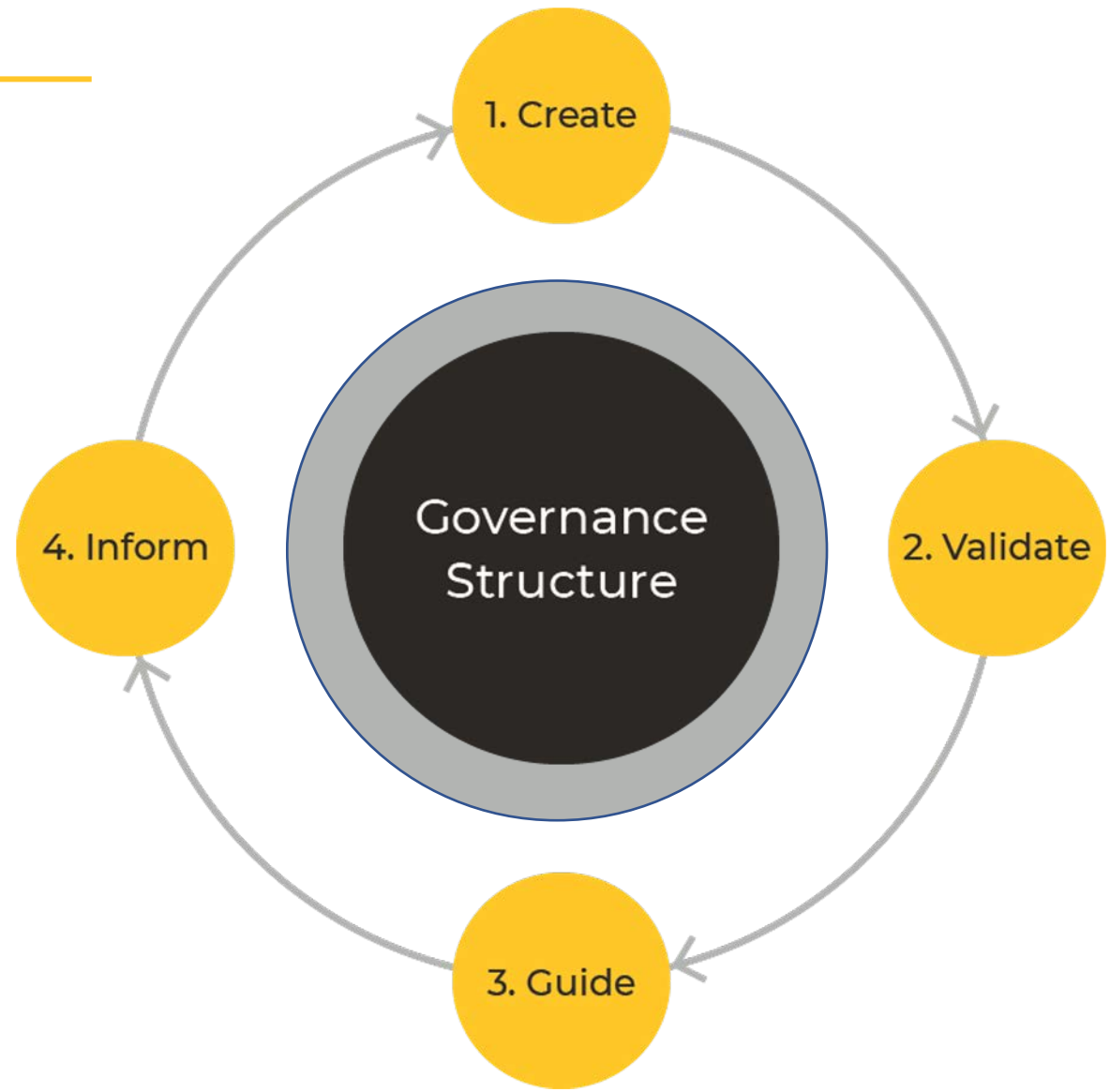
- Clear ownership
- Adequate authority and empowerment
- Formalized responsibilities; recognized effort
- Process management mechanisms
- Proper support, training, and development



Content governance steps

Effective governance can help manage content delivery and maintenance, as well as any content model (web ecosystem) and taxonomy updates (URL structure/content silos).

- 1. Create** or update governance policies and decisions around site maintenance
- 2. Validate** decisions and requests made by other teams
- 3. Guide** the content maintenance community, both central and distributed, on process and policies
- 4. Inform** teams of ongoing important updates to the platform or processes





**WHERE WE'VE BEEN & WHERE
WE'RE GOING**

Where we've been: key inputs

19 Departments/Functions

- Academic Affairs - 3
- Alumni Relations – 1
- Bursar - 4
- Campus Services - 4
- Curriculum, Instruction & Assessment – 3
- Distance Learning - 3
- Diversity - 3
- Financial Aid – 1
- Fiscal Affairs/Services - 7
- Giving/Development - 2
- Global Affairs - 1
- Historic OIE - 1
- Human Resources - 2
- Institutional Research - 3
- Registrar - 4
- Research - 2
- Stratcomm - 5
- Student Affairs - 3
- UITS - 3



Note: Interviews conducted between 07/16/20 – 10/01/20

What we heard



Stakeholders

We ask to see what they are thinking of adding to. May go to legal for review

Like system but restrictive. Can't update main page

We submit a request through Formstack. It goes to enrollment services staff who review and assign to internally review, which isn't quick

They submit a ticket to webmaster, then content is updated

There's a delay if we add or delete content

Maintenance is both proactive and reactive

We have a managing editor for our department

If someone sends us and update request, we discuss in team meeting and make change

Each area manages their own content

I requested updates weeks ago that haven't been made

We review and update content on an annual basis

I made a change, and someone came in behind me and changed it back

Someone writes, sends to manager, goes to next level, once approved it gets posted

Every couple of months do a recurring audit

Too many pages. The site needs to be redone, but we I don't have time to do it

Also trying to push a non-invasive approach to governance with a checklist

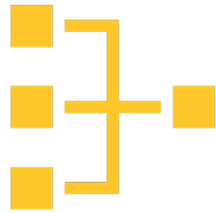
We try to rewrite to clean up as much as possible, so we don't do full rewrites. Just edits

CONTENT GOVERNANCE MODEL

Content governance factors

Implementing content delivery and maintenance for EX.U requires the management of multiple complexities.

Three stand out:



**Different + Updated
Systems**

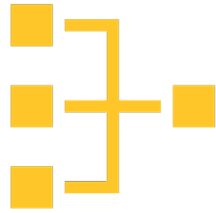


**Many Stakeholders +
Content Owners**



**Evolving Standards +
Technologies**

Governance complexity drivers



Different + Updated Systems

Unify content delivery from new version of OmniUpdate

Integrate APIs (Application Programming Interface software that allows applications to talk to each other) and information from other systems



Many Stakeholders + Content Owners

Drive change and improvement through communication

Collaborate to understand educational, market, and technology requirements

Drive consistency of voice and style for all content



Evolving Standards

Manage digital content processes and tools to meet changing business needs and user preference

Optimize the way EX.U operates and the results that are delivered

Content governance: what do we look at?

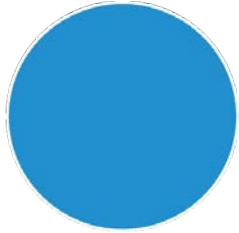
What we want to ensure is cared for through content governance

- Content guidelines, as they evolve and grow over time
- Metadata strategy for SEO, such as tagging and page descriptions
- Content development, managed across the organization
- Process workflows for publishing
- Editorial calendar, including news and events
- Taxonomy updates and communications
- Content type (snippets, assets, templates) updates
- Experience design for new requested microsites, templates, features, or snippets

Questions we need to continually ask...

- How do we keep the site fresh, relevant, and up-to-date?
- How do we better support our various audiences and content roles?
- What structures will deliver value?
- What areas offer the most opportunity for improved communication and collaboration?
- How can we align the site with EX.U's strategic goals?
- Can we create efficiencies between colleges and departments?
- How can we end content and effort duplication?

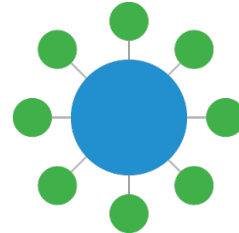
Content governance approaches



1. CENTRALIZED

Digital governance and operations aligned in one organizational group / role

Other groups act as customers of a central team



2. FEDERATED

Digital governance is centralized

Some digital content is subject to central approvals

Digital operations are shared among entities

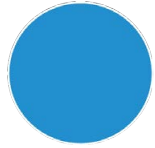


3. DECENTRALIZED

Digital governance and operations are distributed among various entities and decentralized

Digital content is distributed and approved within distributed teams

The role of the core content team in content governance



1. CENTRALIZED

LOW EFFORT

1. Site content updates for functional areas without content staff/Webmaster to support updates, which are mostly *ad hoc* or yearly
2. Post-publication and continuing audits for more mature functional areas and department for public facing site
3. Any new OU feature requests, microsites, Snippet/Asset updates (can we reuse or adapt what we have?),
4. Taxonomy and Site Structure update request and maintenance



2. FEDERATED

Group Content Maturity Level

1. Post-publication and continuing audits for more mature functional areas and department for public facing site
2. Prepublication review of any major (i.e., yearly) refreshes.
3. Continuing audits with functional areas
4. Basic content updates handled within functional area
5. Intranet content updates and site structure for low maturity functional areas



3. DECENTRALIZED

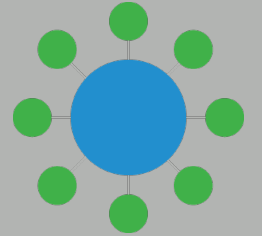
HIGH EFFORT

1. Site content updates for functional areas without content team/Webmaster to support updates, which are mostly *ad hoc*
2. Post-publication audits for more mature functional areas and department for public facing site
3. Any new OU feature requests, microsites, Snippet/Asset updates (can we reuse or adapt what we have?)
4. Taxonomy requests and maintenance
5. Intranet content updates and site structure within Departments

Recommended approach: federated

Digital Governance

- **Members:** Stratcomm, UITS, College and Department Content Teams
- Combines features from centralized and decentralized approaches, where required, based on content maturity of functional units



Global Content

- **Members:** Stratcomm and UITS; Core content team
- **Role:** Owns overall digital experience; monitors, enforces, and evolves governance standards; provides product management for CMS and production support; provides SEO input for content

Internal Content Providers (Departments)

- **Members:** College and Department content teams
- **Role:** Provides trusted, department content to establish credibility and positions the site as the trusted authority

Content Delivery Management

- **Members:** UITS
- **Role:** Delivers technology to enable content operations; controls setup of content templates, snippets, assets, CMS design, etc.

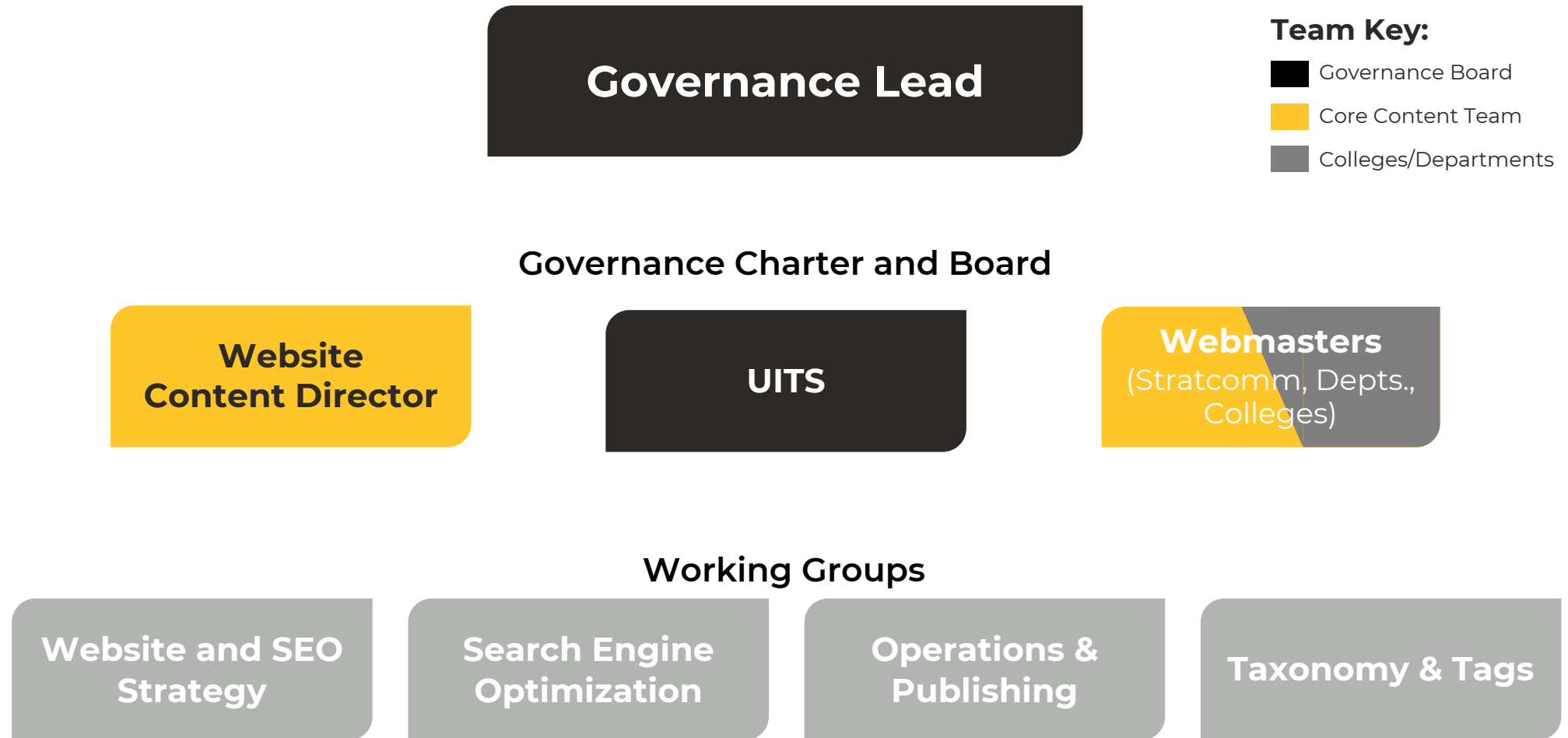
Digital Governance Board

Provides vision, sets goals and objectives, makes strategic decisions about digital presence, content model and taxonomy, is the final authority on policies and standards

Communicates important platform changes and updates to the wider community

ORGANIZATIONAL ROLES & RESPONSIBILITIES

Content governance board structure



Content maintenance roles

Governance Lead

Content SME

- Provides knowledge and subject matter expertise to Editors

Content Writer/Editor

- Creates and edits content and applies metadata as part of core content team or federated team
- Makes updates to content based upon audits or regular reviews
- Coordinates with Content SMEs to validate content and for subject matter expertise

Webmasters (Stratcomm, Depts., Colleges)

- Approves content and metadata for publication
- Determines if further review is required (Website Content Director, Legal)
- Approves updates to content based upon regular reviews and updates
- Reviews and validates content to prevent duplication and ensure relevance

SEO Manager

- Guides SEO strategy and owns its execution; manages redirects, 404s, crawls, etc.
- Ensures that new and updated content is tagged with appropriate keywords
- Adds SEO metadata or keywords as necessary
- Ensures that page elements (H1, H2, etc.) are appropriately constructed to contain keywords

Website Content Director

- Responsible for content experience of digital ecosystem and general oversight of the ecosystem
- Approves updates to content based upon regular reviews and new pages
- Leads recurring content audit for optimization and relevance along with Department and College Webmasters
- Reviews and approves taxonomy change requests

Team Key:

- Governance Board
- Core Content Team
- Colleges/Departments

Note: roles ≠ people or titles necessarily. One person, for example, could perform multiple roles

Roles & responsibilities detailed

- 1. Governance Board:** Oversees governance for the entire digital experience; makes and communicates key decisions to the rest of the institution
- 2. Governance Lead (Stratcomm):** Oversees requested adjustments to features, processes, policies, and designs; enforces current policies and procedures; owns the site as a whole product, beyond editorial
- 3. Website Content Director (Stratcomm):** Ultimately owns the quality of content; meets with Content Authors/Editors to audit content; owns metadata, taxonomy, and tagging strategy; facilitates the proper use of metrics and analytics for the audit process; ensures continued relevance and timeliness of content on the site; works closely with SEO Manager to understand tactics that have been employed
- 4. SEO Manager (Stratcomm):** Owns the overall search strategy, including enforcing keyword usage, metadata applications, alt tags, optimized images/videos, etc., linking strategy, and redirects and errors; provides keyword and SEO guidance to Content Authors/Editors
- 5. Core Content Team (Stratcomm):** A group, including the Governance Lead and Website Content Director, to contact for content maintenance help and guidance. Vets and reviews any feature requests for new templates, snippets, microsites, etc.

Roles & responsibilities detailed (continued)

6. **Webmaster** (Department, College): Produces, reviews, and approves content for their college, area, or department; determines if further review is required (i.e., core content team, legal, etc.)
7. **Content Author/Editor** (Department, College, Core Content Team): Creates content and applies metadata and taxonomy
8. **Content SME** (Department or College): Distributed across the university, understands what is supposed to be communicated, provides background and expertise, and reviews content for accuracy
9. **UITS**: Owns the technology that drives the design; vets any feature and functionality requests to evolve platform
10. **QA**: *Provides final content check post publication to ensure design integrity, copy completeness, etc.*¹

¹**Note:** *How should Quality Assurance (QA) be handled. By Requestor? Content SME? Website Managing Editor? Separate resource/team?*

Content governance: proactive versus reactive

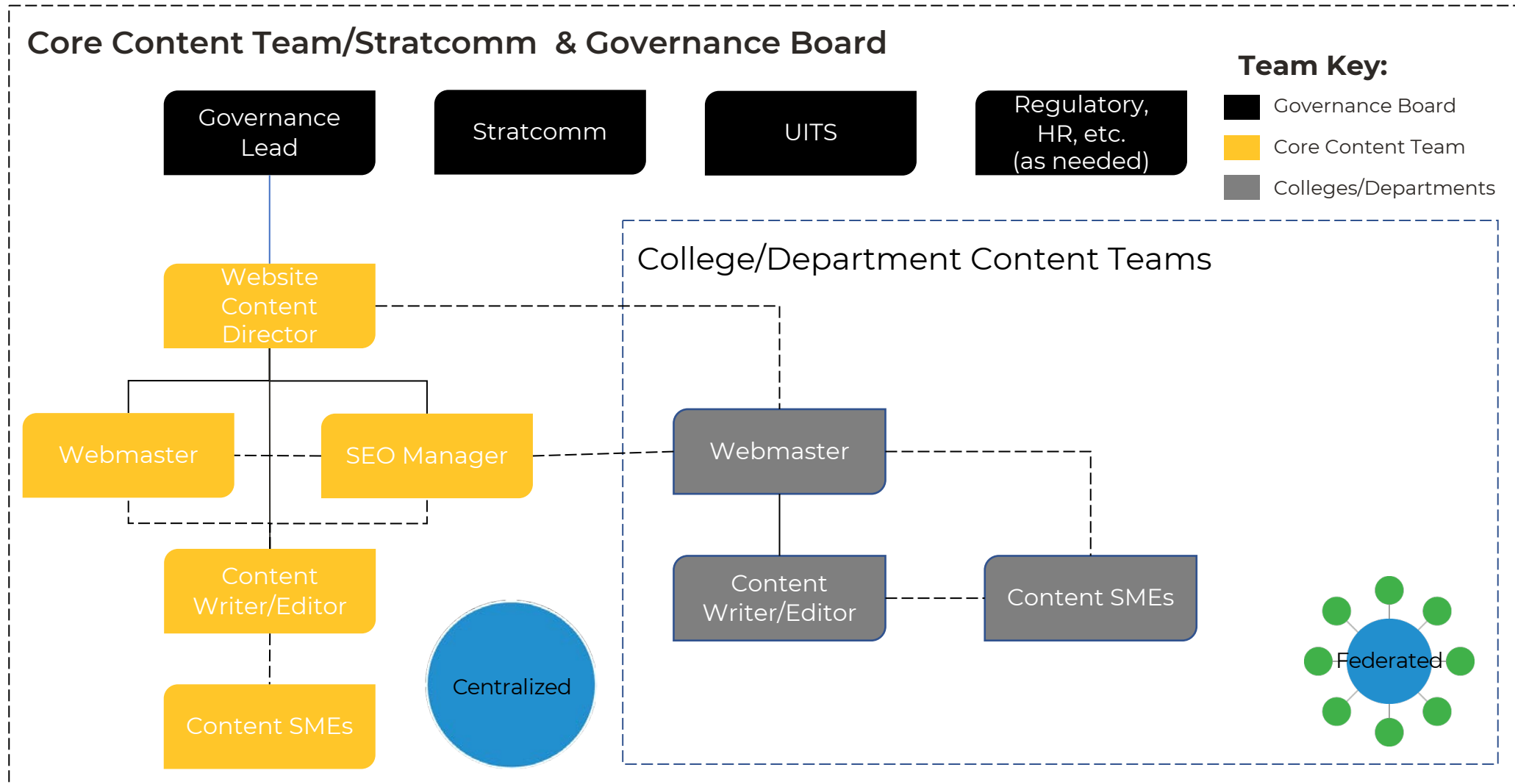
Proactive:

- Active reviews (e.g., all content additions and updates)
- General editorial processes (outlined below)
- Site ownership
- Taxonomy oversight
- Enforce editorial oversight of content
- Oversee EX.U content as a whole
- Communicate changes, updates, expiration, sunsetting

Reactive:

- Assess requests for new features, snippets, assets, or templates based on changes in the marketplace or organization
- As necessary, make updates to platform to accommodate these requests
- Assess proposed changes to taxonomy and organizational structure
- Make important updates to content as needed
- Review content

Content governance organizational structure



Roles & responsibilities RACI

Responsible, accountable, consulted, informed = RACI. A clear delineation of responsibilities is crucial to success, and RACI is very common model for defining these responsibilities. Details for each can be found below:

1. Responsible (R):

Sets policies and practices that create the boundaries that guide the development and methods and procedures to achieve the desired outcomes; critically monitor, assess, and evaluate performance

2. Accountable (A):

Executes a function—manages, provides appropriate resources, schedules, scope, and detailed procedures to implement governance processes as necessary and to deliver quality work products

3. Consulted (C):

Provides the support and knowledge required for the execution of tasks upon an agreed-upon basis

4. Informed (I):

Kept informed of decisions and the completion of tasks, as required

RACI = accountability

The following table assigns the RACI roles and responsibilities for each site maintenance function. These functions do not necessarily equate to people on a one-to-one basis:

	Content Requests	Content Authoring	Content Editing	Content Review	Content Approval	Publishing	QA
Governance Lead	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>
Website Content Director	<i>I, C</i>	<i>I, C</i>	<i>R, A</i>	<i>R, A</i>	<i>R, A</i>	<i>A</i>	<i>I, C</i>
SEO Manager	<i>I</i>	<i>I, C</i>	<i>R, A</i>	<i>R, A</i>	<i>R</i>	<i>I</i>	<i>I</i>
Webmaster	<i>I</i>	<i>A</i>	<i>A, I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I, C</i>
Content Author/Editor	<i>I</i>	<i>R, A</i>	<i>R, A</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I, C</i>
Content SME	<i>R</i>	<i>C</i>	<i>C, I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I, C</i>
QA ¹	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>	<i>A</i>

¹**Note:** how should Quality Assurance (QA) be handled. By SME? Separate resource/team?

PROCESSES & WORKFLOWS

Processes & workflows

This document details the processes and workflows to be used to update, add, and maintain the Example University's digital presence. The team members defined in this document are outlined in previous pages and specific scenarios are below. As a rule, only those roles and team members that are *required* for each scenario are represented in the workflow diagrams.

Various systems will be integrated into these offline and online enabled processes: CMS (OmniUpdate), DAM (PhotoShelter), Third-Party APIs (outside usual governance processes):

1. New features including platform changes such as new or updated snippets and assets, new or modified templates, or new workflows
2. Site structure updates including the additional of new areas of the site, changes or updates to the site navigation and structure, and new microsites and subdomain requests
3. General content maintenance including editorial content (copy and video) and brand messaging changes to pages on the sites
4. Taxonomy and metadata specification updates for DAM

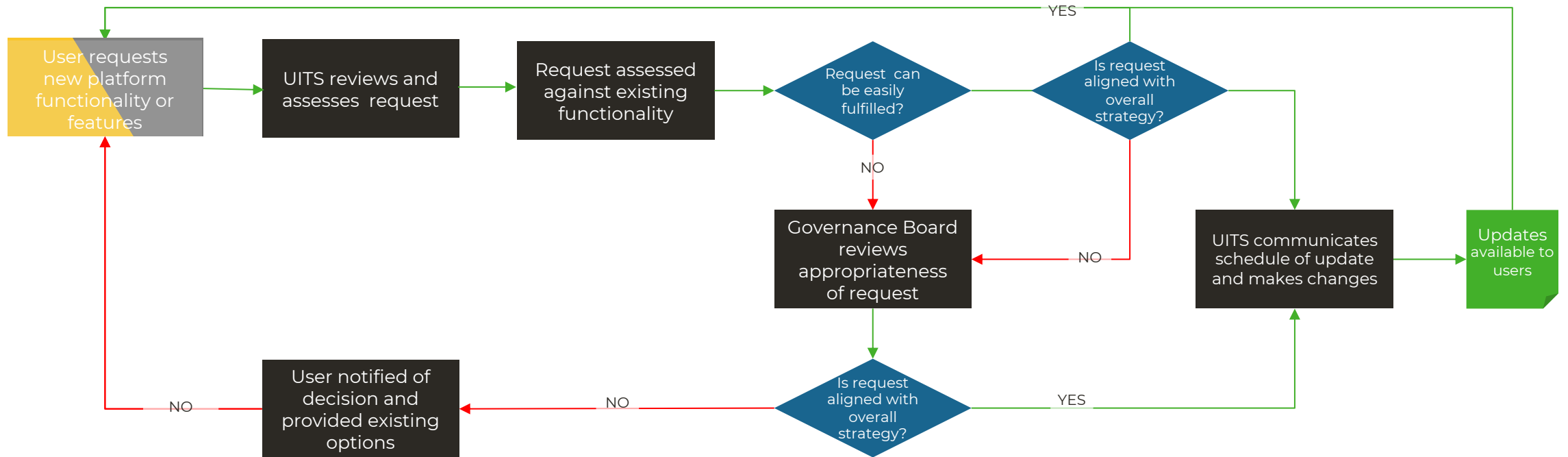
**PLATFORM OR STRUCTURE UPDATES/
ADDITION REQUESTS**

New/Updated Feature Requests

Updates & enhancements to platform

1. Requests for template additions and modifications with
 - Examples of where change is required
 - Organizational value of change
2. Requests for snippet or asset additions and modifications
 - Examples of where change is required
 - Organizational value of change

Template or snippet/asset addition or update requests



KEY:

- Governance Board
- Core Content Team
- Colleges/Departments
- Decision Point
- OK

Feature or function update scenario

1. Department Webmaster request a new snippet to accommodate additional functionality and makes request of Governance Board
2. UITS assesses change and the level of effort required to make change
3. Governance Board assesses alignment of change with overall digital strategy
4. If the addition or update of snippet is approved
 - a) UITS communicates scheduled deployment to requestor
 - b) UITS creates new snippet or modifies existing snippet
5. Governance Board reviews the changes/updates and communicates them to requestor
6. New functionality is tested and pushed live
7. New snippet is available to appropriate users in the system

Site Structure Requests

Updates to site structure & ecosystem

1. Requests for a change in navigation
2. Request for a new microsite
3. Requests for new subdomain

Criteria for site structure requests

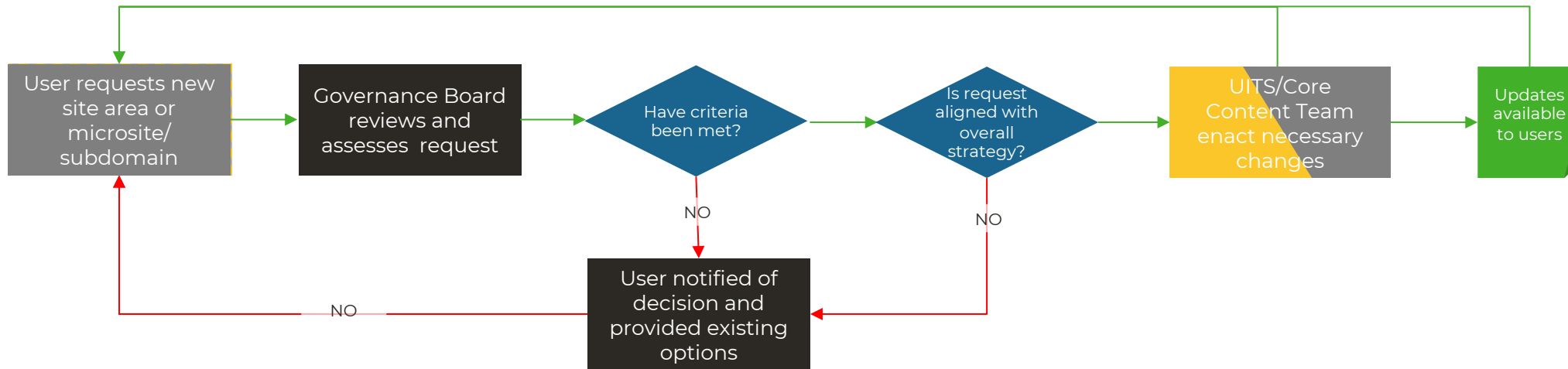
New Site Area

1. Has business need been clearly articulated?
2. Does business need align with strategic direction for University?
3. Has a redirect strategy been articulated?
4. Has a lifecycle for need been articulated
 - Go-live date. Sunset date.
 - Redirect strategy for microsite or subdomain

Microsite/Subdomain

1. Has business need been clearly articulated?
2. Has a redirect strategy been articulated for new site area?

Site structure addition or update requests



KEY:

- Governance Board
- Core Content Team
- Colleges/Departments
- Decision Point
- OK

Site structure update scenario

1. College Webmaster requests campaign site (subdomain) to support an initiative within the college
2. College Webmaster provides lifecycle for campaign and redirect strategy for new content both while live and after sunsetting
3. Governance Board reviews request
 - a) If request does not meet overall digital strategy, Governance lead rejects request and informs College Webmaster
 - b) If approved, UITs makes the necessary changes and make new subdomain available for use
4. College Webmaster and Core Content Team add content and redirects
5. Website Content Director reviews the new content accordingly to Base Workflow
6. At the end of the site/section lifecycle, UITs sunsets subdomain and places appropriate redirects on expired pages



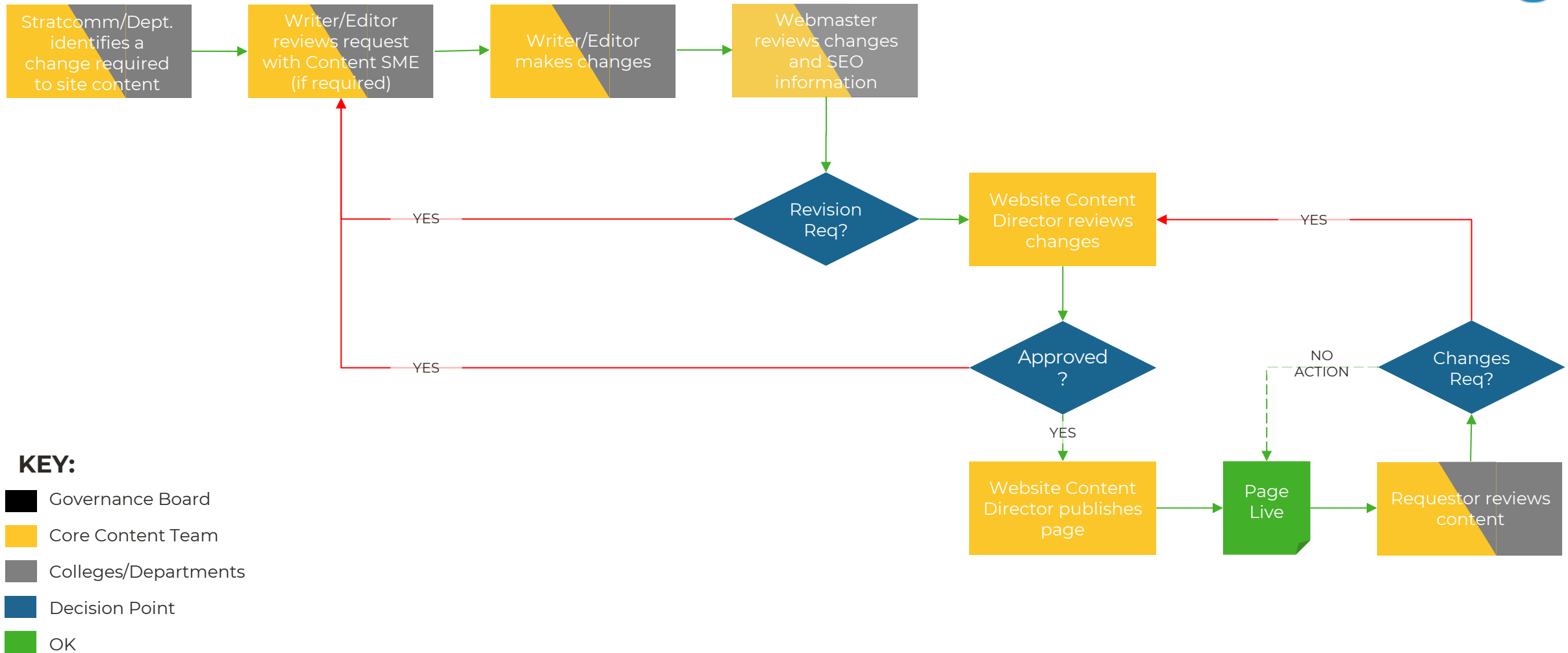
CORE CONTENT MAINTENANCE WORKFLOWS – MARKETING SITE

Base Workflow

Content updates subject to base workflow

1. General content updates and additions:
 - Marketing content for main site, department pages and content in department folder
 - Key page updates (e.g., Homepage, Landing Pages, College Landers, About EX.U content, etc.)
 - Adding or updating college and department content in appropriate folders
 - General site maintenance that does not require content SME input
 - Taxonomy updates
2. Content expiration and archives
3. DAM assets updates and additions

Base workflow



Base workflow content update scenario 1

1. IR wants to update the *EX.U at a Glance* page
2. IR writer/editor reviews potential changes with content SME
3. IR writer/editor drafts changes and adds to OmniUpdate
4. IR Webmaster reviews content
 - a) If content needs revision, department Webmaster rejects or requests revisions for content, and it is returned to writer/editor
 - b) If content is fine (with any changes from Webmaster), page is routed to Website Content Director
5. Website Content Director reviews page with input from SEO Manager
 - a) If content needs revision, Web Content Director rejects or requests revisions for content, and returns it to the department Webmaster
 - b) If content is fine (with any changes), Web Content Director publishes content, and it goes live on the site
6. QA occurs for published content

Base workflow content update scenario 2

1. Stratcomm identifies a change required for the homepage to support a new campaign
2. Core team writer/editor reviews potential changes with content SME
3. Core team writer/editor drafts changes and adds to OmniUpdate
4. Stratcomm Webmaster reviews changes and SEO information
 - a) If content requires additional review, it is routed to Website Content Director
 - b) If content does not require review, Webmaster publishes content, and it goes live on the site
5. Website Content Director reviews the changes with input from SEO Manager
 - a) If content needs revision, Web Content Director rejects or requests revisions, and returns it to the writer/editor
 - b) If content is fine (with any changes from made in this step), Web Content Director publishes content, and it goes live on the site
6. QA occurs for published content

Base workflow content update scenario 3

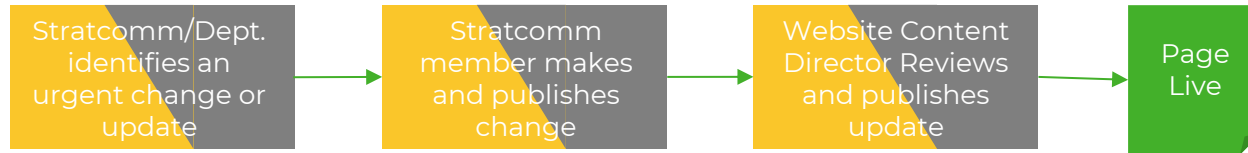
1. College Webmaster identifies change required to College Lander page
2. Writer/editor reviews potential changes with content SME
3. Writer/editor drafts changes
4. College Webmaster reviews the changes
 - a) If content needs revision, College Webmaster rejects or requests revisions for content, and returns it to the department writer/editor
 - b) If content is fine (with any changes in this step), College Webmaster routes content to Website Content Director for review
5. Website Content Director reviews all changes with input from SEO Manager
 - a) If content needs revision, Web Content Director rejects or requests revisions for content, and returns it to the College
 - b) If content is fine (with changes made in this step), Web Content Director publishes content, and it goes live on the site
6. QA occurs for published content

Emergency Workflow






Content subject to emergency workflow

1. Emergency updates and communications
2. Bug fixes (typos, odd spacing, line breaks, etc.)

Emergency workflow (only available to core team)



KEY:

-  Governance Board
-  Core Content Team
-  Colleges/Departments
-  Decision Point
-  OK

Emergency workflow content update scenario

1. A gas leak occurs on the Marietta campus. A Stratcomm team member creates an emergency message to be displayed on the home page
2. Website Content Director publishes content, and it goes live on the site
3. QA occurs for published content

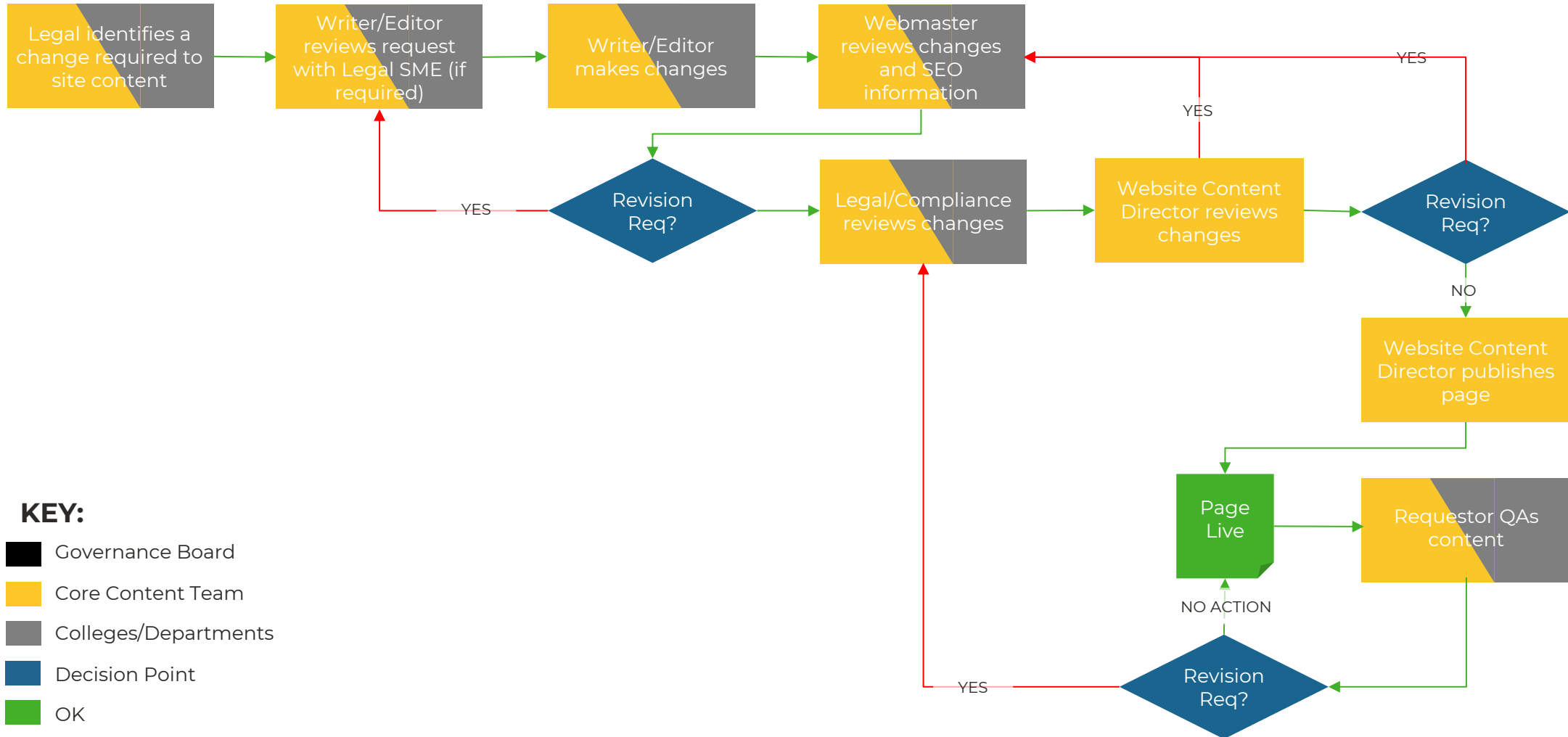
Other/Legal Workflow

Content subject to legal/other workflow

Any content that required review by another group that is not part of normal content maintenance (will likely occur offline):

1. Legal
2. Compliance
3. Partners

Legal workflow (rare)



Legal workflow content update scenario

1. Footer content and legal needs to be updated for new academic year
2. Writer/editor reviews receives content from legal and lightly edits for formatting, style, typos, etc., and routes it to legal
3. Legal reviews content
 - a) If content needs revision, legal rejects or requests revisions for content, and it is returned to writer/editor
 - b) If content is fine with any changes, page is routed to Website Content Director
4. Website Content Director reviews page with input from SEO Manager
 - a) If content needs revision, Web Content Director rejects or requests revisions for content, and returns it to the department Webmaster
 - b) If content is fine (with any changes made in this step), Web Content Director publishes content, and it goes live on the site
5. QA occurs for published content



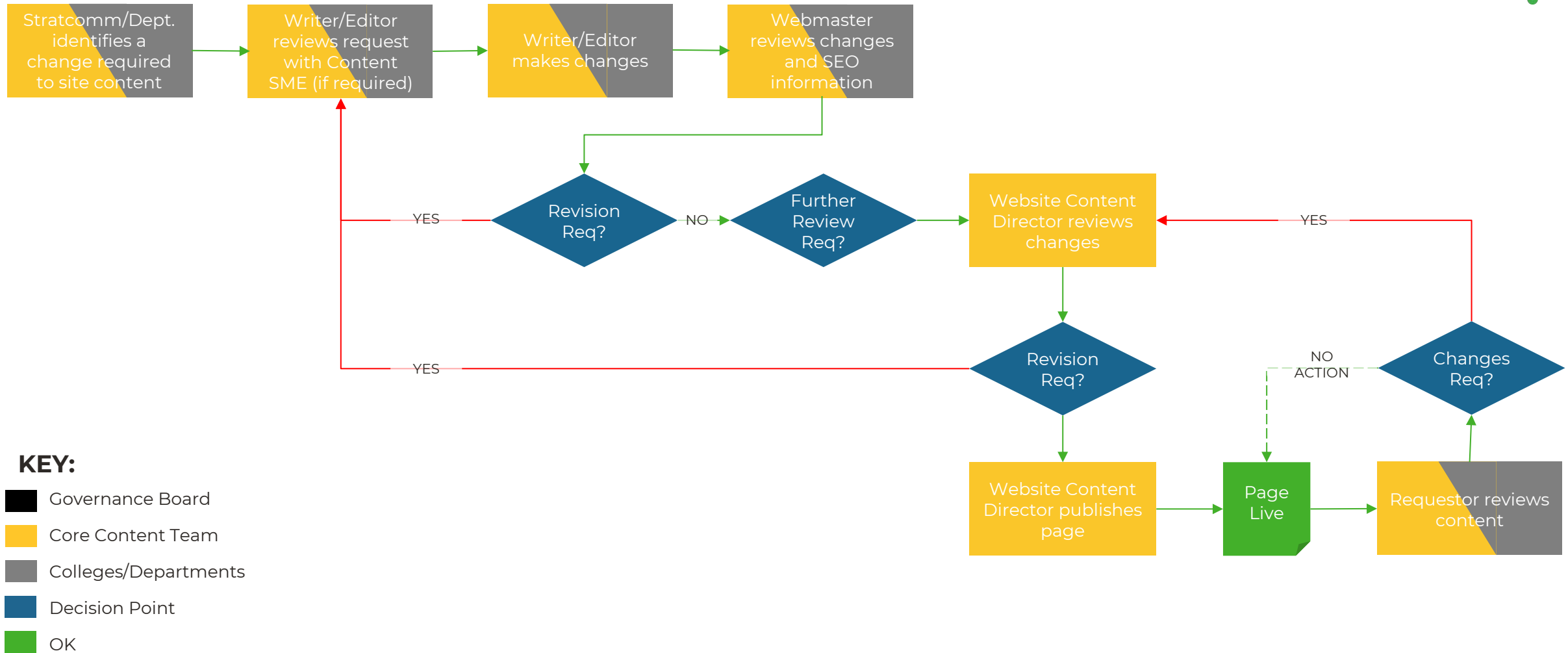
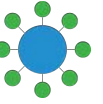
CONTENT MAINTENANCE WORKFLOWS – CONTENT HUB

Content Hub – Base Workflow (Viewable to Search)

Content updates subject to base Hub workflow

1. General content updates and additions for pages that are viewable to search engines
2. Content expiration and archives for pages
3. DAM assets updates and additions for pages viewable to search engines

Content hub base workflow



Content hub base workflow content update scenario

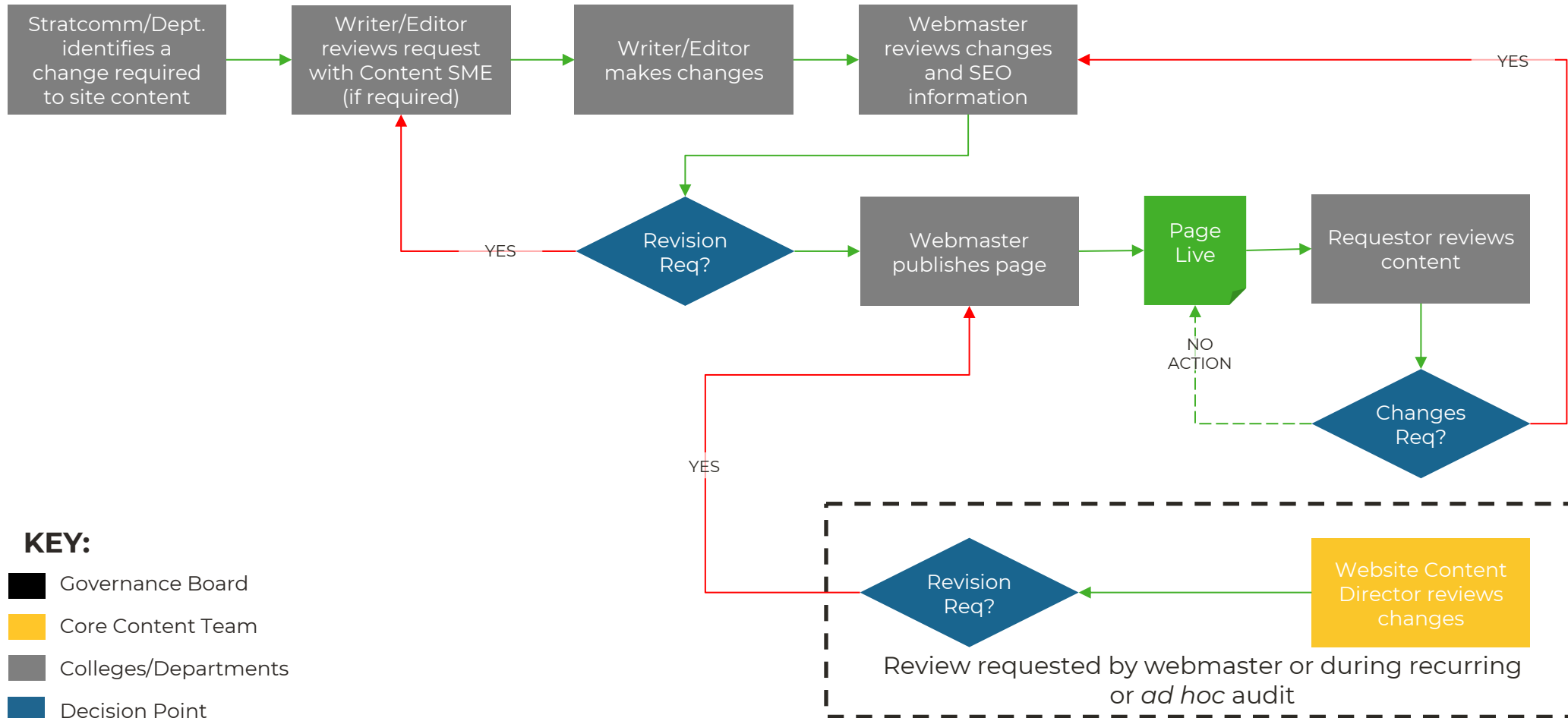
1. College Webmaster identifies change required to page that is not viewable by search engines
2. Writer reviews potential changes with content SME and drafts changes
3. College Webmaster reviews the changes
 - a) If content needs revision, College Webmaster rejects or requests revisions for content, and returns it to the department writer/editor
 - b) If content is fine (with any changes) and requires further review, College Webmaster routes content to Website Content Director
4. Website Content Director reviews the changes with input from SEO Manager
 - a) If content needs revision, Web Content Director rejects or requests revisions for content, and returns it to the College Webmaster
 - b) If content is fine (with any changes made in this step), Web Content Director publishes content, and it goes live on the site
5. QA occurs for published content

Content Hub Department Workflow – Not Viewable to Search

Content subject to content hub department workflow

1. Adding college or department pages and content in the content hub using existing tools and structures
2. Adding assets to DAM for content hub and tagging them

Content hub department workflow



Content hub dept. workflow content update scenario

1. College Webmaster identifies change required to add a page within the content hub area for the college
2. Writer reviews potential changes with content faculty member (content SME)
3. Core team writer/editor drafts changes and adds to OmniUpdate
4. Webmaster reviews the changes with input from SEO Manager
 - a) If content needs revision, College Webmaster rejects or requests revisions for content, and returns it to the department writer/editor
 - b) If content is fine (with any changes made at this step), College Webmaster publishes content, and it goes live on the site
5. During recurring or ad hoc audit, Web Content Director reviews updates or additions
 - a) If content needs revision, Web Content Director requests revisions, and returns it to the Webmaster
 - b) If content is fine, no action is required
6. QA occurs for content



**OTHER POTENTIAL WORKFLOWS &
PROCESSES TO CONSIDER**

Other workflows

1. Campaign landing pages/microsites – the core content team and governance lead will provide with guidelines around this content, including:
 - Criteria to launch (i.e., what merits and microsite or subdomain versus what does not)
 - Exit criteria (i.e., expiration dates and time to sunset campaign, microsite, subdomain, etc.)
2. Support for SEO initiatives to improve optimization with all metadata and back links to site

CONTINUING AUDITS & OPTIMIZATION

Continuing audits & optimization

As part of the Website Content Director's responsibilities, recurring audits of site content should be scheduled to occur with the appropriate Webmasters. These content audits should be conducted with the following aims:

1. On a quarterly basis, the Website Content Director meets with the Webmasters, content SMEs (college, department, or other organizational representatives) and facilitates a review of existing content on the site
2. Webmaster should send production summaries (i.e., quarterly or monthly) be sent to the Content Director around what's new that needs to be audited.
3. As part of these meetings, this group will do the following:
 - Determine the relevance of the existing content
 - Ascertain whether key updates will be needed
 - Pinpoint key areas for platform growth or evolution, which can then be escalated to the Governance Lead
 - Identify key areas of evolution around the taxonomy and tagging strategy

Recurring content audits & optimization example

Q1			Q2			Q3			Q4		
January	February	March	April	May	June	July	August	September	October	November	December
Dept./College Audit			Dept./College Audit			Dept./College Audit			Dept./College Audit		
	Dept./College Updates			Dept./College Updates						Dept./College Updates	
								Annual Dept./College Audit			
									Annual Dept./College Updates		
				Site-Wide Audit							
						Site-Wide Updates					

Editorial calendar implementation

To help speed content optimization and maintenance, areas that update content on a frequent basis should create and maintain an editorial calendar:

1. Scheduled or know content updates and their cadence should be captured on an editorial calendar (quarterly or yearly view)
2. The editorial calendar, then, will be a tool to communicate upcoming content changes (as they are required) to other groups that will be impacted (Stratcomm, Webmasters, SEO, etc.) at the University
3. The calendar can be adjusted and maintained as necessary as various needs arise

NEXT STEPS

Next steps: overview

1. Determine backup resources for critical roles (Website Content Director, SEO Manager, etc.)
2. Assess maturity level of functional groups that will be managing content
3. Determine resources and potentially additional staffing or reallocations required to maintain content in future state
4. Identify criteria for general site maintenance versus more complex updates that will require more centralized oversight from Stratcomm, SEO, and UITs
5. Create communications plan to support enactment of governance changes and enable acceptance
6. Determine with UITs how much we want to enable our governance and review processes using technology to automate the steps versus offline reviews
7. Process for updating search with the addition of new content and tags, where the processes above do not cover it
8. Address the steps required to launch new, sunset old sites and the process flow for approval of the new site into the structure or the expiration of a site with all SEO implications explored

Next steps: department maturity level assessment

Different areas will have differing levels of content maturity, based on experience, resources available, etc.

High Maturity	Medium Maturity	Low Maturity
<ul style="list-style-type: none">• These departments, et. al., will require the least proactive oversight for general maintenance	<ul style="list-style-type: none">• These will require some proactive oversight for general maintenance	<ul style="list-style-type: none">• These will rely almost solely on the core content team for updates and maintenance due to staff, resourcing & experience
<ul style="list-style-type: none">• Reactive reviews and maintenance may be required	<ul style="list-style-type: none">• Reactive reviews and maintenance will be required	
<ul style="list-style-type: none">• Also, more likely to "color outside the lines" for new features and structures		

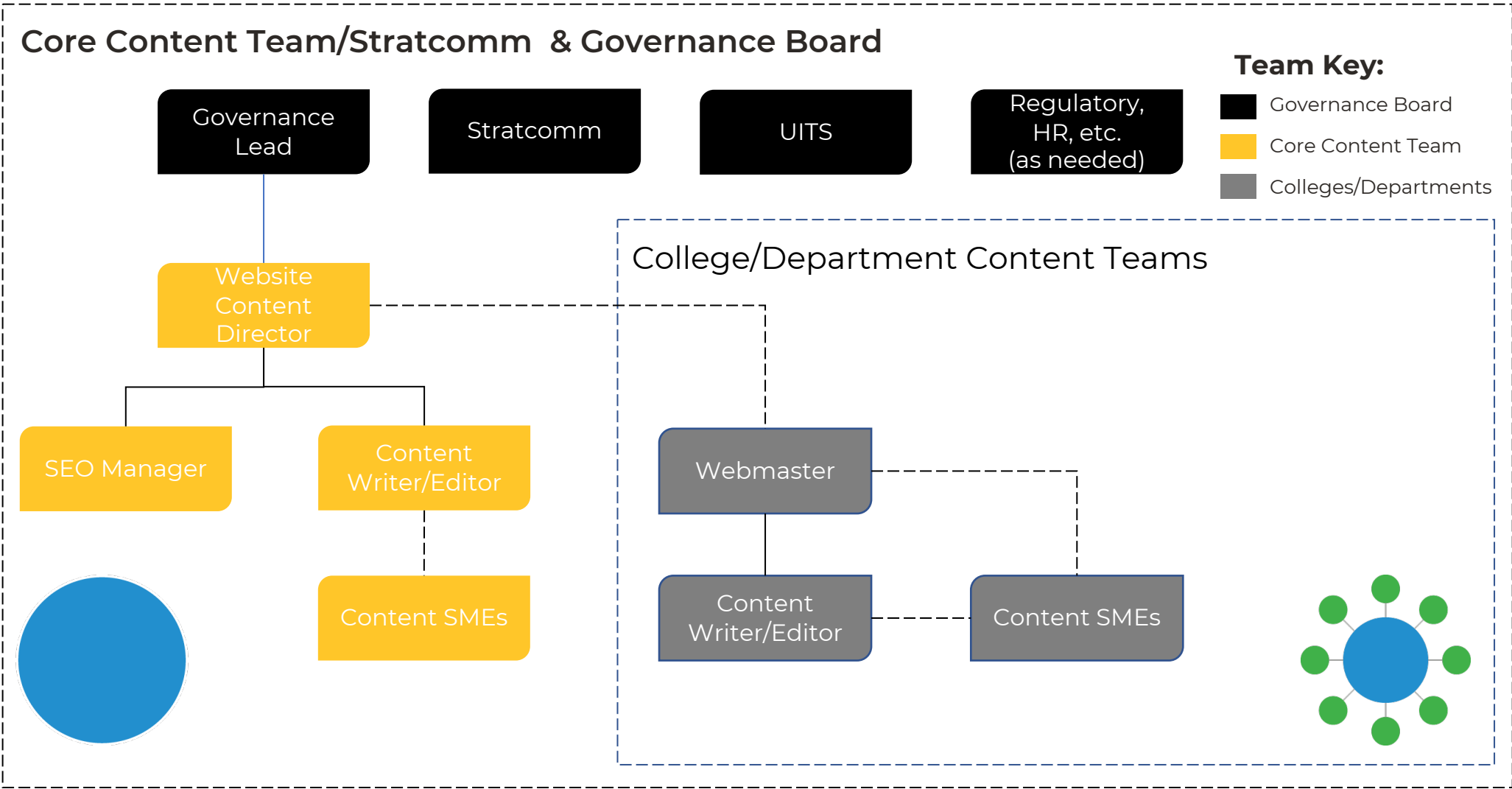
Next step: Ascertain the number of departments at each maturity level and the number of pages total for which they are responsible.

Next steps: resources & staffing

Based on maturity levels and number of pages ascertained above, we will need to ask some difficult questions:

- Are the resources that currently reside in Stratcomm and UITs sufficient to meet content maintenance needs, especially during big annual pushes
- Can staff be reallocated to help support low-maturity areas during large pushes
- Will additional staff be required. Specifically, think about “Website Editorial Director” or “Digital Librarian” type roles.
- If yes, where can the funds to support these hires/contracts be located
- Example: Large research hospital and educational institution implemented a federated model, with authors and approvers at division and department (~70 authors and editors), with centralized Editorial Direction, Taxonomy Management (two editorial directors a and ~10 authors full time in core team)

Next steps: resources & staffing – what exists?



Next steps: maintenance complexity factors

Identify criteria for general site maintenance versus more complex updates that will require more centralized oversight from Stratcomm, Search, and UITs

1. Any general copy and asset updates are low complexity and can be distributed based on maturity
2. Site structure updates will be subject to more scrutiny to ensure it meets the overall goals of the experience. These include navigational changes, taxonomy updates, updated/new Snippet and Asset functionality, support for campaign or microsites of limited curation, etc.
3. Map back to scenarios above

Next steps: how much system enablement is desired?

To what extent do we want to enable our governance and review processes using technology versus offline:

- Email notifications of items ready for approval
- Email notifications of items ready for audit / review
- Using validation in Snippets or Assets to enforce standards (required fields, such as ALT text, or character count minimums and maximums. These can be documented in Content Model, CS Playbook, or Editorial Guidelines, or some combination thereof

THANK YOU!
