

THE 5 R'S OF GOVERNANCE

what

IS GOVERNANCE?

Website governance is your institution's structure of people, process and policies to maintain and manage your website.

why

IS GOVERNANCE IMPORTANT?

I If you build it, they will screw it up

Governance is the **only** way to ensure consistent messaging and brand, a steady focus on strategic goals, efficient content production with no time or money wasted on deciding who does what or how to do it.

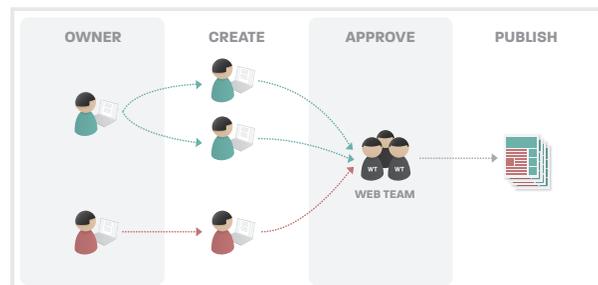
how

TO GET EXECUTIVE LEVEL SUPPORT

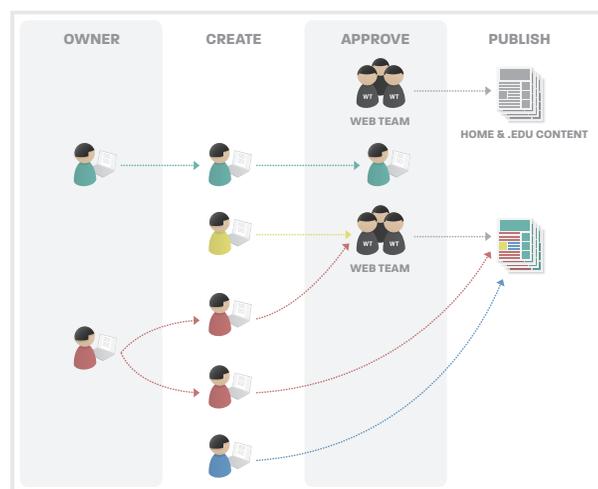
Senior administration speaks the language of benefit and risk. Netting out how effective governance is going to save the organization money, reduce risk, increase market share, etc. is a good way to engage executives. Be explicit. Show the risk. Show how competitors do it better. Use screen shots, quotes from articles where organizations have run into trouble with a low-quality ungoverned web presence.

COMMON PUBLISHING MODELS

CENTRALIZED



DECENTRALIZED



HOW TO BUILD YOUR GOVERNANCE PLAN

1. Conduct a current state analysis.
2. Document your website's goals (what it is to do, who does it serve and the overarching philosophy that guides content priorities) and align your desired future state of the website with these goals.
3. Define the 5 R's for your organization (see back).
4. Monitor everything, celebrate successes and enforce compliance.
5. Evaluate, iterate and revise all components of your governance plan.



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AS TAKEN FROM

GOVERNANCE: HOW THE 5 R'S PROTECT YOU FROM THE 'FRANKENSTEINING' OF YOUR WEBSITE

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1. ROLES

Who is involved? Anyone that has a role in doing something for the web operations in a routine way such as in producing, reviewing, editing or maintaining content or contributing to overall website strategy.

Higher Education Examples:

- Content Contributors
- Content Owners
- Unit leaders (Deans, Senior Directors, etc.)
- Web Management Team (aka WMT usually part of centralized marketing or communications)
- ITS (Information and Technology Services)
- Web Advisory Committee (aka WAC includes representatives from across the institution)
- Executive leadership (Broad authority that can set policy, settle disputes and enforce compliance)

2. RESPONSIBILITIES

What must each role do? What are each of the various players' responsibilities? Consider the following tasks and create roles to address each: Who issues policies? Who does strategic planning? Who writes content? Who reviews and edits content? Who posts content? Who provides training? Who coordinates (and assigns) all of the players? Who evaluates? Who is responsible for compliance enforcement?

Higher Education Examples:

- **Content Contributor** is responsible for posting content to the website.
- **Content Owner** has the ultimate responsibility for the accuracy of specific content. For example, the person that owns the financial aid and scholarship information for the business school is a content owner of that content.
- **Unit leader** is typically the organizational leader of a specific unit and ultimately responsible for the strategic direction of their corresponding unit's positioning and messaging and all of the content owners and contributors within their unit. For example, the dean of the business school would be the unit leader in this scenario.
- **WMT** responsible for training all content owners and contributors and advises on content strategy.

3. RELATIONSHIPS

How do the roles interact? On a detailed level, which players interact with each other to do things like obtain edits, approve/reject or publish content? Who trumps whom and how? What are the checks and balances to maintain the efficiency of the system?

Higher Education Examples:

- The **Unit leader** sets messaging strategy and directs content owners for their unit's website content but must comply with university brand guidelines which are translated by the **WMT**.
- **Content Owner** provides content to the **content contributor** and approves content prior to publishing but must collaborate with **WMT** on technical implementation and content strategy.
- **Executive leadership** has final approval or veto power of recommended policy and budget by the **WAC** and enforces compliance at the unit leader level.

4. RULES

What supporting policies, procedures and/or guidelines are required for use by the roles as they write, review, edit, approve/reject and publish content? What are the scenarios that the rules need to be able to address?

Documents that address Rules

- **Content & Style Guidelines:** Content & Style Guidelines detail the standardized treatment of typical content such as phone numbers and addresses. It may also dictate AP style, tone / voice and treatment of visuals.
- **Web Content Publishing Policy & Procedures:** WCPPP specifically outlines the rules for how to publish content to the website and consequences for not following the rules. It outlines the workflow of content development from inception to publishing. It also addresses content publishing that is outside of the routine workflow such as the process of evaluation, recommendation and implementation for a new section to the IA and what happens when a college wants to implement new technology into their website?

5. REVIEW

How will you measure success? Who manages the process? To ensure the information architecture and publishing process are a) working effectively and b) are maintained over time, what are the key indicators for site performance and who within your organization is ultimately responsible?

3 Components of the Review Process

1. Accountability (reviews people): Make sure people do what they're supposed to do
 - Here's what you're supposed to do.
 - Here's how we'll check to make sure you do it.
 - Here's what will happen if you don't.
2. Management controls (reviews processes): How do you ensure only authorized staff post, content is accurate and of good quality, etc.
 - What does a content contributor need to accomplish prior to being able to post? Selection by their unit leader + training? What workflow controls will be implemented through the CMS to ensure content contributors can access their assigned content only?
3. Performance measures (reviews quality): Make sure your site is doing what it's supposed to do.
 - Are you carrying out the purpose of your site?
 - Are you meeting the needs of your audience?
 - Are you communicating effectively?
 - How are you going to measure performance? What are your KPI's, usability testing, visitor polls?