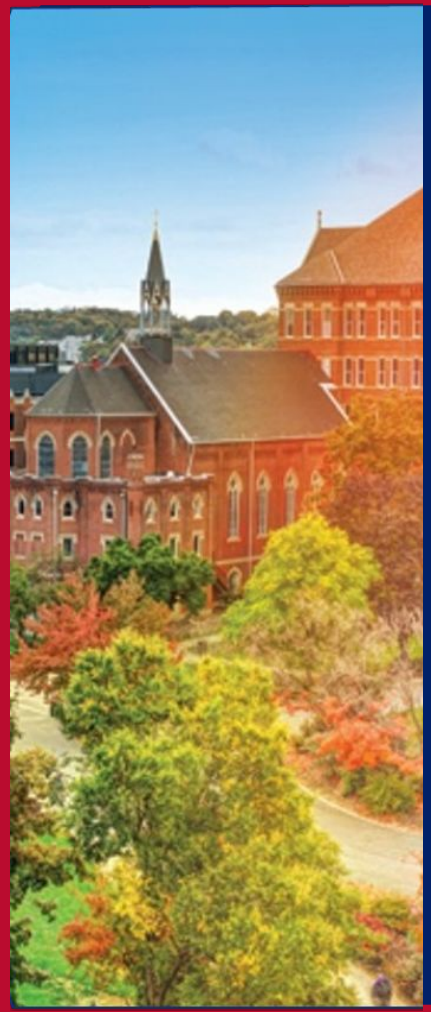
Governance with a Small Team

Protect the investment, effort and brand

DUQUESNE UNIVERSITY



Duquesne University is a private, catholic institution in Pittsburgh, PA

8,200 students

10 Colleges/Schools -- including the new College of Osteopathic Medicine
– 85+ Undergraduate majors
– 110+ Graduate majors

DMC Team of 24

Central Web team of 3
Decentralized content management
– nearly 200 editors
– 3,861 pages on duq.edu

Patty Swisher,
AVP Marketing & Communications

Division of Marketing & Communications

DUQUESNE UNIVERSITY

“Web Team is the Best Team”

- 2023 Duquesne University Teamwork Award
- 2023 Modern Campus 10 best colleges and universities for excellence in website design and management
- 2022 CUPRAP Silver Award for Web Redesign

Here’s what we’re facing:

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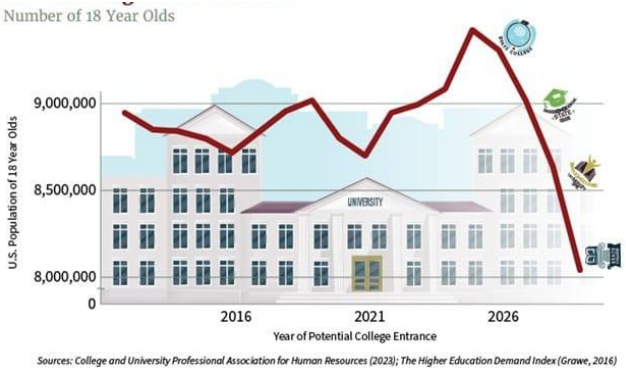
Enrollment Landscape



*Is it the **enrollment cliff** or the enrollment shift? Regardless, recruiting students is costly and perhaps more difficult.*

*The **cliff** describing the declining number of students enrolling in college – due to declining birth rates, rising costs, lack of trust, etc.*

*The **shift** referring to the net losers vs. net receivers*

-- Forbes article “The Cliffs of Higher Ed”

https://www.forbes.com/sites/davidrosowsky/2024/02/03/the-cliffs-of-higher-ed-whos-going-over-and-why/

Distrust of Higher Education

1/3
say NO
Confidence

A recent Newsweek article reported nearly 1/3 of Americans said they had little or no confidence in higher education, up from 10% a decade ago.

Reasons: “Too Liberal” “Not teaching Relevant Skills” “Not being able to find employment” “Cost, Price Tag, Mounting Debt”

Newsweek article: Is College Still Worth It? Many Americans Say No

https://www.newsweek.com/college-still-worth-it-many-americans-say-no-1946705#:~:text=The%20survey%20released%20in%20July,had%20little%20or%20no%20confidence.

Critical Information Source

RANKED 2nd OF NINE

Salesforce asked students to rank the most influential sources of information during their college selection processes. Out of nine options, ***institutional websites were rated the second-most influential source of information*** *– second only to parents or guardians.*

-- Volt article on Keys to Student Centric Marketing

https://voltedu.com/insights/6-keys-to-student-centric-marketing-for-higher-education/?utm_medium=email&utm_source=sharpspring&sslid=Mzc2NzEzMzUwNzIzAwA&sseid=MzI2NzM1MjQ3NgAA&jobid=081d2acc-203b-4932-be61-1afa26b8249d

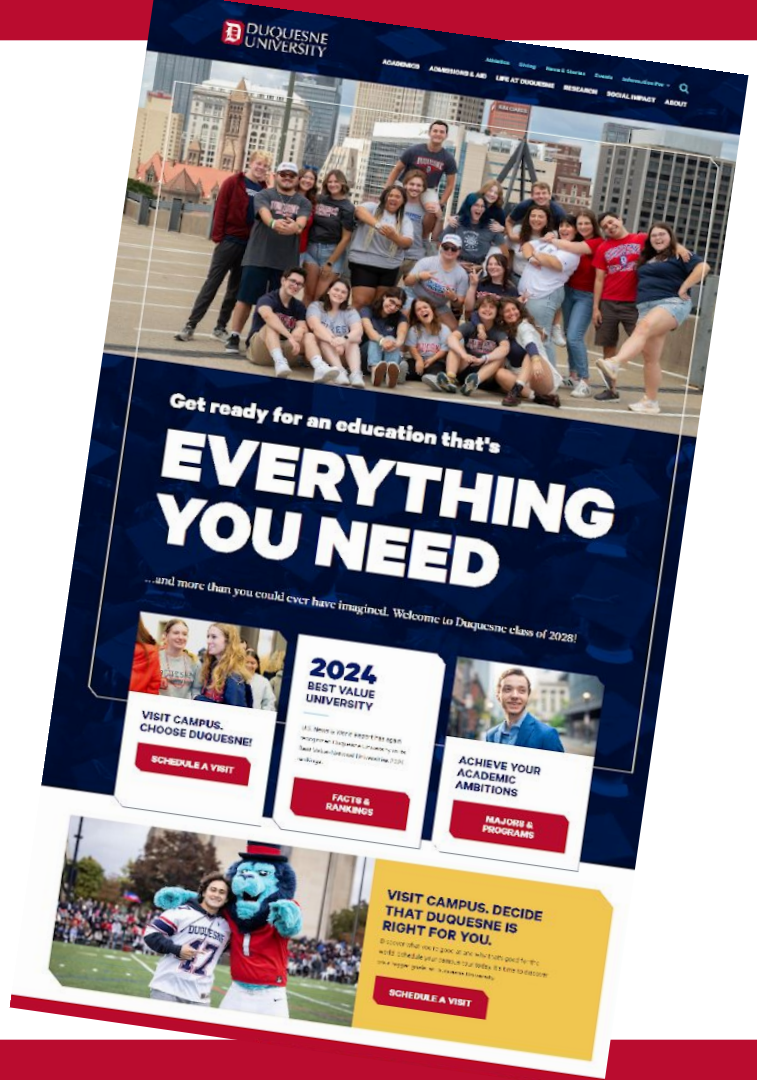
Why Governance?

- Why Web Governance is important
- Share tips, regardless of the size of your team, to help you consider governance for your website and team

Story: A Preventable Situation

- Saturday 8:25 AM – Our DMC text messages starting blowing up! Notified web team to remove access.
- What we *didn't know* Friday 7:15 PM - Staff member with access was terminated.
- Sunday - Social Posts were being deleted.
- Tuesday - A whole social account was deleted; then discovered several web pages were deleted.* He had already been locked out of the CMS.
- A cease and desist letter was issued from University legal.
- Approximately 12 pages were impacted – *but NONE "published." And, permission-based roles didn't allow for emptying the recycle bin. **Governance succeeded!**
- Half of pages were restored within an hour of impact. The remaining pages restored by the next day.

Your **university website** is a **core business asset**



Why Governance?

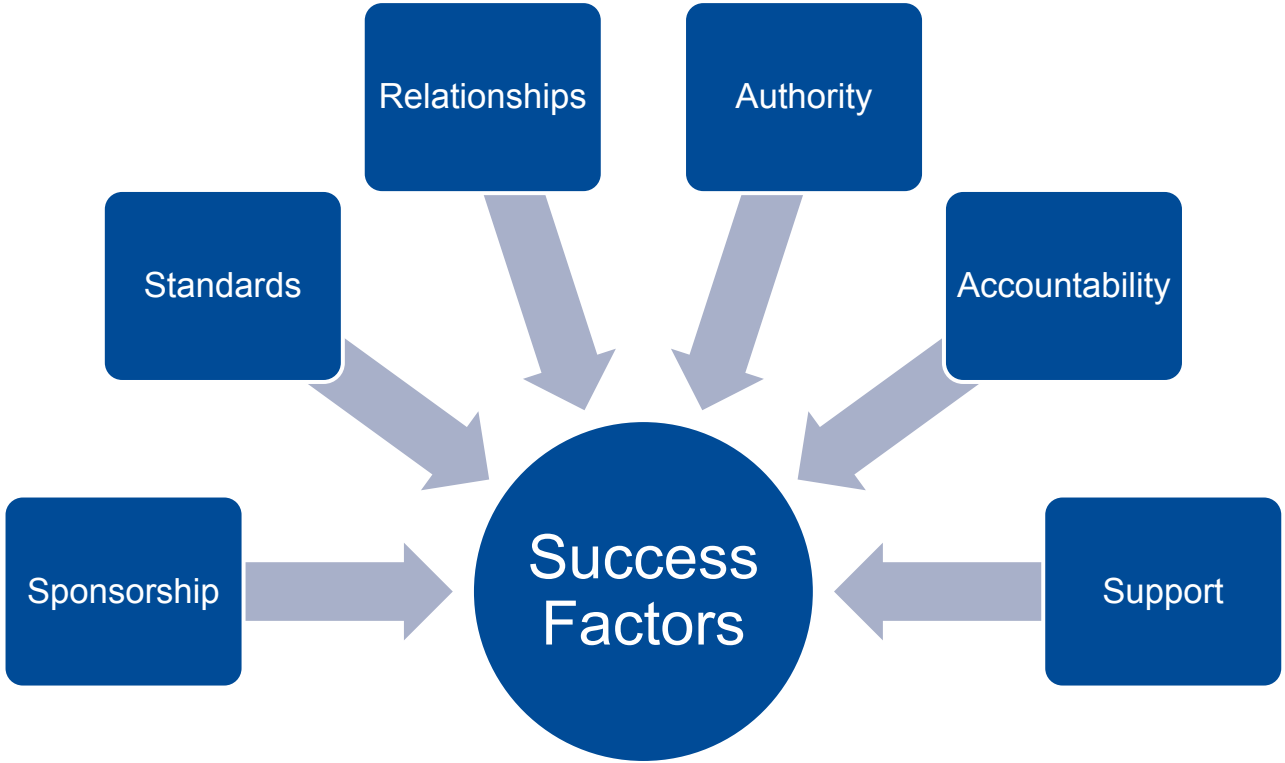
- Protect that asset!
- The web team cannot do it all
- Coordinated structure creates culture of knowledge and engagement among web editors across campus
- Core web team own's the responsibility for training, documentation and peer support

Core Web team

- Authoritative Content
- Sets Web Governance
- Serves as Primary Web Content Publishers
- Educates, Trains, Collaborates with Web Content Editors
- Leads the Web Content Community

Web-Team's Mission: *Web Team will engage in a campus-wide effort to evangelize about the website, create community and support structures and establish training to maintain, optimize and protect the main University website.*

For Governance to Succeed



Web Governance Team Roles

Suggested Role		DMC Role(s)	DMC # of Staff
Web Editor in Chief	>	Director of Web Services +AVP	1.5
Web Support Specialist	>	Web Design Manager	1
Web Digital Copywriter	>	Web Content Manager	1
Web Digital Analyst	>	(all of the above)	0
Web Visual Content Specialist	>	Creative Services	4.5
News & Events Editor	>	Media Relations team	4
Accessibility Champion	>	Director of Web Services + team	

What our Small Team has been able to do

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What does our Governance Look like?

- ❑ Policy support from Administration – TAP 35 and TAP 57
- ❑ Establish written governance document as a guide
- ❑ Hold page publishing to authoritative few (DMC Web Team)
- ❑ Cross-train DMC team for content editing
- ❑ Create short-form videos for web editing instruction
- ❑ Create documentation for specific topics, issues, needs.
- ❑ Train Web Content Editors in schools/departments/centers
- ❑ Communicate monthly via email invitation; more frequently using MS Teams
- ❑ Establish monthly **Content Matters** sessions to address levels of knowledge/skills; best practices (writing for the web, SEO, ADA, component usage)
- ❑ Establish Web Team Community on Microsoft Teams for updates and notices
- ❑ Regularly audit content
- ❑ Host Web-a-thon 2x/year

Policy Support

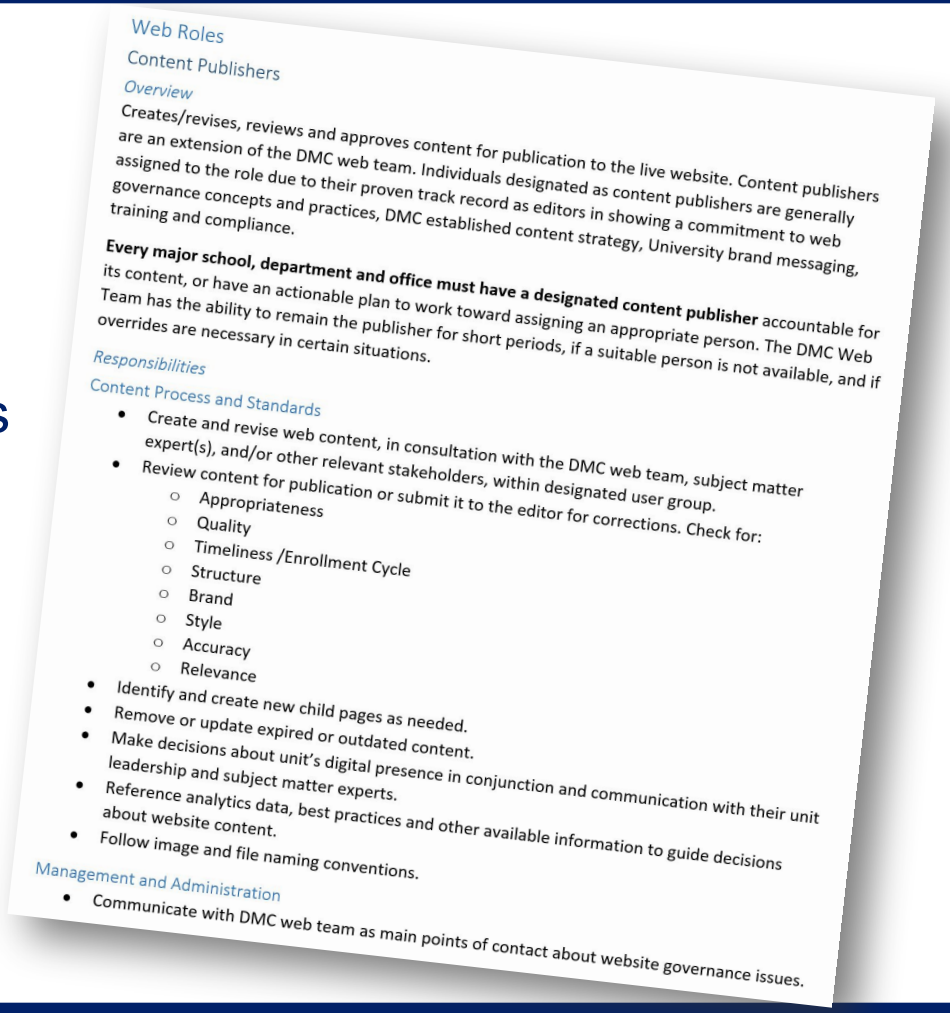
- TAPs = The Administrative Policies
- TAP No. 35 = Marketing and Communications

> *This Policy guides the production, approval, and transmission of all official University communications, messaging, and marketing activity done via publications, advertising, official email channels, **websites**, social media, and other external marketing materials. ”*

https://www.duq.edu/about/policies-and-initiatives/the-administrative-policies/tap-35.php

Web Governance Document

- Not a policy. A guideline.
- Outlines high-level practices that establish roles, responsibilities and expectations



Web Roles

Content Publishers

Overview

Creates/revises, reviews and approves content for publication to the live website. Content publishers are an extension of the DMC web team. Individuals designated as content publishers are generally assigned to the role due to their proven track record as editors in showing a commitment to web governance concepts and practices, DMC established content strategy, University brand messaging, training and compliance.

Every major school, department and office must have a designated content publisher accountable for its content, or have an actionable plan to work toward assigning an appropriate person. The DMC Web Team has the ability to remain the publisher for short periods, if a suitable person is not available, and if overrides are necessary in certain situations.

Responsibilities

Content Process and Standards

- Create and revise web content, in consultation with the DMC web team, subject matter expert(s), and/or other relevant stakeholders, within designated user group.
- Review content for publication or submit it to the editor for corrections. Check for:
  - Appropriateness
  - Quality
  - Timeliness /Enrollment Cycle
  - Structure
  - Brand
  - Style
  - Accuracy
  - Relevance
- Identify and create new child pages as needed.
- Remove or update expired or outdated content.
- Make decisions about unit's digital presence in conjunction and communication with their unit leadership and subject matter experts.
- Reference analytics data, best practices and other available information to guide decisions about website content.
- Follow image and file naming conventions.

Management and Administration

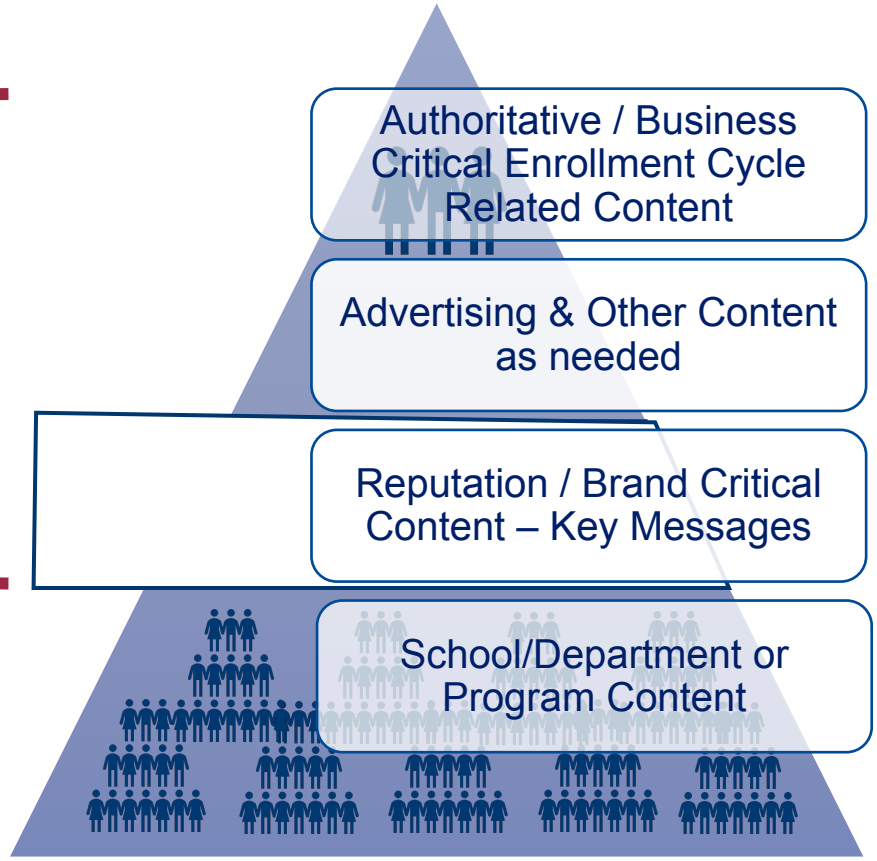
- Communicate with DMC web team as main points of contact about website governance issues.

Publisher Role

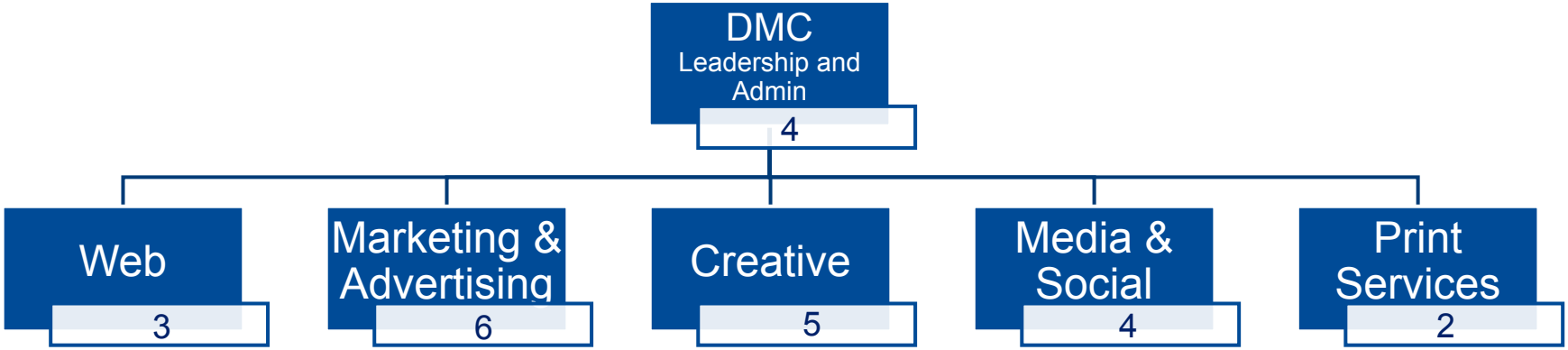
Content Publishers -
Smallest group, led by DMC Web Team, all content, expert-level of knowledge and skill

Overlap –
Everyone is responsible for Brand

Content Editors – 100+
Largest group, subject matter content editing, mixed levels of knowledge and skill



Cross-train our in-house DMC staff

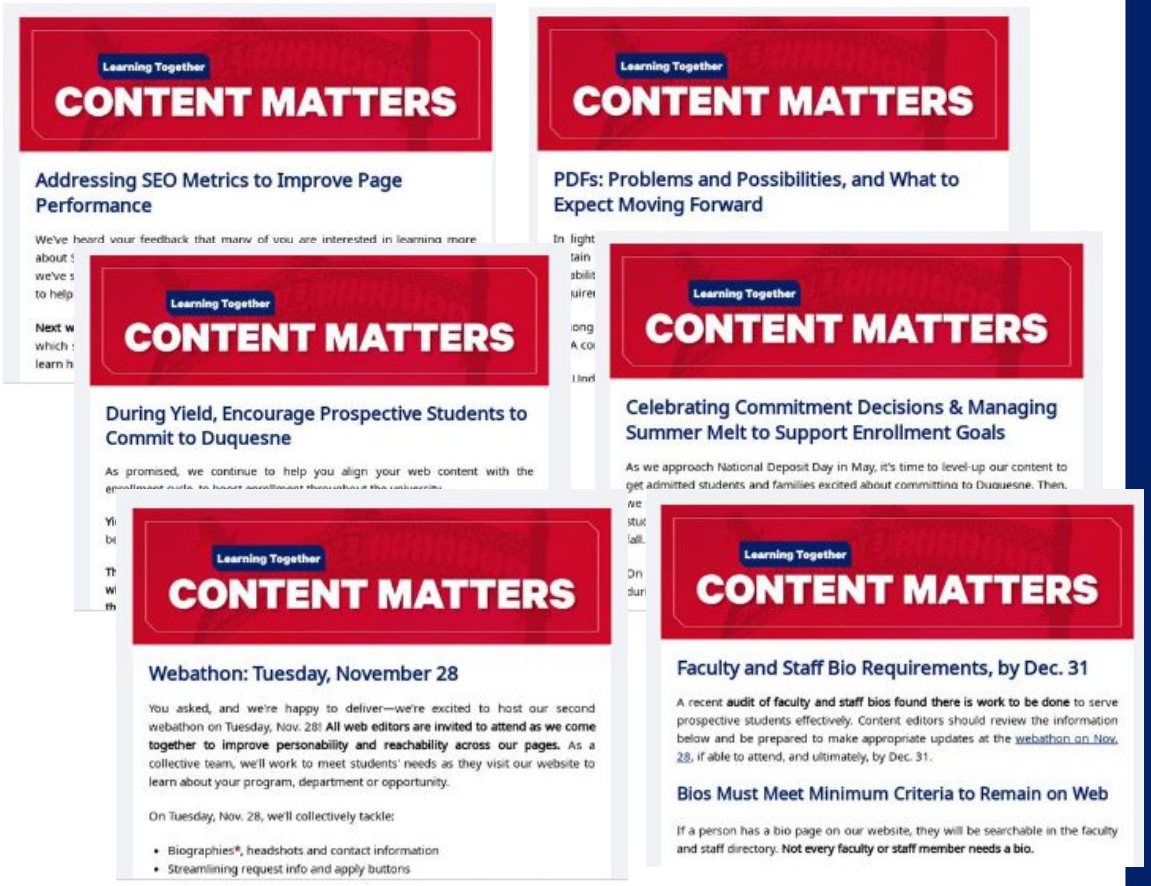


Provide Resources

- Support increasing skills and abilities
- Training/Educating
- Easy to find help
  - Five-Minute Audit
  - QR Code Guidelines
- Web content and style guide

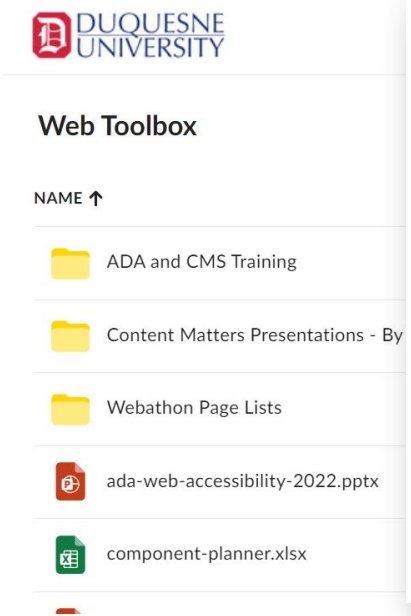
Communicate Regularly

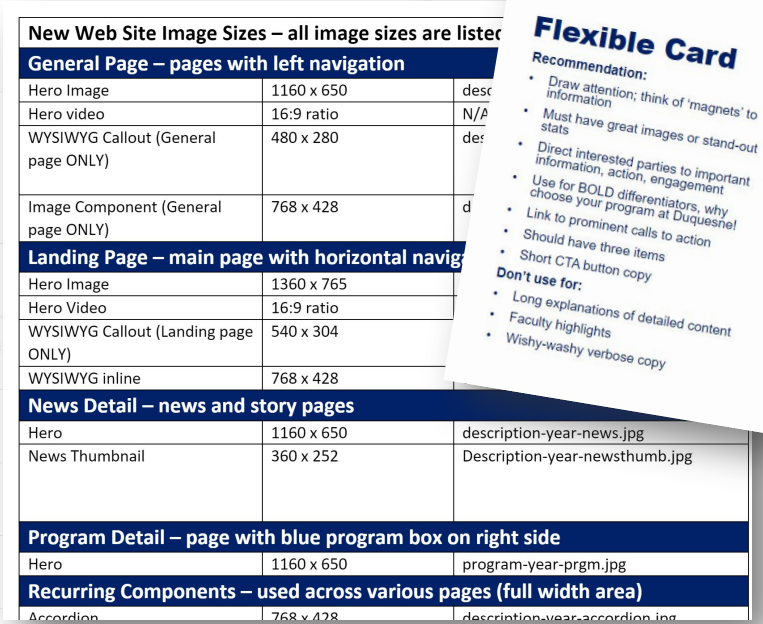
- Monthly email to Campus Partners: Content Editors, Deans, Department heads (280+)
- Followed by a live Zoom Training / Review Session
- Archived in a shared Box Folder, “Web Toolbox”



Provide Resources

- Subject matter guides

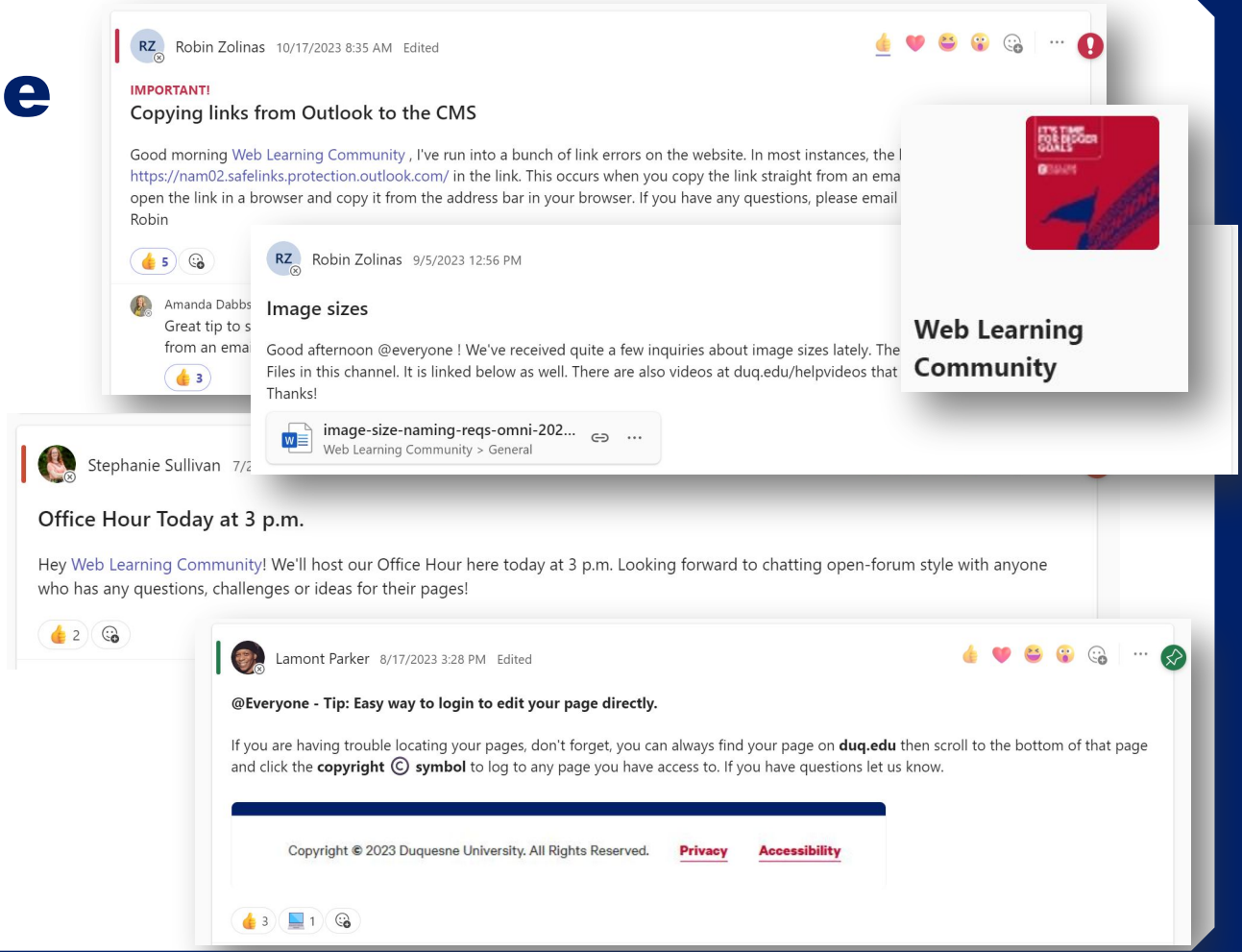




New Web Site Image Sizes – all image sizes are listed		
General Page – pages with left navigation		
Hero Image	1160 x 650	desc
Hero video	16:9 ratio	N/A
WYSIWYG Callout (General page ONLY)	480 x 280	des
Image Component (General page ONLY)	768 x 428	d
Landing Page – main page with horizontal navig		
Hero Image	1360 x 765	
Hero Video	16:9 ratio	
WYSIWYG Callout (Landing page ONLY)	540 x 304	
WYSIWYG inline	768 x 428	
News Detail – news and story pages		
Hero	1160 x 650	description-year-news.jpg
News Thumbnail	360 x 252	Description-year-newsthumb.jpg
Program Detail – page with blue program box on right side		
Hero	1160 x 650	program-year-prgm.jpg
Recurring Components – used across various pages (full width area)		
Accordion	768 x 428	description-year-accordion.jpg

Communicate Regularly

- Microsoft Teams Web Learning Community 200+ participants
- Daily communication possible with Web Content Editors

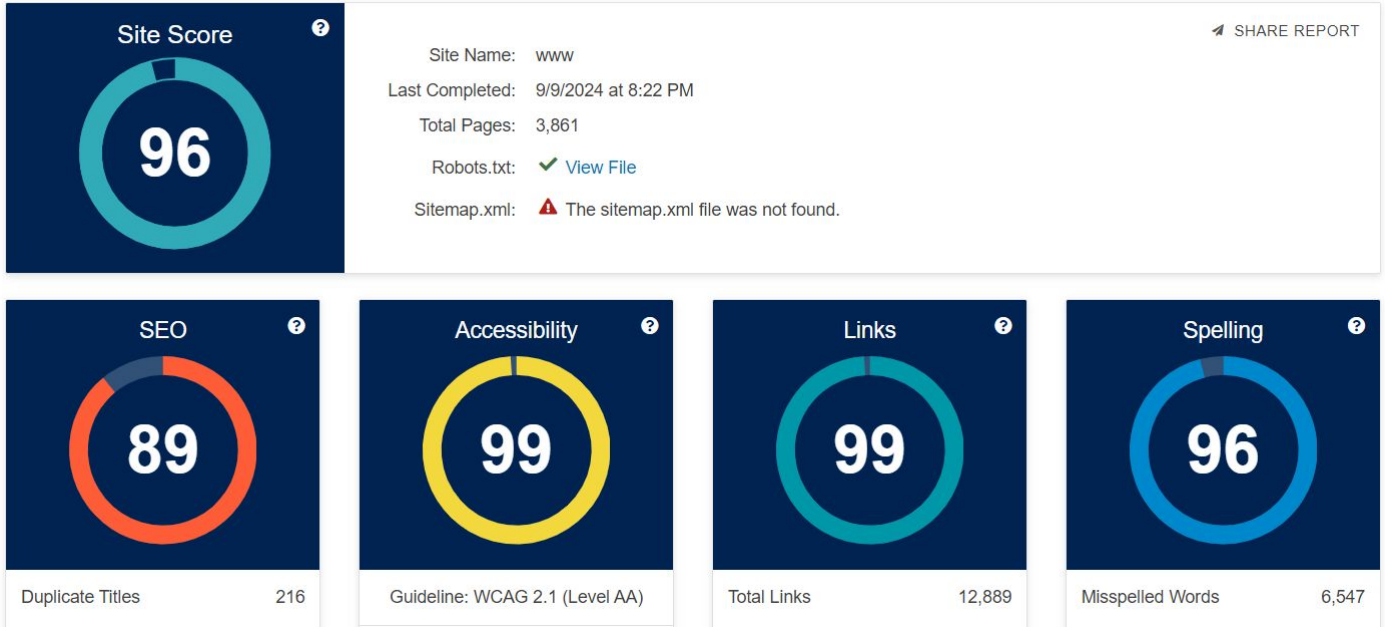


Audit & Host Web-a-thon

- Our Governance plan indicates we will conduct audits 2x/year.

- PLUS, we've added:
  - Five-Minute Audit opportunities
  - School Requested Audits
  - Subject Matter Audits – PDFs, Forms, Spellings, Documents

CMS highlights potential audit needs



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What's Next for DMC?

- Increased focus on ADA Accessibility.
  - Less about main site; more about periphery sites
  - Trusted Tester Training certification
- Web preparation for Middle States Accreditation
- Activation of Personalization on the web
- More incorporation of web GA4 data *(click reports, scroll reports, organic traffic)* in bi-weekly meetings

Thank You!

Let's Connect:

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LinkedIn: https://www.linkedin.com/in/pattyswisher/

AMA Symposium for Higher Education – Las Vegas, NV, November

CUPRAP – Lancaster, PA, Annually in March

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