

UNIVERSITY OF VENDA



COMMUNICATION STRATEGY

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Signature:

University Registrar (Secretary to Council)

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Executive Summary

An informal Departmental research has been conducted into the communication climate and organisational environment at Univen as well as perceptions of the Department of Communications, Marketing and Institutional Advancement to deliver on its mandate. The results showed that there were major gaps in delivery due to a host of factors, mostly based on poor or inadequate capacity and muddled strategy.

The acts of the Institution coupled with the interpretation of those acts by the public form the opinion of Univen. The communications programme is integrally important in helping to shape the opinions of key audiences and leverage its reputation to advance objectives and preserve the goodwill towards its brand. All world-class universities spend significant time, money and effort in managing their communications.

Everything from announcements, hiring, layoffs, accidents, new enrolment, donations should be communicated, Communications is the process of proactively identifying and managing the ripples that might turn into waves which could hurt Univen.

This document is about minding our messages and deals with the following:

1. A Strategic Project Communications Strategy;
2. An Operational Communications Strategy;
3. Synchronising the department through structures that can implement strategy, capacity building and project-based implementation;
4. Making sure our messages to suppliers, customers, employees, students and other stakeholders are consistent, correct and support our vision, mission and values;
5. Tracking, analysing and measuring all campaigns and quickly correcting mistakes; and
6. Being proactive in telling the good news.

It is designed for the promotion, profiling and positive positioning of Univen, given the focus on creating and being the centre of tertiary education for rural and regional development in Southern Africa. It also includes ways of improving relationships with stakeholders, pressure groups and unions.

UNIVEN COMMUNICATIONS STRATEGY

Purpose of the Strategy

Communications strategy is an institution's planned interchange of information, ideas and thoughts with its stakeholders with the primary purpose of enabling the institution to manage the interchange through a consistent and agreed policy to get specific, predetermined and positive outcomes. Without a strategy an institution falls victim to the environment demands it is facing, instead of shaping it in line with a set of goals. A strategy is always developed against the known environment and in anticipation of the impact of changes. It is dynamic and should be reviewed and revised every two to three years.

A communications strategy is a **functional strategy** - although imbedded in the strategic plan and deals with the ``value adding activities`` required to achieve the University's vision and mission. A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will comprehend. Corporate Communication forms part of management tools alongside financial management, production management, and human resources management which contribute towards the achievement of institutional objectives. Communication does not just happen, it is organised, developed and built. A communications strategy should feed into the institutional strategy to ensure maximum alignment and efficiency. The existence of the communications strategy shows the following:

- Attention to planning;
- Passion to the mission;
- Clear identification of the goal;
- An understanding of the situation;
- An ability to carry out the work;
- Involves as many stakeholders as it is desirable;

- Raises visibility of the Institution;
- Builds positive interaction amongst stakeholders;
- Increases efficiency;
- Increases members commitment and enhancing relationship;
- Strengthens functionality of the team and to;
- Communicate and advocate.

The following are key results areas:

- Mutual understanding;
- Improved image of Univen;
- More enrolment of students;
- Better provision of communication equipment to all;
- Friendship/Love;
- Improved fundraising inflows;
- Clearly defined communication process and stakeholder roles;
and
- Effective identification and sharing of information.

Objective

The provision of appropriate ***corporate communication, external public relations, exhibitions and event management, internal communications, media relations and liaison, advertising, internal and external publications, stakeholder and government relations*** with the view to increasing the internal, business and public profiles of Univen through targeted audiences and processes.

- Communications is a unique management function that helps an organisation interact with the social, political, and institutional components of its environment;
- The value of public relations can be determined by measuring the quality of the relationships the organisation establishes with its institutional environment;
- Public relations is a bridging activity to build relationships with stakeholders rather than a set of messaging activities designed to buffer the organization from stakeholders.

- Emphasis is on two-way and symmetrical communication of many kinds to provide various publics a voice in management decisions and to facilitate dialogue between management and publics.

The successful implementation of measurable outputs is dependent on each communications staff member being performance managed according to the Univen performance contract. This must be predicated on competency in the various disciplines that make up the communications portfolio.

Principles Underpinning the Strategy

The key messages should be agreed upon and adhere to the virtues and values listed below which form our creed:

- Our communication shall demonstrate openness, transparency in all we say, project or do.
- Whenever a message involves a stakeholder(s) it should show that there is professional cooperation between Univen and such a stakeholder (s).
- Where possible, our messages should show contents of our vision, mission and salient components of the strategic plan.
- Our messages will show the accessibility of our services by all on equal basis (disadvantaged members: disabled, gender, the poor, rural and illiterate).
- Our entire communication process shall show that we are devoid of discrimination based on religion, tribe, race and ethnicity.
- We shall issue ethical, fair, honest and accurate messages sensitive to other people's identities, cultures and religious persuasions.
- We are convinced that Univen is a unique institution premised on its quality image and products. Consequently, we shall communicate this quality in all our interaction with Univen's stakeholders in what we write, broadcast, publish and in the images we project by our very appearance (dress and deportment included).

- All our messages shall aim to educate Univen's stakeholders to fuse horizons and stand on common ground with Univen.
- As official spokespeople of Univen, our messages will champion welfare and wellness issues on behalf of our staff including but not limited to, issues like HIV/Aids, bereavement and other stressful life issues that may interfere with the productivity of our staff in the work place. We shall handle all such with confidentiality and responsible professionalism.
- When we construct, package and disseminate our messages, we shall always be mindful that the messages must inform and educate our stakeholders on the one hand while supporting Univen's decision-making process on the other.

SWOT Analysis

Strengths

- Functionally skilled employees;
- Current positive national and international image from the public;
- Career focused thrust likely to appeal to donors;
- Univen radio adequately equipped with broadcasting equipments;
- Effective event management; and
- Pockets of reasonable rapport with the university executive team.

Weaknesses:

- Lack of commitment;
- Lack of resources;
- Lack of teamwork;
- Lack of trust;
- Lack of industry knowledge;
- Lack of implementation of strategies;
- Incomplete projects; and
- Past negative publicity.

Opportunities

- Capacity building;
- Programme Management of Projects;
- Partnership with community;
- New programmes likely to attract SADC students;
- Low crime rate compared to other Institutions of Higher Learning; and
- Location in rich cultural environment that could augment the marketing of some programmes.

Threats

- Subservience to outsourced agency;
- High student enrolment from poor socio-economic backgrounds;
- Strong competition with other institutions for better prepared students;
- Political interference in student politics;
- Limited personnel to perform Communications and Marketing functions; and
- Few postgraduate students.

Competitive Advantage

Univen's Communications Strategy is designed with a long-term outlook towards enhancing competitive advantage in the educational arena. Citing itself as the leading tertiary institution focused on rural communities allows Univen to develop a winning reputation by both creating and projecting a set of skills that other institutions must recognise as unique. A reputation developing from a brand's uniqueness and the movement from a former "bush" college to a national institution with regional implications shapes a new identity for Univen. It forces rivals to reassess their perception of the institution.

Identity shaping practices – maintained over time – will protect Univen from rivals trying hard to limit its landscape. Reputation builds strategic value for an institution by granting it a competitive advantage that rivals have difficulties to

overcome. A well-honed Communications and Marketing department therefore helps to create attractive images of Univen. Indeed, many institutions rely heavily on public relations professionals to shape the perceptions of those looking in from the outside. The perception must be that Univen is valuable, rare, difficult to imitate and hard to be substituted.

The Department of Communications, Marketing and Institutional Advancement must feed on and nurture the inherent patriotism that comes with being a national, albeit rural-based, institution. The inherent patriotism, at this point in South Africa's history, provides a further opportunity for competitive advantage through rebranding of Univen.

Mission

“To provide effective & efficient communication, thereby creating a positive image internally & externally.”

The following strategy consists of:

- **The Strategic Projects Communication Strategy** – This focuses on communication about projects approved by the Univen Council. This strategy is designed to maximise Univen's role in the regional equation;
- **The Operational Communications Strategy** – This places emphasis on the essential long-term operational processes aimed at improving management/staff communication, external and internal branding and processes underpinning a more effective university culture, climate and environment.

PUBLIC RELATIONS STRATEGY FOR UNIVEN'S STRATEGIC POSITIONING

Objectives

Univen's Public Relations Strategy for Strategic Positioning has objectives which include the following:

- i) To maintain momentum in its drive to create positive perceptions and influence key decision and opinion makers in the quest to build Univen as a regional rural-focused entity; and
- ii) To positively influence perceptions on subsequent projects.

Methodology

Three routes are put forward:

- a) **Mass messaging** through a comprehensive media strategy;
- b) A **milestone-focused** PR strategy aimed at specific publications and electronic media: **theme: Meet Univen Executive**; and
- c) A **targeted** PR process, including effective event management, stakeholder relations, advertising, internal branding programmes and government relationship building: **theme: "Building Confidence about Univen in the Education Sphere – At All Costs."**

A climate of expectation is created through the selective release of primer information to selected media. On a monthly basis media releases are issued as planned below. A press conference will be held at specific milestones to which all media are invited. The first three months of intense advertising must inspire confidence in Management under the theme: "Meet our Senior Executive Team".

The continued PR campaign must focus on "Building Confidence about Univen in the Education Sphere – At All Costs"

<u>ACTIVITY</u>	<u>CHANNELS</u>	<u>DATES</u>	<u>RESPONSIBILITY</u>	<u>EFFECTS</u>
Monthly media release only.	Regular mass release of specific information (target -- academic, social and business reporters).	2 nd Tuesday of each month.	Vice-Chancellor & Principal; Registrar, Deans; Director: Communications, Marketing and Institutional Advancement.	<i>Univen to take control and reinforce key messages. Widest audience reach <u>with</u> <u>minimal</u> <u>cost and</u> <u>effort.</u></i>

<p>Milestone-focused Media/Press Conference followed by Interviews (key issues affecting the institution in regional context).</p>	<p><u>Electronic media</u> Capricorn FM (negotiate weekly slot – 30 minutes); SABC (negotiate morning fortnightly slot) 702 Talk Radio (6-7pm), e-TV (7pm and 10pm placement of Univen analysts), Khaya FM (reaches Univen Council members) SABC Radio News (Interviews and/or 1min sound bites), SABC Television News and social programming (studio appearances -- analysts). <u>News agencies</u> (Reports emanating from press briefing and general press release). SAPA, Reuters.</p>	<p>Academic papers; noteworthy dissertations; analyst comments on national issues (Univen needs political/social analysts on air).</p>	<p>Vice Chancellor & Principal; Registrar, Deans; Director: Communications, Marketing and Institutional Advancement.</p>	<p><u>“Building Confidence about Univen in the Education Sphere – At All Costs”</u></p>
<p>Targeted media around Community projects</p>	<p>Signage and local Media – Community project launches/ handovers attended by high profile government/ community stakeholders Posters, banners and signage about Univen’s involvement around the community</p>		<p>Director: CMIA</p>	<p>Position Univen as a good and Community Citizen</p>
<p>Stakeholder Relationship Building</p>	<ul style="list-style-type: none"> • Desktop research and identification of stakeholder impact in Limpopo, particularly Polokwane • Initial analysis and recommendation report. • Targeted stakeholder 	<p><u>February.</u> <u>June</u> <u>June .</u></p>	<p>Govt Relations and/or stakeholder manager</p>	<p>Influence Peddling for community support etc.</p>

	<ul style="list-style-type: none"> meetings in and around the University. Issue and reputation management around issues. 	<u>Ongoing.</u>		
Advertising programmes.	<ul style="list-style-type: none"> The Sowetan. Limpopo Mirror. and Community Newspapers. Strategic Southern African newspapers. 	<u>Beginning January.</u>	Director: Communications, Marketing and Institutional Advancement.	<i>“Meet our Top Management”</i>
Special events.	<ul style="list-style-type: none"> Proudly SA Home-grown Honours (Live on SABC 2). Graduation Ceremony. Sports Days. Open Days. for community, families and colleagues. Union events. 	<u>Ongoing.</u>	Director :Communications, Marketing and Institutional Advancement.	<i>“Meet our Top Management.”</i>

COMMUNICATIONS OPERATIONAL STRATEGY 2009 – 2010

This strategy aims to capitalise on the mandate enunciated in Univen’s vision and mission. It takes into account that four units – Internal Communication (inward looking), External Communication (outward imaging), Government and Stakeholder Relations (lobbying, influencing and policy formulation) and Community Engagement for Poverty Alleviation Assistance and Empowerment of Local Communities – are the best platforms for message mediation.

The strategy presupposes matrix-style operations with each unit feeding into the other for their deliverables.

A) EXTERNAL COMMUNICATIONS/MEDIA/BRANDING

A vast potential for free publicity/branding rests with the programmes and projects around:

- The Executive /Senior Management team;
- Academic progress at the institution;
- Community involvement schemes;
- Human Capital and empowerment programmes affecting staff; students and other stakeholders;
- Briefings to key stakeholders, including local and national parliamentarians, around academic, budgetary and similar issues;
- Executive social networking;
- Staff functions/initiatives/sports days etc
- The university's annual report;
- Human interest pitches around general staff.

Primary Audience : **General Public**
Key Partner : **Media (Electronic and Print)**
Auxiliaries : **Council, Vice-Chancellor and Principal, Executives, All Schools**

These are the prerequisites:

- a) Prioritisation of a media database (reporters)
- b) Identification of issues
- c) Target audiences must be split for specific announcements/pitches:
 - SA Public
 - Media
 - Specialist writers
 - International audience
 - Internal audience
- d) Framing the announcement/issue
- e) Creating key messages out of it
- f) Producing deliverables (press kit, report, statements, etc.)

If implemented correctly, the following can be achieved:

- Massive public endorsement of Univen;
- Good relations with media;
- Free advertising;
- Free product knowledge for clientele and other consumers of media.

Firstly, Univen can most effectively focus its media outreach by accepting the following media outlets which most widely reach the general public.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Community involvement schemes; Human Capital programmes/ administrative and other changes that require exposure Univen initiatives within and outside South Africa's borders; Briefings to key stakeholders, including educational programmes; The annual report; Human interest pitches around general staff.	General press releases (academic, social and education correspondents) The Sowetan, The Star, Business Day, The Citizen, regional and local community newspapers.	Weekly/ <i>ad hoc</i> .	Director: Communications, Marketing and Institutional Advancement, Senior Managers; Vice-Chancellor & Principal.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
<p>Educational matters (Talk shows);</p> <p>Univen initiatives within and outside South Africa's borders;</p> <p>Briefings to key stakeholders, including educational programmes;</p> <p>The annual report;</p> <p>Human interest pitches around general staff/ union matters.</p>	<p>Electronic media, UNIVEN FM, Capricorn FM (Negotiate a weekly 30-minute slot)</p> <p>SABC Phalaphala FM (fortnightly slot)</p> <p>702 Talk Radio, e-TV community involvement programmes, Khaya FM (talk shows, SABC Television News.</p> <p>News agencies: SAPA, Reuters, Associated Press and African Eye.</p>	<p>Planned and Ad Hoc Weekly.</p>	<p>Director: Communications, Marketing and Institutional Advancement, Vice-Chancellor & Principal, Senior Managers.</p>

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
<p>Events</p> <p>Human interest pitches around general staff.</p> <p>One-on-one interviews with key newspapers, magazines and specialist publications.</p> <p>Feature stories on executive leadership.</p>	<p>General non-daily press:</p> <p>The Independent on Saturday, City Press, Mail and Guardian, Rapport, The Sowetan</p> <p>Sunday World, Sunday Sun and The Sunday Times.</p>	<p>Quarterly/ Monthly.</p>	<p>Director: Communications, Marketing and Institutional Advancement and Senior Managers.</p>

i. Print Advertising

A corollary of excellent media relations and positioning is a strategic advertising campaign.

ii. Television and Radio Advertising/branding

External branding can be easily negotiated with community involvement issue on programmes with Summit TV and Kaelo on SABC 2, both of which are focusing on social programmes. With the need for Univen to ply its products in the Southern African mass market, a television, radio and print branding exercise has to be conducted to create brand awareness. A process for the mass branding of Univen could be effected by engineering top-level meetings between Univen Executives and key radio and television producers.

Internal and external communications under the Department of Communications, Marketing and Institutional Advancement will play a supportive role in that the department will remain the custodian of corporate identity, but the marketing strategy should be effected by a brand consultant, who could either be an internal or external specialist. Collaboration between the branding consultant and the Department Communications, Marketing and

Institutional Advancement in the branding and marketing effort is fundamental to the success of the “one message” process that is necessary for widening the exposure and free publicity for Univen.

iii. Events/Exhibitions

Special events and exhibitions are part of the public relations portfolio. Special events and exhibitions have several key advantages, the more important being that they are a form of concentrated marketing; it is easily measurable and provides the most apt forum for person-to-person interaction. They allow Univen, as the participant, to meet with a direct, select band of potential clients/potential donors, especially at conferences where the reach of delegate interaction is limited by conference proceedings.

An exhibition builds brand awareness, strengthens direct relationships with clients/donors and can generate media exposure if strategic design is implemented. Special events and exhibitions produce real and direct return on investment that can be measured in cost per lead and cost per sale.

“A good event or exhibition should mean that relationships started off with human interface are ready for continuance via electronic means of communication” (Daniel Munslow)

The exhibition and event strategy for the year needs to be populated out of the various diaries of the Vice- Chancellor and Principal and Executive/Senior Managers. The following needs are to be populated:

EXHIBITIONS ONLY	DATE/VENUE	REASON/OBJECTIVE
Univen Career Exhibition.	May.	Showcase programmes on offer.

EVENT	DATE/VENUE	REASON/OBJECTIVE
Possible Univen Golf Day.	October: Polokwane.	To thank business partners for the support in a particular year. It is also a good networking forum.
UNESCO Conferences.	As and when necessary.	Social interaction between world

		academics and policy makers and Univen Executives.
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SPONSORSHIPS WHICH GUARANTEE PRESENCE	DATE/VENUE	REASON/OBJECTIVE
Small Business Week	August : Polokwane.	To support small business development and showcase procurement opportunities at Univen for small business.
Competitiveness Summit.	June : Sandton, Johannesburg.	To highlight national competitiveness.

N.B. Certain exhibitions and conferences are scheduled for the 2009/10 academic year but are conducted on an ad hoc basis or as per request of business e.g. participatory seminars and conferences for the World Education Congress, UNESCO seminars, workshops and annual general meetings etc.

B) INTERNAL COMMUNICATIONS

This strategy seeks to put in place mechanisms that allow for the free flow of information and open communication *within* Univen. It is aimed at creating synergies between the creators (management and staff) and senders (Communications Dept.) of information as well as the recipients of such information (management, employees and certain stakeholders). It also seeks to galvanise management and executives to recognise the importance of communication in Univen and how they can contribute to making sure that a culture and environment of information exchange exists within the institution. It further seeks to fortify relations between staff and management, leading to productive employees, improved service level delivery, motivated staff, a clear understanding of Univen's vision and mandate and related matters.

Key Audience : **Employees/Management.**
Key Partner : **Human Resources, Departments and Schools.**
Auxiliaries : **Council, Vice-Chancellor & Principal, Executive/Senior Management and Unions.**

Issues:

The following form key information areas that must be communicated to staff:

- Key messages about the vision, mission, values and mandate of Univen;
- Training, encompassing career development and pathing for employees;
- Messages about the performance management system used to measure performance;
- Messages about current and future projects/events of Univen;
- Organisational policies;
- Union relations with executive management;
- Important organisational culture programmes and how these impact on the institution and staff;
- Messages about key policy and legislative issues passed by parliament that will have a bearing on Univen;
- Induction programmes for new employees joining Univen to infuse them with the organisation’s culture;
- Successes by schools, departments and units; and
- Messages about topics and debates of national importance e.g. University allocation, State of the Nation Address, Minister’s Budget Speech, financial results for the university and subsidies etc.

The following schedule outlines communication methods that must take place and responsibilities for ensuring that communication does take place:

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
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CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Print.	Univen newsletter.	Monthly.	Director: Communications, Marketing and Institutional Advancement , Vice-Chancellor & Principal, Executive/Senior Management.
	Performance Reviews.	Half-yearly.	Human Resources Director: Communications, Marketing and Institutional Advancement.
	Memoranda and Circulars.	After every Council and Exco meeting.	Vice-Chancellor & Principal; Registrar, Director: Communications, Marketing and Institutional Advancement; Executive/Senior Management.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
	Posters, banners, roll-ads and signage.	<ul style="list-style-type: none"> • Posters and banners about Univen’s vision, values and mission in key sections off and on campus. • Building signage. 	Director: Communications, Marketing and Institutional Advancement.
	Payroll notices, such as birthday wishes, special national holidays, university special events printed on payslips.	Ad hoc, reflecting key campaigns/ days by Human Resources.	Human Resources; Director: Communications, Marketing and Institutional Advancement.
Electronic.	E-mail.	<ul style="list-style-type: none"> • Branded weekly E-mails on important announcements • Ad hoc e-mail communiqués or notices to all Univen community. 	Director : Communications, Marketing and Institutional Advancement

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Univen Radio.		To update the University Community on events/activities taking place on and off campus on a weekly basis.	Director : Communications, Marketing and Institutional Advancement, Senior Station Management, Manager.
	Intranet.	Ad hoc: as important policies, circulars and communiqués become available.	Director: Communications, Marketing and Institutional Advancement Executive/Senior Management, Director IT.
	Bulk SMSs.	<ul style="list-style-type: none"> • SMSs to staff and students about important events, projects, functions, commemorative days around Univen activities and historic events; national public holidays • Daily SMS messages on birthdays (if possible). 	Director: Communications, Marketing and Institutional Advancement, Director IT.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
	Video Conferencing, details covered in e-mails and newsletters.	Ad hoc as important issues need to be discussed and people are unable to travel.	Executive/Senior Management Director : Communications, Marketing and Institutional Advancement .
Meetings	Road shows – published in newsletter – addresses to staff, students, communities and colleagues.	Quarterly magazine highlighting principal roadshows.	<ul style="list-style-type: none"> • Council Chair and Vice-Chancellor and Principal, Director : Communications, Marketing and Institutional Advancement.
	Divisional/ Site events/ programmes published in localised newsletters.	Monthly.	<ul style="list-style-type: none"> • Executive/ Senior Management, Director : Communications, Marketing and Institutional Advancement.
	Induction Programmes – e-mails and intranet.	Monthly.	<ul style="list-style-type: none"> • Human Resources; • Director : Communications, Marketing and Institutional Advancement.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
	Award ceremonies – published on intranet and in newsletters.	Ongoing.	Human Resources/ Executive/ Senior Management.
Events (promotional items)	Branded Items.	Ongoing.	Director: Communications, Marketing and Institutional Advancement
Marathon, Sports, external functions.	Branded Items.	Specifically for predetermined events on predetermined days.	Functions and Visitors Officer.

C) COMMUNITY INVOLVEMENT INVESTMENT

Univen, as the branded national campus focusing on rural issues, has to facilitate its political, social and economic environment. In line with its mandate, Univen’s Community Engagement programmes represent an active outward orientation which aims to meet the demands and needs of its immediate society. The strategy is of an active and constructive involvement in development programmes, with the targeted audiences being highly conscious of the socio-economic impact of the institution through targeted public relations.

The objectives are:

- To position Univen as a good Corporate Citizen;

- Build a talent pool in the area and for national interests;
- Ensure Sustainable Development; and
- Assist community development.

Key Audience: *Thohoyandou and surrounding areas including local schools.*

Key Partner : *Office of the Vice-Chancellor & Principal.*

Auxiliaries : *Council, Executive/Senior Management , Director : Community Engagement, Communications, Marketing and Institutional Advancement.*

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Position Univen as a good Corporate Citizen	Community project launches/handovers attended by high profile government/community stakeholders.	<ul style="list-style-type: none"> • Eight community meetings, including meetings with Limpopo Legislature, Office of the Premier • Four project launches/handovers annually. 	Vice-Chancellor and Principal; Council Chair and members; Director: Communications, Marketing and Institutional Advancement; Executive/ Senior Management, Director : Community Engagement.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
	Posters, banners, rolla-ads and signage.	Posters, banners and signage about Univen's community engagement.	Internal and External Communications; Director: Communications, Marketing and Institutional Advancement.

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Build a talent pool for industry and the country.	<p>Establish partnerships with various education and technical departments, Departments of Education, Public Works and Municipalities.</p> <p>Establish partnerships with Tertiary Institutions</p> <p>Establish partnerships with NGOs.</p>	<ul style="list-style-type: none"> • Establish excellence hubs at schools in townships and rural areas e.g. Weekend extramural activities/ classes by lecturers in 10 identified schools across Limpopo. • Assist NGOs with key empowerment initiatives as per request • Enrolment and Open Days/ weeks • Mathematics /Science Saturday School. • Educators' training in Mathematics , Science 	<p>Director: Communications, Marketing and Institutional Advancement; Executive/Senior Management.</p>
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CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
	Intranet.	Ad hoc: as important Community Engagement events and functions are placed on the system for organisational culture purposes.	Director: Communications, Marketing and Institutional Advancement; Executive/Senior Management, Director : Community Engagement.
Events.	Branded Items for stakeholders.	As per event.	Relevant Executive or Manager during handover or function.

D) STAKEHOLDER(Government & Others) RELATIONS

This strategy is aimed at creating strategic alliances and awareness about Univen, with the institution focus being key government departments, decision-makers and opinion-formers outside of community-based activities.

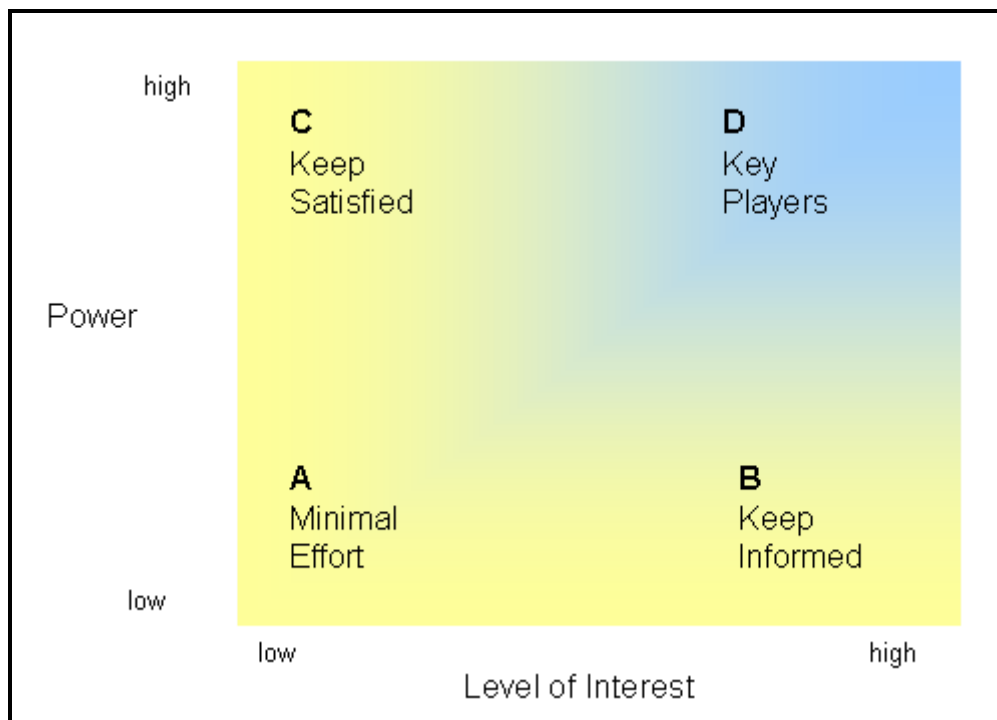
The aim is to influence university policy formulation and programmes to reflect Univen’s mandate and the national and regional interest. Best practice in this area says institutions must identify their stakeholders, map these stakeholders in terms of their levels of interest and levels of power over the institution and then adjust strategies in relation to the categories of stakeholders.

The power/interest matrix is a useful tool for evaluation of expectations and the impact of particular stakeholders. It analyses the following questions:

- How interested is each stakeholder group to impress its expectations on the institution's decisions?
- Do they have the means to do so? and
- Do they have the power to do so?

In the result, the power/interest matrix provides valuable information on how to handle particular stakeholders and groups. It also indicates if certain decisions will receive support or resistance, and which groups must be included in the decision process.

The power / interest matrix is illustrated below:



Source: Johnson G, Schools K, Whittington R (2007)

Stakeholders in **Quadrant A** either do not have a high own interest in the institution's plans nor do they have the power to exert much impact. Univen should keep these groups informed to the necessary extent, but should not invest too much effort in them. ***Interest Group- Outsourced agencies, contractors and sub-contractors as well as the local municipality.***

Stakeholders in **Quadrant B** do have a high interest in the institution and its actions. However, they have limited means to influence things. Despite their relatively low power, such stakeholders are valuable allies in important decisions as they may influence more powerful stakeholders through lobbying. Therefore, it is advisable to keep them informed about the issues they are interested in. ***Interested Group – Local, regional and international tertiary institutions, local, regional and international academia, UNESCO and similar international organs and large sub-contractors.***

The relationship with stakeholders in **Quadrant C** could be difficult. In this group, we often find institutional investors or legislative bodies. They behave passively most of the time and show low interest in university affairs. Despite this, they can exert an enormous impact on the organisation should their level of interest be underrated. They can suddenly reposition to quadrant D simply to frustrate a new strategy. ***Interest Group – Parliamentary Portfolio Committee, Finance Ministry, Treasury, Auditor-General and the Limpopo political parties.***

The most important stakeholders are those with high interests and high power, to be found in **Quadrant D**. They have to be involved in all relevant developments. ***Interest Group – Staff, students, unions, Ministry of Education, Council, Department of Education, Limpopo Provincial Department of Education and national political parties.***

The power which stakeholders hold over organisations has numerous sources and are also manifest in certain indicators.

External Stakeholders Sources of Power

- Control of strategic policy;
- Involvement in strategy implementation e.g. strategic partners in projects/distribution channels;
- Possession of knowledge and skills e.g. cooperation partners, subcontractors, and
- Through internal links e.g. networking.

External Stakeholders indicators of power

- Status e.g. impact and speed of reaction on requests;
- Resource dependence;
- Negotiating arrangements, and
- Symbols e.g. invitations to business events, direct access to top management.

Key stakeholders must know both the Univen strategy and the implementation thereof.

This strategy has two planks:

- The Council, Vice-Chancellor & Principal and key executives' personal interaction with policy-makers with the view to influencing policy and legislation; and
- The building of strategic alliances and awareness with strategic stakeholders such as unions, staff associations, political leaders, and treasury and key education officials to ensure that reputation management issues for Univen are identified.

Thus, this strategy involves successfully lobbying all of the above to ensure that Univen's interests are advanced and protected. Coherent communications as well as important and strategic information about certain programmes/projects are key strategic imperatives. This information will be cascaded to Univen divisions in line with proactivity and requests.

Key Audience: *Staff, students, unions, Ministry of Education, Council, Limpopo Provincial Department of Education, national political parties.*

Key Partner: *Office of the Vice-Chancellor & Principal.*

Auxiliaries: *Council, Executives, Communications, Marketing and Institutional Advancement Department.*

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
<p>Positioning/ lobbying on Univen issues.</p>	<p>Enable Univen to make presentations to key departments.</p> <p>Ensure that Minister and key officials are invited to project launches/ handover (Internal and External Comms).</p> <p>Ongoing communication, visits and meetings with union and staff associations.</p>	<p>Quarterly and as necessary.</p>	<p>Council Chairperson; Vice-Chancellor & Principal; Director: Communications, Marketing and Institutional Advancement; Foundation Office; Executive/Senior Management.</p>

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
<p>Build solid relationships with Minister and DG.</p>	<p>Frequent personal meetings with relevant political and govt heads.</p> <p>Invitations to Annual meetings, open days and frequent correspondence</p> <p>Interim reports</p> <p>Roadshows with Minister & DG.</p> <p>Joint media relations with relevant Minister and DG.</p> <p>Specific Treasury section on the Internet web site.</p> <p>Links via</p>	<p>Monthly.</p> <p>June 16; Women's Day; Human Rights Day; Relevant public holidays.</p> <p>Six-monthly tour off campus.</p> <p>Annual report;</p>	<p>Vice-Chancellor & Registrar; Director: Communications, Marketing and Institutional Advancement; Executive/Senior Management.</p>
<p>Communication Strategy</p>	<p>Internet with academia.</p>		<p>Page 34</p>

CATEGORY	INSTRUMENTS	FREQUENCY	RESPONSIBILITY
Unions/staff/ student representatives.	<p>Monthly meetings and results included in Univen newsletter.</p> <p>Univen Radio briefings (live and pre-recorded).</p> <p>Bulletin Boards on intranet/internet, surveys and questionnaires.</p>	Ongoing.	Director: Communications, Marketing and Institutional Advancement.

Monitoring and Evaluation

The communications audit will be performed to assess the effectiveness of the strategy with both internal and external stakeholders. The process of evaluation will enable us to identify the tools and activities that are most appropriate to communicating the key messages to the audiences. The process of evaluation will be conducted by an independent evaluator.

The following are possible evaluation questions:

- What do you read/see/hear?
- What works/does not work?
- What do you want to see more often?
- What information do you need that you are currently not supplied with?
- How often do you want us to communicate with you?