

How content strategy supports issues management

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Learning Outcomes

- Learn the importance of “content governance”
- Define an “issue” versus a “crisis”
- Describe issues management
- Outline roles and responsibilities
- Plot the life cycle of an issue – monitor, investigate, report, respond, wrap
- Available support and guidance
- What to expect from the Division moving forward

Governance is...

...the day-to-day process of managing content roles, responsibilities, workflow, documentation and training as well as the long-term execution of content strategy

- Key challenges are accountability, coordination and buy-in
- Governance is supported by the tools of content development and marketing
- What it's not is a top-down, imposed structure
- It's not based on organization structure



Issue or crisis?

Speed: issues usually emerge slowly

Spread: a slow build or a long tail

Scrutiny: the levels (number of “eyeballs”) are different

Structure: more fluid structure for managing

Response: institutional versus local

What's the issue with issues?

Examples:

- The difficulty of getting an advising appointment for new admits
- Unpaid internships versus paid – why?
- Organizational structure/navigation
- A lack of study space/quiet space
- Campus demonstrations
- Campus safety
- Course selection – CAS-ing and opening windows

What's the issue with issues?

Your challenges:

- Knowing when to respond vs. when to monitor
- Knowing who to direct issue to for action
- Defining what is an issue or what requires action/escalation
- Evaluate how to respond and the tactic to employ

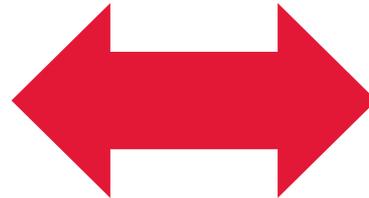
Roles & Responsibilities

Where do each of us we fit within the Division and within the University as a whole? How to we balance the demands for a response?

Structured

A set plan
for all
stakeholders
to follow

Balance



Agile

Adaptable to
respond to
developing
circumstances

Our roles within the Division

Listening

Sharing

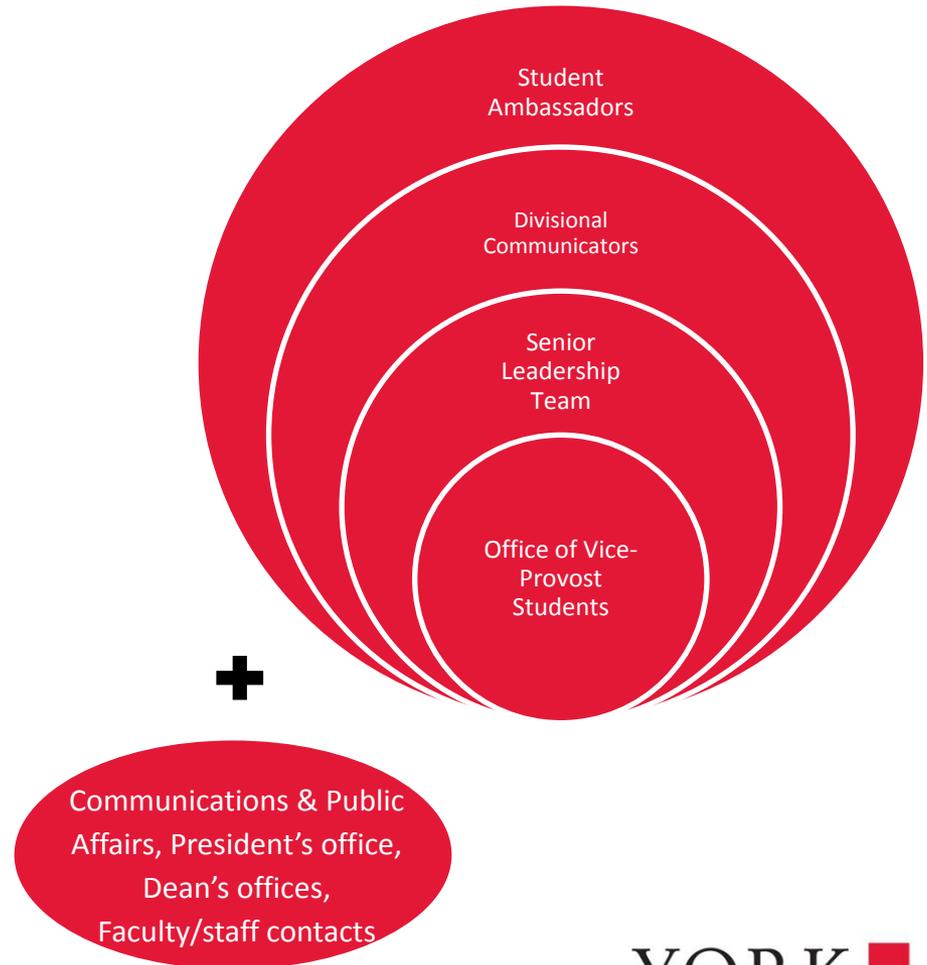
Advocating

Informing/educating

Changing
attitudes/ideas

Planning/executing

Governance

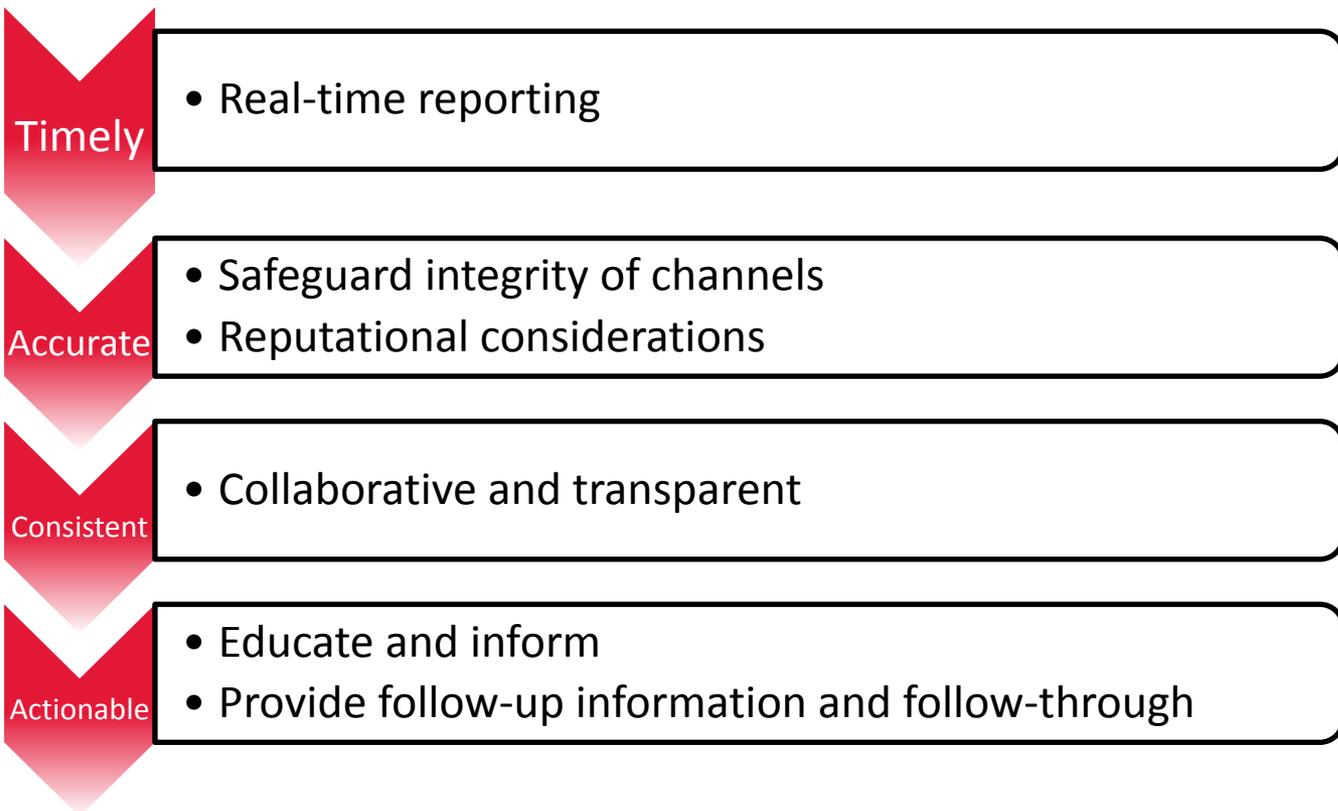


Life Cycle of Issues Management

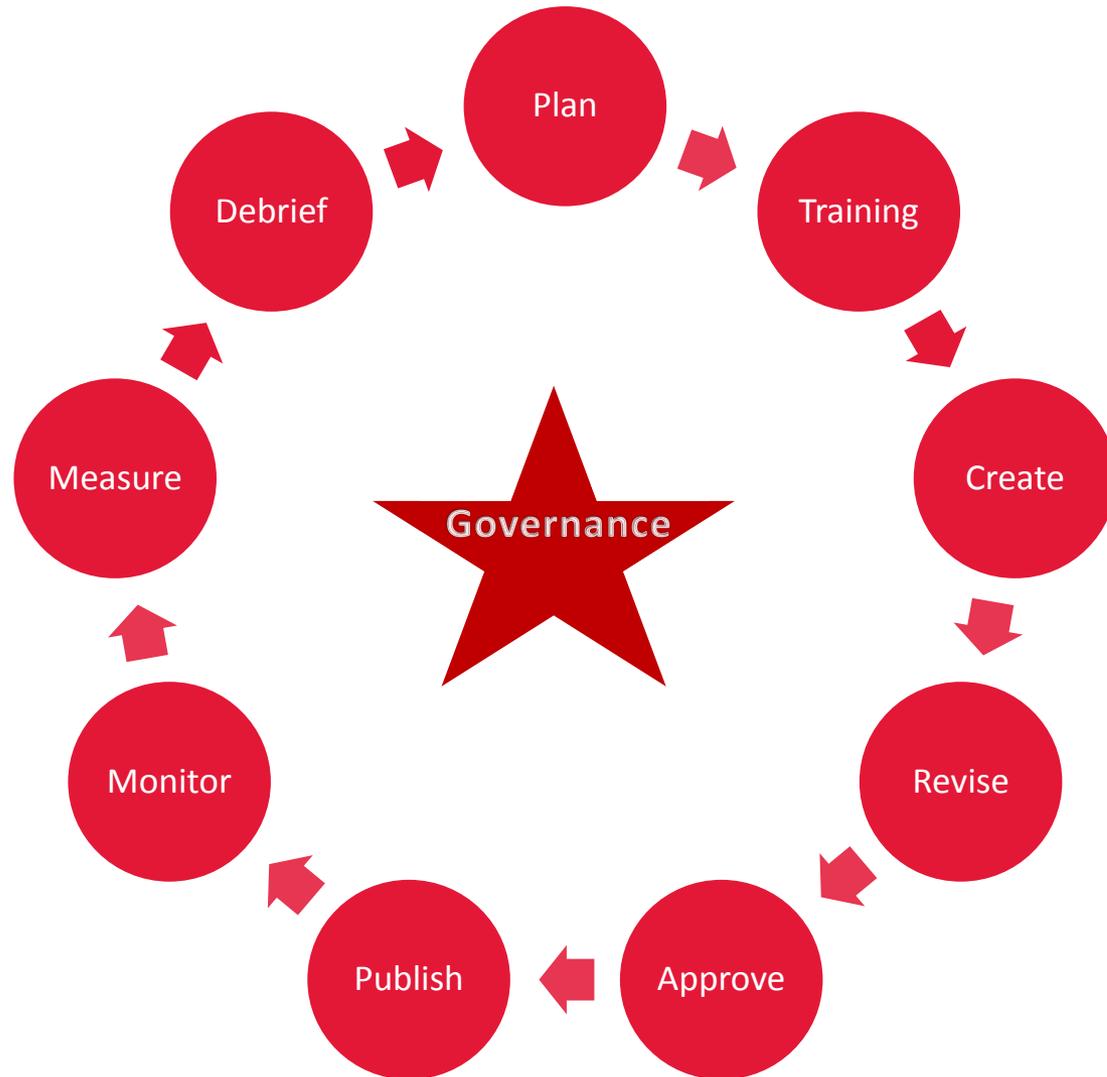


Communicating Content

Once we get “the” message, how do we communicate the message to our audience?



Content creation workflow



Theory into Practice

1. Admissions Clients Services brings to Director's attention: e-mail generating questions from applicants
2. Director immediately alerts managers, who reach out to teams to investigate further (confirm messaging) and capture evaluation data (e.g. # sent, interaction rate). Alerts senior leadership team (Registrar, Recruitment etc) as necessary. Senior leaders alert their own teams. VPS Comms director or designate becomes hub of information sharing. Meets with senior leaders in person if issue complicated (one-on-one or group).
3. Immediately acknowledges issue on social media. Disseminates messaging prepared in readiness for issues (e.g. "We are aware of the situation and are working to rectify. We'll be in touch soon."). Coordinates with other divisional communicators/channel managers for consistency. It may be necessary to suspend regular messaging.
4. Team compiles comments from applicants from variety of channels (phone, in person, e-mail, social media). Send out to senior leaders as necessary.
5. Researches content with subject matter experts. Crafts messaging. Goes through approval process if deviates from re-approved key messaging.
6. Director and team decide upon channels for dissemination. Tracking of issue continues. Interim report drafted.
7. Confirm links/other contacts to subject matter experts and include in messaging. There may be several distributions to capture all the cohorts and additional details as they arise.
8. Report out to stakeholders such as senior leaders, Faculty partners, CPA as necessary.
9. As issue is resolved, bring regular messaging back on track. Provide final details on all channels. Complete final report. Circulate and bring issue to close.
10. Follow up and trouble-shoot on individual basis as required.
11. Review protocols, messaging and revise accordingly. Disseminate to divisional communicators and senior leaders.

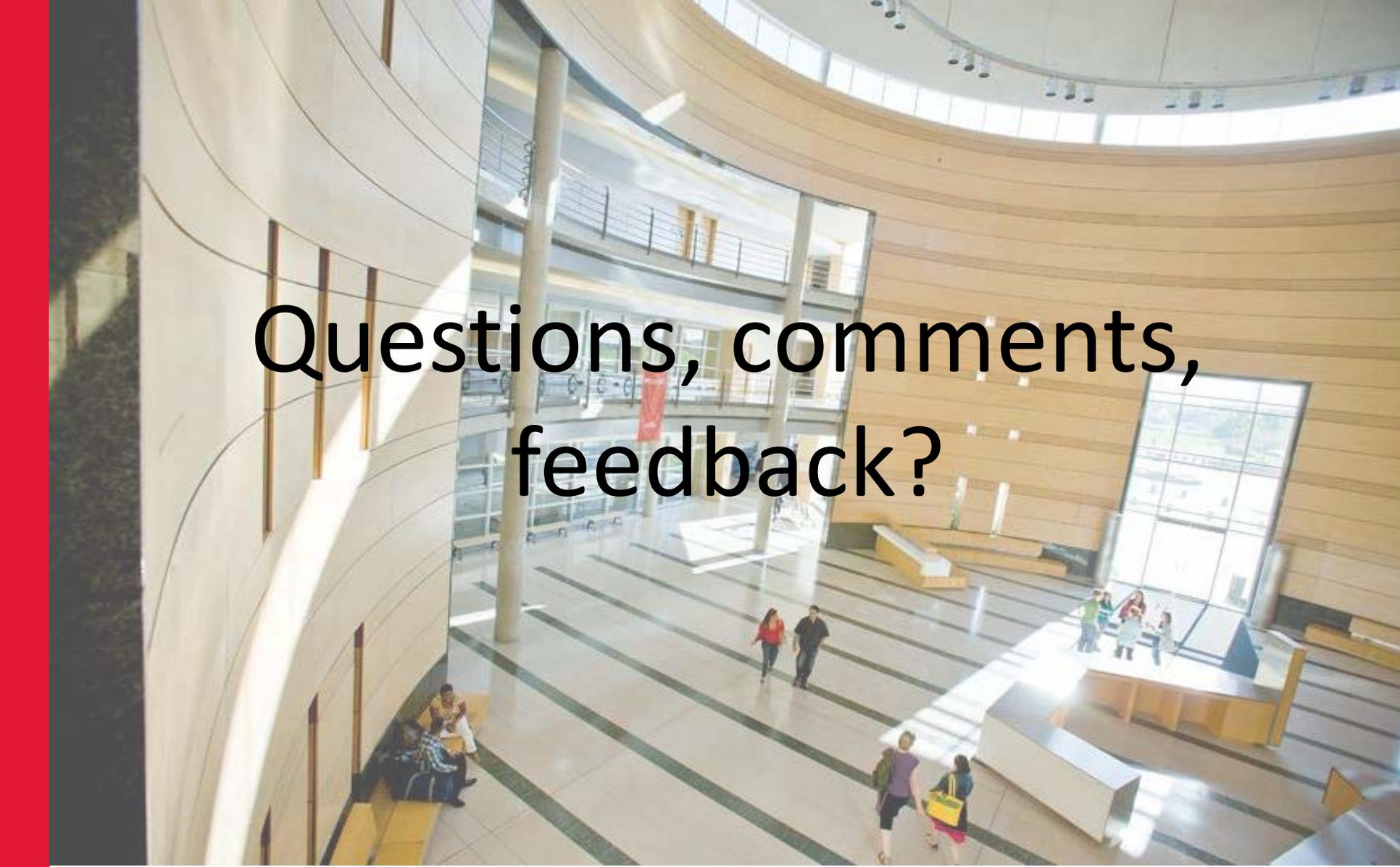
Support & Guidance

- Emergency management plan (leverage communications tree and a message tree; don't reinvent the wheel)
- Align with communications strategy (CPA and divisional)
- Divisional terms of use policy
- Social media guidelines/protocols
- New media guidelines
- Digital subcommittee (CPA) – share best practices and issues management practices
- Legal/Secretariat – policies, precedent
- Faculty liaison representatives, communicators, subject matter experts
- Divisional communicators – us! Share, learn, revise. Support each other's plans/strategy

Looking ahead

What to expect from the Division in the short/medium term?

- Community management – all digital communication
- Template messaging
- Real-time response
- Contingency plans when communication methods on campus fail



Questions, comments,
feedback?