STELLENBOSCH UNIVERSITY
Draft Communication Policy (1)

Reference number of this document	
HEMIS classification	
Purpose	Stellenbosch University's (SU) Communication Policy (CP) determines the principles and provisions for governing and implementing internal and external institutional communication with its stakeholders.
Type of document	POLICY DOCUMENT
Accessibility	General (external and internal)
Date of implementation	1 July 2022 or soonest thereafter
Revision date	The Communication Policy will be reviewed during its fifth year of implementation. It may be revised earlier, or more than once during this period, should circumstances necessitate a revision or should the owner of the Policy consider a revision to be necessary.
Previous revisions	New policy
Owner of this policy	Deputy Vice-Chancellor: Strategy, Global and Corporate Affairs
Institutional functionary (curator) responsible for these rules	Senior Director: Corporate Communication and Marketing supported by Director: Communication
Date of approval	20 June 2022
Approved by	Stellenbosch University Council
Keywords	Institutional communication; integrated marketing and communication approach; internal communication; external communication; crisis communication; issues communication; media liaison and media spokesperson(s)
The English version of this policy is the source document (operative document), while the Afrikaans and isiXhosa versions have been translated from the English.	

Contents

1. Introduction

Strategically implemented, cohesive and purposeful communication with stakeholders is vital in an ever-increasing competitive Higher Education (HE) environment.

As a public Higher Education (HE) institution, Stellenbosch University (SU) is obliged to meet the communication responsibilities of the institution, as well as the communication needs of its diverse internal and external stakeholders. This Communication Policy (CP) creates a framework of principles and provisions to govern, integrate and align **institutional communication** across multiple university entities, defines roles and responsibilities and guides operational and other modes of communication.

2. Application of the policy

2.1   The Communication Policy is applicable to the university as a whole, and specifically to:

> 2.1.1   all academic, and professional and administrative and support staff members (permanent, temporary, part-time, contract appointments and volunteers) employed by SU, locally and abroad;

> 2.1.2   all staff members and students who are mandated to communicate on public platforms on behalf of SU or any entity linked to the University. Such entities include, but are not limited to, governance and management bodies of the University, faculties, academic departments, centres, bureaus and institutes, responsibility centres, and PASS environments.

> 2.1.3   all SU students, and in particular students elected to positional leadership roles and who are designated to communicate on behalf of representative or academic structures, student communities (residence, PSO and cluster bodies) or student societies as per the Student Constitution of Stellenbosch University and/or the respective constitutions or rules, as well as the various Maties sport codes.

3. Definitions

In this policy, the terms below are assigned the following meanings in the context of communication at Stellenbosch University (SU):

3.1   Communication
Communication is the process of sharing or exchanging information in understandable and inclusive language when speaking or writing, and through the use of visual communication such as branding insignia, symbols and graphics, as well as video and photography. Communication takes place via multiple channels and platforms, including, but not limited to, town-hall meetings, printed publications, digital platforms and social networking sites.

3.2   Institutional communication

07 March 2022
Communication Policy: draft for internal consultation

This policy defines **institutional communication*** as internal and external communication with the University's stakeholders, implemented in a strategic, structured and integrated way.

*The term institutional communication is adapted for Stellenbosch University (SU) as an academic institution from the term corporate communication which is more commonly used in the business sector.

3.3 Crisis communication

Crisis communication refers to the strategies, technologies, systems and protocols implemented to support SU's crisis management structures, aimed at mitigating the operational and reputational impact of a crisis through proactive and timeous communication, and effective engagement with stakeholders.

3.4 Issues communication

Issues communication is a strategic, anticipatory management process that forms part of an integrated and structured communication approach with the intent to identify and formulate an institutional position on developing public issues for proactive and reactive engagement purposes.

Refer to the Glossary in Addendum A for a more comprehensive list of terms and definitions.

4. Purpose of the policy

Stellenbosch University's (SU) Communication Policy determines the principles and provisions for governing and implementing internal and external institutional communication with its stakeholders.

5. Aims of the policy

The Communication Policy aims to:

5.1   contribute to SU's achievement of its institutional vision and strategic objectives;
5.2   establish and entrench a strategic, integrated and measurable institutional communication approach that is aligned with institutional strategies and messages;
5.3   operationalise a quality-control framework for communication that defines institutional communication processes, as well as communication roles and responsibilities;
5.4   promote the implementation of effective and integrated institutional communication best practices across the institution;
5.5   align institutional communication with SU's brand positioning and institutional brand identity guidelines;
5.6   facilitate best practice and govern the utilisation of digital communication channels, including social networking sites, for interactive and inclusive engagement with stakeholders;
5.7   develop a strategic framework for institutional communication during crises;
5.8   facilitate integrated institutional communication to optimise SU's issues management approach and processes;
5.9   cultivate a values-based and consultative approach to communication, including participation in debate and commentary on internal and public platforms; and
5.10   enable the integration of institutional communication with marketing initiatives and marketing communication.

6. Policy principles

The Communication Policy is based on the following principles which guide the interpretation and implementation of this Policy:

6.1   The Communication Policy is underpinned by the Constitution of the Republic of South Africa, 1996, specifically the rights to privacy; freedom of expression, including freedom of the press and other media, academic freedom, freedom of scientific research and artistic creativity; and the freedom to receive or impart information or ideas. These freedoms are accompanied by concomitant responsibilities and limitations [Subsection 16 (2) of the Bill of Rights].

6.2   The governance and oversight of institutional communication is the primary responsibility of the owner and curator of the Communication Policy and is predominantly implemented by the Corporate Communication and Marketing Division.

6.3   Institutional communication is subject to this policy and it is a shared responsibility which is undertaken by a broad range of entities and functions across the institution. Other forms of communication undertaken at/by the University is guided by this policy.

6.4   All institutional communication must be timeous, transparent, credible, accurate and relevant, and be distributed through the appropriate channels.

6.5   Institutional communication must be responsive to the needs of the University's internal and external stakeholders and should promote effective stakeholder engagement, trust and beneficial relationships.

6.6   Institutional communication is aligned with SU's strategy and approach of integrated marketing and communication.

6.6   Institutional communication is always guided by SU's institutional values.

6.7   Institutional communication must be context appropriate; sensitive to people living with disabilities; cognisant of racial, gender and cultural diversity; promote equity and fairness, and is further guided by the SU Unfair Discrimination and Harassment Policy.

6.8   SU values and promotes critical thinking, and respectful, open debate, as well as specialist commentary in their respective fields of expertise by staff and students in the public domain. SU furthermore supports and encourages responsible communication activities inherent in academia, guided by the relevant SU policies, protocols, codes and guidelines (refer to supporting documents).

7. Policy provisions

These policy provisions, containing the requirements and prescriptions of the Communication Policy, are further supported and supplemented by various supporting documents (including protocols, guidelines and frameworks) that facilitate and guide the implementation of the policy.

7.1 General

7.1.1   Members of the SU campus community may not make false statements or spread incorrect or unsubstantiated information that could be misinterpreted, sensationalised, amplify uncertainty or create panic. This provision is directly applicable to all institutional communication channels, and also applies to personal social media channels.

7.1.2   The Corporate Communication and Marketing Division must provide the various support mechanisms to campus entities to facilitate integrated internal and external institutional communication across the institution. These could include, but are not limited to, professional guidance for engaging with stakeholders, communication protocols and guidelines; the institutional brand management manual, e-publications, mass mailer distribution platform(s) and a message management framework that facilitates input from University entities, as well as services for media and social media tracking, monitoring and analysis.

7.2 Internal Communication

7.2.1   The Corporate Communication and Marketing Division (CCMD) is a key role-player in strategically implementing institutional communication with internal stakeholders, and is also responsible for a quality control framework for all institutional communication generated within various entities.

7.2.2   The diverse internal SU stakeholders require a differentiated and targeted approach to communication. Although the responsibility for communication with these internal stakeholders is located within each responsibility centre's or entity's line management structure, all institutional communication must be implemented in consultation or collaboration with the Corporate Communication and Marketing Division.

7.2.3   Whereas SU has the responsibility to optimally communicate with its internal stakeholders on relevant matters, staff and students in turn have the responsibility to ensure that they take note of and/or act on information distributed via official university channels.

7.2.4   SU mostly communicates with staff and students on institutional matters electronically, supplemented by other communication channels as the particular situation may require. Once messages have been distributed it is understood that these stakeholders have been informed.

7.2.5   To give effect to SU's integrated marketing and communication approach across the institution, various internal communication channels have been created to coordinate and synchronise institutional communication. Entities that identify a need for new institutional communication channels must consult the Corporate Communication and Marketing Division prior to implementing alternative digital channels.

7.3 External Communication: Stakeholder Engagement

7.3.1 The responsibility for external institutional communication resides primarily with the Corporate Communication and Marketing Division, and is implemented in accordance with SU's integrated strategic marketing and communication strategy and the related protocols that support this Policy.

7.3.2 SU is comprised of several entities that have the mandate and responsibility to engage with their respective external stakeholders on interest-specific, function-specific or topic-specific matters in a decentralised, but integrated manner. In instances where such entities wish to engage with stakeholders on institutional matters, it must be executed in consultation with the Corporate Communication and Marketing Division.

7.4 External Communication: Media Relations

SU acknowledges and respects media freedom and the critical role of the media in society as a stakeholder group and a communication channel.

7.4.1 The Corporate Communication and Marketing Division and mandated communication professionals at various internal entities must build and foster constructive relations with the media as a channel for sharing information and for influencing public opinion.

7.4.2 As a public Higher Education institution, SU is mindful of its commitment to transparency and its responsibility to respond timeously to media enquiries. The SU Media Protocol and message management framework provide further information regarding official statements and media responses on behalf of Stellenbosch University.

7.4.3 Staff and students who participate in public debate, provide commentary or write opinion editorials must indicate that they are doing so as a discipline-specific expert, and that they are not expressing a view on behalf of the University.

7.4.4 When commenting on any public platform, staff and students should be cognisant of SU's institutional values, their professional trust relationship with the institution, confidentiality agreements, and the stipulations of the SU Media Protocol, as well as the applicable codes of conduct.

7.4.5 Media liaison: roles and responsibilities

7.4.5.1 The Corporate Communication and Marketing Division is primarily responsible for media liaison on institutional matters.

7.4.5.2 In terms of SU's integrated marketing and communication strategy, media liaison is a shared responsibility across the institution, as determined by designated positions, roles and responsibilities, and the applicable SU protocols and guidelines.

7.4.5.3 Media spokespersons

7.4.5.3.1 The chairs of the various SU governance bodies (Council, Senate, and Institutional Forum) are the designated spokespersons and may issue statements on matters that fall within the purview of these respective bodies.

7.4.5.3.2   The Rector and Vice-Chancellor is the primary spokesperson of SU on institutional, policy and strategic matters, but this role may be delegated to a member of the Rectorate as spokesperson on the functions within their respective responsibility centres. The responsibility may also be designated to responsible spokesperson(s) within the Corporate Communication and Marketing Division, or, on an *ad hoc* basis, to a specific staff member(s) with the relevant expertise on a particular topic.

7.4.5.3.3   Only designated staff members, or those who are mandated to do so in particular instances, may issue media statements or respond to media enquiries on institutional matters or on behalf of the University (also refer to the SU Media Protocol).

7.4.5.3.4   Designated staff members at entities within SU may fulfil the role of spokesperson and issue statements pertaining to entity-specific matters, while adhering to the general principles and provisions of the Communication Policy.

7.4.5.3.5   Students elected to leadership positions of recognised student bodies within SU's formal student structures may issue statements and respond to media enquiries on behalf of such bodies as provided for in their respective constitutions and rules (also refer to the Student Constitution of Stellenbosch University).

7.5   Crisis Communication

Crisis communication refers to the strategies, technologies, systems and protocols implemented to support SU's crisis management structures to mitigate the operational and reputational impact of a crisis through proactive and timeous communication, and effective engagement with stakeholders.

In the event of a major incident or crisis, the SU Crisis Communication Plan will be activated in support of the crisis management structures as determined by the SU Framework for managing contingencies. (also refer to the Crisis Communication Plan for detailed information). Below are a number of general provisions:

7.5.1   To ensure consistent messaging and the prompt distribution of credible and accurate information in the event of a crisis, all related internal and external communication, including proactive and reactive media liaison, are centralised and executed by the Corporate Communication and Marketing Division, in collaboration with the relevant internal stakeholders, operational entities and the contingency structure.

7.5.2   In a crisis situation, the Rector and Vice-Chancellor is the lead spokesperson of SU, or the responsibility may be delegated to a particular University official and/or Chair of the Contingency Committee. The designated spokesperson is supported by the communication professionals in the Corporate Communication and Marketing Division and other relevant entities in the implementation of the Crisis Communication Plan.

7.5.3   Crisis communication addresses a current event that may have an operational and/or reputational risk in an immediate and mostly in a reactive manner.

7.6   Issues Communication

Certain public issues that have a reputational impact on the University may require interventions at Rectorate level along with deliberate and planned proactive communication. Issues communication frames an issue in a wider discursive context and addresses the related issues over time.

7.6.1   While any SU stakeholder may alert the institution to specific or potential issues, the mandate for identifying and registering matters to be addressed through issues communication resides with the Rectorate.

7.6.2   When an issue is identified and escalated to the Rectorate, the Rector and Vice-Chancellor delegates the planning and management of the specific project and/or its related issue(s) to the relevant Responsibility Centre (RC) Head/Deputy-Vice Chancellor responsible for institutional communication in collaboration, where applicable, with the RC Head (or DVC) responsible for matters relating to the identified issue.

7.6.3   The issues communication and engagement manager serves as liaison between the Corporate Communication and Marketing Division and the relevant Responsibility Centre (issue owner) to develop and coordinate an issue-related communication plan encompassing all touchpoints relating to the issue across the institution.

7.6.4   The Corporate Communication and Marketing Division assists the relevant Responsibility Centre(s) with the identification, monitoring, tracking and analysis of potential issues in the media and/or social media, and also provides operational support for the planning and implementation of issues communication in line with an integrated strategic communication approach.

7.7   Communication Channels and Platforms

Stellenbosch University utilises a wide variety of communication channels and platforms towards engaging with its stakeholders. In accordance with SU's integrated marketing and communication approach, the selection of a channel or platform is determined by various considerations.

7.7.1   As necessitated by global digital communication trends and the convenience of rapid distribution, the majority of Stellenbosch University's institutional communication is distributed via a variety of digital communication channels or platforms, including but not limited to websites, social media platforms, mass mailers, instant messaging and online publications.

7.7.2   Although some entity-specific digital platforms, including social networking sites, may not strictly meet the criteria for institutional communication as per the definition adopted for this Policy, inevitably the content thereof is in the public domain and it is thus associated with the institution. Therefore this Policy also guides the management and content of these platforms and channels.

7.7.3   The principles and provisions of this Policy are applicable to all digital communication platforms and channels, including social networking sites. All platforms and channels created on behalf of SU and its related entities are subject to quality controls and consultation with the Corporate Communication and Marketing Division. These channels and platforms must be clearly branded with the appropriate visual identity elements, and managed as specified in the relevant manuals and protocols.

7.8   Communication Roles and Responsibilities

In terms of the Higher Education Act, Act 101 of 1997, and the SU Statute, the competency and responsibility to manage Stellenbosch University is entrusted to the Rector as Chief Executive Officer. The Policy for a SU Delegation Framework determines that the Rector uses a set of delegations to aid him/her in the execution of these responsibilities, including communicating with

stakeholders and releasing public statements on behalf of the University. This section defines the various communication roles and responsibilities within various entities and structures across the institution.

7.8.1   Institutional Communication is the primary responsibility of the members of the Rectorate or Chairs of the statutory bodies, supported by the Corporate Communication and Marketing Division.

7.8.2   The Corporate Communication and Marketing Division is responsible for:

   7.8.2.1   giving effect to an integrated communication strategy through formulating and implementing related communication plans.

   7.8.2.2   positioning the institution in accordance with its vision and strategic objectives.

   7.8.2.3   providing guidance and support to SU entities for engaging with their respective stakeholders on institutional matters, and facilitating relevant institutional communication channels.

   7.8.2.4   compiling the protocols and guidelines for the implementation of an integrated communication strategy and ensuring compliance with this Policy.

7.8.3   Governance structures
   The chairs of SU's governance structures (statutory bodies) are mandated to communicate with stakeholders as provided for in their respective constitutions and/or rules.

7.8.4   Rectorate
   Members of the Rectorate are mandated to approve statements and to act as spokesperson for the functions within their respective responsibility centres. These responsibilities may be delegated to senior managers as required for a particular matter, or as a circumstances may require.

7.8.5   Management structures
   Management structures on various levels across the institution must support the implementation of institutional communication by facilitating and encouraging the flow of information in alignment with the University's integrated marketing and communication approach.

   Entity-specific communication
7.8.6   The primary responsibility for entity-specific communication across the institution is located within the role of the entity head (e.g. the dean of a faculty or the head of a responsibility centre) of the particular entity or their designated staff members.

   Staff members
7.8.7   Staff members have the responsibility to take cognisance of all institutional communication distributed via internal communication channels to enable them to function as informed ambassadors of SU.

7.8.8   Student leaders and student groups
   As determined in their respective constitutions or protocols, student leaders elected to student bodies registered in terms of the student constitution may issue statements or act as spokespersons for the student bodies that they represent, for example: the Students' Representative Council, the Academic Affairs Council, Tygerberg Students' Representative Council (TSR), Tygerberg Postgraduate Student Council, the Stellenbosch Student Representative Council, faculty student leadership structures, house committees and private student organisation (PSO) committees and student societies, as well as Maties sport codes.

8.   Policy governance and management

8.1   The **owner** of the Communication Policy is the Deputy Vice-Chancellor: Strategy, Global and Corporate Affairs, who is responsible for performing the functions conferred upon the Deputy Vice-Chancellor: Strategy, Global and Corporate Affairs by the other provisions of this Policy, as well as the functions listed below:

   8.1.1   giving guidance regarding the interpretation and implementation of this Policy;

   8.1.2   appointing a **curator** for this Policy from the Corporate Communication and Marketing Division and overseeing the functioning of the curator;

   8.1.3   releasing and communicating this Policy, and monitoring its effective implementation.

   8.1.4   establishing and overseeing the functioning of an institutional communication committee.

   8.1.5   initiating and overseeing a review of the Communication Policy with a view to its possible amendment or replacement.

8.2   The **curator** of this Policy is the Senior Director: Corporate Communication and Marketing, supported by the Director: Communication. The curator is responsible for:

   8.2.1   compiling the framework and implementation plan for the Communication Policy and all related protocols and guidelines; and overseeing the roll-out and implementation across the institution;

   8.2.2   raising and maintaining consistent awareness regarding the Communication Policy and supplementary documents;

   8.2.3   chairing and the administration of an institutional communication committee;

   8.2.4   establishing a framework for coordinating and monitoring institutional communication, and ensuring compliance with the Communication Policy

   8.2.5   convening and chairing the task team for reviewing this Policy when a review process is initiated.

8.3   As SU follows an integrated marketing and communication approach, the governance and management of the Policy is a shared responsibility across the institution.

   8.3.1   All responsibility centre heads, deans, chief directors, senior directors, directors and managers must ensure that the Communication Policy and related protocols are adhered to in their operational environments, and

   8.3.2   All responsibility centre heads, deans, chief directors, senior directors, directors and managers are required to address non-compliance in accordance with this Policy and other relevant SU policies, codes of conduct and protocols.

9. Policy review and revision

9.1   As this Communication Policy is the first of its kind to be implemented at SU, an implementation period 24 to 36 months should be allowed to introduce the policy, monitor its implementation, evaluate its relevance and effectiveness, and review oversight and governance mechanisms.

9.2   The Communication Policy must be reviewed during its fifth year of operation. It may be revised earlier, or more than once during its period of operation, should circumstances necessitate a revision or should the owner of the Policy consider it necessary.

9.3   As with all SU policies, the Communication Policy has to be approved by the SU Council.

   9.3.1   The rules for policy and management documents determine that prior to tabling

the Communication Policy for Council approval, the Rectorate, Institutional Forum and the Executive Committee of Council, must recommend the Policy as part of the statutory approval process.

9.3.2 During the development phase of this Policy, prior to the statutory approval process, there should be consultation with relevant parties, including but not limited to: the Social and Business Ethics Committee of Council, the General Managers' Meeting, faculty boards, professional and administrative support services divisions, student bodies and the broad University community (staff and students).

10. Policy control, non-compliance and conflict resolution

10.1 The owner of this Policy is accountable for, and the curator is responsible for ensuring compliance with the Communication Policy and for the creation of the necessary controls for monitoring and reporting on the implementation of the Policy, and to report in this regard to the Rectorate.

10.1.1 The owner of the policy is responsible for monitoring and reporting on compliance to the Policy in collaboration with the institutional communication committee and supported by the Corporate Communication and Marketing Division.

10.2 Breaches or non-compliance with the Policy by staff members, are to be dealt with within the appropriate line management structures.

10.3 Breaches or non-compliance by students, student structures or student leaders are to be dealt with in terms of the University's disciplinary policies and procedures, and the codes of conduct.

10.4 Students who feel negatively affected by the implementation of the Communication Policy should adhere to the following procedures:

10.4.1 Academic context: refer complaints to the Academic Affairs Council via faculty student structures.

10.4.2 Student communities or student bodies: refer complaints to the relevant residence or PSO leadership structure, student body or the line management function within the Division for Student Affairs.

10.5 Staff members who feel negatively affected by the implementation of the Communication Policy should adhere to the following procedures:

10.5.1 Faculties: complaints must be lodged with relevant departmental heads.

10.5.2 Professional administrative support service divisions: complaints must be submitted to the relevant line management function.

10.6 In instances where the use of the above-mentioned staff and student structures may not be appropriate, or the outcomes via these structures are unsatisfactory, complaints may be submitted to the SU Ombud for consideration in consultation with the relevant structures.

11. Disclosure

The Communication Policy is a public document and is published on the University's website.

12. Supporting documents

Item No	Name of Document	Status *(e.g. identified, in process, approved, etc.)*
	Message Management Framework and Institutional Narrative	TBC
	[SU Brand Identity Manual](#)	30 Nov 2021
	SU Branding Regulation	1 June 2022
	SU Crisis Communication Plan	1 Dec 2021
	SU Delegation Framework	TBC
	SU E-communication Protocol	1 Dec 2021
	SU Integrated Communication and Marketing Strategy	TBC
	SU Institutional Stakeholder Engagement Guide	TBC
	SU Issues-based Management SOP	TBC
	SU Media Best Practice Guide	1 Dec 2021
	SU Media Protocol (news)	TBC
	SU Social Media Best Practice Guide	31 Jan 2022
	SU Social Media Regulation	1 Dec 2021
	SU Web Regulation	31 Dec 2023

13. Related documents

Item No	Name of Document	Status *(e.g. identified, in process, approved, etc.)*
	Conditions of Service • **CS0051** - Conditions of service of research and support service staff • **CS0052** - Conditions of service for Temporary staff **CS0053** - Conditions of service for lecturing staff	
	Disability Access Policy	
	Disciplinary Code: rules regarding Disciplinary Action against Staff Members;	
	Disciplinary Code for Students of SU	
	Language Policy (2021)	
	Policy for the Use and Licensing of SU Trademarks	
	Policy on Unfair Discrimination and Harassment	
	Statute of Stellenbosch University, 2019	
	Vision 2040 and Strategic Framework 2019-2024, inclusive of SU values of excellence, compassion, equity, respect and accountability	
	The Constitution of the Republic of South Africa, 1996 (the Constitution), especially the Bill of Rights	
	The Higher Education Act, No 101 of 1997,	
	The Promotion of Access to Information Act, 2 of 2000 (PAIA) as set out in the Stellenbosch University Manual in terms of section 14 and 51 of the Act (PAIA)	
	The Protection of Personal Information Act 4 of 2013	
	The Copyright Act 98 of 1978	

14. Addendum A: Glossary of terms

This glossary is an addendum to the Communication Policy and may be updated with the most relevant communication-related terminology and abbreviations used at Stellenbosch University, with approval by the institutional communication committee.

Brand identity manual/guidelines/style guide	A brand identity manual is a manual that clearly defines rules and standards that determine how SU's visual emblems – logo, colour palette, fonts, design elements - must be used.
Brand positioning	The SU brand positioning determines the space it occupies in the minds of the people who interact with the institution. It also determines its influence and place within the higher education sector, thus setting it apart from other institutions.
Communication	Communication is the process of sharing or exchanging information in understandable and inclusive language when speaking or writing, and through the use of visual communication such as branding insignia, symbols and graphics, as well as video and photography.
Communication platforms	A communication platform is a software solution that facilitates external and internal messaging via various channels, including phone, video conferencing, task management, and team messaging. Newer platforms offer project management, file sharing, and stakeholder communication functionalities. Communication platforms are used for internal communication, stakeholder communication, project management, collaboration tools and video conferencing.
Corporate communication*	Corporate communication is a management function that offers a strategic framework for the effective planning and implementing of internal and external communication with the overall purpose of supporting an organisation's strategic objectives, and of establishing and maintaining productive relationships with stakeholder groups. At Stellenbosch University the Corporate Communication and Marketing Division is responsible for institutional communication
Crisis communication	Crisis communication refers to the strategies, technologies, systems and protocols implemented to support SU's crisis management structures to mitigate the operational and reputational impact of a crisis through proactive and timeous communication, and effective engagement with stakeholders.
Delegation framework	The competency and responsibility to manage Stellenbosch University is entrusted to the Rector as Chief Executive Officer in terms of the Higher Education Act, Act 101 of 1997, and the SU Statute. The Policy for a SU Delegation Framework determines that the Rector uses a set of delegations to aid him in the execution of his responsibilities, including public statements on behalf of Stellenbosch University. A delegation is an order to exercise an indicated competency, to perform an obligation, or, in general, to deal with competencies and obligations that are related to an indicated function or functions.

Digital communication/ Digital media/	Digital communication is transmitted via digital devices such as computers and cellphones. Digital channels include e-publications, websites, social media, blogs, podcasts, email and bulk communication platforms, as well as digital application software (apps).
Entity	Entity refers to all the various organisational structures, i.e. responsibility centre, faculty, division, school, centre, institute, bureau, and units.
External institutional communication	External institutional communication includes any communication from Stellenbosch University (SU) with stakeholders outside the institution, including but not limited to, prospective students, industry partners, alumni and donors.
Institutional communication	This policy defines institutional communication as internal and external communication with the University's stakeholders, implemented in a strategic, structured and integrated way in order to build quality relationships and to enhance its reputation. The term institutional communication is adapted for Stellenbosch University as an academic institution from the term corporate communication* which is more commonly used in the business sector.
Internal communication	Internal communication is structured communication within the institution/university community that directly relates to achieving strategic institutional goals and priorities. This communication takes place between members of the institution, such as management, staff, students and governance structures. Internal communication platforms for structured communication include: e-publications; bulk communication platforms, websites, town hall meetings and social media.
Integrated marketing and communication	Integrated marketing and communication is aligned with the institution's vision, strategic objectives and values, and this strategic approach and its mechanisms form the connective tissue that ensures the use of cohesive institutional messaging across multiple internal entities, a variety of communication channels and many internal and external stakeholders
Internal stakeholders	Stellenbosch University's internal stakeholders comprise of all its current students and staff members.
Issues communication	Issues communication is a strategic, anticipatory management process that forms part of an integrated marketing and communication strategy, and helps Stellenbosch University identify and formulate an institutional position on developing issues for proactive and reactive engagement purposes.
Marketing communication	Marketing communication includes the messages and media Stellenbosch University implements to communicate with stakeholders about its academic offerings, for example degree programmes, research expertise and short courses, as well as funding opportunities.
Media monitoring, tracking and analysis services	Media monitoring is a service that actively mines content about Stellenbosch University across various media channels – print, broadcast, online and social media – and serves as a barometer for what is being said about the institution in the public domain.

	The monitoring, tracking and analysis informs the institutional communication strategy and supports reputation management.
Message management framework	The messaging framework or messaging architecture is a structured written representation of the 'Stellenbosch story'. It provides a foundation for consistent messaging from which multiple entities across the complex institution can benefit when implementing their marketing, communication, advertising and fund-raising initiatives.
Official internal institutional communication	Official internal institutional communication, as defined in the Language Policy Framework for Public Higher Education Institutions (2020), refers to all communication from the Chancellor, Council, Senate, the Rector, a Deputy Vice-Chancellor, the Chief Operating Officer or the Registrar tot the entire University.
Student positional leadership	Student positional leadership refers to the student leaders elected to the student bodies constituted in terms of the Student Constitution of Stellenbosch University. It also includes the student leaders of the Maties Sport codes.
Promotional materials	Promotional materials include, but are not limited to, designs for branded merchandise, branded stationery, Power Point templates, video call backgrounds and visual design elements for banners and conference folders.
Reputation	Stellenbosch University's reputation is an intangible asset and source of competitive advantage. Reputation is a matter of perception: the overall reputation is based on the perceptions of its respective stakeholders.
Responsibility Centre (RC)	A Responsibility Centre is a reporting-line structure that reports to a member of the Rectorate.
Social media	Social media is an internet-based form of communication that enables interaction among people to exchange information, have conversations and create web content. Social media include blogs, micro-blogs, wikis, social networking sites, photo-sharing sites, instant messaging, video-sharing sites, podcasts, widgets, virtual worlds, and more. Social media can be used for personal or business purposes.
Stellenbosch University (SU) / University entities	Stellenbosch University/University entities include(s) all faculties, academic departments, professional and administrative support service divisions, institutes, bureaux, units, centres, schools, spinout companies, affiliated organisations and organisations formally registered with Stellenbosch University.
SU Contingency Committee	SU manages unexpected and disruptive events/crises by constituting an appropriate contingency committee consisting of members of senior management, representatives from entities affected by the event and communication specialists from the Corporate Communication and Marketing Division.