Sheridan

THE SHERIDAN COLLEGE INSTITUTE OF TECHNOLOGY AND ADVANCED LEARNING

TITLE: Web Responsibility Guidelines for Stakeholder Roles within Sheridan

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Council

1 Purpose

The purpose of the Web Responsibility Guidelines for Stakeholder Roles is to outline web governance functions against stakeholder groups' roles and responsibilities. The document summarises functional responsibilities administered under Sheridan's Web Governance Framework.

2 Scope

This document applies to all functional groups and roles within Sheridan whose web services support needs involve Sheridan resources and who are responsible for developing web & content strategies and/or maintain and manage web content on behalf of their lines of business.

3 Web Governance Stakeholders

The following stakeholder groups have responsibilities in administering and governing Sheridan's Web Presence:

- Web Governance Council
- Digital Strategy and Web Operations
- IT Services
- Business Unit Leaders (aka Deans and Senior Administrative management)
- Content Owners
- Content Editors

4 Detailed Explanations of each of the Stakeholder Roles

4.1 WEB GOVERNANCE COUNCIL

Sheridan Web Governance Council is a strategic body, reporting to the Executive and tasked with creating and advocating for an overall alignment of institutional web presence with Sheridan's vision and strategic plan. The council is responsible for defining policies and standards, overseeing compliance, including communication and training requirements, and accountable for decision making on matters requiring approvals of website related project execution, website direction and performance management. Web Governance Council will play

an active role in in informing Sheridan's business planning process on evaluating and/or prioritizing projects related to web presence for inclusion within the business plan.

Responsibilities	Activities
Web Governance	Accountable for input into defining and maintaining Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups
Institutional Web Presence Direction and Plan	Accountable for articulating a holistic Web presence direction and plan aligned to Sheridan's overall vision and strategic plan – This includes guidance and implementation authority (direction and plan) required to create and maintain high-quality Web Sites across an institution
Web Strategy	 Informed on developed web strategies adopted by academic and administrative units within Sheridan, where web strategies would include Web presence purpose, intended audiences, desired business and user outcomes, requirements, etc.
Process	 Informed on key processes about how Web related functions and processes are performed and decisions tracked/recorded. Typically includes high level process definition for content creation and management, proposing projects, publishing (workflow), design (information architecture), usability testing, decision making, and approval processes.
Performance Management	 Consulted about how performance will be measured (including the identification of performance indicators). Regular (for each term) performance reports are shared with the Council for the purposes of highlighting areas of success and identifying areas requiring improvement for consultation on next steps and enhancement decisions Typically includes measurement and analysis of web metrics, search analytics, feedback and enquiries.
Content Strategy	 Consulted about how individual content owners' Web strategies can be best incorporated to the overall strategic plan Informed about incorporating the purpose, intended audiences, desired business and user outcomes, requirements, of their individual content owner areas into Sheridan's holistic, official Web presence
Structure and Design	 Informed about the overall user experience, the site structure and related architectural principles and practices, and improvements to this structure in response to new priorities, content or user needs Informed about overall visual "look and feel" of the website, such as development of a college web template
Deployment	 Consulted on activities pertaining to execution of web strategies, including training, communication and overall implementation to ensure alignment with agreed upon standards, compliance requirements and processes.

4.2 ROLE: DIGITAL STRATEGY AND WEB OPERATIONS

Sheridan's Office of Digital Strategy and its Web Operations Team is responsible for developing and administering Web Governance Policy, drafting and maintaining Procedures, standards and guidelines.

Responsibilities	Activities
Web Governance	 Accountable on defining and maintaining Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups. Responsible for securing alignment with IT on standards, policy adoption, communication, training and project intake processes and resource/priority allocations.
Institutional Web Presence Direction and Plan	 Responsible for articulating a holistic Web presence direction and plan aligned to Sheridan's overall vision and strategic plan – This includes guidance and implementation authority (direction and plan) required to create and maintain high-quality Web Sites across an institution. Ensures alignment with IT
Web Strategy	 Accountable and Responsible for defining and maintaining official <u>www.sheridancollege.ca</u>, website purpose, strategies, intended audiences, desired business and user outcomes, requirements, etc.
Process	 Accountable and Responsible for defining how high level key Web related functions and processes are performed and decisions tracked/recorded. Typically includes high level process definition for content creation and management, proposing projects, publishing (workflow), design (information architecture), usability testing, decision making, and approval processes.
Performance Management	 Accountable and Responsible about how performance will be measured (including the identification of performance indicators), undertakes performance measurement activities, and reports on results. Responsible for preparing and communicating Regular (for each term) performance with the Council for the purposes of highlighting areas of success and identifying areas requiring improvement for consultation on next steps and enhancement decisions, as required. Typically includes measurement and analysis of web metrics, search analytics, feedback and enquiries.
Content Strategy	Responsible for defining all elements of content strategy and generates guidance, standards documentation and training for content owners and contributors. Elements include: content quality control recommendations such as editorial guidelines, visual web style guides, content change management & communication, writing for the web, content life-cycle management policies, accessibility.

Structure and Design	 Accountable and Responsible for managing overall user experience, including how content is integrated as a component of the user experience Designs, implements and maintains the site structure and related architectural principles and practices, and makes improvements to this structure in response to new priorities, content or user needs. Provides guidance and consultation on design and user experience to relevant Sheridan stakeholders. Accountable and Responsible for an overall visual "look and feel" of the website, such as development of a college web templates in consultation with relevant parties Includes the development of a controlled vocabulary, taxonomy, and other IA related components
Content Creation and Maintenance	 Consulted about recommendations and guidelines for creating and maintaining content, including planning, researching, gathering, writing and collaborating
Content Monitoring	Responsible on the tools and resources used to monitor content on the official sheridancollege.ca. Includes editorial review and content quality control (eg. broken link monitoring and reporting to relevant content owners), as well as monitoring for redundant, outdated and no longer relevant content Provides guidance and quality assurance consultation on other websites owned and managed by Sheridan departments
Web Application Development	 Responsible for defining functional and technical requirements for web application development, specific to www.sheridancollege.ca including integration with Sheridan's Enterprise systems (data) Responsible for all front-end development, CMS template development and application development as it applies to sheridancollege.ca and other secondary web properties Consults with IT to define technology guidance and standards in support of web advancements. With IT's partnership and collaboration, develops and/or deploys web applications, and provides technical maintenance and/or support as it applies to sheridancollege.ca and its secondary web properties
Infrastructure	 Consulted on the technical infrastructure utilized for www.sheridancollege.ca Informed of the technical performance of the infrastructure and its impact on www.sheridancollege.ca and its supporting web properties (eg. network uptime, technical content management issues/maintenance windows, load balancing) Applies to all centrally managed infrastructure or any 3rd party infrastructure managed by Sheridan
Deployment	Responsible for activities pertaining to execution of web strategies, including training, communication and overall implementation to ensure alignment with agreed upon standards, compliance requirements and processes.

4.3 ROLE: IT SERVICES

Responsibilities	Activities
Web Governance	 Informed of the Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups
Institutional Web Presence Direction and Plan	 Consulted on the required guidance and implementation authority (direction and plan) required to create and maintain high-quality Web Sites across an institution Examples: Feedback regarding technology trends (hardware, cloud/onsite, new development technologies/methodologies)
Web Strategy	 Consulted for input into a holistic sheridancollege.ca Web presence aligned to Sheridan's overall vision and strategic plan to ensure budgetary and resource alignment for outcome delivery. Consulted for input into official Sheridan's Web presence purpose, intended audiences, desired business and user outcomes, requirements, etc. Consultations are addressed through IT Partnership or through Web Resource Planning Task force Responsible: Provide recommendations based on user feedback (from Service Desk) and usage statistics.
Process	 Consulted for input into key processes about how Web related functions and processes are performed and decisions tracked/recorded. Typically includes high level process definition for content creation and management, proposing projects, publishing (workflow), design (information architecture), usability testing, decision making, and approval processes. Example: In-house team can provide feedback on existing and proposed processes
Performance Management	 Consulted about how performance will be measured (including the identification of performance indicators), undertakes performance measurement activities, and reports on results. Examples: Provide feedback on effectiveness of existing and proposed performance indicators and measurement activities (i.e. web metrics, search analytics, feedback and enquiries)
Content Strategy	 Consulted about components of content strategy and generates guidance, standards etc. for content creators and contributors. Components include: content quality control recommendations, identifying suitable skill sets and competencies, content life-cycle management policies, accessibility. Consulted about the training and communication of the use of the relevant guidelines and tools. Examples: In-house I.T. staff will support content authorizing tools and will provide recommendations on existing and proposed strategies, skill-sets, policies and training.
Structure and Design	 Responsible for overall user experience through the implementation and maintenance of the site structure and makes improvements to this structure in response to new priorities, content or user needs Informed of visual "look and feel" of the websites

Content Monitoring	Consulted about monitoring of all content on the official sheridancollege.ca Web presence, namely content quality control (e.g. tools for broken link monitoring and reporting to relevant content owners)
Web Application Development	 Accountable and responsible for defining the functional and technical requirements Web application development at Sheridan Accountable and responsible for defining technology guidance and standards Accountable and responsible for developing and/or deploying Web applications, and provides technical maintenance and/or support Applies to all centrally managed web applications
Infrastructure	 Accountable and responsible for defining, building and maintaining technical infrastructure for the Web (i.e. servers, desktop, bandwidth, network, security, domain names, etc.) Accountable and responsible for overseeing performance management of technical infrastructure (e.g. load balancing, availability of network) Applies to all centrally managed infrastructure
Deployment	 Accountable and Responsible for implementation components (process and procedures and support) that make the centrally managed websites ready for use.

4.4 ROLE: BUSINESS UNIT LEADERS

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.

Responsibilities	Activities
Web Governance	 Informed about web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees and groups because unit leaders are key, senior-level champions who can model responsible and accountable behaviours for others
Institutional Web Presence Direction and Plan	 Informed about overall direction and plan and how it aligns to Sheridan's overall vision and strategic plan to ensure that the institution has a cohesive overall web presence and so that multiple pages with contradictory messages or purposes are not created. Aligned to approved direction and plan helps to ensure consistent quality and user experience across the institution.
Web Strategy	 Accountable/Responsible for web strategies to ensure that strategies align with business goals for their specific areas Consulted about incorporating the purpose, intended audiences, desired business and user outcomes, requirements, of their individual content areas into Sheridan's holistic, official Web presence.

	 Ensure budget and priority alignment for successful strategy outcomes
Process	 Informed about process because they are responsible for their own distinct areas and not for creating processes institution-wide such as content creation, content management, publishing workflow, design, architecture. Being informed ensures unit areas adhere to appropriate requirements. Consulted about high level process definition for content creation and management, proposing projects, publishing (workflow), design (information architecture), usability testing, decision making, and approval processes that define how key Web related functions are performed and decisions tracked/recorded. High-level process definition does not include process execution Responsible for defining internal processes and procedures for identifying and supporting web projects and/or content management within their purview.
Performance Management	 Consulted on how performance will be measured as unit leaders may have ideas about different metrics that are important to track depending on their distinct subject/content areas. Metrics of success for a page of news activity may be different for program pages or employee directories, etc. Typically includes measurement and analysis of web metrics, search analytics, feedback and enquiries.
Content Strategy	 Accountable/Responsible for content strategy of their specific pages unit leaders are the experts who develop and maintain current content on their pages. Accountable for development of content strategies specific to areas within their purview. Responsible for providing direction and guidance to content owners and content editors on unit's positioning and messaging.
Structure and Design	 Consulted on structure and design as unit leaders may have ideas about different designs that suit the content of their specific areas/pages. Structure and design to offer best chance of success for a page of news activity may be different for program pages or employee directories, etc. Consulted about usability as to the overall visual "look and feel" of the Websites or sheridancollege.ca web sections under unit's purview
Content Creation and Maintenance	 Consulted for content strategy of their specific pages as unit leaders are the experts who approve current content on their pages- they likely do not generate the content Informed of organizational content life-cycle processes by maintaining content throughout its lifecycle, i.e. planning, development, publishing and archiving
Content Monitoring	 Informed about content monitoring across the entire web presence because unit leaders are responsible for their own distinct areas and not for monitoring sites institution-wide. Being informed, however, is important, so that they are aware of quality standards to which they should uphold themselves and their distinct areas.

	 Informed of monitoring of all content on the official sheridancollege.ca Web presence and best means to enforce standards within unit's respective Web sections
Web Application Development	 Informed about web application development as unit leaders are ultimately consumers of this service/product, not developers/creators of it. They may not have the requisite technical expertise to contribute to development. Informed about all centrally managed Web application development at Sheridan, technology guidance and standards, deployment and technical maintenance Consulted on website and/or web application development that is specific to unit leader's purview Informed on prioritization and budget assessment outcomes pertaining to initiatives under unit leader's purview
Infrastructure	 Informed about infrastructure development as unit leaders are ultimately consumers of this service/product, not developers/creators of it. They may not have the requisite technical expertise to contribute to infrastructure development. Informed about issues arising with centrally managed technical infrastructure for the Web (i.e. servers, desktop, bandwidth, network, security, domain names, etc.)
Deployment	 Informed about training and implementation as unit leaders are ultimately consumers of this service and not the creators of it. Informed of applicable Implementation procedures, timelines, training and communications as applicable to the deployment of unit's respective web sheridancollege.ca sections or websites

4.5 ROLE: CONTENT OWNERS

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. Content Owner provides content to the content contributor and approves content prior to publishing but must collaborate with Digital Strategy, ITS and through a web governance process, where required on technical implementation and content strategy.

Responsibilities	Activities
Web Governance	Consulted for input into Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups
Institutional Web Presence Direction and Plan	Informed on a holistic Web presence direction and plan aligned to Sheridan's overall vision and strategic plan
Web Strategy	 Consulted about holistic Sheridan Web presence aligned to Sheridan's overall vision Responsible for incorporating the purpose, intended audiences, desired business and user outcomes, requirements, of their individual content areas into Sheridan's holistic, official sheridancollege.ca sections as well as websites within their purview

Process	 Informed on the adopted process and procedures that define how key Web related functions are performed and decisions tracked/recorded Consulted on high level process definition for content management, usability testing, decision-making and approval processes
Performance Management	 Informed on any performance measurement reports pertaining to the overall sheridancollege.ca sections and other websites within the unit's purview. Consulted on defining specific key performance indicators that
	will be used
Content Strategy	 Responsible for developing content strategies applicable to content sections falling under content owner's purview
Structure and Design	Consulted on the overall user experience, including how content is integrated as component of that experience
Content Creation and Maintenance	 Accountable and Responsible for the accuracy of specific content, under content owner's purview. Responsible for creating and quality assurance of their content, including: planning, researching, gathering, writing, collaboration and consultation and maintaining the quality and integrity of the information on the site Responsible for providing content to the content contributor and approves content prior to publishing but must collaborate with Digital Strategy, ITS and through a web governance process, where required on technical implementation and content strategy.
Content Monitoring	 Accountable and Responsible for editorial reviews of their content and content quality assurance (eg. redundant, outdated and trivial content) Responsible for conducting period reviews and audits to ensure compliance with regulatory directives and legislation
Web Application Development	Consulted on defining the functional and technical requirements for requested functional web application development to ensure solutions meet identified key performance indicators.
Deployment	Informed of applicable Implementation procedures, timelines, training and communications as applicable to the deployment of unit's respective web sheridancollege.ca sections or websites

4.6 ROLE: CONTENT EDITOR

- Create and/or maintain content on sheridancollege.ca and other "official" web pages.
- Write, edit, or modify copy, based on requirements indicated by content owners. Include photography or videos for their pages.
- Responsible for reviewing and fact checking the content prior to final approval.
- Ensure that the content is compliant with college style guide, brand standards, photography and web guidelines
- Adhere to the guidelines and procedures laid out in the Web Governance Policy

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Web Governance	 Informed on Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups
Institutional Web Presence Direction and Plan	 Informed on adopted direction and plan required to create and maintain high quality websites across Sheridan
Web Strategy	 Informed of the purpose, intended audiences, desired business and user outcomes, requirements, of their individual content areas into Sheridan's holistic, official sheridancollege.ca sections as well as websites within their purview
Process	Responsible for
Performance Management	Consulted when identifying performance indicators relevant to websites or sheridancollege.ca sections under their purview
Content Strategy	 Informed on all components of content strategy and ensures that all applicable standards and guidelines are followed through content implementation and maintenance phases.
Structure and Design	 Informed on user experience guidelines and web style & accessibility standards. Responsible for following Digital Strategy guidance and recommendations about user experience, including how content is integrated as components of the user experience Responsible for adhering to site structure and related architectural principles and practices, and makes improvements to this structure in response to new priorities, content or user needs and consulting with Web Communications when necessary. Consulted on the "look and feel" of the sheridancollege.ca sections under departmental purview or any other relevant 'owned' websites Responsible for adhering to adopted "look and feel" of the Web presence, through the use developed templates, for example
Content Creation and Maintenance	 Responsible for writing, editing, or modify copy, based on requirements indicated by content owners. Include photography or videos for their pages. Responsible for creating, adding and/or maintain content on sheridancollege.ca and other "official" web pages (under departmental purview). Responsible for reviewing and fact checking the content prior to final approval. Responsible for ensuring accessibility and usability of all content created and maintained within each content owners' respective Web section
Content Monitoring	 Consulted about monitoring of all content on the official sheridancollege.ca Web presence and best means to enforce standards within respective Web sections Responsible monitoring for ROT (redundant, outdated and trivial content)

	 Responsible for taking part in editorial review and content quality control activities (eg. fixing broken links) or escalating, as required to content owners to ensure content integrity is maintained
Web Application Development	 Consulted on defining the functional and technical requirements for websites or relevant sheridancollege.ca sections within their purview.
Deployment	 Consulted on deployment schedules and communication plans Responsible for participating in required training, as identified Responsible for participating in end user testing, as required

5 DEFINITIONS

Web Governance

 Defines and maintains Web governance structure, accountabilities, roles and responsibilities, terms of reference and mandates for specific committees/groups.
 Ensures alignment with Sheridan's business planning process, IT governance processes and evaluates and/or prioritizes projects related to web presence for inclusion within the business plan.

Institutional Web Presence - direction and plan

• Provide the required guidance and implementation authority (direction and plan) required to create and maintain high-quality Web Sites across an institution

Web Strategy

- Web Strategy is the long-term iterative process of defining the direction of a Web Site or Web Product.
- Defines and maintains the purpose, intended audiences, desired business and user outcomes, requirements, alignment with institutional goals, alignment with institutional standards and processes.
- An institution would have multiple web strategies

Process

- Processes define how key Web related functions are performed and decisions tracked/recorded.
- Typically includes high-level process definition for content creation and management (as per all elements in content strategy, including accessibility), proposing projects, publishing (workflow), design (information architecture), usability testing, decisionmaking, and approval processes.
- High-level process definition does not include process execution.

Performance Management

- Defines how performance will be measured (including the identification of performance indicators), undertakes performance measurement activities, and reports on results.
- Typically includes measurement and analysis of web metrics, search analytics, feedback and enquiries

Content Strategy

- Defines all components of content strategy and generates guidance, standards etc. for content creators and contributors.
- Components include: content quality control recommendations such as editorial guidelines, approaches for communicating changes, Web writing, identifying suitable skill sets and competencies, content life-cycle management policies, accessibility.
- Also includes the training and communication of the use of the relevant guidelines and tools.

Structure and Design

- Manages of the overall user experience, including how content is integrated as components of the user experience.
- Designs, implements and maintains the site structure and related architectural principles and practices, and makes improvements to this structure in response to new priorities, content, user needs or new technologies.
- Includes the development of a controlled vocabulary, taxonomy, and other IA related components.
- Designs, implements and maintains visual 'look and feel' of the website, such as development of a university web template standards.

Content Creation and Maintenance

- Defines the act creating and maintaining content, including planning, researching, gathering, writing, collaboration and consultation, translating and maintaining the quality and integrity of information on the Web (e.g., bilingual and accessible content) as per the guidelines defined by the content strategy.
- Content can consist of all text content (procedures, process maps, etc.), graphics, photos, recordings, PowerPoint presentations, PDFs, or other digital assets that are disseminated through the Web.
- Aligns publishing activities to overall Web strategy and follows recommended organizational content life-cycle processes by maintaining content throughout its lifecycle, i.e. planning, development, publishing and archiving.

Content Monitoring

- Oversight and monitoring of all content on the official Web presence.
- Includes editorial review and content quality control (e.g., broken link monitoring and reporting to relevant content owners), as well as monitoring for ROT (redundant, outdated and trivial content).
- Periodic reviews and audits to ensure compliance with ministry directives and legislation

Web Application Development

- Defines the functional, technical and security requirements for web application development at Sheridan including integration with Sheridan's Enterprise systems (data)
- Defines technology guidance and standards.
- Develops and/or deploys web applications, and provides technical maintenance and/or support as it applies to all centrally managed web applications.

Infrastructure

- Defines, builds and maintains technical infrastructure for the Web (i.e., servers. desktop, bandwidth, network, security, domain names, etc.).
- Oversees performance management of technical infrastructure (e.g., load balancing. availability of network), as it applies to all centrally managed web properties

Deployment

- Oversees all of the activities that make the website(s) ready for use. Includes:
 - Training
 - Communication
 - Implementation

5.1 Other Definitions

- "Business Unit Leaders" are organizational leaders of a specific administrative or faculty business units (Deans, Directors, etc.) who are ultimately responsible for the strategic direction of their unit and for the content managers, and contributors within their unit.
- Content Editors are individuals responsible for posting and maintaining content on the website.
- Content Owners are content subject matter experts within administrative or Faculty business units, who are responsible for development and accuracy of content specific to their area of expertise.
- "Website" is a set of related web pages typically served from a single web domain (eg. www.sheridancollege.ca or http://myotr.sheridancollege), hosted on at least one web server, accessible via a network such as the Internet or a private local area network through an Internet address known as a uniform resource locator (URL) or web address. All publicly accessible websites collectively constitute the World Wide Web.
- "Website governance" uses people, policy, standards, and process to facilitate discussion, resolve ambiguity, manage short- and long-range goals, and mitigate conflict, regarding website related project execution, website direction and performance management within Sheridan.
- "Web Presence" is defined as all websites covering content specific to Sheridan's administration, academics, and operations.

5. Related Documentation/Links/Forms

Web Governance Policy

Operational Procedure to Establish and/or Maintain Website at Sheridan Web Style Guide