Digital Presence Procedure

Section 1 - Purpose and Scope

(1) This Procedure sets out the governance and oversight of The University of Queensland's (UQ) digital presence.

(2) UQ's digital presence is the ecosystem experienced by UQ stakeholders in their digital interactions with UQ.

(3) UQ's digital presence is organised into channels, which are a collection of digital touchpoints. Examples of digital channels include the public web presence (multiple websites and web applications) or intranet (multiple intranet sites and internal applications).

(4) Digital touchpoints are the specific sites, systems and products used by UQ to provide information and services to stakeholders. Digital touchpoints include:

a. a website or web page;
b. an intranet site or page;
c. web applications;
d. mobile applications;
e. broadcast channels (i.e. sent via email, SMS, push notification);
f. any other IT service used to provide UQ information and services to UQ stakeholders.

(5) UQ stakeholders are the audiences that UQ engages with, including future students, current students, staff, alumni, donors, research partners, business community, government, industry and the wider community.

(6) This Procedure defines requirements regarding the manner in which UQ's digital channels and touchpoints are managed. The Procedure applies to all current and future digital channels and touchpoints, including their procurement, development and management.

(7) This Procedure does not apply to:

a. teaching and learning content and activities within a UQ Learning Management System (refer to eLearning policies and procedures);
b. social media channels, digital advertising, and digital signage (these may be included in a future iteration of this Procedure);
c. internal communications to current staff, communications from a Course Coordinator for the designated course, IT incident or safety notifications, and communications sent to less than 30 recipients;
d. research activities and outputs that do not provide information and services to UQ stakeholders; or
e. IT services and products that are not used for providing UQ information and services to UQ stakeholders (e.g. work tools).

(8) This Procedure should be read in conjunction with the related policies and procedures listed in the Appendix (under Supporting Information).

(9) A full glossary of terms can be found in the Appendix (under Definitions) and roles and responsibilities are defined

in Section 4.

Exceptions

(10) Exceptions should be raised by a Digital Presence Coordinator to the Senior Channel Manager in the first instance. Exceptions to this Procedure must be endorsed by the relevant Channel Committee and approved by the Chief Marketing and Communication Officer unless otherwise stated in the Procedure. The request for exception must include which requirement(s) the exception is for, the reason, and how long the exception is needed.

Section 2 - Process and Key Controls

(11) Organisational units are responsible for nominating a Digital Presence Coordinator for their area. The Digital Presence Coordinator is the primary liaison and contact point for matters relating to the digital presence of the organisational unit. See the list of Digital Presence Coordinators.

(12) The Head of each organisational unit (e.g. faculty, institute or division) is accountable for all digital touchpoints in their organisational unit. They must ensure that each digital touchpoint has a nominated individual who is responsible for managing the touchpoint in compliance with this Procedure.

a. If a digital touchpoint is created or managed by two or more organisational units, a single responsible organisational unit must be identified. If required, the responsible organisational unit must coordinate the contributions of other units. Typically, the responsible organisational unit is the unit responsible for most of the business processes and outcomes associated with the digital touchpoint.
b. Where a digital touchpoint is email or SMS used to communicate with current students, the responsible organisational unit must ensure communications are managed in line with the Email and Bulk Messaging Procedure, including receiving the relevant authorisation.

(13) The establishment of a new digital channel or the retirement of an existing digital channel must be agreed and approved by the Chief Marketing and Communication Officer and the Chief Information Officer.

(14) Digital channels must have a Channel Manager for day-to-day management and a Channel Committee for guidance and governance. See the list of current channels and committees.

New and Redeveloped Digital Touchpoints

(15) New or redeveloped digital touchpoints are not permitted without approval from the relevant Channel Committee.

a. The Channel Committee may delegate certain approvals to Digital Presence Coordinators or other relevant roles.

(16) Those who wish to procure new or redevelop existing digital touchpoints should consult their relevant Digital Presence Coordinator first to discuss local processes, support and approvals.

(17) After discussions with the relevant Digital Presence Coordinator, a request must be submitted to the relevant Channel Committee who will coordinate the approval process for the following criteria:

a. branding and naming;
b. how it fits in One UQ Digital Presence and information architecture;
c. web addresses and sender domains; and
d. any required training.

(18) For approved digital touchpoints that require a new IT system, organisational units must:

a. seek advice from the ITS Relationship Manager or local IT Function Manager;
b. consult with ICT Procurement (see ICT Procurement webpage); and
c. submit a proposal or business case to the IT Project Review Board or sub-committee.

(19) If approvals are not obtained, or if the digital touchpoint is substantially different to the approved proposal, the digital touchpoint may be suspended or other remediation actions may be taken.

Managing Digital Channels

(20) UQ's digital touchpoints are grouped into channels to allow for more effective operational and strategic management of UQ's digital presence.

(21) The grouping of digital touchpoints, and which channel a digital touchpoint is in, is decided by the relevant Channel Committees.

a. e-Newsletters or similar broadcast email communications must be managed in line with the Broadcast Email Communications Standard and the requirements of the relevant Channel Committee.

(22) Escalations for contested touchpoints between channels are to be decided by the chair of the relevant Channel Committee.

Retiring Digital Touchpoints

(23) When retiring digital touchpoints, the following actions should be carried out if applicable:

a. make a backup of the touchpoint's data or content in line with applicable recordkeeping requirements;
b. where the touchpoint receives user traffic, redirect online traffic to an appropriate alternative location;
c. identify if any digital content, printed material or marketing material refers to the digital touchpoint being removed and notify the relevant stakeholders of the change; and
d. notify relevant stakeholders of the change.

(24) When retiring a digital touchpoint that involves retiring an IT system, first log an IT support request to discuss any requirements.

Section 3 - Key Requirements

Digital Channel and Touchpoint Principles

(25) The procurement, redevelopment and management of digital channels and touchpoints must:

a. align with UQ's roadmaps, strategies and the One UQ vision;
b. avoid duplication of content and functionality across touchpoints;
c. ensure consistency and cohesion across channels and touchpoints (visual, content, and functional);
d. embrace a mobile-first approach;
e. embrace an audience-led approach and human-centred design principles and methodology; and
f. comply with applicable legislative requirements and relevant UQ policies and procedures relating to the digital touchpoint, including UQ's Privacy Policy, Information Management Policy, Data Breach Policy and Data Breach Procedure, and the Spam Act 2003 (Cth).

Naming of Digital Touchpoints

(26) Digital touchpoint names are approved by the relevant Channel Committee.

(27) Digital touchpoint names must:

a. adhere to UQ Brand Guidelines naming conventions and Sender Name Standard for broadcast channels;
b. avoid potential confusion with other UQ products, services or organisational units; and
c. describe the digital touchpoint in plain English.

Branding and Visual Design

(28) Digital touchpoints must comply with the Brand Policy, the Brand Procedure, and the UQ Brand Guidelines. Where compliance is not possible or desirable, an exception must be sought from the Head of Brand and Creative Services, Marketing and Communication.

(29) Digital touchpoints must adhere to the UQ Design System where practical and relevant. The UQ Design System is a guide that supports the implementation of the UQ Brand Guidelines into user interfaces – it defines how user interfaces should look, feel and behave and includes coding standards.

Accessibility

(30) UQ's digital presence must be accessible and inclusive for persons with disability. Digital touchpoints must adhere to UQ's Disability Action Plan. This includes complying with the Web Content Accessibility Guidelines (WCAG) 2.2.

(31) If a new or redeveloped digital touchpoint is unable to meet this requirement, the responsible organisational unit must obtain an exception to this Procedure. The exception request should identify the accessibility barriers to the digital touchpoint and the measures that will be taken to ensure equal opportunity for persons with disability. Exception requests should be submitted to the relevant Channel Committee.

Read more about web accessibility and inclusive design.

Digital Content

(32) Digital content is any content (such as text, images, videos and documents) provided as part of or for a digital touchpoint.

(33) The below requirements for digital content apply to all content, regardless of whether Artificial Intelligence (AI) was used to develop it. Where AI is used, particular care must be taken. The UQ author and content owner remain accountable for everything published.

(34) UQ's digital content must:

a. comply with the UQ Written Style Guide and writing for the web or Email and SMS writing guidelines best practice;
b. be verified by the content owner, checking all facts and references – including linked source material – before publishing;
c. comply with applicable legislative requirements and relevant UQ policies and procedures relating to the content and channel, including UQ's Brand Policy and Brand Procedure and Disability Action Plan;
d. be reviewed at least once a year, where the content is ongoing, to ensure it is up to date and correct;
e. be retired when it is no longer relevant, maintained or used;
f. only be created if there is resourcing and a commitment to review, update and manage the content throughout

its lifecycle;

g. follow the Information Architecture Standard;
h. avoid duplication of content on other touchpoints; and
i. follow channel and touchpoint standards.

Information Management and Security

(35) The relevant Channel Committee liaises with relevant stakeholders to ensure the Information Management Policy, Information Security Classification Procedure and Information Governance and Management Framework are applied to the channel and associated touchpoints. They should consider both the content (e.g. publication, classification, distribution, and review of information) and the functionality (e.g. collection, transmission and modification of information) of a digital channel and its touchpoints, and may include defining channel and/or touchpoint principles, standards, processes, roles and responsibilities.

Information Architecture

(36) UQ's digital presence must be organised, structured, and labelled to ensure that stakeholders can find information and complete tasks. The overall navigation and organisation (information architecture) of UQ's digital presence is defined by Marketing and Communication and is outlined in the Information Architecture Standard.

(37) Digital content must:

a. be published or distributed through the relevant channel or touchpoint where audiences can best find information and complete tasks; and
b. follow the channel and touchpoint Information Architecture Standard.

(38) The Information Architecture Specialist determines where content best sits in UQ’s digital presence.

(39) Research activity web presences, including centres, projects, collectives, groups, labs, or similar, must follow the Research Centres and Other Research Activities Web Presence Standard.

Domains and Web Addresses

(40) Domain names and web addresses (URLs) for digital touchpoints must adhere to the Domains and Web Addresses Standard. Domains and web addresses for digital touchpoints must be approved by relevant Channel Committee.

(41) To ensure ongoing security and support for domain names, all domain names for UQ touchpoints (including non-UQ domain names such as ‘com.au’, ‘org.au’) must be registered and managed by Information Technology Services (ITS). Raise an IT support request for domain registration and management queries.

Privacy and Terms of Use

(42) Digital touchpoints which collect, store or utilise personal information must be managed in compliance with UQ’s Privacy Policy and Privacy Management Procedure.

(43) Web channels must link to the standard UQ website Terms of Use statement. Other digital channels must include or link to an appropriate terms of use, disclaimer or equivalent statement where required by the relevant channel committee. Alternative statements must be approved by Legal Services and any applicable channel governance requirements.

Usage Measurement, Analytics and Tracking

(44) External-facing public websites must have usage measurement and reporting enabled via Google Analytics

(where feasible). The Google Analytics service is managed by the Customer Analytics team within Marketing and Communication.

(45) The Senior Manager, Customer Analytics must also approve the use of additional user tracking tools and scripts, which must also comply with the Privacy Policy.

Email the Customer Analytics team at customer-analytics@uq.edu.au.

Section 4 - Roles, Responsibilities and Accountabilities

Part A - Digital Presence Governance Roles

Heads of Organisational Units

(46) The Head of each organisational unit is accountable for the management of their unit's digital touchpoints and their unit's contribution to other digital touchpoints. They are responsible for:

a. ensuring sufficient resourcing to develop, manage, maintain and support the unit's digital touchpoints throughout their lifecycle;
b. nominating a relevant Digital Presence Coordinator;
c. assigning responsibility for the management of the unit's digital touchpoints; and
d. assigning responsibility for the management of the unit's contribution to other digital touchpoints including subject matter expertise, content support and periodic reviews.

Digital Presence Coordinator

(47) The Digital Presence Coordinator is the primary liaison and contact point for matters relating to the digital presence of the organisational unit. See the list of current Digital Presence Coordinators.

(48) Digital Presence Coordinators are responsible for the following (for their organisational unit):

a. championing digital presence standards and principles;
b. coordinating requests for new or redeveloped digital touchpoints;
c. advising on local area processes, approvals and support;
d. ensuring that the relevant approvals have been acquired for digital touchpoints in their organisational unit;
e. reviewing and monitoring digital touchpoints to ensure compliance with this Procedure and other relevant UQ policies and procedures; and
f. liaising with Information Technology Services, Marketing and Communication and the relevant Channel Committee for matters relating to their organisational unit's digital touchpoints.

Digital Channel Committee

(49) A Channel Committee comprises senior leaders who represent primary audiences of that channel, subject matter experts, and/or other key stakeholders with a vested interest in the respective channel (e.g. web and intranet channels). See the list of current channels and committees.

(50) A Channel Committee is accountable for:

a. final approval of the plan for a digital channel and any subsequent changes to the plan;

b. initiating and advocating for funding requests where necessary;
c. resolving contested or escalated requests;
d. approval of non-funded requirements requiring operational resourcing replanning;
e. approval of relevant channel standards and principles;
f. approval of new or redeveloped touchpoints;
g. guiding and advising on key decisions for the relevant channel; and
h. ensuring sufficient delegation is in place for smooth operations of the channel.

Senior Channel Manager

(51) The Senior Channel Manager is accountable for managing the development of and ultimately driving the tangible outcomes of the channel in line with the channel strategy or plan. The Senior Channel Manager is also accountable for managing the approval or rejection of all requests. See the list of current Senior Channel Managers.

(52) Senior Channel Managers are responsible for:

a. oversight of planning cycle process and delivery;
b. driving the delivery of channel strategy and continuous improvement;
c. management of work intake process and prioritisation – assessment and recommendations;
d. coordinating the development of channel strategies and championing approved plans;
e. day-to-day channel management;
f. reporting on channel performance and key measurements;
g. management of stakeholder relationships; and
h. compliance of channel to relevant standards, policies, principles and procedures.

Part B - Marketing and Communication Roles

Chief Marketing and Communication Officer

(53) The Chief Marketing and Communication Officer is responsible for:

a. requesting and directing remediation actions in cases of non-compliance with this Procedure;
b. ensuring this Procedure is reviewed as needed;
c. approving exceptions to this Procedure unless otherwise defined; and
d. championing digital presence standards and principles.

Director, Marketing and CX

(54) The Director of Marketing and CX is responsible for:

a. governance of UQ’s digital presence – this includes stakeholder communication and engagement, customer experience, information architecture, digital content and search engine optimisation; and
b. championing digital presence standards and principles.

Head of Brand and Creative Services

(55) The Head of Brand and Creative Services is responsible for:

a. defining how the Brand Policy, Brand Procedure and the UQ Brand Guidelines are applied to UQ’s digital presence; and

b. approving exceptions to UQ Brand Guidelines.

Content Strategist

(56) The Content Strategist is accountable for managing the development of content standards in line with the channel strategy or plan. They are responsible for:

a. developing broad web specific content standards;
b. developing page and component specific content guidance to meet web standards; and
c. reviewing and endorsing content for new or significantly redeveloped digital touchpoints.

Senior Manager, CX Research and Design

(57) The Senior Manager, CX Research and Design is accountable for the overall user experience, user interface, and supporting the implementation of UQ branding standards across the digital presence. They are responsible for:

a. engaging stakeholders through research and design, and gathering requirements through customer research;
b. defining user experience and user interface standards;
c. ensuring consistent and cohesive audience and user experience across all channels and touchpoints;
d. validating user experience solutions where appropriate; and
e. reporting on customer experience and insights across the digital presence.

Information Architecture Specialist

(58) The Information Architecture Specialist is responsible for:

a. defining and managing the overall information architecture of UQ's digital presence;
b. creating and maintaining the Information Architecture Standard;
c. creating and maintaining the Domains and Web Addresses Standard;
d. approving web addresses for digital touchpoints; and
e. verifying digital touchpoint names meet channel standards and liaising with the Head of Brand and Creative Services where appropriate.

Marketing Automation Specialist

(59) The Marketing Automation Specialist is responsible for:

a. creating and maintaining the Broadcast Email Communications Standard;
b. creating and maintaining the Sender Name Standard;
c. maintaining the External Email Communications Registry; and
d. providing advice on the application of these standards.

Senior Manager, Customer Analytics

(60) The Senior Manager, Customer Analytics is responsible for:

a. defining standards for usage measurement, analytics and tracking;
b. approving the use of additional tracking; and
c. supporting reporting.

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Part C - Information Technology Services Roles

ITS Applications Development and Support Team

(61) The ITS Applications Development and Support team is responsible for:

a. managing web publishing IT systems;
b. technical project management and tech portfolio management;
c. providing advice and support for web accessibility; and
d. maintaining the Design System.

IT Infrastructure Team

(62) The IT Infrastructure team is responsible for managing all UQ domain names, including registering and managing all non-UQ domain names used by UQ.

Section 5 - Monitoring, Review and Assurance

(63) The Chief Marketing and Communication Officer will monitor implementation and compliance with this Procedure and review it periodically to ensure that it is accurate and fit for purpose.

(64) The Head of each organisational unit must ensure their digital touchpoints are reviewed annually to:

a. verify whether digital touchpoints are compliant with this Procedure;
b. verify that content is being reviewed and maintained; and
c. retire digital touchpoints which are no longer used or maintained.

Section 6 - Recording and Reporting

(65) The Head of each organisational unit or an assigned officer must ensure records are maintained about the digital touchpoints the unit is responsible for, including:

a. internal roles and responsibilities;
b. a complete and up-to-date list of all digital touchpoints the organisational unit is responsible for; and
c. when each digital touchpoint was last reviewed.

Section 7 - Appendix

Supporting Information

(66) Supporting information includes:

a. Brand Policy and Brand Procedure

b. ICT Procurement webpage

c. Information Management Policy and Information Security Classification Procedure

d. Information Governance and Management Framework

e. Privacy Policy and Privacy Management Procedure

f. Research Centres and Research Networks Policy

g. Software Acquisition and Use Procedure

h. Disability Action Plan

i. Email and Bulk Messaging Procedure

j. Data Breach Policy and Data Breach Procedure.

Definitions

Term	Definition
Broadcast Channel	A digital channel that delivers direct communications to 30 or more recipients using email, SMS, push notifications or similar messaging services.
CX	Customer Experience
Digital Content	Any content (such as text, images, videos or documents) provided as part of a digital touchpoint.
Digital Presence	The digital ecosystem experienced by UQ stakeholders in their digital interactions with UQ.
Digital Touchpoint	A website, web application, mobile application or other digital IT system used by UQ to provide information and services to UQ stakeholders.
Digital Channel	A group of digital touchpoints to allow a more effective operational and strategic management of UQ's digital presence (e.g. grouping external websites into a websites channel).
Digital Touchpoint Name	The name of the digital touchpoint which is usually displayed in the touchpoint header and in support information.
Human-centred Design	An approach to designing and problem-solving which includes understanding the people involved and designing from their perspective.
Information Architecture	How information and functionality is organised, structured, labelled and connected to support stakeholders to find information and complete tasks.
IT Function	The IT Function is led by the Chief Information Officer (CIO) and consists of all organisational units and individuals that are responsible for the governance, design, delivery, maintenance, administration and support of IT Services. This includes the Information Technology Services Division as well as other teams of IT professional staff across UQ.
IT service	Software deployed locally and/or remotely (on the cloud or on-premise equipment) to provide a service.
ITS	Information Technology Services.
Sender Domain and Web Address Name	An internet address where online information and services can be accessed, or from which digital communications can be sent, for example uq.edu.au, qld.gov.au or google.com.
Tracking Script	A script inserted into a digital touchpoint or channel which records data on the behaviour and activities of the end user.
UQ Stakeholders	The customers and audiences that UQ engages with, including future students, current students, staff, alumni, donors, research partners, business, government and the wider community.

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Status and Details

Status	Current
Effective Date	19th November 2026
Review Date	19th November 2031
Approval Authority	Chief Marketing and Communication Officer
Approval Date	21st September 2026
Expiry Date	Not Applicable
Policy Owner	Kelly Robinson Chief Marketing and Communication Officer
Enquiries Contact	Marketing and Communication

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