COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHUSS)

COMMUNICATION STRATEGY 2013-2016

Compiled by

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1 ABOUT THE COLLEGE

The College of Humanities and Social Sciences (CHUSS) comprises of the former Faculty of Arts, Faculty of Social Sciences, Institute of Psychology and the Makerere Institute of Social Research (MISR).

CHUSS is the largest of the nine Colleges at the University with 5 Schools, one Institute and two Centres. These include the School of Social Sciences, the School of Liberal and Performing Arts, the School of Languages, Literature and Communication, the School of Psychology, the School of Women and Gender Studies, the Makerere Institute of Social Research, the Centre for Language and Communication Services as well as the Centre for Psychological Services..

 The College boasts of some of the oldest disciplines in the history of Makerere University and has been central in driving national policy formulation and implementation of the national development agenda. It has over 8,000 students with 47 undergraduate and graduate programmes. The College has over 400 staff both Academic and non-academic staff.

All postgraduate programs offered are on a fee-paying basis and cover a wide range of study areas. They provide applicants with advanced expertise in their selected study areas and equip the student with an ability to apply advanced principles of the selected areas of study to everyday living.

1.1 THE COLLEGE MANDATE

CHUSS is mandated to teach, carry out research and disseminate knowledge in all the disciplines of the humanities and social sciences. It is also the mandate of the College to inform policy, programmes and decision makers through translation of research to policy, public engagement and monitoring social development.

It is incumbent upon CHUSS to scan and assess the socio-economic environment of Uganda and beyond, to analyse and promote people's cultures, languages and traditions, to guide in the formulation of policies that should inform decision makers and the public at large and generally speaking, to look critically and advise on issues of governance, respect of human rights and ethical matters in society. It is also part of CHUSS broader mandate to inform

policy and decision makers on the urgent need for multi-disciplinarity in the education system so as to reduce unnecessary compartmentalization at University but also at lower levels of education. That is why practically the majority of cross-cutting courses offered to the whole University are from CHUSS. These include Gender Studies, Communication Skills, Development Studies, Critical Thinking, Ethical Issues and Research Methods.

1.2 STAFF IN CHUSS

1.3 Percentage Establishment by Rank as per 31st Jan. 2013

	Rank	Establishment	Filled	% Filled	Vacant	% vacant
1	Professor	42	09	*21*	33	*78*
2	Associate Professor	44	22	*50*	22	*50*
3	Senior Lecturer	88	35	*40*	53	*60*
4	Lecturer	166	67	*40*	99	*60*
5	Assistant Lecturer	155	85	*55*	70	*45*
6	Teaching Assistant	75	35	*47*	40	*53*
	TOTAL	570	253		317	

Category of staff	Number

Academic staff	253
Administrators who are not academicians	15
Support Staff with college employees inclusive	200
Total	**468**

1.4 STUDENTS IN CHUSS

SUMMARY OF REG STATISTICS FOR COLLEGE OF HUMANITIES AND SOCIAL SCIENCES SEM I 2012 / 2013		
as at 18th Dec, 2012		
Qualification Name	**Period Of Study**	**Total Reg**
School of Psychology	**Study**	
Undergraduate		
BACHELOR OF COMMUNITY PSYCHOLOGY	**1**	243
	2	204
	3	192
	sum	**639**
BACHELOR OF INDUS. & ORG. PSY.	**1**	249
	2	244
	3	195
	sum	**688**
MASTER OF ARTS IN COUNSELLING	**1**	10
	2	2
	sum	**12**
MASTER OF EDUCATION IN EDUC. PSYC	**1**	3

	2	3
	sum	**6**
MASTER OF ORGANISATIONAL PSYCHOLOGY	**1**	5
	2	1
	sum	**6**
MASTER OF SCIENCE IN CLINICAL PSYCHOLGY	**1**	3
	2	5
	sum	**8**
POSTGRAD. DIP. IN GUIDANCE & COUNSELLING	**1**	2
	sum	**2**
PhD in Psychology	**1**	**1**
School of Liberal and Performing Arts and Languages, Literature and Communication		
Undergraduate		
BACHELOR OF ARTS IN DRAMA AND FILM	**1**	26
	2	27
	3	13
	sum	**66**
Bachelor Of Arts (Music)	**1**	30
	2	21
	3	4
	sum	**55**
DIPLOMA OF PERFORMING ARTS	**1**	3
	2	16
	sum	**19**
Bachelor Of Arts (Arts)	**1**	370
	2	620
	3	631

	sum	1621
Bachelor Of Development Studies	1	458
	2	393
	3	266
	sum	1117
B. ARTS (ETHICS & HUMAN RIGHTS)	1	302
	2	81
	sum	383
BACHELOR OF JOURNALISM AND COMM.	1	187
	2	99
	3	92
	sum	378
Graduate		
M.A. IN HUMAN RIGHTS	1	12
	2	4
	sum	16
M.A. IN PEACE & CONFLICT STUDIES	1	29
	2	15
	sum	44
Master of Arts in Journalism and Comm.	1	12
	2	
	sum	12
PGD IN INVESTIGATIVE JOURNALISM	1	11
	sum	11
M.A. IN LINGUISTICS	1	13
	2	3
	sum	16

M.A. IN LITERATURE	1	3
	2	2
	sum	**5**
PhD in Arts	1	**2**
Master of Arts in Religious & Theo Studies		
School of Social Sciences and Women Gender Studies		
BACHELORS ARTS IN SOCIAL SCIENCES	1	1058
	2	713
	3	840
	sum	**2611**
Bachelors Of Social Work And Social Adm	1	146
	2	106
	3	102
	sum	**354**
M.A. SOCIAL SECTOR PLANNING & MGT	1	44
	2	56
	sum	**100**
MASTER OF ARTS DEGREE IN RURAL DEV.	1	32
	2	22
	sum	**54**
MASTERS OF ARTS IN SOCIOLOGY	1	15
	2	13
	sum	**28**
Masters Of Arts In International Relatio	1	25
	2	24
	sum	**49**
Masters Of Arts In Public Administration	1	80
	2	75
	sum	**155**

Masters Of Arts In Gender Studies	1	20
	2	23
	sum	**43**
PhD in Social Sciences	1	1
PGD in Gender & Local Economic Dev	1	2
MISR Programme		
M.PHIL/PhD in Social Studies	1	8
	2	9
		17
Grand Total		**8521**

1.5 VISION

To be the leading institution for academic excellence and innovations in Africa

The College intends to excel in the pursuit and dissemination of knowledge in the areas of human thought and behaviour as they relate to socio-economic development.

1.6 MISSION

To provide a conducive environment for training, research and dissemination activities in view of producing the most competitive and relevant graduates in the humanities and social sciences for the regional and global markets

1.7 OBJECTIVES OF THE COLLEGE

- ➢ To improve the quality of research and training
- ➢ To increase the number of graduates in the Humanities and Social Sciences
- ➢ To increase the number and quality of programmes and innovations
- ➢ To increase the number of graduates with gender knowledge and skills
- ➢ To enhance knowledge transfer partnerships
- ➢ To promote internationalization and diversity

1.8 SCHOOLS AND DEPARTMENTS IN THE COLLEGE

a) SCHOOL OF SOCIAL SCIENCES

- ➢ Department of Sociology and Anthropology,
- ➢ Department of Social Work and Social Administration (SWSA)
- ➢ Department of Political Science and Public Administration

b) SCHOOL OF PSYCHOLOGY

- ➢ Department of Educational, Organisational and Social Psychology
- ➢ Department of Mental Health and Community Psychology
- ➢ Centre of Psychological Services

c) SCHOOL OF LIBERAL AND PERFORMING ARTS

- ➢ Department of Performing Arts and Film
- ➢ Department of Philosophy and Development Studies
- ➢ Department of History, Archaeology and Organisational Studies
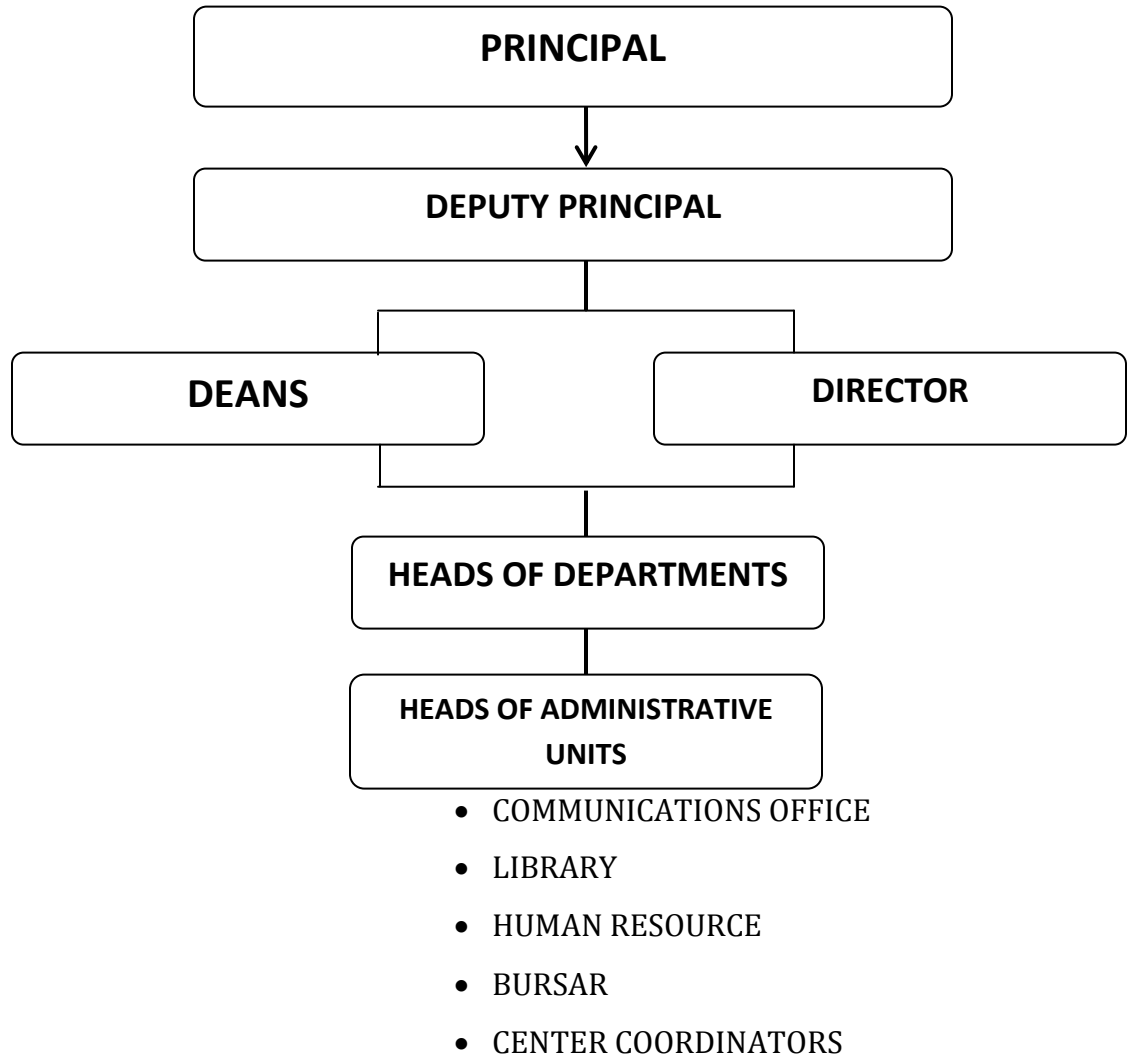- ➢ Department of Religion and Peace Studies

d) SCHOOL OF LANGUAGES, LITERATURE AND COMMUNICATION

- ➢ Department of Literature
- ➢ Department of Journalism and Communication
- ➢ Department of Linguistics, English Languages Studies and Communication Skills
- ➢ Department of African Languages
- ➢ Department of European and Oriental Languages
- ➢ Centre for Languages and Communication Services

e) INSTITUTE

Makerere Institute of Social Research (MISR)

1.9 COLLEGE OF HUMANITIES AND SOCIAL SCIENCES STRUCTURE

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┌─────────────────────────────────────┐
│             PRINCIPAL                │
└─────────────────────────────────────┘
                  │
                  ▼
┌─────────────────────────────────────┐
│         DEPUTY PRINCIPAL             │
└─────────────────────────────────────┘
                  │
        ┌─────────┴─────────┐
┌──────────────┐      ┌──────────────┐
│    DEANS     │      │   DIRECTOR   │
└──────────────┘      └──────────────┘
        └─────────┬─────────┘
        ┌───────────────────┐
        │ HEADS OF DEPARTMENTS │
        └───────────────────┘
                  │
        ┌───────────────────┐
        │ HEADS OF ADMINISTRATIVE │
        │        UNITS        │
        └───────────────────┘
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- COMMUNICATIONS OFFICE
- LIBRARY
- HUMAN RESOURCE
- BURSAR
- CENTER COORDINATORS

2 IMPORTANCE OF THE COMMUNICATION STRATEGY

The College communication strategy establishes principles and overall objectives for the College's communication activities. The communication strategy acts as a framework and a basis for the College's entire communication effort.

Although a lot of communication goes on between the College and various groups, there is no communication strategy in place which leaves communication activities unguided. The results of such a scenario may sometimes be terrible for the College and University at large. For example, often times there may be confusion instead of clarity and understanding. The practice is that each program takes decisions on how to design their messages; it is not clear who should speak to the press and when; protocol is often not observed. It is against this background that this communication strategy has been developed.

The purpose of this strategy is to ensure the College's ability to deliver messages effectively and consistently in both crisis and non-crisis situations, in a manner that serves the University's strategic mission, vision, goals, objectives, image and reputation. This in turn should cultivate the notion of respect, credibility and acceptance of all messages.

2.1 OVERALL GOAL OF THE COMMUNICATION STRATEGY

The overall goal of the communication strategy is to effectively enhance awareness, understanding and appreciation of events, policies, issues, and developments in the College and the University at large by all stakeholders

2.2 COMMUNICATION PRINCIPLES

The College communication strategy has been formulated on the following principles:-
  - ➢ The College and University at large must be visible to the entire surrounding society and well-known for its research and high-quality programmes
  - ➢ All communication and marketing efforts should contribute to maintaining and developing the good reputation enjoyed by the College
  - ➢ Communication shall all the time be open and transparent

- ➢ Communication will be made in a timely fashion
- ➢ Most information will be widely available on our website, in newsletters and in published reports
- ➢ Communications will be sensitive to members of staff and service users
- ➢ Communications will be a two way process, delivering and receiving messages through the various relevant means
- ➢ Our communication will be accessible, easy to understand, relevant, reliable and robust
- ➢ Key communications decisions will be considered and approved at the highest level

2.3 SCOPE

The strategy will guide the implementation of communication activities in all the schools in the College that include School of Psychology, School of Liberal and performing Arts, School of Social Sciences, School of Women and Gender Studies and School of Languages, Literature and Communication.

The policy also applies to all the College staff and students.

3 OBJECTIVES OF THE COMMUNICATION FUNCTION

- ➢ To bridge the information gap amongst students, staff and the general public using various channels of communication
- ➢ To Support documentation, publication and communication of College activities for improved visibility and corporate image
- ➢ To develop and maintain a wider network of partners within and outside the University that can offer expertise and financial support to the various units of the College
- ➢ To enhance stakeholder's recognition of the College as the number one provider of quality humanities education
- ➢ To develop and maintain a strong brand for the College
- ➢ To work out a plan to guide communications in times of crisis

3.1 KEY FUCTIONS OF THE COLLEGE COMMUNICATION OFFICER

➢ Developing communication objectives and plans for the College
➢ Writing speeches and press releases for College functions and events and managing the composition, editing, design, recording, and production of publications such as quarterly newsletters, brochures, supplements, journals, annual reports and audio-visual recordings
➢ Coordination, integration, and management of information contributed to the College website and establishing template formats and logical structures for web pages
➢ Ensuring that the website is regularly updated and its design and presentation is in line with University guidelines
➢ Management of media contacts and continuous provision of newsworthy information to the media
➢ Maintenance of an up-to-date database of College alumni.
➢ Provision of secretarial services to conferences/workshops as hosted by the College
➢ Coordination of the promotion of Academic programmes, services and public image the College

3.2 KEY FUNCTIONS OF THE WEB ADMINISTRATOR

➢ Implement web related policies and procedures as issued by DICTS and/or the University Public Relations Office
➢ Design, management and regular update of the College website in accordance with the University's identity guidelines
➢ Production of templates and the design of the College website in coordination with the College Communication Officer
➢ Keeping abreast of developments in the social media and incorporating these within the College website
➢ Administration of access and access levels to the College website
➢ Constantly liaise with the University Public Relations Office in the execution of the above duties

➢ Perform any other related duties as may be assigned by the College Communication Officer

4   STRATEGIC FOCUS

4.1   Areas of focus in College communications

➢ Key audiences of the College and the University
➢ Internal communication: inter program communication, communication with the University Council and administrative structures like the management of the University
➢ External Communication: donors, partners like other higher institutions of learning etc
➢ College publications: brochures, cards, posters, reports both quarterly and annual etc.
➢ Website: generating information for the website in a bid to increase web ranking of the university
➢ Media relations: press releases, press conferences, interviews with media
➢ Corporate identity/the University/college brand: logo, mission, vision, principles, corporate colors
➢ Crisis communication
➢ Communication tools: Mainstream mass media, electronic channels, print, image, interpersonal channels
➢ Legal considerations

4.1.1 KEY AUDIENCES

Given the scale of its activities, the College inevitably engages in a variety of communications, both internally and externally. Internally, there is a lot of inter-program communication. Externally, there is a lot of communication with key university publics including, but not limited to:

1) *Primary audiences*
a) *Internal Publics*

➢ Students

➢ Parents

➢ Staff/employees - The employees want to know what is going on and need to be motivated for the College and University at large to realize their mission and vision

➢ Casual labourers

➢ Senate

➢ University Council

➢ Student Associations

➢ Schools- School of psychology, School of Social Sciences, School of Liberal and Performing Arts, School of Languages, Literature and Communication, School of Women and Gender Studies

➢ Other colleges

b) *Other primary audiences that are also external publics are:*

➢ Prospective students

➢ Alumni

➢ People and organizations that work closely with the college and university at large, such as corporate companies, NGOs, hospitals

➢ Critical publics like law enforcement agencies among others need to understand the functioning of the University.

➢ Media – journalists and editors – these control the public agenda and have potential to further or hinder the cause of the College/University via their media organizations

2. Secondary Audience:

a) External Publics

➢ Donors who invest in the College, who expect results and judge the College by international standards

➢ Other universities and tertiary institutions

➢ Government expects certain results from the university being a public institution that it facilitates. Government should be viewed in categories:

-National and district political leaders

-Members of Parliament

-Ministry of Health (Health workers)

-Ministry of Education (Head teachers, teachers and other educators)

-Ministry of Gender

-Ministry of Finance

-Directorate of Public Prosecution

3.) Tertiary Audience:

➢ Social, cultural and religious leaders

➢ The general public

4.1.2 INTERNAL COMMUNICATION

This will comprise communication between departments, students, communication amongst the teaching and non-teaching staff, communication with the University Council and Management. Any member of staff can initiate such communication, using the various tools available. Copies of the communication should be made to all relevant parties within the College. The message senders will use any of the various tools available to them, depending on the needs of their target recipients (see section on communication tools). There will be timely delivery of information to the relevant college units.

Academic staff shall share quarterly progress reports with the Principal's Office and that of Communication to ease the compilation of the College annual report at the end of every calendar year.

4.1.3 EXTERNAL COMMUNICATION

This will comprise communication with target audiences outside the university's internal confines. (Refer to publics specified). All communications going out to such target groups must be approved by the College Principal. Copies of such communications must also be made to all relevant College units, especially the Central Registry.

4.1.4 COLLEGE PUBLICATIONS

These will be a key tool of communication for both internal and external purposes. They may include: annual reports, newsletters, brochures, greeting cards, calendars, posters, fact sheets, fliers etc. These may be in different languages, depending on the needs of the target recipients. Different programs can, at any point in time, initiate the production of a publication. However, consultation will be made with the communication office for technical advice on layout, design, grammar etc. All publications should not violate the principles of the University and should always bear the logo, mission, vision, and full address of the University. Both soft and hard copies of the all publications should be availed to the central registry and uploaded to the website, through the communication office.

4.1.5 WEBSITE

Maintenance of the College websites will be the responsibility of the Web Administrator with assistance from the College Communication Officer. The Communication Officer will be responsible for information gathering from all possible sources including schools, departments and student bodies. All staff and students will be expected to collaborate with the Communication Office and avail it with all necessary information to keep the website updated. There shall be diversity in information materials uploaded to the website for example videos, reports, work plans and budgets, publications, photos, research projects and news articles.

Staff are expected to issue bi-weekly updates of their activities to be uploaded to the website.

4.1.6 MEDIA RELATIONS

At the College level, the Communication Officer shall be the principal liaison with the news media. The Communication Officer with assistance from the College Principal will primarily be responsible for disseminating information to the news media. In the event of technical questions that require a technical person, the Communication Officer will arrange for an interview with that person. All communication to be made to the media personnel should be copied to the Principal, Deputy Principal, Vice Chancellor and relevant personnel for

verification to avoid embarrassing scenarios. The official spokesperson for the College shall be the Principal and where situations demand, the Deputy Principal and the Communication Officer.

4.1.7 CORPORATE IDENTITY/UNIVERSITY BRAND

Corporate identity will refer to the physical attributes that distinguish the College from other institutions. These will range from the university logo, corporate colors to mission, vision, and principles and should be respected by all the College staff with enforcement of the Communication Office.

The College shall follow the general branding guidelines of the University.

All communications coming from the College must bear the University logo, and College mission, so that recipients can easily identify it with the institution. All College properties shall be clearly identified with the University logo. These may include but not limited to:

- All stationery including letterheads, invoices, order forms, receipts, compliment slips, business cards, etc
- Name displays on premises such as offices and furniture
- Exhibition halls/ venues
- College marketing literature e.g catalogues, promotion materials
- Publications
- Advertisements in all media
- Credits on video tapes, DVDs, VCDs, slide presentations
- Clothing items like corporate uniforms, overalls, caps, lapel badges, etc
- Diaries and calendars
- Give-aways such as key-rings, pens, novelties

The Communication Office will take the lead responsibility in protecting the University logo.

4.1.8 CRISIS COMMUNICATION

The College will establish a Crisis Communications Plan to guide personnel in the event of a crisis or emergency affecting it. Individuals who become aware of a potential crisis

situation are urged to refer to the Crisis Communication Plan and to notify the appropriate department head, and to make themselves available to assist in gathering facts. The College designated Communication Officer, coordinating with the appropriate administrative officials identified in the Crisis Communications Plan, will release factual information through news bulletins, and briefings. Some of the basic guidelines during crisis communication will include:

DOS

- Gather all the facts and disseminate them from one central point
- Speak with one voice, consistently via a designated spokesperson
- Be accessible to the media so they won't go to other sources for news
- Tell the story quickly, openly and honestly to allay suspicion and rumours
- If you can't discuss something openly, explain why
- Provide sufficient evidence of statements
- Record events as the crisis evolves including photographs, and video tapes so later you can present our side of the story

DON'TS

- Don't debate the subject
- Don't attempt to assess blame; rather address and solve the problem at hand
- Don't overreact and don't exaggerate the situation
- Don't deviate from the University policy or agreed upon crisis procedures
- Don't make "off the record" statements

4.1.9 COMMUNICATION TOOLS

The College will use all communication tools at its disposal including mainstream mass media, electronic channels, print, image, and interpersonal channels. These will be selected depending on the message being delivered and the target audience. The wide range of tools will include, but not be limited to:

- Main stream media: TV, newspapers, radios. A full list will be developed by the communication office
- Press conferences/press releases
- Advertisements
- Social media – twitter, face book, YouTube
- Conference presentations
- Suggestion box
- College newsletter and annual report
- Audio visual presentations
- Video and films
- Exhibits and displays
- Open house/open days
- Meetings
- Intercom
- Letters
- Memos
- Notice boards
- Electronic mail: intranet and internet
- Interpersonal communications: one-on-one, staff meetings etc

4.1.10   LEGAL CONSIDERATIONS

At all times college communications shall be conducted in such a manner that does not cause legal liability to the university. All members developing different types of communication must be constantly watchful for pictures, and statements that might break the laws. The following must be put into consideration:

- Defamation: Libel (published or written defamation) and slander (spoken defamation). Statements or communications that diminish respect, goodwill, confidence or esteem; or produce other adverse feelings about an individual or the institution should be avoided. To avoid this, all communications emanating from the College must always be truthful and made as fair comment.

- Privacy: Many people we deal with, as partners or beneficiaries are concerned about protecting their private lives. The College communications must thus avoid intrusion (upon individuals' seclusion or solitude or into their private affairs); public disclosure (of embarrassing facts about individuals); publicity that places individuals in a false light; and appropriation of individual's names or likeness, for the good of the university.
- Copyrights: All the University staff should be mindful of violating the copyrights law which protects the creative work of other people. Where such materials are used, they should be rightfully attributed to the original creator.
- Ethics: All communications coming from the college shall of necessity meet the ethical communication standards.

4.1.11   MONITORING & EVALUATION

Mechanisms need to be put into place to make sure we know whether we have achieved the intended outcomes of the strategy, or indeed, whether we are heading in the right direction. This means identifying what has worked and what has not.

Existing methods are available and will be used as much as possible. These include but not limited to;

- New partnerships
- Media reports
- Website statistics
- Records
- Communication materials developed
- Events organised to disseminate research and other activities

4.1.12 BUDGET

The Communication Office will from time to time be responsible for budgeting for all communication requirements in the College. The Office shall also be responsible for accounting for any money given to it for communication activities.