



**UniMAC**  
UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION

# BULLETIN

## COMMUNICATION AND MEDIA POLICY (CMP)

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# **COMMUNICATION AND MEDIA POLICY (CMP)**

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## **EXECUTIVE SUMMARY**

Effective communication is central to the realization of UniMAC's mission as Ghana's premier institution in media, arts, and communication education. As a multi-campus university with diverse academic and administrative structures, a cohesive and strategic communication framework is crucial for promoting internal coherence, public engagement, and institutional reputation. This Communication and Media Policy (CMP) offers a comprehensive and forward-looking guide for managing communication processes within and outside the university. Grounded in global best practices and institutional values, the policy provides a structured framework for disseminating information, engaging stakeholders, enhancing the university's digital presence, and safeguarding its image. It standardizes communication practices across all campuses and departments, addressing both formal and informal communication modes, including digital platforms, media relations, internal notices and interpersonal engagement.

## **Objectives**

The policy aims to achieve five strategic objectives:

- i. Unify communication standards across UniMAC's campuses and constituent institutes
- ii. Strengthen internal communication and improve feedback responsiveness
- iii. Enhance visibility and stakeholder engagement through professional media relations
- iv. Promote inclusive, accessible, and ethical communication practices
- v. Align UniMAC's communication culture with international standards in higher education

## **Scope**

This policy applies to:

- i. All academic, administrative, and support staff, students, and affiliates of UniMAC
- ii. All forms of communication: emails, websites, newsletters, broadcasts, verbal announcements, social media, and learning management systems
- iii. All communication functions, including public relations, branding, media response, digital messaging and crisis communication

By defining official communication channels, clarifying the roles of spokespersons, establishing crisis communication protocols, and reinforcing the University's digital and branding infrastructure, this policy lays the foundation for a resilient, dynamic, and

future-ready communication environment. Through structured governance, measurable KPIs, continuous training, and regular policy reviews, UniMAC will ensure that communication becomes not just a support function but a strategic tool for institutional growth and stakeholder engagement.

This document serves as both a strategic guide and an operational manual for all UniMAC staff, students, and affiliates. It is intended to evolve in response to the changing landscape of higher education and digital communication.

## **Key provisions**

### **1. Communication Channels and Protocols**

The policy defines and governs the use of official platforms such as:

- i. Email, LMS, SMS, WhatsApp, student portals, campus signage, and websites
- ii. Approved use of institutional templates, social media brand kits, and digital messaging guidelines
- iii. Channel optimization strategies tailored to stakeholder preferences and message urgency

### **2. Internal Communication and Feedback Mechanisms**

- i. Mandatory feedback systems at the department level
- ii. Centralized dashboards for monitoring communication performance
- iii. Response timelines (e.g., 48 hours for feedback acknowledgement)

### **3. Crisis Communication**

- i. Structured severity levels and predefined response protocols
- ii. Activation of a Crisis Management Team (CMT) and use of SMS/WhatsApp alerts
- iii. Central coordination of messaging and media response during emergencies

### **4. Media and Public Engagement**

- i. Designation of official spokespersons (e.g., Vice-Chancellor, Registrar, Director of Public Affairs)
- ii. Mandatory clearance of press releases and public statements
- iii. Monitoring of media sentiment and social engagement metrics

### **5. Social Media Governance**

- i. Authorized institutional accounts managed by trained personnel
- ii. Periodic training on misinformation response and platform analytics

- iii. Guidelines for employee use and professional representation of UniMAC online

## **6. Digital Infrastructure and Accessibility**

- i. Enhanced website and LMS design with mobile-first and accessibility standards (WCAG)
- ii. Data analytics integration for evidence-based decision-making
- iii. Cybersecurity protocols and digital platform reviews

## **7. Brand Management**

- i. Consistent application of logos, colors, fonts, and tone across all communication outputs
- ii. Regular brand audits and enforcement of visual identity standards

## **Governance and Implementation**

The policy will be led and monitored by the Directorate of Public Affairs, with support from the University Communication Advisory Standing Committee (UCAC). Governance includes:

- i. Quarterly and annual audits to monitor compliance
- ii. Clear KPIs for message timeliness, satisfaction, engagement, and crisis handling
- iii. Annual policy reviews in consultation with stakeholders

An implementation roadmap includes a phased rollout supported by an Implementation Checklist and Communication Toolkit. Departmental communication focal persons will lead local efforts, supported by training modules on email etiquette, digital literacy, branding, and public speaking.

## **PREAMBLE**

As a multi-campus institution with a diverse academic and administrative community, the University of Media, Arts and Communication (UniMAC) recognizes that effective communication is fundamental to fulfilling its mission and sustaining its reputation. In an era defined by digital transformation, public scrutiny, and evolving stakeholder expectations, UniMAC requires a unified, professional, and strategic approach to communication that supports institutional cohesion, academic excellence, and public trust.

This Communication and Media Policy (CMP) provides a comprehensive framework for managing all internal and external communication across the University. It aligns with UniMAC's mission and vision and is grounded in the institution's core values of

*integrity, transparency, inclusivity, discipline, accountability, and community relevance.* These values underpin all communication efforts, guiding how messages are crafted, delivered, and received within and beyond the university community.

Through clearly defined protocols, structured feedback systems, and ethical standards, the policy promotes transparency, responsiveness, and professionalism in all communications. It also seeks to institutionalize a culture of respectful and inclusive dialogue, ensure a timely flow of information, and enhance the University's visibility and brand integrity.

The policy affirms UniMAC's commitment to a communication ecosystem that is not only efficient and adaptive but also aligned with the University's broader mandate of transforming society through excellence in media, arts, and communication education.

### **VISION OF THE UNIVERSITY**

To become a first-rate university that pursues excellence in research and professional education and training in the broad fields of Communication and the Creative Arts, for societal transformation.

### **MISSION OF THE UNIVERSITY**

To deliver value-based education and training utilising a technology-driven platform that allows academics, industry professionals, alumni, entrepreneurs, and students to work together to foster a culture that promotes distinctiveness in research, teaching, learning, and practice.

### **ABBREVIATIONS**

CCP	-	Crisis Communication Plan
CCT	-	Crisis Communication Team
CMP	-	Communication and Media Policy
CMT	-	Crisis Management Team
DRID	-	Directorate of Research, Innovation and Development
GDPR	-	General Data Protection Regulation
HR	-	Human Resource
FAQs	-	Frequently Asked Questions
KPIs	-	Key Performance Indicators
IT	-	Information Technology

LMS	-	Learning Management System
PROs	-	Public Relations Officers
Q&As	-	Questions and Answers
SMS	-	Short Message Service
SRMS	-	Student Records Management System
UCAC	-	University Communication Advisory Standing Committee
UniMAC	-	University of Media, Arts and Communication
WCAG	-	Web Content Accessibility Guidelines

## **ACKNOWLEDGEMENT**

The development of the Communication and Media Policy (CMP) for the University of Media, Arts and Communication (UniMAC) was made possible through the collaborative efforts and dedication of various stakeholders across the University.

We extend our sincere appreciation to the members of the Communication and Media Policy (CMP) Drafting Committee for their commitment, expertise, and thoughtful contributions throughout the drafting process. Their engagement in consultations, research, and policy design has been invaluable in shaping a document that reflects both global best practices and the unique context of UniMAC.

We especially acknowledge the following individuals for their leadership and tireless efforts throughout the drafting process:

- i. Dr. Albert Anani-Bossman – Chairperson, Communication and Media Policy (CMP) Committee / Acting Director of Research, Innovation and Development (DRID)
- ii. Ms. Nana Efua Rockson – Director of Public Affairs
- iii. Dr. Isaac Tandoh – Head of Department, Public Relations, who was co-opted as a member due to his industry experience.
- iv. Ms. Brigitte Ampah – Assistant Registrar, School of Graduate Studies (Secretary to the Committee)

Special thanks go to the University Management for their support. We also acknowledge the contributions of academic staff, administrative staff, and students who provided insights through surveys.

Together, these contributions mark a significant step toward building a culture of professional, inclusive, and effective communication across all levels of UniMAC.

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## **1.0 INTRODUCTION**

### **1.1. Background**

Communication and media play a crucial role in shaping our society and influencing public opinion. In today's digital age, it is more important than ever for organizations to have a comprehensive communication and media policy in place to effectively manage their messaging and protect their reputation.

Effective communication is vital for the success and reputation of the University. Clear, consistent, and strategic communication shall enhance the University's public image, foster community engagement and ensure transparency. The Communication and Media Policy (CMP) of the University of Media, Arts and Communication (UniMAC) establishes a comprehensive framework to standardize, coordinate, and enhance communication practices across the Central Administration and all its campuses. Informed by internal feedback, industry benchmarks, and global best practices, this policy aims to foster a transparent, responsive, and inclusive communication environment that enhances institutional identity, internal cohesion, and stakeholder engagement. The policy also aligns with the University's vision, mission, and core values.

### **1.2. Purpose and Objectives**

This policy aims to foster communication that reflects diversity, inclusion, and academic freedom within the context of the institution's values. Specifically, it is designed to meet the following objectives:

- a) Standardize communication practices across all UniMAC entities to ensure consistency, uniformity, clarity and credibility.
- b) Enhance internal communication effectiveness, employee satisfaction, and student engagement.
- c) Strengthen UniMAC's visibility, public image and brand reputation globally.
- d) Foster open, transparent, inclusive, and feedback-oriented communication practices.
- e) Align communication practices with international best practices in higher education and public sector communication.
- f) Maintain professionalism, adhere to ethical standards, and ensure legal compliance in all communication efforts.

### **1.3. Scope**

The policy applies to:

- a) All academic and administrative staff, students, and affiliated institutions under UniMAC.

- b) All communication modes, including digital platforms (websites, social media, intranet, Learning Management Systems), print (newsletters, memos, letters, publications, bulletins), face-to-face, and broadcast media.
- c) All internal and external communication activities, including media relations, crisis communication, branding, and digital engagement, which also covers public scholarship, research dissemination, and expert commentary by faculty on external platforms.

## 2.0 DEFINITION OF TERMS

**Brand guidelines** - are a set of rules and standards that outline how a company's brand should be represented across various channels and mediums.

**Channel/s** – the method by which a statement or message is provided to a particular audience.

**Communications** – any officially released UniMAC news item, statement, publication, or internal messaging for stakeholders interested in the activities of the University.

**Internal Communications** – any communication for internal use only, in any form, primarily intended for Governance, Management, Staff, and Students. The messages are usually communicated via the University's email, website, intranet, social media, approved online channels, or posted on the various notice boards.

**Media** – various means of communication that reach and influence large audiences.

**Social Media** – online platforms or applications that enable users to create and share content or to participate in social networking.

**Stakeholders** - individuals and organisations considered to have a genuine interest in the University's activities and progress. They may include Governance, Management, Staff, Students, Former Staff, Alumni, Suppliers, Contractors, the Community, the Media, Government Agencies, and Business interests.

**Stakeholder Communications** – Any form of communication intended for audiences, whether on the University campus or not, who have a genuine interest in the University. This includes Staff, Students, Alumni, Donors, or organizations with a particular reason to be engaged with the University and

its activities. It also includes targeted messages for industry collaboration, international partnerships, and prospective applicants.

### **3.0 GUIDING PRINCIPLES**

The following principles guide all communication activities at UniMAC. They reflect the University's commitment to transparency, inclusivity, responsiveness, and ethical engagement with internal and external stakeholders. These principles serve as the foundation for developing and implementing effective communication strategies across all campuses.

- a) The University acknowledges the critical role of the media in its communications and supports accurate media coverage of its programs, services, and events.
- b) The University maintains an open and transparent communication process.
- c) The University fosters positive relationships with all media types, including local, regional, national, and global outlets, across print, broadcast, and electronic formats.
- d) The University is committed to providing accurate information and responding to media requests promptly, courteously, honestly, clearly, and respectfully.
- e) The University is committed to maximizing impact across multiple channels and leveraging its expertise in communications activities whenever possible. It also respects academic freedom, freedom of expression, and cultural diversity in its communication practices.

### **4.0 OFFICIAL SPOKESPERSON(S)**

The principal spokespersons for the University are the Vice-Chancellor, Registrar, and the Director of Public Affairs. When appropriate, the Vice-Chancellor may designate an official to respond to a media inquiry, ensuring that information is disseminated quickly and accurately to all interested media outlets.

### **5.0 OFFICIAL SPOKESPERSON(S) TRAINING**

Effective public speaking and media engagement are essential skills for safeguarding and promoting the reputation of UniMAC. To ensure consistency and professionalism in institutional representation, all designated spokespersons shall receive periodic training in media interaction, crisis communication and public speaking.

### **6.0 STAKEHOLDER COMMUNICATION STRATEGY AND PROTOCOLS**

Stakeholder communications encompass any form of communication intended for audiences with a genuine interest in the University, whether they are on campus or not. This includes staff, students, alumni, donors, and elected officials or organisations with a specific interest in the University and its activities. The University shall,

therefore, implement a segmented and strategic stakeholder communication strategy that ensures relevant, timely, and tailored engagement with diverse stakeholders. This strategy will include:

- a) Identifying primary and secondary stakeholders, along with their preferred channels
- b) Defining the frequency, tone, and format appropriate for each stakeholder group.
- c) Ensuring that communication is two-way whenever possible, presenting avenues for feedback, collaboration, and continuous improvement.
- d) Assigning responsibility for managing communication with specific stakeholder groups to designated directorates or offices.

Periodic updates shall be shared with the University community, and staff durbars shall be held when necessary.

## **7.0 COMMUNICATION CHANNELS**

Effective communication at UniMAC depends on the appropriate and coordinated use of official channels. The following platforms constitute the core communication infrastructure used for disseminating information, engaging stakeholders, and supporting academic and administrative functions across the University.

### **7.1 Official Communication Channels**

The following platforms are recognized as official channels for communication at UniMAC. Each serves a distinct function based on the nature and urgency of the information being shared:

- a. **Email:** Used as the primary mode for formal communication among staff and between the University and external stakeholders.
- b. **WhatsApp:** Used for staff and student group communication, especially for urgent updates and informal announcements. Designated officers shall administer these groups.
- c. **SMS/Text Messages:** Reserved for urgent alerts and time-sensitive information such as emergencies, class cancellations, or exam notices.
- d. **University Website and Student Portal:** Serve as centralized platforms for official announcements, academic calendars, policy updates, and student services and resources.
- e. **Learning Management System (LMS):** Facilitates and supports communication related to academic delivery, including assignment submissions, announcements, and feedback from lecturers.
- f. **Campus Digital Signage Systems:** Used for on-campus visual communication to display real-time updates, alerts, and event promotions to staff, students, and visitors.

- g. **Physical Notice Boards:** Strategically located across all campuses to provide equitable access to important notices, particularly for students without consistent digital access.
- h. **Campus Radio Stations:** Serve as both a communication tool for campus-wide announcements and a learning platform for students engaged in media and communication practices.

## 7.2 Channel Optimization Strategy

To enhance communication effectiveness, UniMAC shall implement a channel optimization strategy that aligns platform use with stakeholder preferences, ensures coherence between informal and formal communication channels, and maintains institutional oversight over mass communication.

- a. Stakeholder-Center channel use:
  - i. *Students:* Mobile-first channels such as WhatsApp, SMS, and the LMS should be prioritized.
  - ii. *Staff:* Email shall remain the primary mode for formal communication, including memos, circulars, and policy directives
- b. Integration of informal and formal channels  
WhatsApp and SMS may be used as supplementary tools, but they must reference or link to formal communication sources, such as official emails, the University website, or the Learning Management System (LMS).
- c. Oversight of mass communication:  
All mass communication to internal or external audiences must be reviewed and cleared by the Directorate of Public Affairs to ensure accuracy, consistency, and alignment with UniMAC's communication standards.

To ensure inclusion, the various channels of communication should be reviewed regularly to ensure ease of accessibility. Structured surveys must be conducted to evaluate the effectiveness of the channels for implementing the strategy.

## 8.0 INTERNAL COMMUNICATION FRAMEWORK

The University shall deploy an Intranet for the dissemination of all internal communications. It will serve as the central hub for all official documents, announcements, policies, notices, and HR updates, while also encouraging two-way communication among staff. To further enhance internal communications and ensure staff and student voices inform decision-making, the following complementary mechanisms shall be implemented:

### 8.1. Feedback and Two-Way Communication (Department level)

- a. All departments must establish mechanisms for staff and student feedback (e.g., feedback forms, email inboxes, drop boxes).
- b. Each semester, a campus-wide Open Forum shall be hosted to solicit and address feedback from staff and students.

- c. Feedback responses must be acknowledged within 48 hours and resolved within seven (7) working days.

### **8.2 Centralized Feedback Systems (Institution-wide monitoring)**

- a. A centralized Feedback Dashboard shall be established and monitored by the Directorate of Public Affairs.
- b. Quarterly satisfaction surveys shall be institutionalized to measure the effectiveness of communication strategies.
- c. Reports generated from these tools shall inform policy revisions and strategy updates.
- d. Departments, Faculties, and administrative offices shall submit brief reports on recurring communication challenges to support evidence-based decision-making and capacity building.

### **8.3 University Announcements**

- a. Directorates, Faculties, Schools, and Departments shall use official channels, such as email, for formal university announcements.
- b. Directorates, Faculties, Schools, and Departments shall ensure that announcements are timely, accurate and relevant to the intended audience.

### **8.4. Staff Communication Channels**

- a. The University shall promote open and inclusive communication among staff through meetings, staff durbars, and forums.
- b. The University shall encourage feedback and dialogue to support a collaborative working environment.

## **9.0 CRISIS COMMUNICATION PROTOCOL**

To safeguard UniMAC's reputation, safety, and operational continuity, a structured crisis communication protocol shall be followed. This includes the formation of a Crisis Management Team (CMT), clear notification procedures, and the development of a tailored Crisis Communication Plan (CCP).

- 9.1 Crisis Management Team:** A Crisis Management Team (CMT) shall be constituted to handle all crises. The CMT shall be responsible for developing and implementing the crisis communication plan, ensuring the timely dissemination of accurate information, and protecting the institution's interests.

*Membership:*

- a. Pro-Vice Chancellor/Rector
- b. Registrar
- c. Director of Finance
- d. Director of Public Affairs

- e. Dean of Students
- f. Head of Legal
- g. Director of Academic Affairs
- h. Director of Human Resources
- i. Director of IT
- j. Head of Security

Other members, such as the university Counsellor and the Estate manager, may be brought in as needed. The CMT shall be activated in any event that threatens the safety, security, and/or reputation of UniMAC.

**9.2 Immediate Notification:** Any potential crisis incidents shall be reported immediately to the Director of Public Affairs or a member of the CMT. Once verified, initial crisis notifications shall be disseminated via SMS, WhatsApp, and Email within thirty (30) minutes to one (1) hour of verification. Subsequent updates will be published on the University's website and social media platforms to ensure a broad reach among stakeholders.

The crisis communication plan shall classify crises into levels of severity (e.g., minor incident, reputational issue, emergency), with predefined response protocols outlined for each level. *(Refer to Appendix A)*

**9.3 Communication Plan:** The CMT shall develop a communication plan specific to the crisis, ensuring accurate, transparent, and timely information is disseminated to all stakeholders. The Directorate of Public Affairs shall be responsible for leading the development of the plan. The plan shall include designated spokespersons, a timeline of messages, media response templates, internal memos, Q&As, and a post-crisis review process.

## **10.0 MEDIA RELATIONS / MEDIA ENQUIRIES**

Media engagement plays a crucial role in shaping the public perception of UniMAC. To ensure that all information shared with the media is accurate, consistent, and aligned with the University's values and strategic priorities, the following protocols shall be observed. All media enquiries shall be directed to the Director of Public Affairs, who is responsible for managing media responses on behalf of the University. If any staff member is contacted directly by the media for comment, they must promptly inform the media representative and redirect the request to the Directorate of Public Affairs.

### **10.1. Press Releases and Public Statements**

To maintain coherence and protect institutional integrity in external communications:

- a. All press releases and public statements shall be coordinated and approved by the Directorate of Public Affairs.
- b. All press releases and public statements shall ensure accuracy, clarity, and alignment with the University's mission and strategic communication goals.
- c. Only designated and authorized spokespersons shall be permitted to speak publicly or issue official statements on behalf of the University.
- d. The Directorate of Public Affairs shall maintain a media tracking and monitoring system to assess the reach, accuracy, tone, and public perception of external media coverage related to the University.

## 10.2 Staff Members

- a. **Referral of Enquiries:** All media enquiries relating to Institute, Faculty, or Departmental matters must be referred immediately to the Dean, Head of Department, or the Director of Public Affairs. Enquiries concerning university-wide issues shall be referred directly to the Director of Public Affairs.
- b. **Recording of Reporter Details:** The staff member receiving the enquiry must record the reporter's name, organisation, contact information, topic of interest, and any deadlines before referring the matter.
- c. **Handling Unsolicited Calls:** Caution must be exercised when handling unsolicited or cold calls. Record the required details and promptly forward them to the appropriate authority as stated above.
- d. Staff not authorised to engage the media shall not purport to represent the University in media, publications, or correspondence (including email).

## 11.0 SOCIAL MEDIA GUIDELINES

Social media platforms offer powerful tools for promoting UniMAC's brand, engaging stakeholders, and disseminating information quickly. However, they also carry reputational and security risks. To ensure consistency, professionalism and responsible digital engagement, the following guidelines shall govern the use of social media across the University and its Constituent Institutes.

### 11.1. Platforms and Usage Policies

- a. The Directorate of Public Affairs shall manage the official social media accounts of the University and its Constituent Institutes on major platforms (e.g., Facebook, Twitter, LinkedIn, Instagram, YouTube). No other accounts are authorized to represent the University.
- b. At this stage, only the University, its Constituent Institutes, Faculties, and the School of Graduate Studies are permitted to operate official social media accounts. While Departments and other units play a critical role in UniMAC's recruitment and outreach efforts, they are not authorized to create or

manage independent social media platforms. All Departments and Units must channel their social media activities at the Faculty, Institute, and University-wide levels. This temporary restriction is necessary to maintain brand consistency, prevent messaging fragmentation, and ensure effective oversight, particularly given the limited capacity of the Directorate of Public Affairs to support and monitor multiple decentralized accounts. This policy will be reviewed periodically and may be expanded to include additional units as communication infrastructure, personnel, and governance mechanisms are strengthened<sup>1</sup>. (*Appendix F: criteria for future eligibility of department SM accounts*)

- c. All posts shared on official platforms shall reflect the University's values and mission. Posts must avoid confidential, sensitive, or inaccurate information.
- d. University-affiliated social media accounts must maintain a respectful and professional tone in all interactions with the public.
- e. Staff members who encounter negative or inappropriate content related to UniMAC must report such content immediately to the Directorate of Public Affairs.
- f. All official University social media accounts must adhere to the University's brand guidelines, crisis communication protocols, and platform-specific best practices relating to accuracy, tone, responsiveness, and engagement
- g. Officers responsible for managing the university's social media account shall receive periodic training on digital engagement, misinformation response, and platform analytics.

## **11.2. Engagement Strategies**

The Directorate of Public Affairs / Authorised Staff shall be expected to:

- a) Encourage positive engagement and dialogue with stakeholders.
- b) Promote university achievements, events, and initiatives.
- c) Monitor social media for feedback, concerns, and potential issues, responding in a timely and professional manner.
- d) Proactively address misinformation, respond to inquiries within 24 hours, and ensure all public-facing discussions align with UniMAC's values and strategic communications goals.

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<sup>1</sup> This restriction may be reviewed after a full audit of existing accounts and upon the establishment of a social media governance framework, including standardized registration, training, and oversight protocols.

### 11.3 Employee Use

- a. Employees are encouraged to share University content on their personal social media accounts. However, they shall clearly state that their views are their own and not those of the University.
- b. Employees should avoid engaging in public debates that could harm the University's reputation or violate student or staff confidentiality.
- c. A disclaimer statement (e.g., "Opinions expressed are personal and do not represent UniMAC") is encouraged on personal profiles when discussing university-related matters.

## 12.0 DIGITAL COMMUNICATION SYSTEMS

Digital platforms are central to UniMAC's communication infrastructure. To support the timely delivery of information, stakeholder engagement, and accessibility, the University shall invest in optimizing its key digital systems. These include the institutional website, student and staff portals, the Learning Management System (LMS), and integrated analytics tools. The following guidelines shall ensure that these platforms are effectively managed, user-friendly, and aligned with global digital standards.

### 12.1 Website and Portal Enhancements

To improve visibility, accessibility, and user experience, the University shall enhance its website and digital portals as follows:

- a. The university website must be accessible, multilingual, and mobile-responsive.
- b. All updates must be approved and posted within 48 hours of clearance.
- c. Content must comply with the **Web Content Accessibility Guidelines<sup>2</sup>** (WCAG) and follow plain language guidelines to serve diverse audiences, including persons with disabilities and international visitors.

### 12.2 Learning Management System (LMS) Optimization

To ensure LMS efficiency in academic delivery and engagement:

- a. LMS usage shall be reinforced through training for lecturers and students.
- b. Alerts and reminders shall be integrated into LMS functions to support the timeliness of courses.

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<sup>2</sup> The Web Content Accessibility Guidelines are a set of internationally recognised standards developed by the World Wide Web Consortium (W3C) to ensure that web content is accessible to people with disabilities, including those with visual, auditory, cognitive, and motor impairments.

- c. The LMS shall be reviewed periodically to test its usability, engagement features, and integration with other platforms, such as email and mobile apps.

### 12.3 Analytics and Integration

To support data-informed communication and system improvements:

- a. Centralized analytics tools shall be deployed across all major platforms, including the website, Learning Management System (LMS), and social media accounts.
- b. Monthly reports shall be reviewed by the Directorate of Public Affairs or a designated team.
- c. The analytics shall include demographics, behaviour flow, and content performance to inform strategic decision-making and user experience.

### 13.0 BRAND MANAGEMENT AND CONSISTENCY

A strong and consistent brand reinforces UniMAC's identity, encourages trust, and improves stakeholder engagement. All internal and external communications must reflect the University's visual and verbal identity to promote coherence and professionalism across platforms. The following provisions ensure adherence to UniMAC's brand standards.

- a. **Brand Guidelines:** All communications shall adhere to the University's brand guidelines, including the use of logos, colours, fonts, and tone of voice. (*Refer to the UniMAC Brand Guide*).
- b. **Consistency:** A Consistent application of branding elements across all platforms and departments is essential to maintaining a cohesive and recognisable brand identity.
- c. **Brand Audits and Compliance:** The Directorate of Public Affairs shall conduct quarterly brand audits to ensure compliance with approved standards.

Additionally, all communication materials developed by any department/office must be submitted to the Directorate of Public Affairs for prior review and approval before public dissemination.

### 14.0 USE OF UNIVERSITY LETTERHEAD

The University letterhead is a formal representation of UniMAC and must be used responsibly to protect the institution's integrity and credibility. The following guidelines apply:

- a) The letterhead shall be used for official correspondence only, such as policy communication, academic certification, or institutional representation.
- b) Staff shall not use the University letterhead, whether in hard copy or digital format, when communicating in a personal capacity or for non-official matters.
- c) Improper use of the University letterhead may result in disciplinary action in accordance with institutional policies.
- d) The Directorate of Public Affairs, in collaboration with the IT Directorate, shall maintain and provide secure digital templates to prevent unauthorized modifications.

## **15.0 COMMUNICATING WITH STUDENTS**

Clear, inclusive, and responsive communication with students is essential for academic success and institutional engagement. The following provisions outline channels and principles for effective student communication:

- a. Approved communications channels shall include the Student Records Management System (SRMS), e-newsletters, digital signage, social media (including Students' WhatsApp Platforms), print, and face-to-face. Faculties and schools are responsible for selecting the most appropriate communication channels for their target student groups. The use of verbal communication and face-to-face interactions is encouraged, as are other relevant channels.
- b. To promote inclusivity and accessibility, students' communication should consider multilingual needs (where necessary), mobile optimisation, and content design for students with visual or auditory impairments.
- c. A student communication calendar (where necessary), developed and managed by the Directorate of Public Affairs, in collaboration with the Academic Affairs Directorate and the Dean of Students' Office, may be used to coordinate communication timeliness, reduce message overload, and increase relevance.
- d. The Student Representative Council (SRC) and Graduate Students Association of Ghana (GRASAG) shall be formally included in periodic communication reviews to offer feedback on the effectiveness and reach.

## **16.0 USE OF EMAILS**

Email remains a primary means of communication for official business at UniMAC. To ensure professionalism, data protection, and institutional integrity, the following email usage protocols shall be followed:

- a. All staff shall display appropriate email etiquette, including respectful tone, professional formatting, and protection of confidential information. Institutional email addresses must be used for all official correspondence.
- b. All staff members shall set an email signature in line with UniMAC's brand guidelines on all official communications.
- c. The University maintains an all-staff email list, which is reserved for urgent and important Announcements. Emails distributed to the "all-staff" email list must be relevant and meet at least one of the following criteria:
  - i. Align with the University's values;
  - ii. Supports teaching, learning, and research;
  - iii. Informs staff of major disruptions;
  - iv. Promotes health, safety, and wellbeing of staff;
  - v. Safeguards the reputation of the University; and/or
  - vi. Assists with compliance with legal or regulatory requirements.
- d. All staff shall follow the email protocols as outlined in the Technology Use and IT Policy.
- e. Staff are encouraged to avoid excessive use of mass mailing and must ensure that email subject lines, tone, and attachments comply with professional standards and university branding.

## **17.0 REGULATORY FRAMEWORK**

All communication activities at the University of Media, Arts and Communication (UniMAC) shall be governed by a clear regulatory framework to ensure legal compliance, ethical responsibility, and institutional accountability. The framework comprises adherence to relevant national and international laws as well as observance of ethical standards that reflect the University's values.

### **17.1. Legal Compliance**

All communication practices at UniMAC shall:

- a. Adheres to applicable international and national laws and regulations related to communication, media, and information dissemination.
- b. comply with copyright, privacy, and data protection laws.
- c. Obtains necessary permissions for the use of images, videos, and personal information in any public communication.
- d. Align with the Ghana Data Protection Act, 2012 (Act 843), the Right to Information Act, 2019 (Act 989), and relevant international communication laws such as the General Data Protection Regulation (GDPR), where applicable.

*Note:* The Directorate of Public Affairs, in collaboration with the Directorate of Legal Services, shall review all high-risk or high-profile communication materials to ensure compliance with applicable laws and policies before release.

## **17.2. Ethical Guidelines**

UniMAC is committed to upholding the highest standards of ethical communication. To this end, all staff and affiliates shall:

- a. Always communicate with integrity, honesty, and openness, in ways that reflect the values of the University.
- b. Treat personal and sensitive information with respect, always maintaining confidentiality and privacy.
- c. Be fair and objective in all media interactions, and avoid conflicts of interest.
- d. Demonstrate cultural sensitivity in all communication and avoid language or content that perpetuates stereotypes, bias, or discrimination.

## **18.0 GOVERNANCE, KPIs, AND MONITORING**

To ensure the effective implementation, accountability, and continuous improvement of UniMAC's communication efforts, this policy outlines a robust governance structure supported by measurable key performance indicators (KPIs) and a systematic monitoring framework. Together, these elements will provide strategic direction, institutional coordination, and data-driven refinement of the University's communication practices.

### **18.1 Oversight and Strategic Execution**

- a. The Directorate of Public Affairs shall serve as the principal custodian of this policy, responsible for its implementation, oversight, and periodic updates. It shall collaborate with academic and administrative heads, as well as the Directorate of IT, to effectively operationalise the policy across all UniMAC campuses.
- b. A cross-functional University Communication Advisory Standing Committee (UCAC), including representatives from faculties, administration, student leadership, and legal services, shall be created to support the policy's implementation, gather feedback, and review it.

### **18.2 Key Performance Indicators (KPIs)**

To evaluate the effectiveness and impact of UniMAC's communication efforts, a set of performance indicators will be employed across two categories:

**18.2.1 Internal KPIs** (measuring communication performance within the University):

- a. *Message Timeliness*: Evaluates the speed at which official information is disseminated to staff and students following an event or decision. Benchmarks will include, for example, responding to urgent messages within 30 minutes and providing general updates within 48 hours.
- b. *Satisfaction Scores*: Derived from quarterly surveys conducted among staff and students to gauge the clarity, frequency, and helpfulness of internal communication.
- c. *Feedback Responsiveness*: Measures the average response and resolution time for staff and student feedback submitted through official channels.

**18.2.2 External KPIs** (measuring communication performance with external audiences):

- a. *Media Sentiment*: Evaluates the tone of press coverage and public commentary on UniMAC-related news using sentiment analysis tools.
- b. *Social listening*: Monitors the strength and perception of UniMAC's brand and reputation across digital platforms.
- c. *Social Engagement*: Tracks user interaction metrics, including likes, shares, comments, and reach, across UniMAC's social media platforms.
- d. *Web Analytics*: Measure website performance indicators including page views, bounce rates, average session duration, and search engine rankings.  
*Crisis Handling Success*: Evaluates the timeliness, clarity, and effectiveness of crisis communication. Key metrics include time to first response, stakeholder feedback, and the quality and tone of media coverage during the crisis."

**18.3 Monitoring and Review Mechanism**

To support ongoing improvement and adaptability, the following review mechanisms shall be instituted:

- a. *Monthly Pulse Checks*: The Directorate of Public Affairs shall conduct short internal audits or check-ins to identify immediate communication gaps or challenges. These will involve brief surveys or feedback sessions carried out at the departmental level.

- b. *Quarterly Evaluations:* Detailed communication performance reports shall be compiled and shared with University management. These will inform operational adjustments and resource allocation.
- c. *Annual Reviews:* A comprehensive review of the communication policy's effectiveness, stakeholder satisfaction, and institutional impact shall be conducted annually. This process will include broad stakeholder consultations, data analysis, and actionable recommendations for future enhancements.

The Directorate of Public Affairs shall integrate recommendations from the UCAC and align updates with emerging technologies and evolving communication practices within the global higher education landscape.

## **19.0 TRAINING AND DEVELOPMENT**

To maintain and increase communication effectiveness at UniMAC, ongoing capacity building is essential. The following initiatives will ensure that staff and students are equipped with the skills and knowledge necessary to uphold the University's communication standards and adapt to the evolving digital landscape.

**19.1 Capacity Building:** To ensure sustainable excellence in communication across the University, UniMAC will implement a robust capacity-building program. This will include:

- a. *Quarterly Training Workshops:* As part of the capacity-building initiative, quarterly training workshops will be organized by the Directorate of Public Affairs in collaboration with the HR and the IT Directorates. These sessions will cover digital communication tools, media interaction protocols, brand identity reinforcement, and crisis communication readiness.
- b. *Student Communication Orientation:* To ensure awareness of effective communication from the start, this orientation will be integrated into the University's onboarding program. This will help new students understand official communication channels, digital platforms, and their responsibilities in upholding the communication code of conduct.
- c. *Targeted Sessions for Leadership:* To strengthen strategic communication at the leadership level, Directors, Deans, and Heads of departments and Units will undergo tailored leadership communication training, emphasizing strategic message crafting, policy advocacy, and media presence.

**19.2 Skills Development Modules:** To enhance proficiency and professionalism across communication practices, UniMAC should offer both mandatory and elective training modules, including:

- a. *Email Etiquette and Digital Literacy:* This module is designed to enhance written communication across digital platforms, ensuring clarity, professionalism, and efficiency in written communication.
- b. *Visual Communication and Content Creation:* Focused on building visual storytelling skills, this module trains participants to create engaging content using design tools and principles aligned with UniMAC's visual brand standards.
- c. *Policy and Procedural Literacy:* This module aims to improve institutional knowledge by enhancing staff and student awareness of institutional protocols, legal boundaries, and crisis communication procedures.
- d. *Blended Learning Approach:* To promote flexibility and wider participation, training will be delivered through a combination of in-person workshops and online courses hosted on the Learning Management System (LMS), ensuring accessibility, scalability, and retention of training materials.
- e. *Certificates of Completion:* To recognize learning achievements and encourage engagement, certificates will be issued upon successful completion of designated core modules.

The modules will be reviewed every three (3) to four (4) years and updated in line with industry standards, communication technology advances, and emerging stakeholder needs. (*Refer to Appendix B*)

## **20.0 TECHNOLOGY AND INFRASTRUCTURE**

Effective communication in a modern academic environment requires resilient digital infrastructure and secure technology systems. To this end, UniMAC is committed to deploying and maintaining communication technologies that are reliable, secure, user-friendly, and integrated across all operational units.

**20.1 Platforms and Security:** To support seamless, secure, and scalable communication across the University, UniMAC will invest in and maintain integrated technology systems. These systems will facilitate stakeholder engagement, data analytics, and content management, while ensuring the integrity and confidentiality of all communication. Core initiatives include:

- a. *Implementation of Integrated Platforms:* To improve system integration and streamline communication, UniMAC will deploy centralized platforms that consolidate email systems, SMS broadcasting tools, media tracking systems, and content management tools. These platforms must be interoperable with existing Learning Management Systems (LMS) and administrative databases.
- b. *Cybersecurity and Data Protection Compliance:* To safeguard sensitive communication data, all platforms must adhere to national data protection regulations and global best practices. To achieve this, UniMAC will implement firewalls, encryption protocols, user authentication processes, and periodic vulnerability assessments.
- c. *System Redundancy and Continuity Planning:* To ensure communication continuity during outages or emergencies, UniMAC will develop disaster recovery plans and maintain backup servers to ensure communication continuity during outages or emergencies.
- d. *IT Governance Framework:* To ensure structured oversight of communication systems the Directorate of IT, in collaboration with the Directorate of Public Affairs, will create protocols for access control, maintenance schedules, and compliance monitoring.

All third-party digital communication tools must undergo a security and legal compliance review before adoption. Additionally, regular system audits and threat simulations will be conducted to identify vulnerabilities and improve digital resilience.

**20.2 Accessibility and Mobile Optimization:** In line with UniMAC's commitment to inclusion and digital efficiency, all communication platforms will be optimized for use across devices and user abilities. The following provisions outline core strategies to achieve this objective:

- a. *Mobile-First Design Philosophy:* To meet evolving user behaviour, all digital communication platforms (websites, portals, LMS, newsletters) must prioritize a mobile-first design philosophy, ensuring seamless functionality and user experience on smartphones and tablets.
- b. *Accessibility Standards:* To promote digital inclusion, all platforms must meet established accessibility standards for users with visual, auditory, or physical

impairments. This includes compatibility with screen readers, use of alternative text for multimedia, and intuitive navigation design.

- c. *End-User Training and Support:* To maximize user adoption, UniMAC will conduct regular training sessions for students and staff on the effective use of the platform. This will be supported by multilingual guides, video tutorials, and an online help desk for continuous assistance.
- d. *Digital Literacy Integration:* To embed digital fluency into institutional culture, technology usage training will be integrated into both staff development programs and student orientation activities. This will foster confidence and competence in the use of digital communication tools.

## **21.0 IMPLEMENTATION ROADMAP**

To effectively operationalize the provisions of this policy, UniMAC will adopt a structured implementation and review framework that ensures accountability, inclusiveness, and continuous improvement.

- a. To ensure consistent execution, the Directorate of Public Affairs will be responsible for leading the implementation and operational oversight of this policy across all UniMAC campuses.
- b. To maintain relevance and responsiveness, a comprehensive review of the policy will be conducted annually, involving consultation with key stakeholders, including staff and students.
- c. Informed by the annual review, policy updates and revisions will be guided by performance data, such as communication KPIs, and qualitative feedback collected from stakeholders.

To ensure compliance with policies and procedures, an implementation checklist and communication toolkit shall be developed and distributed to all departments. (*Refer to Appendix C*)

Each Constituent Institute shall designate directorate, departmental, or faculty-level communication representatives to be nominated by the respective Institute Public Relations Officers (PROs), who shall be responsible for coordinating and monitoring adherence to the Implementation Checklist. These representatives shall report to their respective Institute Public Relations Officers (PROs), who, in turn, will submit periodic implementation reports to the Director of Public Affairs for institutional oversight and policy compliance. Additionally, the Directorate of Internal Audit shall support the enforcement of this policy by verifying compliance with its provisions during routine audits and reporting any gaps to Management or the Directorate of Public Affairs for corrective action.

## 22.0 COMPLIANCE AND CONTINUOUS IMPROVEMENT

To ensure that UniMAC's communication practices remain effective, relevant, and aligned with institutional goals, a robust system of compliance monitoring and continuous improvement will be maintained:

- a. *Regular Auditing:* To track adherence, quarterly audits will be conducted to assess compliance with communication standards, usage of approved platforms, and alignment with branding guidelines. These audits will help identify areas of non-compliance and opportunities for enhancement.
- b. *Annual Evaluations:* On an annual basis, a university-wide evaluation will assess the effectiveness of communication protocols, stakeholder satisfaction, platform efficiency, and alignment with UniMAC's strategic communication goals. The results will inform policy updates and strategic adjustments.
- c. *Data-Driven Refinement:* Communication performance data, including key performance indicators (KPIs) and user feedback, will be regularly used to refine protocols, tools, and messaging strategies. This ensures that UniMAC's communication ecosystem evolves in response to changing needs and technologies.
- d. *Best Practice Sharing:* UniMAC will promote institutional learning by encouraging departments and units to document and share successful communication practices. These practices will be showcased through internal forums, newsletters, and training sessions.
- e. *Culture of Innovation:* A culture of innovation will be fostered across all communication-related roles, encouraging experimentation with new tools, methods, and platforms to enhance stakeholder engagement.

### 22.1 Enforcement and Accountability:

All members of the University community are expected to comply with this communication policy. Non-compliance may result in appropriate disciplinary action, in accordance with established institutional procedures.

## 23.0 POLICY REVIEW

The Directorate of Public Affairs, in collaboration with a constituted committee (possibly the UCAC), shall review this policy every four (4) years to adapt to changing communication landscapes and technologies and seek appropriate approvals for

implementation. The reviews shall consider stakeholder feedback, university policy/strategy changes, legal reforms, and emerging industry practices.

#### **24.0 APPROVAL**

This Communication and Media Policy (CMP) was approved by the Governing Council of the University on .....

## APPENDIX A

### CRISIS COMMUNICATION SEVERITY LEVELS AND RESPONSE PROTOCOLS

To ensure a swift, appropriate, and coordinated response to crises that may affect UniMAC, this appendix outlines the classification of crisis severity levels and their corresponding communication response protocols.

#### Crisis Severity Levels

*1. Level 1: Minor Incident*

*a. Description:* Routine disruptions with minimal impact (e.g., temporary network outages, timetable changes, internal staff conflict).

*b. Response Protocol:*

- i. Managed by the relevant unit head.
- ii. Communication issued via internal channels (email or staff WhatsApp groups).
- iii. No external communication required.

*2. Level 2: Reputational Incident*

*a. Description:* Incidents with potential to attract media attention or damage UniMAC's image (e.g., student protest, misinformation online, data breach without sensitive loss).

*b. Response Protocol:*

- i. Notify the Directorate of Public Affairs and University Management.
- ii. Prepare a holding statement and key messages.
- iii. Communicate internally to staff and students via email, WhatsApp, and the portal.
- iv. Monitor media/social media and correct misinformation promptly.
- v. External statement issued only after internal review and approval.

*3. Level 3: Emergency/Critical Event*

*a. Description:* High-risk situations threatening life, safety, infrastructure, or reputation on a large scale (e.g., fire, violent incident, major data breach, natural disaster).

*b. Response Protocol:*

- i. Activate the Crisis Communication Team (CCT).
- ii. Disseminate emergency alerts via SMS, WhatsApp, and email.
- iii. Post updates on website and official social media accounts.
- iv. Maintain regular communication intervals with stakeholders.
- v. Coordinate closely with emergency responders and security services.
- vi. Hold briefings with the media if necessary.

**General Principles Across All Levels:**

- a. Only trained spokespersons may speak to the media.
- b. The Vice-Chancellor or appointed designate approves all external statements.
- c. Communication must be timely, accurate, and consistent.
- d. All crisis incidents must be documented and followed by a debrief and review.

**Review and Simulation:**

- a. The Crisis Communication Severity Matrix will be reviewed annually.
- b. Simulated crisis drills will be conducted bi-annually to test response preparedness and coordination effectiveness.

## APPENDIX B

### COMMUNICATION MODULES FOR TRAINING

To enhance communication competence, institutional coherence, and professional conduct across all levels of the University, UniMAC will implement structured communication training through a series of core and elective modules. These training offerings are designed to equip staff and students with the knowledge, skills, and attitudes necessary for effective engagement in academic, administrative, and public-facing communication contexts.

#### **Core Modules:**

- a. *Email Etiquette and Digital Literacy*  
Focuses on practical and professional written communication across email and institutional platforms. This module covers structure, tone, signature usage, clarity, promptness, and ethical considerations in digital communication.
- b. *Visual Communication and Content Creation*  
Trains participants in designing compelling visual content for digital platforms using modern tools such as Canva, Adobe Express, or institutionally approved design software. It emphasizes alignment with UniMAC's brand identity, accessibility standards, and best practices for public messaging.
- c. *Policy and Procedural Literacy*  
Introduces the University's key communication-related policies, legal and ethical boundaries in public communication, and procedures for managing internal correspondence, student engagement, and crisis communication.
- d. *Public Speaking / Press Interaction*  
Equips participants with the confidence, skills, and techniques needed to communicate effectively in public forums and during media engagements. This module covers verbal delivery, body language, audience engagement, handling difficult questions, and message framing. Participants will also be trained on how to represent UniMAC in interviews, press briefings, and public events while maintaining professionalism, institutional consistency, and media protocol.

#### **Delivery Mode:**

- a. *Blended Learning Approach*  
All modules will be delivered through a combination of in-person workshops, facilitated by trained instructors, and self-paced online sessions hosted on the Learning Management System (LMS). This format is designed to promote flexibility, inclusivity, and long-term accessibility to learning resources.

*b. Certificates of Completion*

Participants who complete the core modules and pass the associated assessments will receive official Certificates of Completion issued by the Directorate of Public Affairs in collaboration with the Human Resource Development. These certificates will serve as proof of professional development and may be included in staff development portfolios.

***Module Review and Update Cycle***

All communication modules will undergo a comprehensive review every three (3) years to ensure continued relevance. Revisions will consider advancements in communication technology, industry trends, stakeholder feedback, and alignment with UniMAC's evolving institutional priorities.

## APPENDIX C

### IMPLEMENTATION CHECKLIST

This checklist provides a structured timeline and key actions that departments must take to fully implement and comply with the Communication and Media Policy (CMP). It covers setup, execution, monitoring, and reporting milestones.

#### **Phase 1: Initial Setup (Weeks 1–2)**

- a. Attend institutional briefing session hosted by the Directorate of Public Affairs.
- b. Circulate the full policy and executive summary to all departmental staff.
- c. Assign a Departmental Communication Focal Person.
- d. Confirm departmental access to official university communication channels (email, LMS, website section, WhatsApp broadcast).
- e. Update department profile on the UniMAC website.
- f. Ensure staff are registered on the LMS and included in broadcast WhatsApp groups (if applicable).

#### **Phase 2: Capacity Building (Weeks 3–5)**

- a. Nominate at least two staff for each core module (email etiquette, visual communication, policy literacy).
- b. Confirm LMS onboarding and initial assessments completed.
- c. Schedule participation in quarterly workshops and simulations (e.g., crisis drills).

#### **Phase 3: Policy Execution (Weeks 6–12)**

- a. Replace all previous letterheads, memos, and presentation templates with official UniMAC templates.
- b. Apply branding standards in visual outputs (e.g., font, logo placement, color scheme).
- c. Establish a system for routine staff updates (weekly bulletin, monthly meeting notes).
- d. Create a departmental calendar for key communication activities.
- e. Designate a feedback coordinator.
- f. Launch a department-level digital suggestion box or feedback form.
- g. Begin logging and responding to feedback within 48 hours.

#### **Phase 4: Monitoring and Compliance (Quarterly/Annual)**

- a. Complete quarterly self-audit using the UniMAC branding checklist.
- b. Submit a bi-annual departmental communication report (using the provided template).
- c. Participate in the annual stakeholder review and contribute departmental feedback.

## **(A) COMMUNICATION TOOLKIT**

This toolkit would equip the various Departments with essential templates, formats, and contact support to implement the Communication and Media Policy (CMP) effectively.

### **1. Templates**

- a. Internal Memo Template – Standard layout with subject, sender, recipient, CC, date, and signature.
- b. Press Release Template – Headline, lead paragraph, quote section, background info, contact.
- c. Social Media Post Template – Platform-specific layout for announcements and event promotion.
- d. Event Notification Template – Used to announce seminars, academic events, and public engagements.

### **2. Messaging Guides**

- a. Message Framing Guide – Tone, clarity, and structure based on type (informative, corrective, promotional).
- b. Standard Scripts for: Emergency notifications, Class cancellations, Policy changes.
- c. FAQs for Students and Staff – Pre-approved answers to common inquiries.

### **3. Branding Assets and Visual Guidelines**

- a. UniMAC Brand Style Guide – Includes logo use, approved fonts, colors, image do's and don'ts.
- b. PowerPoint Presentation Template – With headers, body slides, contact slide, and thank-you closing.
- c. Email Signature Format – Staff-specific templates including name, title, office, contact.
- d. Social Media Brand Kit – Includes Facebook/Twitter/LinkedIn banners, profile images, and post templates.

### **4. Communication Support Contacts**

- a. Directorate of Public Affairs: [pad@unimac.edu.gh](mailto:pad@unimac.edu.gh)
- b. Directorate of IT Help Desk: [IT@unimac.edu.gh](mailto:IT@unimac.edu.gh)

### **5. Update and Feedback Channels**

- a. All toolkit resources would be handled by the Directorate of Public Affairs.
- b. Updates to the toolkit are issued bi-annually.

- c. Departments may submit improvement suggestions via:  
[pad@unimac.edu.gh](mailto:pad@unimac.edu.gh)

## APPENDIX D

### UNIVERSITY COMMUNICATION ADVISORY STANDING COMMITTEE (UCAC)

#### Membership

1. Dean, Faculty of Public Relations, Advertising and Marketing – Chairperson
2. Director of Public Affairs – Member
3. Constituent Institute Registrars– Member
4. Legal Counsel - Member
5. Institute Public Relations Officers – Member
6. GRASAG President – Member
7. SRC President – Member

#### Quorum

Chairman plus 50% of its total membership

#### Functions of the UCAC

1. Ensure the successful implementation and sustainability of this policy.
2. This Committee will serve as a permanent advisory and oversight body.
3. Provide strategic direction on communication matters.
4. support policy review and updates.
5. Advise on emerging communication trends.
6. Promote consistency in messaging and branding across UniMAC.
7. Ensure that the gap between policy and practice is bridged.
8. Ensure that communication systems evolve in step with institutional growth.

## **APPENDIX E**

### **RECOMMENDED POLICIES AND GUIDES**

1. Branding Policy
2. Social Media Policy
3. UniMAC Brand Guide
4. Technology Use Policy
5. IT Policy (Intranet, Website, LMS, Helpdesk, etc)

## **APPENDIX F**

### **CRITERIA FOR FUTURE ELIGIBILITY OF DEPARTMENTAL SOCIAL MEDIA ACCOUNTS (FOR FUTURE CONSIDERATION)**

Once conditions allow, departments, faculties, and other units may be granted permission to operate official social media accounts based on the following minimum criteria:

1. Submission of a Social Media Request Form to the Directorate of Public Affairs indicating purpose, audience, and content type.
2. Designation of a trained account administrator, preferably a staff member who has undergone UniMAC's official communication and digital engagement training.
3. Commitment to adhere to UniMAC's Brand Guidelines, posting frequency standards, and platform-specific engagement protocols.
4. Biannual reporting of account metrics, activity logs, and content summaries to the Directorate of Public Affairs.
5. Proof of capacity to manage the account, including succession planning, secure access, and regular content oversight.

*Note: Approval is contingent upon capacity within the Directorate of Public Affairs to provide support, compliance monitoring, and central governance.*

## **REFERENCES**

- North-West University (NWU) Communication Policy, March 2018
- South Eastern Kenya University Communications Policy, June, 2018
- University of Canterbury Communications and Media Policy, August 2020
- University of Wollongong Marketing, Media and Communications Policy
- Institute of Journalism Technology Use Policy, April 2021



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**No. 5 Alboran Street  
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