Digital Governance at Bryant

April 30, 2018

Contents

Overview

The Bryant University Digital Properties which include our high profile websites and primary social media channels, are critical branding tools for the institution. Our online properties and presences serve to:

- Manage relationships with incoming students, internal audiences (faculty and staff), alumni, business and community partners, and other key audiences;
- Communicate the University brand and priorities;
- Offer effective guidance to and presentation of key information.

Maintaining the content on Bryant Institutional websites and other digital properties is a substantive undertaking, and it's imperative that we ensure clear, consistent communication across thousands of pages on an ongoing basis. Our success in achieving our core objectives is

directly tied to the websites functioning at the highest levels of information quality and user experience, in line with best practices for digital content.

Bryant's institutional websites and digital properties such as social media channels are often the initial touchpoint a student, scholar, or prospective faculty member has with the institution. Positive first impressions are critical to facilitating meaningful relationships. If our digital properties have inaccurate information, outdated design, conflicting brand messages, or an inconsistent user experience, we have made a poor impression. The user may abandon the site entirely, and key opportunities may be lost. Therefore, it's essential that we work from common guidelines and policies in order to ensure that the quality of our online experiences reflects the high quality of our education.

Introducing Digital Governance: Purpose, Goals, and Scope

The solution is digital governance. Active Standards defines this as "a framework for establishing accountability, roles, and decision-making authority for an organization's digital presence."

The purpose of this digital governance document is to outline the people, policies, procedures, standards and guidelines to help Bryant University achieve its objectives for high-value digital properties. It serves as a resource for all members of the Bryant community who may have an active or influential role in the creation or maintenance of web content, and provides the support, structure and guidance they need to succeed on the web and ensure our digital properties act as stewards of our brand.

The goals we'd like to achieve with this document are:

- More consistent, higher-quality experience for end user, yielding more goal-driven outcomes for stakeholders
- Greater awareness, buy-in, and knowledge among internal users for the processes of maintaining web content
- Less internal confusion resulting from undefined roles, knowledge gaps, inconsistent and/or low quality work, or insufficient outcomes as they relate to goals

The requirements for governance to succeed are:

- **Reflection** - Taking a close look at our organization and being honest and realistic about what is necessary and what is possible.
- **Sponsorship** - One or more stakeholders within the organization must be charged with creating, implementing, and overseeing the governance policy.
- **Authority** - The policy must be enforced, with buy-in at the highest levels of the organization, and there must be consequences for failure to comply.
- **Accountability and Managership** - Individuals must have defined roles and responsibilities, and they must be empowered to fulfill them with appropriate training and

documentation. In addition, no web or social media property should lack an owner—all sections must be accounted for and actively maintained.

- **Standards** - Publishing processes, guidelines, and workflows must be clearly defined and communicated, with the goal of maintaining consistent quality of content and user experience.
- **Support** - One or more stakeholders within the organization must be charged with providing the support and access necessary for people to fulfill the responsibilities accorded to them by the governance policy. This includes communication, training, documentation, advocacy, and other guidance as needed.

It is important to note that this document is a reflection of the digital marketing landscape as it exists at this point in time. This document should be reviewed yearly with the Executive Champions to accommodate any changes in institutional priorities and digital marketing trends.

Rules and Regulations

This policy does not override or replace any existing Bryant University policies or other IT/academic technology applications. **This governance policy applies only to the management of content publishing across bryant.edu and other "high value (traffic)" digital properties that surface in Google results and have the responsibility to communicate the primary brand messages about Bryant.**

Bryant High Value Digital Properties
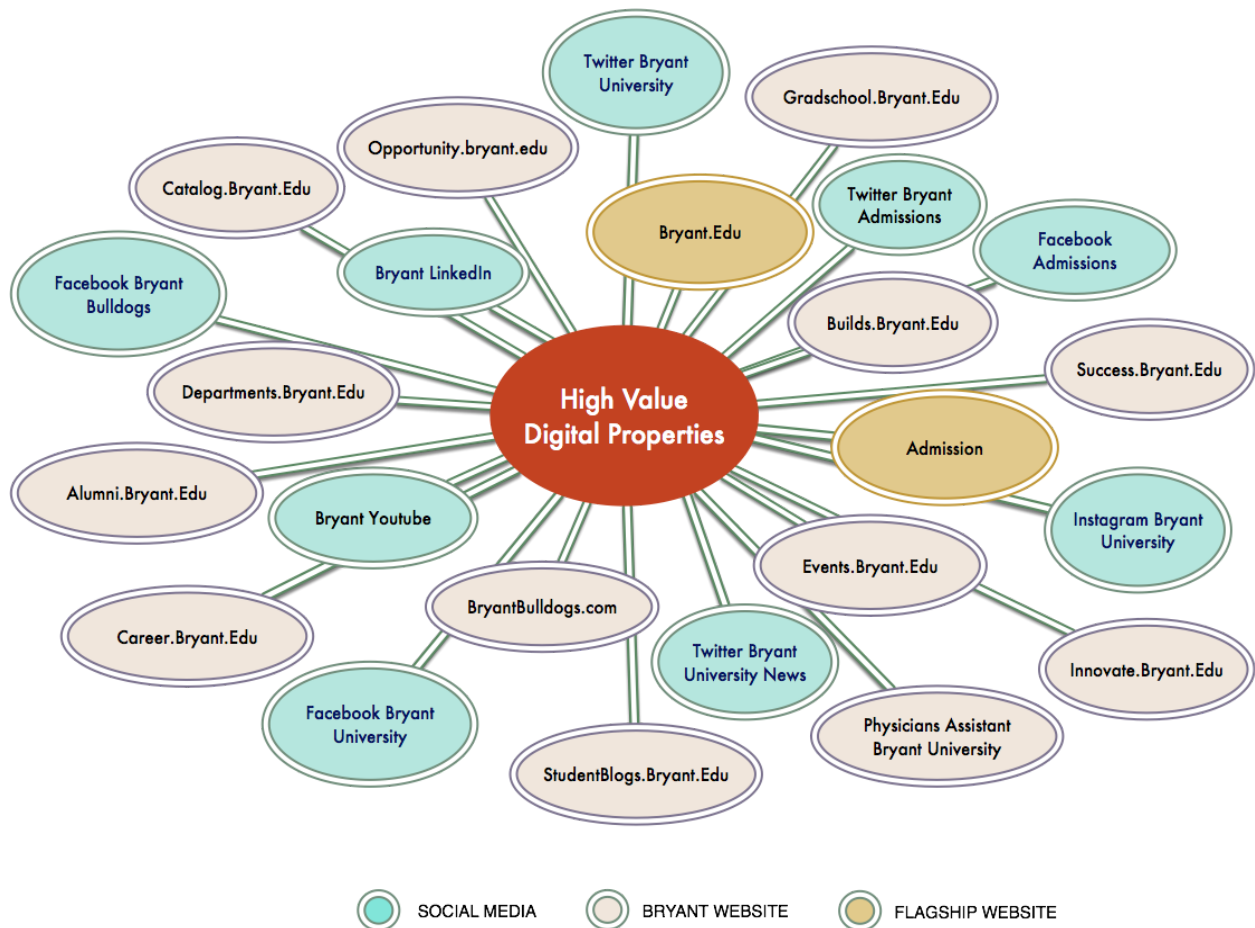
Many of Bryant's high-value properties are not actively managed by University Relations. However, these properties are still subject to the policies outlined in this document because content on these properties that does not meet established standards is a liability and poses a risk to the institution. Any such content is subject to removal. Should your content be flagged as not meeting established standards, a member of the University Relations team will reach out to you to discuss the matter and develop a plan to bring your content and/or publishing process up to standards.

If you have questions concerning topics relating to the governance of bryant.edu and its related content that are not addressed in this document, please contact the University Relations team.
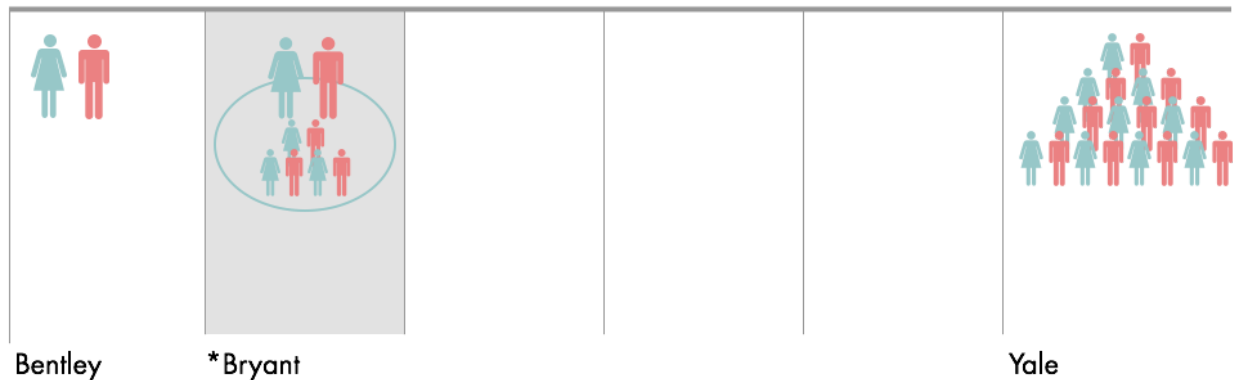
Related Policies & Materials

- Privacy policy
- Acceptable use
- Brand & visual style guide
- Copyright

Governance Structure

DIGITAL GOVERNANCE IS A SPECTRUM

Small Universities
(Highly Centralized)

Large Universities
(Highly De-Centralized)

Bentley   *Bryant   Yale

*Proposed by Oho Interactive

In order to reinforce the Bryant brand and content standards, a **centralized** governance structure establishes the University Relations team as the hub of all content activity across bryant.edu and other primary web properties and social media channels, working in partnership with institutional partners and subject-matter experts.

University Relations is responsible for defining, enforcing, and educating stakeholders across Bryant about the brand and best practices in implementing the brand across digital platforms. University Relations will establish and maintain a defined website publishing process (including content decision-making, management of the content workflow, communication of publishing timeframes, definition of content criteria, and editorial priorities and standards, as well as any other factors the team deems prudent.)

As opposed to a **decentralized** model, where activity is dispersed across the organization with little to no overarching control or influence by a central team, **the centralized model allows for optimal use of Bryant University resources while ensuring brand and content consistency.**

Site Strategy for bryant.edu

The top defined audience for bryant.edu is **prospective and incoming students**. The primary goal of bryant.edu is to function as **a tool for guiding prospective and incoming students**, directing them toward key information that results in their successful matriculation as a Bryant University student.

Our overall digital communication philosophy is to be user-centric, balancing user needs with organizational goals. Our digital content incorporates concise, scannable text (short sentences and paragraphs, clear headers, bulleted or numbered lists when appropriate); plain, accessible language; and appropriate integration of Bryant University's brand messages and strategic priorities. **The University's strategic plan is our roadmap. Bryant's digital content is structured to promote brand consistency, and is not necessarily reflective of our internal organizational structure or nomenclature.**

The ultimate goal of this effort is ensuring effective content, which requires defining standards, setting goals, serving key audiences, defining roles, and ensuring consistency. This means that content must be viewed as a commitment. Content has a life cycle. We always need to be thinking about it, revisiting it, ensuring its effectiveness, making decisions about it. Ongoing consideration of content will become part of the communications culture at Bryant University, not a one-time or occasional event.

Roles and Responsibilities

The Executive Champions Group (ECG)	
Overview	The Executive Champions Group (ECG), comprised of executive-level representation, will communicate institutional priorities and strategy to influence decision-making about digital strategy. **Conversely, the ECG will reinforce the digital decision-making authority of the University Relations team in line with established standards and strategy.** Group to be consulted as needs warrant.
Members	- Executive Asst. to the President - VP Information Services - VP Enrollment Management - VP Advancement - AVP University Relations
Responsibilities	Strategic Oversight - Provide guidance on institutional priorities, business goals, strategic direction, top brand messages and communications priorities, budget considerations, or resource needs to sustain a goal-aligned website - Relay directives or needs from executive leadership - Reference established measurement frameworks and dashboards as a guide for understanding and making decisions that affect the website Advocacy & Education **Support decision-making by University Relations team designed to enforce this policy; ensure these decisions align with institutional priorities** - Educate and inform relevant constituents about publishing process and overall digital strategy

	Management & Administration
	- Field and review high-level requests from administrative and academic stakeholders and convey them to University Relations team for review against defined strategic and quality standards - Arbitrate governance compliance issues, when necessary

Digital Brand Owner (DBO)/Stakeholder	
Overview	As head of University Relations, the Digital Brand Owner (DBO) will help ensure the website functions as an effective tool in Bryant University's overall communications strategy through resource management, internal advocacy, brand and style stewardship, and consultation with data. The DBO will also reinforce the digital decision-making authority of the University Relations team in line with established standards and strategy. The DBO should be consulted as needs warrant.
Members	AVP University Relations
Responsibilities	Strategic Oversight - Advise on overall strategic direction for bryant.edu - Provide guidance on content quality assurance, brand and style, messaging, and overall institutional communications strategy - Reference established measurement frameworks and dashboards as a guide for news and editorial decision-making as well as broader decision-making that affects the website - Engage in regular editorial meetings with University Relations team to facilitate collaboration and editorial decision-making Management & Administration - Provide guidance on budget or resource needs with the goal of sustaining a goal-driven website - Field and review high-level requests from administrative and academic stakeholders and convey them to University Relations team - Arbitrate governance compliance issues, if necessary - Use editorial calendars and/or planning systems to coordinate high-level website publishing and facilitate collaboration within University Relations Advocacy & Education

	● Educate and inform relevant constituents about publishing process and overall digital strategy ● Support decision-making by University Relations team designed to enforce this web governance policy

Editors-in-Chief	
Overview	The Editors-in-Chief are the day-to-day decision-making and publishing unit for bryant.edu and other primary digital brand channels.
Members	● Editor of Interactive Media ● Director of Digital Marketing
CMS Role(s)	Administrator
Responsibilities	Strategic Oversight ● Establish and oversee strategic direction for primary digital properties, including establishment of top brand messaging ● Use analytics, usability, best practice, user (end-user and author) feedback, and institutional priorities to make informed decisions about content, publishing process, standards, policies, and overall digital strategy ● Recommend and implement changes to website templates, taxonomy, content structure, Bryant University style and brand, information architecture, and design ● Consult and communicate with ECG and DBO about proposed major site changes (structure, substance, process, or policy), ongoing/challenging compliance issues, and support for governance of bryant.edu. Advocacy & Education ● Ensure all groups are aware of digital publishing process, website goals and performance, and any related issues that may arise Management & Administration ● Maintain website accountability to ensure that all pages and sections of bryant.edu are actively managed and current ● Grant access to CMS in accordance with established criteria ● Maintain regular communication with content writers and managers about updates to policy or process, system maintenance, or other relevant change management matters ● Consult with technology partners on management of CMS

	- Revise permissions structures for users on the CMS, in technical consultation with technology partners if necessary - Guide content owners in determining content update frequency and establishing editorial calendars - Address non-compliance issues through guidance, consulting, and if necessary, revocation of access or retraining. Content Process & Standards - Everyday management and oversight of bryant.edu, including content creation, review, approval, and quality assurance - Manage website content in partnership with relevant subject-matter experts, stakeholders and contributors - Use editorial calendar to track and manage content updates across bryant.edu; communicate with ECG and DBO about significant milestones in editorial calendar via editorial meetings or other updates - Revise or remove content on bryant.edu that violates the governance policy, related content guidelines and standards, or general Bryant University guidelines around acceptable use, computing, and copyright - Measure website effectiveness against established measurement frameworks and dashboards, sharing outcomes with designated site stakeholders. - Establish and uphold style guidelines, publishing standards and processes, governance policies, content templates, and adherence to best practice to ensure site integrity and consistently high quality - Evaluate the effectiveness and efficiency of established guidelines, standards, policies, and processes, making adjustments if needed

Content Publishers	
Overview	Individuals granted access to create/revise, review, and **approve content** for publication on bryant.edu
Members	tbd
CMS Role(s)	- Content Administrator - Site Administrator
Responsibilities	Content Process & Standards - Create and revise web content, in consultation with University Relations team, subject matter expert(s), and/or other relevant stakeholders - Review content for appropriateness, quality, structure, brand, style, accuracy, and relevance, either approving content for publication or submitting it back to the writer for corrections

	- Identify and create new children pages *(Site Admin CMS role only)* - Reference analytics data and other available information to guide decisions about website content Management & Administration - Use content planning tools (e.g. content audit, editorial calendar) to guide content efforts - Use best practice and institutional standards to guide content efforts Advocacy & Education - Maintain consistent skill level in knowledge of web content publishing and usage of the CMS

Content Editors	
Overview	Individuals granted access to create or revise content on the CMS
Members	tbd
CMS Role(s)	● Content Editor
Responsibilities	Content Process & Standards ● Create and/or edit/revise web content, in consultation with University Relations, subject matter expert(s), and other relevant stakeholders ● Make corrections as advised, if necessary ● Use content planning tools (e.g. content audit, editorial calendar) to guide content efforts ● Use best practice and institutional standards to guide content efforts Advocacy & Education ● Maintain consistent skill level in knowledge of web content publishing and usage of CMS

Workflow of Requests for Updates and Initiatives

Digital Brand Owner is the University Relations Associate VP, Liz O'Neil

Based on the nature of the request it is either managed
or brought to the Web Advisory Board for arbitration

Web Advisory Board

Digital Marketing, Public-Facing Web Technology and Content Requests

University Relations

UX changes, larger initiatives and technical requests

Modest content changes and updates

EDITORS-IN-CHIEF

Dir Digital Marketing

Web Editor

Dir Web Integrations

Web AD Designer

Subject Matter Expert

Integrations Team

Content Publisher
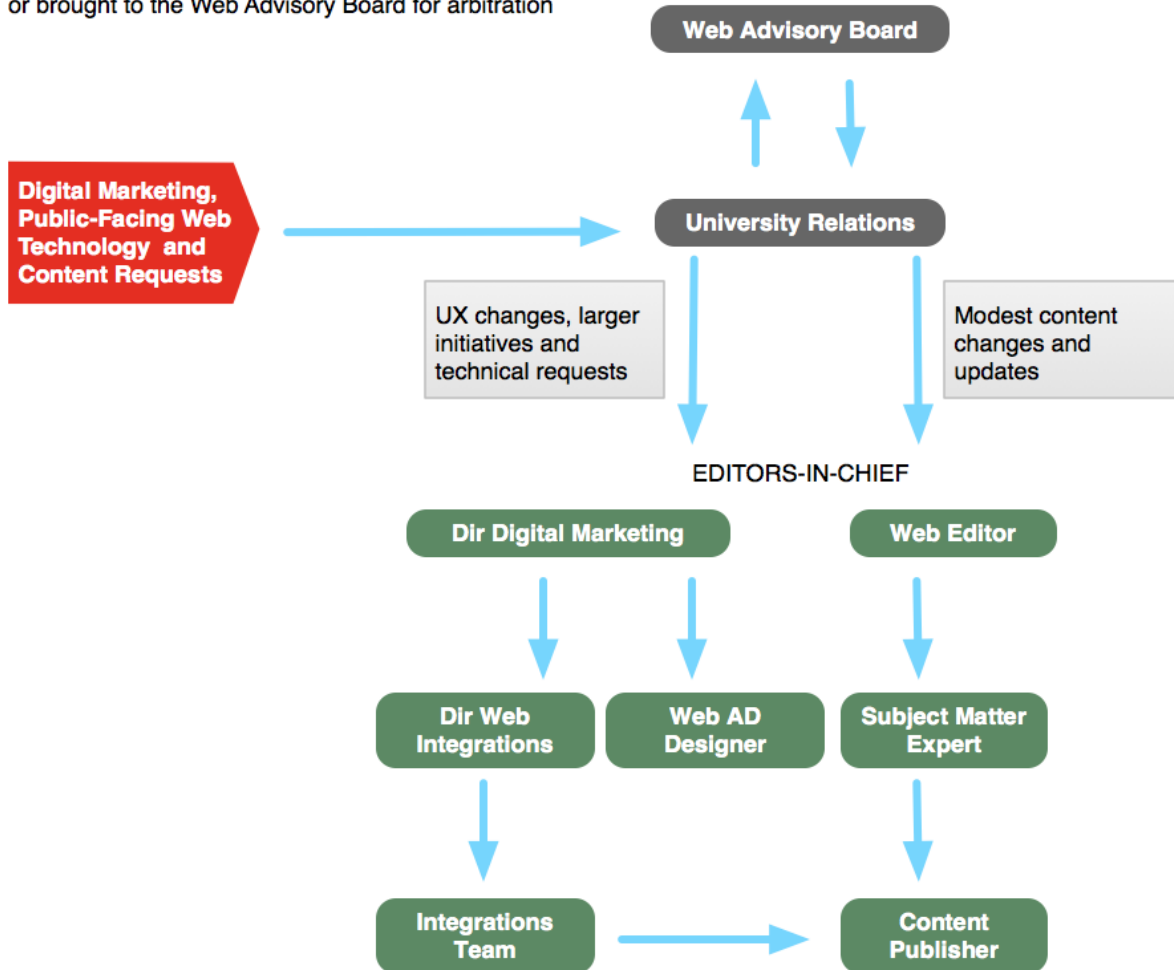
The Bryant University Web Team

As a primary engine for marketing, communications, and recruitment, as well as supporting multiple other business functions, Bryant websites are core business assets for the university.

Bryant takes a team-based approach to creating and modifying web sites and external web properties. Personnel in both University Relations and Information Services constitute the **Bryant University Web Team.** They have the authority to maintain the high standard of quality, effectiveness, and accuracy of Bryant University's digital assets while consistently asserting best practices and the university brand.

The Web Team members possess a range of skills important for the functioning of our online properties. They are authorized to help maintain and implement changes to our digital properties

as needed by those with requisite oversight of the project(s) and digital properties. Here are their roles:

- Social Media Strategist – focusing on community management, communications and marketing through established and emerging social media channels, exploring and optimizing their interconnection with other platforms (web, email, etc.)

- Digital Content Specialists – copywriters and videographers who create high-level brand storytelling, and top-level website and digital marketing content while supporting web content maintenance across bryant.edu.

- UX Design Specialists within the Web Team focus on making sure that the usability of the experience on all devices is maximised and that user-actions are prioritized when making decisions about Information Architecture, User Experience Design and Graphic Design elements of the web projects.

- Digital Marketing and Analytics Specialists who develop and execute digital marketing strategies and initiatives, maximize the UX experience for the end user and measure the performance of the websites against internal goals, user interactions and other metrics .

- Project Management, Information Architecture, Ux Design, visual design specialists to determine visual hierarchy, information hierarchy, taxonomies and be responsible for display on desktop and mobile devices.

- The Web Integrations team (IS) works in partnership with University Relations Digital Marketing personnel in support of the technology necessary to implement digital marketing initiatives.

- Integration Architect, Web Developer, Technical Administrators are all crucial to maintaining the technical infrastructure of high value digital web properties for Bryant University

Decisions on deliberated priorities are managed through the Executive Champions Group that meets weekly to determine the best course of actions to be taken on web-based initiatives.

Access to CMS (Content Management System) for Primary Bryant Web Properties

With limited exceptions, **website publishing access is primarily limited to staff within University Relations and Information Services**. At University Relations' discretion, individuals requesting access to the CMS must meet the following minimum requirements:

- Possess subject-matter expertise in the business of the respective unit (or an established relationship with a relevant subject-matter expert)

- Have website content management defined and allocated as an ongoing job responsibility, with supervisor's approval
- Receive all required training from University Relations and/or Information Services
- Agree to fulfill all responsibilities and expectations of the assigned role on an ongoing basis, working with any parties necessary within and beyond given unit

Approved individuals may receive login credentials and an assigned workflow role for the CMS upon meeting the following requirements:

- Approval from executive leadership
- Approval from the University Relations team
- Completion of CMS training

In granting CMS access, the VP granting approval must acknowledge that:

- Bryant websites are crucial brand components of Bryant University and;
- The approved individual's responsibilities in updating a section of bryant.edu are critical to the effectiveness of the website as a communications and marketing tool, and thus supporting the institution's business and academic objectives and;
- The approved individual must determine (with the consultation of the University Relations team, if necessary) an estimated amount of time per day/week/month (as appropriate) that will be allocated to complete website maintenance responsibilities.

All requests for CMS access must be directed to the University Relations team. University Relations may revoke or deny access to the CMS for any of the following reasons:

- Not meeting established criteria for CMS access
- Section for which access is requested is already managed by another team/individual
- Repeated violations of this governance policy, including inability or unwillingness to fulfill responsibilities of assigned CMS access role on an ongoing basis
- Repeated violations of established content and brand quality standards
- Intentional publication of false, misleading, or defamatory information on bryant.edu
- Violation(s) of other relevant Bryant University policies
- The discretion of your direct supervisor or dean
- Sharing CMS credentials with untrained and unassigned individuals

Management of Subdomain / Secondary Websites

The Bryant brand position and guidelines are applied to bryant.edu and to any website hosted on a bryant.edu domain.

This includes sites hosted on subdomains (e.g. xyz.bryant.edu, also known as vanity domains) of the main Bryant website. While these sites may be distinct in mission, substance, and audience from the main www.bryant.edu site or other core digital recruitment properties, their affiliation

with the bryant.edu domain establishes a relationship between them and the overall Bryant brand, which is managed by University Relations. In establishing subdomains for units or initiatives, the University must consider its overall digital marketing strategy and ensure there are no conflicts.

For this reason, **all subdomain requests must be vetted by University Relations** and, if necessary, by the Executive Champions Group. Once approved by the AVP University Relations or the Executive Champions Group, typically within two weeks (10 business days) of receipt, the request will be relayed by University Relations to Information Services for technical implementation. **Subdomain requests submitted to Information Services directly will be rerouted to University Relations for consideration.**

Members of the Bryant community who are authorized to manage their own web property (e.g. xyzcenter.bryant.edu) are fully responsible for doing so. University Relations will not be available to assist with content edits, design assets, governance, technical problems, or other issues that may arise. However each web property that is promoting Bryant University should have one Web team member authorized to access the property for long-term management.

It's important to note that Bryant websites that have bryant.edu subdomains will be perceived to have a stronger affiliation with the Bryant Brand and must conform to the Bryant Brand Guidelines in a manner to be determined by University Relations.

Content Requests

All appropriate content requests must be submitted to University Relations via email. Approval and execution of requests is at the discretion of the University Relations team (and any additional stakeholders they deem relevant to the matter).

The University Relations team will prioritize these incoming requests based on the following criteria:

- Relevance to the established digital strategy for bryant.edu
- Relevance to the mission of the Bryant University
- Mission-critical urgency
- Correction of outdated/erroneous information
- Time-sensitive promotion of news/events
- Ongoing sustainability of the request and required resources (time/cost)

Any request for change can expect a response from the UR web team within five (5) business days. Small content changes will occur much more quickly. If necessary, University Relations will ask for additional context or information, or possibly request a meeting to discuss the request in greater depth. All decisions are at the discretion of University Relations. If the request is denied, the requestor may resubmit the request with additional executive support to make the case for the need. All decisions will be evaluated against the strategic goals of the website and the

institution, its target audiences, and established standards for messaging and content quality. To these ends, all final web publishing decisions rest with University Relations.

If a member of the Bryant community takes issue with content found on bryant.edu, that individual should contact University Relations. University Relations reserves the right to consult with the Executive Champions Group for guidance in resolving the issue, if necessary. Any content complaint brought directly to the Executive Champions Group will be redirected by the board to the University Relations team, which may then consult with the Executive Champions Group for guidance in resolving the issue.

Editorial calendar

An editorial calendar is a tool for prioritizing, planning, organizing web content publishing. It helps track content ideas, use and re-use, affiliated assets, cross-platform publication, deadlines, and workflow, and generally facilitates day-to-day editorial decision-making.

The University Relations team will maintain an editorial calendar to track and plan content updates for defined areas of bryant.edu (e.g. homepage, academic courses of study pages, academic department pages, news, etc.) and the university's important recurring content opportunities such as Orientation, Commencement, Family and Friends Weekend, Research and Engagement Day, IDEA, etc.

Publishing Workflow and Process

Bryant has an established process by which web content is authored, reviewed, and published. Please note that the CMS offers editorial version control, with the ability to revert to previous revisions if necessary.

Publishing Content to the Bryant Digital Properties involves the following steps

PLAN → CREATE → REVIEW → APPROVE → PUBLISH → MEASURE

Timeframe for these steps varies based on scope of requests and necessary approval processes.

Proposed Workflow Notifications

Note: The function and workflow described below is not currently scoped and may entail additional development budget (for discovery, coding, and QA) to execute. OHO and Bryant can discuss this in greater detail during our governance follow-up discussion.

When the Content Editor submits content for review by the Publisher or Editor-in-Chief within the Drupal CMS, the Publisher or Editor-in-Chief should receive a system notification. If the review is solely within the Publisher's purview, Editors-in-Chief should still receive a redundant notification of the submission.

If the Publisher or Editor-in-Chief a) makes changes before approving the content and submitting for publication b) rejects the content and sends back to the Content Editor for revision or c) approves the content for publication without revision, the Content Editor may receive a system notification, noting either the submission status or describing the necessary revisions. If the review is solely within the Publisher's purview, Editors-in-Chief should still receive a redundant notification of the activity.

After content revisions are submitted by the Content Editor for review by the Publisher or Editor-in-Chief, the content is then published to the website, with the Editor-in-Chief receiving a redundant notification of the publication if they are not part of the review workflow.

By having the ability to publish content live directly to our "high-value" external facing websites via Drupal, an individual with a Publisher or Editor-in-Chief role commits to maintaining a high standard of quality, accuracy, and consistency across the web content for which they are responsible, including adhering to an offline review process to ensure content is reviewed by at least one individual who is not the author. This level of access may be revoked if the University Relations team deems that it is not being utilized with due diligence.

Any requests for changes in [CMS access](#) and [permissions](#) must be submitted to the Bryant University Web Team.

Content Quality Assurance

Maintaining a high level of quality and consistency for content across Bryant websites and social media is paramount to establishing an effective and credible tool for accomplishing the institution's business goals. Poor content quality can confuse and frustrate site users, lower their opinion of and affinity toward the institution, and damage the trust they have in us. The quality of our content should reflect the high quality of our education.

Accuracy

When creating or editing content, ensure that the information you are publishing is accurate. Confirm that your content is free of spelling and grammar errors and broken links, and that you have accounted for web best practices and Bryant University style to make the content as high quality as possible. Everyone one who touches the content is responsible for doing everything possible to ensure it is as accurate and high-quality as possible. Consult with a colleague for a second eye if need be, regardless of what point in the workflow you are in.

Review & Compliance

Our written content, photos and video content should reflect the Bryant University brand and the high standard of quality we seek to uphold on the web. Consult the Bryant identity standards for brand pillars, messaging guidelines, appropriate fonts, wordmarks, logos, and other visual assets for use in video content. University Relations is available for brand consultations.

 If University Relations discovers content that is irrelevant, off-brand, inaccurate, outdated, or poor quality, or if it is determined that individuals with site editing access have not been fulfilling their responsibilities, the University Relations team will reach out to the content owner to devise a timeframe and a plan for addressing the concerns.

Failure to adhere to the agreed-upon plan and timeframe may result in a loss of CMS editing access or website archival.

Measurement

All content on bryant.edu is tracked via Google Analytics. **Tracking code is embedded on all pages as a best practices procedure.**

Decisions around institution-wide use of Google Analytics and other web analytics tools—including, for example, the implementation of event tracking, campaign tagging, or setting goals—rest with the University Relations team. The University Relations team also has full access to review analytics, configure dashboards, and use other analytics functionality for any page(s) on bryant.edu, and may share that data with other stakeholders across the institution and use it to guide decision-making about the website.

University Relations can provide automated reports about traffic to specific web pages. Depending on the circumstances, University Relations may be able to provide Bryant colleagues some access and coaching on how to view the reports and interpret the data.

CMS Training, Education and Documentation

Any member of the Bryant community who desires publishing access to bryant.edu must, after receiving authorization from University Relations, receive both Drupal CMS content author training as well as content brand and style consultation with University Relations (if applicable).

While University Relations assumes responsibility for defining standards and providing guidance, it is the responsibility of bryant.edu writers and managers to learn the information, practice acquired skills, adhere to defined style and best practice, reference relevant documentation and guidelines, and seek additional help when needed. Whenever possible, relevant documentation and content guidelines will be integrated into the CMS authoring interface, to better guide the efforts of content editors and managers.

New Employee/Faculty Onboarding Regarding Web Properties and Social Media

The Web Team works with Human Resources and Bryant leadership to institutionalize a brand-centric content culture and an understanding of web governance and digital best practices. The goal is to make web responsibilities less of a "floating" task and more tied to specific positions at the University.

Managers and HR staff will account for website and social media responsibilities in the annual employee goal-setting process so that staff with web and social media responsibilities have a full understanding of their role, and access to the systems and resources needed to do the job.

Authoritative Content

Whenever feasible, University Relations will programmatically integrate data sources of record into the website in order to publish the most current, accurate version of a given type of information.

Both authorship and publication of certain sections of content within of bryant.edu are strictly limited to specific roles because of the strategic value of the content and the critical business need to ensure content quality and accuracy. These sections are deemed *authoritative content*.

Other departments at Bryant University, unless specifically granted permission by the University Relations team, are prohibited from reproducing information that appears within sections of authoritative content on their own sections, in order to avoid the posting of conflicting or duplicate information on bryant.edu. Web pages or content found to be in violation will be removed after consultation from University Relations.

There are several **systems of record** for Bryant, including **Courseleaf**, **Digital Measures**, **BryantBulldogs.com**, **Localist (events.bryant.edu)** that feed content into bryant.edu and other web properties. The owners of these systems (Registrar, Academic Affairs, Athletics, UR) are responsible for maintaining the quality and accuracy of the content. Generally speaking, the University Relations team is the owner accountable for authoritative content published on bryant.edu and other primary web properties.

Here are the pages and areas of authoritative content:

Homepage

The homepage is the primary digital front door for Bryant University, with the goal of communicating the college's key messages to priority audiences through language, imagery, style, branding, calls-to-action, and other elements of content. Secondary priority audiences can find clear paths to relevant content via the homepage.

The homepage is solely owned by the University Relations team, with direct influence only from the Executive Champions Group and Digital Brand Owner (and of course, indirect influence from the input of the Bryant University community). Members of the university community are welcome to contribute news, information, or ideas they may feel are appropriate for the homepage, but the final decision for what goes on the homepage rests with the University Relations team.

The content elements of the Bryant homepage are subject to change in consultation with the Executive Champions Group to implement marketing strategies which help achieve our business goals.

Headers, Footer, and Global Calls-to-Action

The content, information architecture, and design reflected in these site-wide elements are determined at the discretion of the University Relations team and any internal or external partners they may enlist to support this effort.

Taxonomy

The University Relations team is solely responsible for maintaining the taxonomy governing content tagging, organization, and re-use sitewide, as well as any complementary taxonomy in use for events, news, or other content types. Any questions or requests regarding site taxonomy should be directed to the web team.

Audience-based content hubs

The University Relations team, in consultation with relevant stakeholders, will assume responsibility for any audience-based content hubs.

Bryant University stories

University Relations, in conjunction with any designated partners, is responsible for high-level institutional storytelling. Members of the Bryant University community, as well as members of the community at large, are welcome and encouraged to submit story topics for consideration.

News and event-related news

News content will be managed by University Relations. Members of the Bryant University community, as well as members of the community at large, are welcome to submit topics and ideas for consideration.

If you wish to publish content about events or news relating to your unit, please contact the University Relations team for guidance in determining the most appropriate means of promotion. This may include a news story, event listing on events.bryant.edu, a media pitch, Facebook post, or placement in another internal or external publication.

Do not publish news or event information relating specifically to your unit as content on your website, whether in a new page or within the content of another page. By doing so, you would:

- Undermine the structure and quality of your website by creating content that will be irrelevant once your event passes or news becomes old
- Inhibit the ability of your audience to find your content by placing it somewhere other than highly and universally promoted Bryant University news and event sections

Instead, work with the University Relations team to find the appropriate means to promote your news or event through established platforms and link to it from your site.

Learn more about policies around event-related content on bryant.edu.

Top-level sections

Due to its high informational value and institution-wide relevance, content within top-level sections will be wholly owned by the University Relations team, in consultation with relevant subject-matter experts and stakeholders.

Colleges and Departments

The University Relations team will oversee the process of maintaining academic program and department page content, working closely with relevant subject-matter experts and content owners (department faculty or staff) who can help the team keep these pages and sections up to date.

Academic program pages should be revised annually, at a minimum, or whenever necessitated by changes in name, key processes, program offerings, or other influential factors, as influenced by the respective deans.

While a range of individuals in those departments may be consulted to confirm accuracy of information, the final authority for publishing program page content rests with the University Relations team. This is to ensure that program page content remains consistently accurate and on-brand in explaining Bryant University programs to prospective and incoming students/faculty and other members of the community.

To keep pace with new developments within departments and to best showcase offerings, we recommend a review be performed at least annually of program content and academic department pages to confirm (including but not limited to):

- Contact info
- Program type
- Main program descriptive content (overview, expectations, curriculum, courses, credits, requirements, outcomes)
- New photo or video content

- Related faculty

Policies

While individual units may create and publish policies relative to their respective domain, any college-wide curation of policies must be organized, completed, and vetted by the Office of the President, legal counsel, or a designated representative, with University Relations acting solely as content manager. University Relations is not responsible for defining the presentation or prioritization of Bryant University policies.

Faculty Bios

Digital Measures is the database of record for faculty information.

Faculty and their assistants use Digital Measures to manage their profiles. This includes the procurement of current headshots and maintenance of up-to-date biographical information. Bryant's academic leadership is charged with encouraging timely faculty participation in the faculty bio update process.

All faculty detail page content is managed through Academic Affairs deans and/or a representative of the academic department. Faculty detail pages should be updated at least an annual basis. It is recommended that departments maintain an editorial calendar to coordinate necessary updates.

Some Digital Measures content is pulled into bryant.edu for inclusion on academic department web pages. When appropriate, and with the subject's approval, University Relations-written faculty bios can override bio content contained in Digital Measures.

The addition of bio pages for new faculty or archival of bio pages for former faculty should be completed as soon as the administrative change is finalized. This responsibility rests with Academic Affairs, deans, academic departments. In the event that the relevant department or faculty member cannot sustain an appropriate level of currency or accuracy for faculty pages through a transition or due to any other factor, University Relations reserves the right to assume full control of the relevant faculty bio page(s) until the issue can be resolved.

The University Relations team will, whenever possible, pursue opportunities for efficiency by identifying and integrating dynamic data sources to populate faculty detail pages.

Social Media Guidelines and Policies

Creating or Managing Verified Social Media Accounts at Bryant

Social media accounts that represent a department, division, organization, unit or function of Bryant University need to be verified through University Relations.

Administrators of verified accounts agree to:

- Represent a unit/department/initiative in a manner appropriate to the social medium (conversational, viral, visual, topical)
- Publish content in line with overarching Bryant goals, values, brand, and policies (See "Content Guidelines for Social Media," below)
- Seek to establish affinity with target audiences
- Alert University Relations when there is a change in the account (for example, when the account is deleted or combined with another) or when the contact information for the account manager changes
- Abide by the crisis communication protocol outlined below

In exchange for verifying your account:

- Your admin or your representative will be invited to participate in the Social Media Users Group (See "Social Media Users Group," below.)
- Your account will be listed among the University's official social media accounts in print and online
- You will receive digital files of Bryant's official logo to include in your social media bio or account profile image
- Members of the web content team will be available to discuss social media partnerships or collaborations for special projects that may be part of your content strategy. (See "Support for Social Media Owners" below.)

To request a verified account, send email to urweb@bryant.edu that outlines the following:

- Name of the organization/unit/department/function that the account will represent
- Purpose of the account
- Plan for managing the account going forward
- Name, title, email, and phone number of owner/account administrator

Someone from University Relations will respond to the request within five (5) business days to review your proposal with you and to discuss next steps.

(Managers of social media accounts that existed before these policies were implemented will be asked to submit name of account, unit/department it represents, and contact information for manager of account to University Relations at urweb@bryant.edu.)

Upon gaining approval from University Relations, the designated account owner is responsible for setting up the account(s) on the relevant platform(s), then sharing the following information with University Relations:

- Name, title, email, and phone number of owner/administrator.
- Name, title, and email of anyone responsible for helping manage the account(s)
- Email account associated with account(s) (if applicable)
- Logins and passwords for account(s)
  - For Facebook, University Relations may request admin role
- If platform permits, association of your account with the main university account

Note: Social media accounts should not be created for temporary purposes (e.g. a one-time event, etc.).

University Relations may revoke or deny permission to create or sustain a verified social media account for any of the following reasons:

- Not meeting established criteria
- Not completing a social media strategy brief
- Unit/domain for which social media presence is requested is already represented by another team/individual
- Repeated violations of this governance policy, including inability or unwillingness to fulfill responsibilities on an ongoing basis
- Repeated violations of established content and brand quality standards
- Intentional publication of false, misleading, or defamatory information
- Violation(s) of other relevant Bryant University policies
- The discretion of your direct supervisor or dean
- Sharing social media login credentials with untrained and unassigned individuals

University Relations will actively maintain an internal directory of social media accounts and associated personnel. Should there be a staffing or role change that affects the management of your social media account, or any change/update to the details listed above, let University Relations know via email.

Social media accounts that do not adhere to the process outlined above will be asked to meet with University Relations to review this governance policy and comply with the application procedures. Refusal may require University Relations to seek intervention from the Web Executive Champions.

Best practices of a social media account owner/admin

University Relations strongly suggests that social media accounts be overseen by a full- or part-time permanent university employee within the relevant unit/department. While that employee has the option to delegate day-to-day management to a temporary resource such as a student worker or graduate assistant, responsibility for ongoing maintenance of the account rests with the employee. Should the student/grad assistant leave their role, account maintenance must revert to the employee until another resource is secured.

Social media account owners are encouraged to:

- Possess subject-matter expertise in the business of the respective unit (or an established relationship with a relevant subject-matter expert), or have some ongoing role in the business function of the relevant unit
- Have social media management defined and allocated as an ongoing job responsibility, with supervisor's approval
- Receive all required training from University Relations
- Agree to fulfill all responsibilities and expectations of the assigned role on an ongoing basis, working with any parties necessary within and beyond given unit

In granting ownership of a social media account that represents a unit of Bryant University to a member of the university staff, the supervisor granting approval must acknowledge that:

- All Bryant social media accounts are critical brand and customer service platforms for Bryant University and;
- The approved individual's responsibilities in managing a Bryant social media account are critical to the effectiveness of the university's branding and marketing strategy, and thus supporting the institution's business and academic objectives and;
- The approved individual is empowered to independently communicate and converse with members of the Bryant and external community, in line with defined strategy/goals and;
- The approved individual must determine (with the consultation of the University Relations team, if necessary) an estimated amount of time per day/week/month (as appropriate) that will be allocated to complete social media maintenance responsibilities.

University Relations works with Human Resources and Bryant leadership to institutionalize a brand-centric content culture and an understanding of social media best practices.

The goal is to make social media management responsibilities less of a "floating" task and more tied to specific positions at the university. Website responsibilities are generally a good area for the development of personal annual goals.

If position descriptions cannot be updated, the web team is available to work with Human Resources and Bryant leaders and managers to ensure that staff with social media responsibilities have full understanding of their role and access to the systems and resources needed to do the job.

Support for Social Media Owners

University Relations is committed to supporting social media account owners in maintaining effective and engaging social media platforms that service the goals and interests of their unit/initiative while advancing the overall Bryant brand. To that end, University Relations is always available for questions and consultation about best practices, content planning and strategy, use of university media assets, branding, or other concerns.

Social media account owners also have two other recurring opportunities to learn how best to manage their properties:

Social Media Users Group

University Relations will regularly convene a social media users group, consisting of all authorized social media owners/managers of verified Bryant accounts. The purpose of this group is to disseminate strategies, best practices, guidance around brand and content, and overall support for social media efforts. Regular attendance at these meetings is important - if you are not available during a scheduled group meeting, please reach out to University Relations to be briefed on pertinent information shared during the meeting.

Failure to consistently attend or follow up on social media user group meetings may result in your ownership status being revoked, or your account being recommended for deletion/archival.

Training

In addition to collaborating with social media colleagues through the Social Media Users Group, social media account owners also can request one-on-one meetings with members of University Relations' web content team.

Content Guidelines for Social Media

- Do use social media to achieve the following:
    - Answer questions/provide customer service to members of the Bryant or external community
    - Engage your community with high quality, relevant content such as photos, events, queries, stories/profiles, noteworthy news/accolades, and relevant news or information from your specific industry/discipline/domain
    - Quickly disseminate important and/or short-term information (e.g. an unexpected closure, holiday hours, a late change in an event program)
    - Share content (e.g. news, events, resources) from external resources that is relevant to your discipline/domain, thus demonstrating your attention to current news and happenings in said discipline/domain and establishing rapport with the sources whose content you share
    - Share real-time updates from events
    - Reference the Bryant brand guidelines to inform your content efforts and ensure overall brand alignment
    - Use a calendar to plan out content in alignment with your communication goals and ensure your accounts remain active, relevant, and sustained over time
    - All content must meet a high standard of quality, as it represents the university and defines the brand. Ensure high quality for both images (nothing blurry, amateurish, poorly cropped, etc.) and copy (text is proofread and verified for accuracy).

- ○ In line with positioning Bryant as an inclusive institution, ensure your content is accessible to all audiences by using captions, transcripts, alternative text, and other tools provided by social platforms to allow all users to comprehend your social media posts.
  - ○ Link to the relevant bryant.edu website in your profile information
  - ○ Exercise your right, if the platform permits, to remove third-party posts or comments that are spam, commercial, obscene, harassing, and/or derogatory. Do not feel obligated to respond to comments or posts of that nature.
  - ○ Consult with University Relations if you are uncertain about how to handle a situation via social media
  - ○ Continually revisit your strategy and approach to ensure it is appropriate, effective, and sustainable
  - ○ Continually reference the analytics for your platform(s) to gauge your effectiveness and guide future content or engagement decisions
- ● Don't:
  - ○ Publish confidential information, or information that violates FERPA/HIPAA or any other relevant privacy policies
  - ○ You may not post any visual content to which they do not own the rights or have permission to republish. When possible or necessary, include attribution to the original source/author of the visual asset.
  - ○ Be sure that any visual branding used by your social account does not violate Bryant visual standards.
  - ○ Share or repost content by unofficial Bryant accounts, non-Bryant affiliated accounts, or Bryant student groups without ensuring it does not violate any policies to which you are subject and that it is on-brand, relevant, and accurate.
  - ○ Immediately correct any misinformation with a new post, acknowledging the editing or deletion of the inaccurate information.
  - ○ Do not obscure your official connection to Bryant University
  - ○ Do not engage with accounts, individuals, or other entities whose values are in conflict with those we adhere to at Bryant

Generally speaking, social media accounts representing departments, units, or initiatives at Bryant must adhere to the university's policies on privacy, copyright, and acceptable use, as well as defined standards for brand, messaging, and content quality. University Relations is available for consultation on brand messaging, visual branding, editorial planning, or other content/branding questions, and is available to help accounts comply with these policies and standards.

Protocol for Crisis Communications

In the event that the university's crisis communications plan is activated, all Bryant University social media accounts must defer to the main institutional accounts for sharing emergency information - you may and are encouraged to retweet/share those posts via your own accounts. Please refrain from making independent assessments or assumptions about the status of the emergency, the Bryant campus, or other details.

Any account seen to be publishing information during a crisis that compromises the effectiveness of the crisis communications plan or the safety of the Bryant community may face consequences to be determined by University Relations.

Web Design Templates

The web design of bryant.edu is intended to support the website's communication goals, provide a positive user experience, enhance the brand of the institution, and convey a modern, appealing aesthetic. Individuals or units at Bryant University are not permitted to modify or replace the default design of the website without the consent of the University Relations team. All decisions regarding the visual design of bryant.edu rest with University Relations. If you have any questions or concerns about the design, please contact University Relations.

Visual Guidelines: Photo and Video Content

Much like written content, photos and video content should reflect the messaging of Bryant University and the high standard of quality we seek to uphold on the web. Consult the Bryant identity standards for appropriate fonts, wordmarks, logos, and other visual assets for use in video content.

When selecting photo or video content for your webpage/website, please contact the University Relations team for guidance. Do not use imagery to which you do not hold the copyright, or imagery which does not meet the visual standards of the Bryant University website.

Additional considerations for visual content are included in the Bryant University style and branding guidelines.

Video Content Planning

If you are a department, office, or center at Bryant University that is already producing or is interested in producing video content, please consult with University Relations for guidance on whether your video is appropriate to be hosted on the main Bryant University YouTube channel.

UR is the sole authority for determining what video content will be uploaded to the main channel. Only video content owned or licensed to Bryant University may be published via the institution's YouTube channel. If you have a video or an idea for a video, please contact University Relations to discuss. We encourage you to work with University Relations rather than creating your own YouTube channel.

If you embed a video on a bryant.edu webpage, whether it is one you produced or one by a third party, **ensure that the captions are on.** If there are no captions available, please consider accompanying the video with a transcript of the audio dialogue, in order to accommodate users

who are deaf or hard-of-hearing and **ensure ADA Section 508 compliance.** (This has a side benefit for search engine optimization.) If you need help or guidance fulfilling this request, please contact the University Relations team.

Digital Asset Management

If you are seeking to use Bryant University photography/videography for your website or any other communications purpose, or would like access to browse available photography and request specific photos, please contact the University Relations team.

University Relations makes available to the Bryant community a variety of digital assets and communication strategies to extend the Bryant brand. These include:
- A large photo collection that can be used to advance your communication initiatives
- Official logos, web graphics, badges, and other visual materials

Contact University Relations for more information about accessing these materials and other services.

Event Calendar

The Bryant events calendar (http://events.bryant.edu), managed via a third-party web service **Localist**, provides an official listing of events hosted at or by Bryant, with the goals of 1) engaging our internal community with enriching activities and 2) promoting our vibrant educational and campus life to external audiences. This main calendar also incorporates event feeds from OrgSync (student group events) and Bryant athletics. Many of the Bryant web sites rely on event data that is entered into this website.

Self Service: Anyone with an bryant.edu email account may use the Localist calendar system. For the majority of users, submitted events go into a pending queue for review by an event administrator. Typically, events will be reviewed within 48 business hours of submission.

When posting events, be mindful that these events may be displayed contextually across various pages of the bryant.edu website and related digital properties. With that in mind, we ask that you adhere to the following editorial guidelines, to ensure events are communicated in a consistent style that encourages awareness and attendance.

Any event content on bryant.edu must meet these requirements:

- Events should be of general interest to the Bryant University community.
- Events should be sponsored by an entity hosted at or sanctioned by Bryant University
- Valid events include, but are not limited to, lectures, seminars, performances, workshops, meetings, training programs, and social events.
- Event submissions must include these details:

- name
- type/category
- description
- date
- time
- location
- sponsoring unit(s)
- contact information
- A website URL (encouraged, if available)
- Events requiring RSVP/registration must specify as such and include appropriate links/information.
- Please refrain from using all-caps, exclamation points, colored fonts or excessive text formatting (boldface, italics, etc.).
- Acronyms should be spelled out on first reference.

The following events may not be approved for publication on bryant.edu:

- Events with no direct connection to Bryant University
- Events hosted by a non-Bryant University-affiliated organization but featuring participation by members of the Bryant University community
- Commercial events
- Events containing political endorsements or fundraising solicitations
- Events containing slanderous, unlawful or obscene content
- Events hosted on campus that are not affiliated with the institution
- Event submissions that do not include sufficient details
- Announcements, ongoing courses, advertisements, solicitations and personal events.

Change Management and System Updates

If there are any planned CMS upgrades or downtime, content editors and managers will be notified via email and system alerts no less than one week in advance. Occasionally, there may be a need for unplanned outages. For that, we apologize in advance and will strive to keep such outages as infrequent and short as possible.

Content Management System and Related Applications

All content for bryant.edu will be managed using the Drupal CMS. No other product may be used to publish content to bryant.edu without the permission of University Relations or IT. Please contact the University Relations team if you have questions about CMS functionality.

Any unit at Bryant University should consult with the University Relations team before developing any mobile application or purchasing/implementing any third-party digital communications service (e.g. calendar, calculator, quiz, game). This is to ensure that all communications remain

aligned with overall strategy, and are not redundant to anything currently planned or in place. If you are interested in implementing a third-party service, you must consult with the University Relations team to determine if the service/product in question is compatible, sustainable, and appropriate. University Relations and/or Information Technology are responsible for authorizing or denying such requests. University Relations and/or Information Technology assumes responsibility for tracking all third-party services in use across the bryant.edu domain.

Accessibility

Accessibility is one of the criteria by which web content is assessed both during content audits as well as in the review of web content submitted for publication. As an institution committed to inclusion, maintaining web content accessibility is a priority. Generally speaking, shorter, descriptive text with clearer syntax is recommended, as well as using alt text descriptions for images and transcripts for audio/video.

For additional guidance, consult the WCAG guidelines or additional guidance from the World Wide Web Consortium, or view the WebAIM accessibility checklist.

Wordpress Support

The Bryant Web Team will in certain cases recommend Wordpress CMS for a web property. Web projects are evaluated by the Web Team and once it's determined that Wordpress is the right solution, the team will implement the project. In all cases of Wordpress requests that are external facing websites, authorization must go through the default request process and if necessary the Executive Champions for arbitration.

There are **four scenarios** for Wordpress implementations at Bryant University determined by the Bryant Web Team:

1. A Wordpress instance will be created and login credentials can be turned over to a third party consultant. Once the initial configuration and design is completed and the site is launched -- the rights to manage the site are turned over to the client and their consultant. In the event the consultant's contract is terminated - their access will be revoked. Training and content maintenance is the responsibility of the client and or the consultant.

2. A Wordpress instance will be created and login credentials can be turned over to an internal qualified team. Once the initial configuration is completed -- the rights to manage the site are turned over to that team. Content maintenance is the responsibility of the team.

3. The Web Team will design the site - in order to extend the Bryant brand - but content maintenance of the site is turned over to the client and the technical training and support

is provided by the Web Integrations team.

4. The Web Team will design the site and configure it for updating. Maintenance is managed by the Web Team and the technical support is provided by the Web Integrations team.

Once a scenario is selected and the project is launched there are no changes to the policy without Web Team arbitration. In all instances, a Bryant Web Team member is an admin for the site in order to manage long-term management. Bryant Wordpress sites should adhere to Bryant Brand style guide if not supporting student-based projects. The Bryant web team has the right to assess necessary updates and plug-ins for security and will make changes they determine to be critical. If a Wordpress site goes without maintenance for a long period of time it may be expired.

Funding Digital Initiatives

In the past, departments would fund digital initiatives out of their own budgets without any centralized review for cost effectiveness. Now the policy is to have any digital initiatives that exceed $9,999 to be reviewed by the Executive Champions.

Yearly Review

While this document is the first attempt for Bryant University to have policy regarding Digital Governance it will surely need revisions and regular review. It will be reviewed yearly by the Web Executive Champions for revisions as the digital landscape, technologies and priorities of the institution require.