



HERITAGE CHRISTIAN COLLEGE

COMMUNICATION POLICY

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Contents

APPROVAL AND REVIEW DETAILS	2
1.0 INTRODUCTION	7
1.1 Purpose	7
1.2. Scope	7
2.0 GOALS FOR COMMUNICATION	7
2.1 Main Goals for Internal Communications:	7
2.2 Main Goals for External Communications:	8
3.0 RESPONSIBILITIES FOR DELIVERY	8
3.1 Responsibility for External Communications	8
3.2 Responsibilities of Leadership	8
3.3 Responsibilities of All Staff	9
3.4 Responsibilities of Students	9
3.5 Responsibilities of Heads of Departments and Units	10
3.6 Student Communication Procedure	10
3.6.1 Policy Statement	10
3.6.2 Principles	11
3.6.3 Procedure Overview	11
3.6.4 Communication messages	11
3.6.5 Email	12
3.6.6 Student Group Email	12
3.6.7 College Website and Affiliated Websites	12
3.6.8 Print Material	12
3.6.9 Social Media	13
3.6.10 Chat	13
3.6.11 SMS	13
3.6.12 Push notifications	13
3.6.13 Crisis Communication	14
3.6.14 Interpersonal Communication	14



3.7 Handling Personal Student Information Policy and Procedure	14
3.7.1 Personal Student Information	14
3.7.2 Procedures for Handling Personal Information	15
3.7.3 Collection of Personal Information	16
3.7.4 Access and Use of Personal Information Stored in Records	16
3.7.5 Personal Information Security	16
3.7.6 Requests Associated With Bona Fide Research Activities	20
3.8 Grievance Procedure	20
3.9 Use of Electronic Mail Procedure	20
3.9.1 Overview	20
3.9.2 Procedures: A Standard Environment For Email	21
3.9.3 Use of Email Services	21
3.9.4 Acceptable Use Procedures	21
3.9.5 Bulk Email Distribution	22
3.9.6 Access to Organisational Distribution Lists	22
3.9.7 Records Management	23
3.9.8 Contacting the College	23
3.9.9 Representation	24
3.9.10 Electronic Mail Directories	24
3.9.11 Confidentiality	24
3.9.12 Standard Disclaimers - Email	24
3.9.13 University Email Distribution Lists and Broadcast Messages	24
4.0 COMMUNICATION WITH EXTERNAL MEDIA	25
4.1 Rationale	25
4.2 Scope	25
4.3 Policy Statements	25
4.3.1 Requests for Official University Position or Response	25
4.3.2 Requests to Faculty and Staff Regarding Subject Matter Expertise	26
4.3.3 Personal Speech	27



5.0 INTEGRATED MARKETING COMMUNICATIONS PROCEDURES	27
5.1 Application & Scope	27
5.2.1 HCC Marks	28
5.2.2 Brand Guidelines	28
5.2.3 Sub Brand Marks	28
5.2.4 Approval to use a HCC Mark	29
6.0 UNAUTHORISED USE OF AN HCC MARK	32
6.1 Unauthorised Use by Staff and Others in the HCC Community	32
6.2 Unauthorised Use by Students	33
6.3 Unauthorised Use by a Third Party	33
6.4 Using the HCC Name	33
7.0 MARKETING AND PROMOTIONAL ACTIVITIES	33
7.1 Promotion of HCC Sub Brands	33
7.2 Media Communications Activities	34
7.3 Notifying the Media Communications Team	34
7.4 Media Releases	34
7.5 Staff Comment to the Media	34
7.6 Student Comment to the Media	35
7.8 Niche Media Communication Requirements	35
8.0 SPONSORSHIP ACTIVITIES	36
8.1 Community Sponsorships	36
8.2 Marketing Sponsorships	36
8.3 HCC Campus Signage	37
9.0 SOCIAL MEDIA GUIDELINES	37
9.1 Application & Scope	37
9.2 Standards and Exceptions	37
9.3 HCC Rights for Official HCC Social Media	37
9.4 HCC Brand and Identity	38
9.5 Creating an Official HCC Social Media Presence	38



9.6 Staff Behaviour on Social Media	39
9.6.1 Using official HCC social media	39
9.7 Posting Content on Behalf of HCC	40
9.8 Personal Use of Social Media by HCC Staff	40
9.9 Student Behaviour on Social Media	40
9.10 Breaches of Policy and Misconduct	41
9.10.1 Staff and Others in the HCC Community:	41
9.10.2 Students:	41
9.11 Breaches of Law:	41
10.0 ROLES & RESPONSIBILITIES	41
10.1 The Office of the President:	42
10.2 Registry	42
10.3 Other HCC Departments and Personnel	42
11.0 ENFORCEMENT	43
REFERENCES	43



1.0 INTRODUCTION

This policy statement articulates the commitment of Heritage Christian College (HCC) to ensure appropriate and effective communication among all stakeholders both internally and externally.

1.1 Purpose

The policy provides a structural framework for planning and delivering communication among the HCC publics and outlines the roles and responsibilities of the parties involved.

1.2. Scope

The college is committed to the pursuit of knowledge, excellence and loyalty to itself as a community of learning. Communicating our mission and institutional goals is underpinned by the principles of Christian ethics, respect for difference and cultural diversity, transparency and fairness with all stakeholders.

In taking this commitment forward we will:

- i. Have a clear and well-articulated vision and mission that enables all to understand and engage with the College's strategic direction, aims and priorities
- ii. Provide, and be provided with, the appropriate information to enable us to play assigned roles in keeping with the agreed strategic direction of the college.
- iii. Ensure a robust corporate strategy for staff communications.
- iv. Be involved in the creation of an action plan for communication, including its implementation and review.

2.0 GOALS FOR COMMUNICATION

2.1 Main Goals for Internal Communications:

- i. To make sure the college's goals and policies are clearly communicated;
- ii. To provide staff with information in order to build commitment and support for the college's strategies;



- iii. To disseminate and share good news stories throughout the institution in order to encourage the staff and promote pride in the college's achievements;
- iv. To raise concerns and issues with staff in order to promote the college's strategic goals; and
- v. To promote the sharing of information to improve/inform decision making.

2.2 Main Goals for External Communications:

- i. To support the priorities and strategies outlined in the college's Strategic Plan;
- ii. To share information with key stakeholders; and
- iii. To manage the college's public relations, marketing and public profiles.

3.0 RESPONSIBILITIES FOR DELIVERY

Communication is the responsibility of each member of the college. We must therefore be aware of and take full responsibility for legislative responsibilities as well as those outlined in this policy. We acknowledge and respect the legislative requirements placed upon us (for example, the Constitution of Ghana, Data Protection Act etc.) and will work at all times to ensure that communications are open, transparent and consistent. The key roles and responsibilities are outlined below:

3.1 Responsibility for External Communications

The Chairman or Vice-Chair of the Council of Trustees may issue statements on key issues relating to strategic decisions, appointments or corporate governance.

The President and Provost are responsible for issuing statements relating to major events or responding to media queries relating to the implementation of strategy and the college's Strategic Plan.

3.2 Responsibilities of Leadership

The college operates a distributed leadership policy. Leaders refer not just to



those with executive leadership responsibilities but to leaders of teams, programmes and projects, and heads of department.

All such leaders are expected to:

- i. Ensure, as individuals and teams, we foster a culture of free discussion and exploration.
- ii. Ensure all stakeholders are kept updated on relevant college activities to enable them to be as effective as possible.
- iii. Promote best practices in communication appropriate for our college environment.
- iv. Ensure a communications strategy, policy and action plan is in place.
- v. Manage strategic communication through an identified communication framework and team of communications advocates.
- vi. Ensure that information is made available to all stakeholders in a timely manner via appropriate channels.
- vii. Ensure that all stakeholders have appropriate skills and relevant information to enable effective communication with all parties.
- viii. Maintain open channels of two-way communication and listen to feedback and comments from all stakeholders.
- ix. Monitor the effectiveness of the communications strategy, policy and infrastructure and ensure the communication action plan evolves to meet the needs of the college.

3.3 Responsibilities of All Staff

Staff refers to those employed by or responsible for delivering services on behalf of the college. Staff are expected to:

- i. Ensure individual execution of good communication practice in accordance with this policy.
- ii. Be informed and have information in order to be as effective as possible in their role and supportive of the strategic direction of the college.
- iii. Take responsibility for communicating with stakeholders.
- iv. Use open channels of two-way communication to keep line managers, colleagues and stakeholders informed.
- v. Consider the need to communicate and ensure this happens in all work undertaken.



- vi. Take responsibility for communicating to the President and Provost's Office about activity, news, and successes.
- vii. Continually measure and evaluate communication to review success and achievement of the key messages, aims and objectives.
- viii. Act as ambassadors of the college.

3.4 Responsibilities of Students

The college considers its students as partners. A sound basis for this partnership is effective communication. In this instance, that means a shared responsibility in establishing and maintaining effective dialogue and information exchange. Students are expected to:

- i. Participate actively in their learning (i.e., engaging comprehensively with the college's key channels of communication).
- ii. Communicate using their own words or by referencing the work of others.
- iii. Be aware of and actively use communication tools and processes that are designed to enhance and support the student experience.
- iv. Respond to communications from the college or representatives of the college in a timely manner.
- v. Act responsibly in the use of internal and external communications as ambassadors of the college.
- vi. Actively engage with formal and informal feedback processes that provide the college with insights into how it might improve its service and infrastructure for students.
- vii. Take an active role in opportunities provided for student representation.
- viii. Inform the college at the earliest opportunity of concerns or issues that are affecting their ability to study.

3.5 Responsibilities of Heads of Departments and Units

These refer to those who manage people and/or processes across the college. They are expected to:



- i. Manage and implement strategic communication through an identified staff communication framework and team of communications advocates.
- ii. Communicate the annual strategic plan to stakeholders.
- iii. Communicate regularly with their teams, ideally face-face, to ensure relevant information is available, communicated and understood.
- iv. Support and encourage teams to communicate about projects, news, updates, and expertise.
- v. Ensure that all colleagues maintain good communication practice in accordance with this policy.
- vi. Maintain two-way channels of communication to ensure feedback is obtained and keep the college's senior team informed.
- vii. Consider the needs of all stakeholders to enable effective communication to take place in all pieces of work undertaken.

3.6 Student Communication Procedure

This procedure applies to all official communications with students by staff, including past and future students.

3.6.1 Policy Statement

The college recognises that communicating effectively is an integral component of the student experience at the university.

The college recognises the need for multiple channels for communication in order to engage with diverse cohorts and/or communities for different purposes and situations.

The student communication procedure outlines the principles that must apply for communication by staff with students across various channels.

3.6.2 Principles

The following principles apply to all staff:



- i. The college is committed to the provision of information relating to legislative requirements or entitlements and information deemed beneficial or relevant to the student experience.
- ii. The college undertakes to ensure that student communication is clear, timely, accurate, accessible, targeted, personalised, inclusive, and reflective of the brand and reputation of the college.
- iii. Student communications will be made using the relevant official college systems identified for each particular communication channel.
- iv. All student communication will be managed in accordance with relevant college policies and procedures.
- v. The Registrar and heads of department will be responsible for student communications, except in emergency situations as directed by the President, Provost or the College Council.

3.6.3 Procedure Overview

The college recognises that communicating effectively is an integral component of the student experience at the college.

The college communicates via multiple channels. All messages must be consistent and in alignment with this omni-channel approach.

All student communications must align with the college's brand and values.

3.6.4 Communication messages

Notices will only be sent in those circumstances deemed important to the student experience at the college.

3.6.5 Email

Email is the primary channel of communication for the delivery of notices. The college will send notices to college-issued email addresses once a student has enrolled and until the completion of their program.



Staff must use their college-issued email account when communicating with students. All employees using their college-issued email account should use the college's standard email signature.

Students who represent the College in an elected capacity must send communications via their student representative college-issued email account when the message is relevant to their role.

In order to preserve the channel's value, mass email communication will be restricted to:

- i. important administrative and academic matters including results, financial standing, and graduation;
- ii. information about significant college processes and key events on the college academic calendar;
- iii. statements on important or strategic matters by senior executives of the college; and
- iv. outreach and engagement of college alumni.

3.6.6 Student Group Email

The college will use student group email to disseminate broadcast communication of notices including general information, opportunities and events. Notices will not be directly related to the learning and teaching of a course or program.

Announcements may be posted for a specific cohort and/or community of students. Requests for announcements should be submitted to the Registrar.

3.6.7 College Website and Affiliated Websites

The college will remove any webpage developed for the college website if it is considered to be detrimental to the brand and reputation of the college. All content published on the college website must adhere to the college's ICT Policy.



3.6.8 Print Material

All print material must adhere to the guidelines provided in the branding procedure. Print material must be consistent with, and support, online and digital communication.

3.6.9 Social Media

Social media is used by the college to foster online communities with students and other stakeholders. It aims to develop relationships as well as engage and support students. Requests for social media services should be submitted to the Office of the President.

3.6.10 Chat

Communication via web chat must be undertaken using the college's Customer Relations Management system on the website to ensure that all conversations are recorded in the college's profile and are in accordance with the record management procedure.

3.6.11 SMS

The college will use SMS communication with students in the following circumstances:

- i. in crisis situations;
- ii. cancellations and room changes; and
- iii. final grade releases.

The college recognises that not all students have access to receive SMS communications.

Requests for SMS communications to students must be submitted to the Registrar.

3.6.12 Push notifications



Push notifications are small messages that can reach audiences anywhere at any time. There is a difference between pop-ups and push notifications. Pop-ups appear only when audiences are on the site they belong to. Push messages are independent of sites. They are associated with web browsers and apps. Push notifications are restricted to communicating timely information and are to be used sparingly to reinforce messages communicated through other channels. The college recognises that not all students have access to receive push notification communications.

Requests for push notification communications to students must be submitted to the Registrar.

3.6.13 Crisis Communication

In the event of a crisis, the Registrar or nominee(s) will be responsible for coordinating communication with students in conjunction with the Executive Assistant to the President (who is responsible for corporate communications and public relations) and in accordance with the college's crisis management plan.

3.6.14 Interpersonal Communication

All interpersonal communication is to be reflective of the college's values and brand and in accordance with the college's code of ethics.

3.7 Handling Personal Student Information Policy and Procedure

3.7.1 Personal Student Information

- i. The college will only collect personal information that is necessary for its legitimate functions or activities.
- ii. The college will only collect personal information by lawful and fair means and not in an unreasonably intrusive way.
- iii. The college will identify itself and what it intends to do with the information it collects.
- iv. Where practicable, the college will collect personal information directly from the student concerned.



- v. When the college collects personal information about a student from a third party it will take reasonable steps to ensure that the student has been made aware of the collection.
- vi. The college will only use or disclose information about students in ways that are considered to be consistent with students' expectations or are required in the public interest.
- vii. The college will only use or disclose personal information about a student for a purpose other than the primary purpose of collection (a secondary purpose) if:
 - a. the secondary purpose is related to the primary purpose of collection and the student would reasonably expect the college to use or disclose the information for the secondary purpose;
 - b. the college reasonably believes that the use or disclosure is necessary to lessen or prevent a serious and imminent threat to an individual's life, health or safety or a serious threat to public health or public safety;
 - c. the college has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the personal information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or
 - d. the use or disclosure is required or specifically authorised by law.
- viii. The college will take reasonable steps to make sure that the personal information it collects uses or discloses is accurate, complete and up to date.
- ix. The college will take reasonable steps to protect the personal information it holds from misuse, loss and from unauthorised access, modification or disclosure. The college will destroy or permanently de-identify personal information if it is no longer needed for any purpose.
- x. The college will, on request, provide students with access to their own personal information held by the college unless providing access would pose a serious and imminent threat to the life or health of any individual or the information relates to existing legal dispute resolution proceedings between the college and the student and the

information would not be accessible by the process of discovery in those proceedings.

- xi. The college will provide a means for the correction of incorrect information.
- xii. The college will not collect personal information revealing racial or ethnic origin, political opinions, philosophical beliefs, trade-union membership, or details of health or sex life unless the collection is required or specifically authorised by law.

3.7.2 Procedures for Handling Personal Information

The College holds a large amount of personal information concerning staff, students and other persons as a natural consequence of our teaching, research and administrative functions. Some personal information is collected from the persons concerned, while other information is generated by the college in the course of our activities (for example, examination results). The privacy of persons about whom the college holds personal information must be respected. The College's policy addresses the circumstances in which privacy issues may arise.

Personal information is information not in the public domain which identifies an individual and which is capable of being associated with a specified individual.

In the college context, examples of personal student information include home address, home telephone number, date of birth, marital status, next of kin, enrolment details, academic performance, personal welfare (such as medical matters) and records of an individual student's library borrowings. It may include visual information, such as photographs.

3.7.3 Collection of Personal Information

Information should be collected only where it is necessary to carry out a particular function or administrative activity. Where the information is not required for any specific purpose, it should not be collected.

Where information is collected for a particular purpose, it should not normally be used for any other purpose. For instance, it is not acceptable to supply the names and addresses of students to commercial providers of goods or services,



even where particular benefits may be offered to those students. Such information has been collected by the college only for enrolment and study-related purposes. If personal information is likely to be used for some other purpose it should be disclosed at the time that the information is collected, preferably before it is requested. In certain circumstances, information collected for one college purpose may be used for another. Such use should be approved by the Registrar.

3.7.4 Access and Use of Personal Information Stored in Records

There are several important principles that staff should consider when dealing with personal information held by the college. Personal information should be accessed and used only for college purposes. Access to either paper-based or computerised records should be sought and granted only where there is a demonstrated need for the access because of a staff member's functions or responsibilities. Even where access is granted, it would be inappropriate, for instance, if an address, home telephone number or other information was accessed and used by a staff member for private reasons, e.g., to forward personal correspondence to a former roommate or to ascertain the results of friends and associates. This is so even if the person to whom the information relates gives permission, since this is not a college purpose.

3.7.5 Personal Information Security

Paper-based records should not be left where members of the public or others to whom the information they contain is not generally made available may access them. Records containing personal information should be filed securely.

Appropriate arrangements should be put in place at the departmental level to ensure that access to computerised records is granted only to staff requiring such access in the course of their duties. Computer access passwords are intended as security devices; hence staff should not disclose their passwords to others.

Sometimes personal information will be obtained orally, for instance, in an interview with a student concerning course progress. The information may or may not be recorded in documentary form. Nonetheless, privacy should be



respected and the information should not be discussed with others except where this is necessary to undertake functions concerning the student or staff member who has provided the information.

Personal information should not be disclosed to third parties, except in the circumstances outlined below. As a general rule, information not expected to be publicly known concerning staff and students should be treated as confidential and should not be disclosed to anyone but college staff who have a demonstrated need for this information to carry out their duties. There are several exceptions to this general rule.

3.7.5.1 Disclosure to the staff member or student to whom the personal information relates.

Information privacy principles in general entitle those about whom information is held to access that information. This enables them to ensure that information about them is accurate, relevant, up-to-date, complete and not misleading. Thus, a staff member or a student would be entitled to request access to their personal file or to view information held in computerised formats about them.

In most cases where access is requested it will be possible for access to be obtained without the need to make a formal application. For further advice on dealing with requests, refer to the Right to Information Officer.

Sometimes, persons supply original documents to the College such as birth certificates or certified academic records of study undertaken elsewhere. Where it is practicable to do so, original documents supplied by a person should be returned to them and must be returned upon request. If this occurs, university records relevant to the transaction must include an annotation indicating that the original documents have been sighted and returned.

3.7.5.2 Disclosure to third parties only with the consent of the student or staff member concerned

Personal information may be disclosed to third parties with the consent of the student or staff member concerned. Such consent cannot be assumed and should be given expressly and in writing. It cannot be assumed, for instance, that



the university has implied consent to routinely supply student details to professional associations, potential employers or parents.

Except in the special cases mentioned below, the fact that the enquirer may hold an official position, for example, as an officer of a government department, or in some other way may claim a special or even official right to get information makes no difference to this position. Nor does it matter whether the enquiry is made informally or by means of a formal written document.

Details of a student's academic record should not be given to third parties. If an enquiry concerning a student's record is made by a person or body clearly having a valid reason for seeking the information, e.g., another university or a prospective employer forwarding details of the record as furnished to the enquirer by the student, the enquiry should be referred to the Registrar who will, if appropriate, verify the record so furnished.

3.7.5.3 disclosure of matters of public record

There is a limited amount of apparently personal information held by the university which in fact amounts to a matter of public record. A notable example is the status of a person as a graduate of the college. When members of the public enquire about the status of persons as graduates of the college, they may be encouraged to use the publicly available source in the college library or alternatively may write to the Registrar. The college's official graduation records are held at the Registry.

The fact that a student is enrolled at the college is not treated as a matter of public record. Consequently, such information should be disclosed only in the circumstances outlined in this policy.

It should not automatically be assumed that divulging apparently innocuous information, such as staff lists, is acceptable. This is because of the opportunities which exist for using sophisticated software technologies to consolidate that information with other publicly available information to produce a selected mailing list, for example, for the direct marketing industry. Such requests should be referred to the Registrar.



3.7.5.4 disclosure of personal information under statutory or other legal authority

In some cases, legislation has conferred upon certain public officers the right to demand and receive information even though it would otherwise be regarded as confidential. A typical example is the *Income Tax Law* under which the Commissioner can authorise officers of that department to require any person to answer any question or to produce any document for inspection. The National Accreditation Board, Social Security and National Insurance Trust, or Immigration Service may also have powers to obtain access to personal information in specific circumstances.

In cases where enquiries are received from public officials, the relevant statutory authority to obtain access to such information should be requested. Statutory authority should be detailed in writing, as should written verification of appointment as a person entitled to require the information. When this authority is produced, the enquiry should be referred to the college's lawyer for confirmation. Where the University Lawyer is unavailable, such enquiries should be referred to the President/Provost. Until such confirmation is obtained, inspection of college documents is not permitted. No personal information should be released verbally and copies of documents should not be provided.

Similarly, where disclosure is sought in the course of legal proceedings, e.g., by service of a subpoena or writ of third-party discovery, this must at all times be referred promptly to the college's lawyer for action.

3.7.5.5 disclosure in instances of wrongdoing associated with university activities

Staff in faculty offices and in various sections of the registry often obtain transcripts of the academic record of persons seeking admission to a particular course of study or persons who apply for a position on the college staff or for various forms of financial assistance. Occasionally, such staff may become aware that such records appear to have been falsified in order to obtain admission or appointment. These are examples of a wider class of instances where wrongdoing in connection with university affairs is suspected.

Where staff suspect that some form of record falsification or other wrongdoing has occurred, reporting of the issue should be to their supervisor in the first



instance and then to the Provost. At no time should staff disclose such information directly to entities outside the college.

Occasionally, police officers involved in investigations of offences associated with college activities or the misuse of college property will make enquiries for personal information about staff or students to assist with their enquiries. In exceptional circumstances, the college may consider release of such information. All such enquiries must be referred to the college Legal Office.

3.7.6 Requests Associated With Bona Fide Research Activities

The college is willing to assist bona fide researchers undertaking studies, for example, by the distribution of questionnaires within the college community. Any assistance must be approved by the Registrar.

Material to which such requests relate and which will be forwarded to staff/students must contain a clear statement of purpose. Responses must be entirely voluntary and made directly to the researcher.

Usually, the college will either distribute the material within the college's internal mail system or provide name/address labels under stringent conditions associated with the preservation of individual privacy. Costs will normally be recovered from the researcher. The college will provide no other follow-up or forwarding services.

3.8 Grievance Procedure

Privacy issues can be discussed with one's supervisor or the supervisor's supervisor, if necessary, on a confidential basis. If individuals believe that their privacy has been breached, a complaint may be made in writing to the Registrar. In order to enable such a complaint to be properly investigated, it should identify the person whose privacy appears to have been breached. Anonymous complaints will not be dealt with unless there is strong reason to attend to them. An investigation will be conducted in consultation with the relevant head of department or section. The Registrar will have final responsibility for resolving the complaint.



General enquiries concerning the application of this policy may be directed to the Registrar.

3.9 Use of Electronic Mail Procedure

3.9.1 Overview

This procedure relates to the college's approach to email which is a critical enabler for communication between staff, students and the wider community. Information included in emails often traverses public, untrusted/uncontrolled networks such as the internet. The University will ensure that information included in emails is appropriately protected or does not adversely impact the risk profile of the college by:

- i. ensuring that staff have clear procedures regarding the use of email for sensitive or security classified information;
- ii. ensuring that passwords are used on email systems;
- iii. prohibiting the use of scanned signatures;
- iv. acknowledging that email communication is not private;
- v. ensuring that email systems are backed-up and maintained; and
- vi. ensuring that the evidentiary value of electronic message transactions and the general reliability and availability of the electronic messaging system is maintained.

This procedure should be read in conjunction with the Acceptable Use of ICT Policy.

3.9.2 Procedures: A Standard Environment For Email

The university will provide email to staff, students and approved university members to enable and enhance communication in administration, teaching and learning, research and innovation, and engagement with the wider university community.

3.9.3 Use of Email Services

3.9.3.1 HCC community members



Each member of the HCC community may be authorised to access an email account on one of the college's computer systems under the following conditions:

- i. An email account may be established when an approved university member first becomes a registered user of one of the college's computer systems.
- ii. Employee email accounts will be cancelled once their employment at the college terminates.
- iii. Any approved college member may have their email account terminated or suspended for any breach of the terms of this procedure or related policies as determined jointly by the IT Manager and the college member's supervisor.

3.9.3.2 students

The student communication policy establishes the framework for all college member communications with students.

3.9.4 Acceptable Use Procedures

The following procedures must be applied at all times:

- i. College members sending email communications to a college email distribution list must refer to the Acceptable Use of ICT Policy and the Code of Ethics and be aware of potential disciplinary action or penalties that can arise if the frequency or content of these messages is deemed unacceptable within the university environment.
- ii. Email communications should be used to inform the target audience about activities, events or policies that relate to the university's educational services and business. Email communications targeted at students should be managed in accordance with the student communication policy. All campus email distribution lists are maintained as a means of facilitating electronic communication within the university community.
- iii. Faculty/department email distribution lists are established by ICT Services at the request of the faculty/department leader. It is the responsibility of the requesting employee to ensure that the list

remains current. Specific offices and individuals will be authorised to post to these lists.

- iv. College email distribution lists are not available to non-college entities.
- v. Material sent to distribution lists must be relevant to the group being mailed and must pertain to university business. The distribution lists are not intended to be used for personal or commercial gain.
- vi. Employees must not replicate the college mailing list by any method to circumvent gaining approval from the official authorised employee.
- vii. Each message should contain a meaningful subject line.
- viii. Emails should use 'rich text' format. The complex use of colours, photos and graphics affects file size and load time and should be avoided.
- ix. Messages should be brief and to the point.
- x. College members are encouraged to create personal distribution lists using their contacts address book.
- xi. The college owns the email accounts and uses them as an official method of communication with college members and students. Employees and students are responsible for reading official information shared via email.

3.9.5 Bulk Email Distribution

The university's email system may be used to send bulk or group emails to students. All requests for one-off distribution to university, specific department, all administrative staff, or all faculty lists must be forwarded to the Registrar. If approved, an authorised employee will then distribute the message on behalf of the person making the request.

3.9.6 Access to Organisational Distribution Lists

Email distribution will take a tiered approach whereby faculty/department leaders have broadcasting rights and responsibilities for the area over which they have authority. For example, a head of department may send emails to the department but not to the whole faculty unless the Registrar is informed.



Faculty/department leaders will have responsibility to:

- i. approve and broadcast to the unit over which they have responsibility;
- ii. delegate broadcasting rights for their area to other employees;
- iii. request broadcast in another, or broader, area; and
- iv. grant to another area one-off or blanket broadcasting rights to their own area for a designated purpose.

3.9.7 Records Management

Email messages sent or received by 3mployees in the performance of their duties are considered records and must be managed in accordance with the university's Records and Information Management Policy. Ownership of email messages with university email rests with the university, not the individual employee.

All Employees using email as a means of communication have a responsibility to capture and retain messages relating to university business activities so that they are accessible as records to meet business and evidential needs. The Records and Information Management Policy provides that business emails should be captured, managed and retained in the university's electronic recordkeeping system or other appropriate business system for the required period specified in the retention and disposal schedules, as approved by the university.

Email messages may be released to third parties as a result of legal discovery processes, including access applications.

Any issues regarding records management should be referred to the Registrar for consideration.

3.9.8 Contacting the College

The College provides email contact addresses through which the community transacts with it. When individuals send emails to the college using one of the provided email links, the college can collect personal information such as the person's name, email address and other personal information which may be



contained within the body of the email. The college is required to comply with the *Data Protection Act* in its management of email contact addresses.

3.9.9 Representation

Employee communications using the college employee email system may be construed to be representative of the college 's position. Where the employee does not have the authority or is not aware of the college's position, or where an employee's personal view may vary from that of the college, the communication must clearly state that the opinion expressed is that of the write and not necessarily that of the college, or words to that effect.

Where the Employee is representing the views of the college, a notation must be appended to the communication identifying the individual and the position held within the college.

3.9.10 Electronic Mail Directories

A directory of college members' email addresses and telephone numbers will be maintained on the college email address list.

3.9.11 Confidentiality

Due to email system limitations, email confidentiality cannot be maintained and emails can be redistributed. College members must be aware of the potential for confidentiality not to be maintained when transmitting confidential information by email.

3.9.12 Standard Disclaimers - Email

The following disclaimer is automatically included at the end of the signature block of email messages sent outside the college:

This email (including any attached files) is confidential and is for the intended recipient(s) only. If you received this email by mistake, please, as a courtesy, tell the sender and then delete this email.



The views and opinions are the originator's and do not necessarily reflect those of Heritage Christian College. Although all reasonable precautions were taken to ensure that this email contained no viruses at the time it was sent, we accept no liability for any losses arising from its receipt.

Heritage Christian College is an accredited provider of education with the National Accreditation Board, Ghana.

3.9.13 University Email Distribution Lists and Broadcast Messages

Email distribution lists are used to facilitate resource sharing, communication, research, and community building. The overuse of college-wide emails can reduce effective communication. The college encourages consideration of the use of other forms of electronic communication. The college has developed:

- i. a range of tools, procedures and guidance to outline the electronic resources available to reach college members;
- ii. the principles and procedures relating to their use; and
- iii. the mechanisms that apply to their access.

4.0 COMMUNICATION WITH EXTERNAL MEDIA

4.1 Rationale

HCC needs to be able to communicate accurately, effectively and consistently with a variety of diverse audiences including the media. The Office of the President is the primary and official liaison to the news media. It is responsible for initiating, developing and maintaining effective, productive and beneficial relations with the news media in communicating university news and in responding to media requests. The Office of the President is responsible for coordinating official college comment on all matters regarding the institution. This includes both proactive interaction and responses to requests. The Office of the President is responsible for disseminating and pitching news stories, responding to media inquiries, arranging interviews and visual productions, and handling requests for distribution of information on behalf of the college.

4.2 Scope



This policy applies to all college employees including administration, faculty, staff and student employees. The policy applies to employees when they are acting in their capacity as employees of the college, including when they are asked questions.

4.3 Policy Statements

4.3.1 Requests for Official University Position or Response

All inquiries seeking an official university response or a statement on behalf of the college should be directed to the university spokesperson within the Office of the President; that is, the Executive Assistant to the President. All inquiries seeking an official response or statement specific to students and academic areas should be directed to the Registrar.

Authorization to speak on behalf of the college may only be given by the President/Provost or the Executive Assistant to the President. No faculty or staff member may make official statements on behalf of the college without consultation with, and express authorization from, the President, Provost or Executive Assistant to the President.

The Office of the President will coordinate the college response with appropriate members of the College.

Any employee who has not been authorised by the President's Office to speak to the media in the context of his or her role as a college employee must direct inquiries from the media about the official college comment on all matters regarding the institution to the college spokesperson; that is, the Executive Assistant to the President.

No employee is authorized to speak "off the record" on behalf of the college to media on any matter pertaining to the college.

College employees must adhere to relevant HCC policies as well as all laws and policies regarding the release of information about activities of the university or



its employees, students, volunteers, or research subjects, including those that apply to privacy and confidentiality.

4.3.2 Requests to Faculty and Staff Regarding Subject Matter Expertise

HCC is proud of its faculty and staff and their expertise and scholarship in a vast array of subjects and disciplines. Many senior administrators and staff also have expertise. Individual faculty, administrators and staff experts are encouraged to provide subject-specific commentary based on their scholarship in their academic concentration or their expertise in their professional field. This includes athletics coaches and staff on matters related to university athletic contests and team- or program-related matters.

When offices and/or individuals are contacted for their scholarly or professional expertise, they are encouraged and expected to notify the Office of the President that a media representative has made contact. The Office of the President facilitates accurate, ethical and timely news coverage of significant programs and the achievements of faculty, administrators, staff, students and alumni. The Office of the President is available at all times to consult with administrators, faculty and staff about the most effective ways to work with the media.

Any questions that fall outside of a faculty member's academic interest or expertise should involve consultation with the college spokesperson; that is, the Executive Assistant to the President, who can be a resource in these instances. Questions also may be referred to the Executive Assistant to the President for direct handling. Inquiries seeking an official college comment must be directed to the Executive Assistant to the President.

If a faculty or staff member is unsure of whether a question or request for comment from the media concerns the faculty or staff member's area of expertise or seeks an official college position, the Office of the President must be consulted.

4.3.3 Personal Speech



Nothing in this policy is intended to restrict the freedom of faculty and staff members to engage in their scholarly activities or their personal involvement in community activities. Nothing in this policy is intended to affect individual employees' rights to express personal opinions on university or non-university actions and policies. Nothing in this policy is intended to restrict faculty or staff members from commenting on matters of public concern implicating an employer's official dishonesty, deliberately unconstitutional action, other serious wrongdoing or threats to health and safety. When speaking or writing as a citizen, an employee should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he/she does not speak for the institution.

The university reaffirms its continuing commitment to the principles of academic freedom and its protections as set forth in its statutes and the right to freedom of speech protected by the Constitution of Ghana.

5.0 INTEGRATED MARKETING COMMUNICATIONS PROCEDURES

5.1 Application & Scope

This policy applies to all promotional communications developed by the HCC community.

For clarity, this policy applies to students except to the extent that they are required to develop materials for learning purposes which will not be released publicly.

All promotional communications and HCC-wide communications must comply with all relevant legislation. All promotional communications produced by staff must comply with university conduct policies such as the university Code of Ethics.

5.2 HCC Marks and Brand Identity

A brand is a valuable, intangible asset. It is a view held by an audience that organisations try to influence. Organisations do this to help create meaningful associations in the minds of their audiences. HCC's brand helps distinguish our



offerings (and our institution) in the competitive higher education space, helping audiences find, choose and trust HCC. The HCC brand is integral to HCC's image and reputation as perceived by stakeholders and the general public. It expresses the mission and values, strategic vision, culture and purpose of HCC.

The President has primary oversight of the HCC brand. The Office of the President is responsible for strategic communications. Thus, it develops, manages and maintains all HCC marks and brand guidelines.

5.2.1 HCC Marks

The HCC master brand mark is the main visual identifier for HCC. The appearance of an HCC mark on any promotional communication implies a level of endorsement by HCC of that message to the intended audience. Any promotional communications or HCC-wide communications developed for, or able to be accessed by, an external audience must use the HCC master brand mark.

An approved sub brand mark (e.g., for CEPE, HBI, Media Centre, etc.) may be used in promotional communications developed for, or able to be accessed by, an external audience, where the communication solely or predominantly relates to that sub brand.

All HCC marks, including proposed new marks, must be developed by the Office of the President to ensure they are in line with HCC's approved brand architecture. Any variations or exceptions to the use and application of an HCC mark must be approved by the relevant senior executive portfolio owner through the Office of the President.

5.2.2 Brand Guidelines

The brand guidelines are the main reference point for using the HCC brand. All promotional communications or HCC-wide communications must use an HCC mark. They must also accurately and professionally reflect the HCC brand identity as outlined in the brand guidelines, or approved sub brand guidelines, where the context permits.

5.2.3 Sub Brand Marks



Approved sub brand marks exist for some entities, research centres or activities. These are outlined in the brand guidelines. When an area of HCC wishes to develop a sub brand mark, they must:

- i. forward a request to the President who will review the request; and
- ii. receive approval from the President before that sub brand mark is developed or used.

The development of a sub brand mark will only be approved:

- i. where the President is satisfied that the functions or activities of the proposed area for which the sub brand mark would apply is separate from those of HCC, or where the development of a sub brand mark would substantially improve the capacity of the area of HCC to market its goods or services in a competitive market; and/or
- ii. where HCC, with the approval of the President, has entered into a legal agreement involving the establishment of a distinct or separate entity and, by agreement of the parties, the development of a sub brand mark is expressly approved in the agreement.

The ongoing use of sub brand marks in marketing and promotional communications must be determined and agreed between the President and the sub brand manager at the time of establishment, or annually, as agreed by the relevant parties.

Approval to use a Sub Brand Mark must be sought and given consistently with the approval process for HCC marks specified in Section 5 of this policy.

Record keeping for the approval of sub brand marks used in promotional communications is the responsibility of the sub brand manager or their nominee.

5.2.4 Approval to use a HCC Mark

Approval to use an HCC mark falls into four categories, as outlined below.

5.2.4.1 Pre-approved use:

There are a range of approved branded templates that have been developed by the Office of the President for the HCC community to use when developing

promotional communications for an internal audience. In the examples outlined below, the use of an HCC mark in an approved, branded template is pre-approved:

- i. lecture materials developed by staff for dissemination to students;
- ii. conference presentations developed by staff (this does not include conference sponsorship – refer to the “third parties” section below);
- iii. event invitations when HCC is hosting the event for an internal audience;
- iv. official stationery ordered through HCC's library, in accordance with the stationery procedure;
- v. approved HCC email signatures developed in accordance with the email signature procedure;
- vi. promotional communications developed by a third party, where a signed agreement exists between HCC and the third party (for example, an offshore education partner) and that agreement sets out brand usage parameters, including in what promotional communications the HCC mark and HCC name will be used for the duration of the agreement;
- vii. staff research papers; and
- viii. student research papers, where the research is conducted as a requirement to complete a course.

5.2.4.2 Internal audience – requiring approval:

In instances where an HCC mark is used in promotional communications developed for an internal audience and that promotional communication is not identified above, the promotional communication will require review and approval by the relevant department head for compliance with the brand guidelines.

Examples of promotional communications for an internal audience requiring approval include, but are not limited to:

- i. promotional communications developed for an on-shore campus solely intended to target the HCC community (for example, posters, on-campus digital signage, flyers); and
- ii. branded merchandise which uses an HCC mark and will be gifted to, or used solely by, the HCC community.



5.2.4.3 External audience:

Requests to use an HCC mark in promotional communications or HCC-wide communications for publication to an external audience must be submitted to the Office of the President for review and approval prior to finalisation or publication. This submission must be accompanied by an endorsement from the relevant head of the department responsible for developing the communication. The following criteria will be used when determining whether to escalate approval to the relevant senior executive portfolio owner:

- i. The potential reach of the promotional communication and how widely it may be seen by the intended target market;
- ii. The potential impact of the promotional communication to HCC's brand and reputation;
- iii. The strategic importance of the promotional communication;
- iv. The intended audience execution and the impact or relationship the promotional communication may have to other campaigns and/or promotional communications; and/or
- v. The monetary value of the promotional communication and/or associated campaign(s).

Examples of use of an HCC mark for publication to an external audience include, but are not limited to:

- i. Promotional communications or HCC-wide communications developed to promote a public event, conference or other form of gathering, whether held on the HCC campus or externally;
- ii. Any form of outdoor, print, television, cinema, radio or digital advertising;
- iii. Promotional communications or HCC-wide communications developed to promote HCC at a trade show, trade fair, exhibition or expo, or other sales related event; and
- iv. Branded merchandise, where it is to be gifted to an external audience.

Use of an HCC mark in an approved staff recruitment advertising template to be published to an external audience does not need to be submitted to the Office of the President for review and approval.



Promotional communications and HCC wide communications developed for alumni relations, community engagement or philanthropic activities must be approved by the Office of the President.

5.2.4.4 Third parties:

Requests by a third party to use an HCC mark must be approved by the Registrar. Requests for the use of an HCC mark by a third party will be assessed against the following conditions:

- i. When used in conjunction with a third-party mark, an HCC mark must be either dominant or equally visually prominent to the third-party mark, where appropriate;
- ii. An HCC mark must not be manipulated in any manner except for the proportional scaling of the graphic as a whole element;
- iii. An HCC mark must not be used in a misleading or deceptive way, for example, where use of the HCC mark might falsely represent or imply HCC endorsement of products or services;
- iv. A third party permitted to use an HCC mark must not purport to bind HCC or make any representations on HCC's behalf unless otherwise approved in writing by HCC;
- v. The Registry must review and approve the finished artwork or other material in which the HCC mark is used by the third party before it is released, finalised, or published; and
- vi. HCC reserves the right to withdraw permission to use an HCC Mark at any time and for any reason.

Examples of third-party use of an HCC mark include, but are not limited to:

- i. Community or marketing sponsorships such as conferences, events, exhibitions, or partnerships with external organisations;
- ii. Placement on an external website;
- iii. Promotion of an event or activity for which HCC has agreed to be involved;
- iv. Courses produced by a third-party university, where HCC is a partner in the delivery of the course (note: management approval will also be required);
- v. Promotion of HCC as a member of a professional association; or



- vi. Promotion of an approved alliance, collaboration, or other relationship between HCC and a third party.

The HCC mark to be used by third parties shall be the HCC master brand mark or, where appropriate and approved, a relevant sub brand mark. The Registry will provide the appropriate HCC mark and stipulate parameters for use to the third party after appropriate internal approval has been provided.

6.0 UNAUTHORISED USE OF AN HCC MARK

All staff are responsible for accurately, consistently and professionally promoting the HCC brand. As such, they should advise the Registry of any unauthorised use of an HCC mark that they become aware of. Any unauthorised use of an HCC mark is a breach of this policy and should be referred to the Registry for review.

6.1 Unauthorised Use by Staff and Others in the HCC Community

Where staff make unauthorised use of an HCC mark and that unauthorised use is not considered by the Registry to be serious, the Registry will seek to resolve the matter informally and directly with the member of staff and, where necessary, their supervisor.

Where such unauthorised use is considered by the Registry to be serious and/or continued unauthorised use, the Registry may refer the matter to the supervisor, HOD or Provost to initiate disciplinary action in accordance with relevant misconduct guidelines or procedures, applicable policies, enterprise agreements, industrial instruments or contracts.

6.2 Unauthorised Use by Students

Unauthorised use of an HCC mark by a student will be resolved in accordance with relevant HCC policies, rules or guidelines in relation to student misconduct.

6.3 Unauthorised Use by a Third Party

For unauthorised use of an HCC mark by a third party, HCC will:



- i. contact the third party and manage the unauthorised use pursuant to the relevant contract or other arrangement as quickly as possible;
- ii. where relevant, seek that any costs incurred in the removal or correction of the unauthorised use is met by the third party; and
- iii. seek assurances from the third party that all reasonable steps will be undertaken to ensure that the unauthorised Use does not recur.

6.4 Using the HCC Name

The official name of the college is “Heritage Christian College.” The appropriate abbreviated name is “HCC.”

7.0 MARKETING AND PROMOTIONAL ACTIVITIES

Drafts of all promotional communications and HCC-wide communications produced for an external audience must be sent to the Office of the President for review and comment prior to finalisation or publication in accordance with the process outlined in the production of marketing material guidelines. When HCC-wide communications are developed for domestic or international student recruitment purposes to be recruited to onshore or offshore locations, input must also be sought from the Registrar. The HCC mark to be used in promotional communications shall be the HCC master brand mark or, where appropriate and approved, a relevant sub brand mark.

7.1 Promotion of HCC Sub Brands

HCC has a number of entities, centres, programmes and facilities that identify themselves with a sub brand mark and, in some cases, a different visual identity. These sub brands are outlined in the HCC brand guidelines.

Sub brand managers are responsible for managing marketing and promotion of the sub brand in a way that is consistent with the approved sub brand guidelines as well as HCC’s brand and reputation. In order to ensure that all promotional communications positively support the HCC brand and reputation and align with strategic marketing initiatives and objectives, sub brand managers must keep the Office of the President informed in advance of their marketing, advertising and promotional activities using the sub brand mark for



each calendar year, or as otherwise agreed. The Office of President will manage development, approval and maintenance of sub brand guidelines in conjunction with each sub brand manager and/or the relevant unit head.

7.2 Media Communications Activities

The media communications team within the Office of the President is responsible for managing all media relations for HCC and its entities, research centres and activities. The media communications team will engage with HCC subject experts, senior management, staff and students to proactively issue news releases and story leads, respond to incoming requests from journalists, and to provide advice to staff in dealing with the media. All media enquiries must be referred to the media communications team to allow a timely, accurate response.

7.3 Notifying the Media Communications Team

It is important that the media communications team is kept informed of events that may attract media attention. This includes events with HCC involvement, members of the media approaching staff for comment, or staff wishing to speak to the media. Staff are required to advise the media communications team of any expected media visits or upcoming media opportunities as soon as possible, preferably at least a week prior to the media visit / opportunity. Staff should also contact the media communications team as promptly as possible if they anticipate that an issue may become contentious or of interest to the media.

7.4 Media Releases

HCC media releases are only to be issued by the Office of the President, ensuring that:

- i. the content is professionally written in journalistic style;
- ii. the timing of the story's release is appropriately coordinated with other HCC media activities; and
- iii. the content is correct and appropriately authorised for release.

The Office of the President can assist in proactively managing content and the availability of spokespersons when the media make enquiries.



7.5 Staff Comment to the Media

Staff authorised to represent HCC to the media must conduct themselves at all times as representatives of HCC and in accordance with all HCC policies regarding authorised spokespersons. These policies include but are not limited to the use of the college name in public statements policy, the use of the university name by third-parties policy and the HCC Code of Conduct. This includes disclosing their official position.

In compliance with this policy, where media opportunities are identified, staff are encouraged to share their expertise with the media on matters of community interest and to communicate to the media on matters within their area of qualification and expertise. When academic staff or a divisional director/HOD is asked to communicate to the media as a representative of HCC on a matter within their area of expertise, they must state that they are an employee of HCC. The staff member can also name the relevant division, academic unit or research group to which they belong.

Sub brands may be required to represent themselves differently to the media. To ensure that sub brands are represented appropriately, sub brand managers should contact the Office of the President to develop an agreed positioning statement.

Any comment by staff on matters outside of that staff member's area of expertise, or in circumstances where that staff member is not speaking as a representative of HCC, must be expressly and clearly made in that staff member's private capacity. A clear distinction should be made by stating that the comments are personal opinions. Staff are advised to contact the Office of the President for advice on the best way to represent themselves to the media and seek advice and assistance regarding media interview preparation and skill development.

7.6 Student Comment to the Media

Where students have been selected by the university to be a representative of HCC to discuss their course of study with the media, such comments must be made in accordance with the use of the university name in public statements



policy, the use of the university name by third-parties policy and the Student Handbook. Students are advised to contact the Office of the President for advice on the best way to represent themselves to the media and seek advice and assistance regarding media interview preparation and skill development.

7.8 Niche Media Communication Requirements

Some units of HCC may have specialist, niche or specific needs with regards to media communication activities where such activities support targeted approved strategies and goals. Where such a need exists, that unit should contact the media communications team to collaborate on the development of a media strategy which outlines appropriate media sources, key messages, timings, opportunities and roles and responsibilities. This media strategy must be endorsed by the Provost and the Office of the President. It must then be approved by the relevant HOD. The unit will be responsible for implementing the media strategy; the Office of President will provide advice and oversight.

8.0 SPONSORSHIP ACTIVITIES

Sponsorship may be a mutually beneficial arrangement and can positively impact HCC's brand, positioning and reputation. The Office of the President will ensure there is a consistent and aligned approach to the management of sponsorships across HCC.

8.1 Community Sponsorships

Community sponsorships are those where HCC provides an individual, group or organisation with financial or other assistance towards the production of goods, services, activities or events in order to champion social, cultural, environmental and economic developments within its regional communities. Community sponsorships are facilitated through the Registry.

8.2 Marketing Sponsorships

Marketing sponsorships are those where a specific area of HCC, such as a faculty member or division, associates itself with a third party for an activity or event, normally directed at a specific target audience, in order to positively



impact HCC's brand and reputation. Examples of marketing sponsorships include but are not limited to sponsorship of school awards and prizes, academic conferences, lectures, presentations, events or exhibitions, activities relating to student marketing, student recruitment and retention.

Marketing Sponsorships will normally be funded by the specific faculty member, division, unit or area entering into the sponsorship agreement. Prior to committing to a marketing sponsorship, staff must contact the Office of the President to discuss the strategic benefits of the association and the approvals process.

Where a faculty member, division or area within HCC wishes to undertake a marketing sponsorship, it is expected that such activities will be governed by a legally binding agreement which includes conditions around the use of an HCC mark for the promotion of that activity or event. The legal services unit can assist with the drafting or reviewing of such an agreement.

Marketing Sponsorships must be endorsed by the relevant divisional director or HOD. The request must then be submitted to the Office of the Provost, who will facilitate the approvals process. Where a third party is involved, the marketing sponsorship must also be approved by the Registrar in accordance with the use of the college name by third-parties policy.

8.3 HCC Campus Signage

Signage forms an important part of HCC's applied visual identity. Signage can be internal or external, affixed to a building or within an HCC campus environment, and is either permanent, temporary or event related. All concepts for signage projects must be approved by the Office of the President prior to production and installation.

9.0 SOCIAL MEDIA GUIDELINES

9.1 Application & Scope

This policy applies to the use of social media by the HCC community. All digital media produced by the HCC community for use on social media must comply



with all relevant common law and legislation. All digital media produced by users for use on social media must comply with college policies such as the college Code of Ethics, media and communications guidelines, Student Handbook, and sexual harassment policy.

9.2 Standards and Exceptions

Use of the HCC name on social media must be in accordance with the use of the college name in public statements guidelines and the marketing, media and communications guidelines. The Office of the President coordinates and provides oversight of digital marketing activities, including official HCC social media, at an institutional level. It also provides social listening reporting, analytics and advice.

Any use of social media by the HCC community must not bring HCC into disrepute, compromise the effectiveness of work or study, imply HCC endorsement of personal views, or disclose, without authorisation, HCC's confidential information. All users are expected to maintain a professional, courteous and respectful approach when interacting on social media. Users must be mindful that content posted on social media is generally public and is archived permanently.

9.3 HCC Rights for Official HCC Social Media

HCC may at any time delete, modify, suspend or discontinue - temporarily or permanently - any official HCC social media account with or without notice, when content that has been posted is offensive, derogatory or breaches this policy. When content associated with any official HCC social media may be considered a breach of this policy, the Office of the President should be notified as soon as possible. HCC may remove (where possible) any content on official HCC social media that, in HCC's reasonable opinion, is offensive, inaccurate, discriminatory, indecent, defamatory, illegal or in breach of any statute, law or HCC policy.

Where content associated with HCC is made available on social media outside of an official HCC social media platform and such content is, in the reasonable opinion of HCC, offensive, discriminatory, indecent, victimizing, humiliating,



threatening, degrading, excluding, defamatory, illegal or in breach of any law or HCC policy, HCC may request the relevant account owner to perform any action in relation to that content that HCC may require.

9.4 HCC Brand and Identity

The HCC brand is a valuable asset and is integral to its image and reputation as perceived by stakeholders and the general public. It expresses its mission and values, strategic vision, culture and purpose. Activities undertaken on official HCC social media impact HCC's brand and reputation. Thus, it is important that all communications accurately and professionally reflect the HCC brand as outlined in the HCC brand guidelines or approved sub brand guidelines, where the context permits.

9.5 Creating an Official HCC Social Media Presence

Official HCC social media is social media that is owned or operated by staff, is officially endorsed by HCC and serves the strategic purpose of communicating with a key target audience in order to strategically connect with that audience to positively promote the HCC brand.

Staff members may undertake official HCC social media activities at faculty, unit or individual staff level provided that such activities are undertaken in the staff member's official capacity as a staff member, has been endorsed by the relevant divisional director, Provost or the Office of the President and is in accordance with this policy.

Once the above clause of this policy has been fulfilled, staff must develop and submit the following documentation to the digital marketing team in the Office of the President for approval at least three weeks prior to the intended launch date for the channel:

- i. A social media strategy including KPI's and an ongoing maintenance and resource plan; and
- ii. A content plan.

This submission will be approved by the Office of the President, who may escalate approval to the relevant department head. This escalation will occur



where clarification is required for alignment with HCC's strategy and/or brand and reputation management.

Each social media platform has its own rules and regulations for use which must be adhered to in addition to this policy and the HCC social media guidelines. Users of official HCC social media must ensure that they are aware of all relevant rules, regulations, guidelines and policies prior to use.

Students, student groups or associations wishing to use the HCC mark on social media must do so in accordance with the marketing, media and communications guidelines. Any social media activities undertaken by a student or student group in connection with HCC, whether or not as part of a formal course of study, that are not endorsed by HCC in accordance with this policy must include a reasonably prominent disclaimer on the relevant site, indicating that the site is not endorsed by or affiliated with HCC (e.g., 'This page is in no way associated, endorsed or affiliated with HCC. All thoughts and comments are my own').

9.6 Staff Behaviour on Social Media

9.6.1 Using official HCC social media

When using official HCC social media, Staff need to be aware that the content they post is seen as an endorsement by HCC. Therefore, they should consider how their use of official HCC social media will impact HCC's brand and reputation. Staff who use official HCC social media accounts are responsible for exercising careful and appropriate judgement when posting content onto any social media platform.

HCC is responsible for the content posted on official HCC social media. Consequently, staff managing an official HCC social media account must do everything reasonably possible, actively monitoring their social presence, to ensure that content posted is accurate and is not offensive, discriminatory, indecent, defamatory, illegal or in breach of any law or HCC policy. If the content is considered inappropriate or unlawful, HCC reserves the right to remove the content as outlined in this policy.



9.7 Posting Content on Behalf of HCC

Staff must not post any inappropriate content on social media platforms, including:

- i. Any individual's personal information, such as full name, address, phone number, personal email address, student identification numbers, or anything else considered as personal information under the HCC privacy policy;
- ii. Spam, such as: irrelevant or non-strategic third-party advertisements or commercial solicitations;
- iii. Content that is profane, discriminatory, defamatory, fraudulent, unlawful, pornographic, obscene, offensive, threatening, hateful or otherwise objectionable;
- iv. Content that makes HCC appear to be affiliated with a company, social group, political affiliation, product or individual when it is not the case;
- v. References to student or staff performance or student records without prior consent from the student or staff member;
- vi. Material that violates the copyright or other intellectual property rights of any person;
- vii. Information or software containing a virus or other damaging or destructive components to HCC systems and infrastructure.

9. 8 Personal Use of Social Media by HCC Staff

HCC staff must:

- i. Keep a clear distinction between personal use and professional use.
- ii. Be conscious of their connection to HCC as they post on personal social media accounts;
- iii. Not disclose confidential or proprietary information obtained through work via social media;
- iv. Not use HCC in the username of any non-HCC account;
- v. Use common sense when using personal social media accounts, remembering that nothing online is truly 'private;' and
- vi. Not depict themselves as an HCC representative or discuss matters relating to HCC unless they have the delegated authority to do so

and comply with the use of the college name in public statements policy.

9.9 Student Behaviour on Social Media

Students must not depict themselves as a representative of HCC and/or discuss matters relating to HCC without permission to do so. Permission to do so must be provided by staff with delegated authority. All student use of social media, to the extent that it is accessed using HCC accounts, must comply with the IT acceptable use policy, sexual harassment prevention policy and the Student Handbook.

When using social media, students must ensure they understand and comply with the rules and regulations stipulated by each social media platform being used. Students must use common sense when using personal social media accounts, remembering that nothing online is truly 'private.'

9.10 Breaches of Policy and Misconduct

9.10.1 Staff and Others in the HCC Community:

Alleged breaches of this policy must be referred to the Office of the President for review and escalation, where required, to the staff member's supervisor. Where a breach of this policy has occurred, the Office of the President may seek to resolve the matter informally and directly with the member of staff and their supervisor. For serious or continued alleged breaches, appropriate disciplinary action will be taken in accordance with relevant HCC misconduct guidelines or procedures, applicable policies, enterprise agreements or contracts and the defined rules of the relevant social media platform.

9.10.2 Students:

Alleged breaches of this policy must be referred to the student services division for review. The student services division may seek to resolve the matter informally via existing social media communication channels, e.g., a private Facebook message to the relevant Facebook page administrator. For serious or continued alleged breaches, appropriate disciplinary action will be taken in accordance



with relevant HCC misconduct guidelines or procedures, applicable policies and the defined rules of the relevant social media platform. The student services division may also refer the matter to HCC's governance and legal unit for further review and action.

9.11 Breaches of Law:

Where inappropriate use under this policy constitutes a breach of any law, legal action may also be taken by HCC.

10.0 ROLES & RESPONSIBILITIES

10.1 The Office of the President:

The Office of the President is responsible for developing, managing and maintaining all elements of HCC marks, including the following:

- i. provides support and advice on the use of the HCC the brand and its elements;
- ii. provides support and advice for strategic marketing activities;
- iii. provides advice and guidance on corporate marketing, communications and promotional activities;
- iv. has oversight of and influence over the HCC web strategy, design of the website and also manages homepage content;
- v. develops the HCC social media strategy and provides advice and monitoring for social media activity across the organisation;
- vi. provides advice on implementing appropriate HCC branded communications;
- vii. liaises with the media on all corporate promotional and marketing activities;
- viii. oversees and coordinates HCC's media activities;
- ix. audits HCC marketing materials as necessary;
- x. reviews relevant brand related policies, procedures and guidelines regularly to ensure that they remain relevant and consistent with HCC's strategic plan and other policies; and
- xi. monitors compliance with this policy.

10.2 Registry



The Registry is responsible for managing HCC's future student recruitment efforts including promotions, relationship marketing and events, as well as managing the admission standards and processes that support the intake process, provision of offers and managing acceptances. The Registry is also responsible for managing domestic and international current student administration, communication and graduation.

The Registry is responsible for the strategic, university wide integration and co-ordination of alumni relations and community engagement functions to support the development of enduring relationships and provide multiple opportunities and connections to support the mission of HCC.

10.3 Other HCC Departments and Personnel

The information technology steering committee, in collaboration with the Office of the President, is responsible for aspects of the management, governance and development of HCC's website and intranet.

The Centre for Entrepreneurship, Philanthropy and Ethics (CEPE) is responsible for supporting HCC researchers to achieve the best possible outcomes in attracting funding to undertake research, develop internal and external collaborations, and partnerships and commercial opportunities.

Faculties, divisions and units not specifically mentioned above are responsible for managing their marketing, promotions and events in a way that is consistent with the HCC brand and reputation and aligns with HCC's marketing, communications and positioning strategies.

The HCC community is responsible for informing themselves and understanding the contents of this policy and related guidelines and appendices to ensure there is consistent and professional promotion of the HCC brand and reputation.

11.0 ENFORCEMENT

Violations of this policy may result in appropriate disciplinary measures in accordance with applicable college policies and procedures.



REFERENCES

References were made to the communication policies of the following universities:

1. University of Connecticut, USA
2. University of Southern Queensland, Australia
3. Stranmillis University College, UK
4. University of Wollongong, Australia