**Theme – Communication (C)**

*Managing the accuracy, comprehensiveness, flow and usefulness of information; and providing (and making accessible) the relevant information to the relevant internal and external stakeholders at the right time (COL-RIM Verification Report, 2011, pp. 32).*

**Verified self review findings**

- Information is not properly communicated to students about classroom changes and exam timetable information
- Advertisements often do not reflect the actual start dates of programmes, i.e. Programmes may start later than planned and prospective students lose interest
- Internal communications are not very effective in some areas – receptionists not well informed about programmes; not everyone has email or receives the newsletter
- Stakeholder feedback systems are underdeveloped

**Recommendations**

**C 1**
Develop a communications strategy and protocols for all of OUSL’s internal and external communication requirements.

**C2**
The development and implementation of a comprehensive communication policy is further recommended to facilitate efficiency, accountability and transparency of organizational communication.
Theme – Communication
The strategies and activities are to minimize the awareness gaps and improve the interaction among stakeholders to achieve the corporate goals.

### Strategy 1: Effective and efficient communication among OUSL stakeholders in general

<table>
<thead>
<tr>
<th>Activities</th>
<th>Action by</th>
<th>Time frame</th>
<th>Sources of evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Make compulsory the participation of stakeholder representatives in planning and policy formulation at all levels. Maintain a database of decisions that needs to be conveyed to staff.</td>
<td>Senior Management</td>
<td>Short-term (within six months)</td>
<td>Attendance of stakeholder representatives and their contributions in formulation of policies.</td>
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<tr>
<td>2. Convene regular meetings and communicate important decisions every month through staff meetings of all academic departments and administrative divisions, by way of notices, circulars (use relevant media depending on staff involved) and meetings.</td>
<td>Deans, Directors, Heads of department and Administrative divisions</td>
<td>Short-term (within six months)</td>
<td>Minutes of meetings, notices, circulars etc.</td>
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<td>3. Develop a database on current decisions regarding procedures, mechanisms, payment rates, internal circulars etc, and improve the accessibility of these important documents to relevant OUSL staff via Intranet to make effective communication.</td>
<td>IT Director with SARs/ARs of academic and administrative divisions</td>
<td>Mid-term (within one year)</td>
<td>Regular updates on Intranet.</td>
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<td>Develop and update web site/s of and administrative academic divisions</td>
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<td>4. Display the vision and mission statements of the OUSL in all its publications.</td>
<td>Deans, Directors, Heads of departments and divisions</td>
<td>Mid-term (within one year)</td>
<td>All official documents.</td>
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<td>5. Report the progress of implementation of corporate plan at all staff meetings.</td>
<td>Deans, Directors, Heads of departments and divisions</td>
<td>Short-term (within six months)</td>
<td>Minutes, and other outputs.</td>
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<td>6.</td>
<td>Make available accepted or recommended instruments for obtaining feedback from all stakeholders (questionnaires, focus group schedules, interview schedules etc.)</td>
<td>Quality Assurance Committee</td>
<td>Mid-term (within one year)</td>
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<td>7.</td>
<td>Analyze feedback information collected from stakeholders make them easily accessible to decision makers at all levels by Departments of study and administrative divisions (using intranet as well).</td>
<td>Deans, Directors, Heads of departments and Divisions</td>
<td>Long-term (more than one year)</td>
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<td>8.</td>
<td>Maintain a database (yearly updated) on the use of stakeholders' suggestions</td>
<td>Deans, Directors, Heads of departments and Divisions</td>
<td>Long-term (more than one year)</td>
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<td>9.</td>
<td>Document all institutional research aiming institutional development</td>
<td>Librarian</td>
<td>Long-term (more than one year)</td>
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<td>10.</td>
<td>Make accessible all institutional research data to stakeholders (on request)</td>
<td>Librarian</td>
<td>Long-term (more than one year)</td>
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<td>11.</td>
<td>Reporting of progress of activities aimed at enhancing communication</td>
<td>Quality Assurance Committee</td>
<td>Mid-term (within one year)</td>
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</table>
### Strategy 2: Responsiveness to needs of industry, professional bodies and wider community.

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<th>Time frame</th>
<th>Sources of evidence</th>
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</thead>
<tbody>
<tr>
<td>1. Encourage academics to join professional organizations and actively participate in collaborative activities that will benefit quality improvement of programmes/ courses</td>
<td>Heads of Departments</td>
<td>Long-term (more than one year)</td>
<td>Memberships, collaborative activities, joint offer of courses / programmes, policy documents</td>
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<tr>
<td>2. Make <strong>compulsory the submission of a justification based on need analysis</strong>, market surveys, national priorities etc. to faculty advisory committees/ faculty boards/ curriculum development committees when commencing new programs or revisions of programmes.</td>
<td>Deans, Heads of Department</td>
<td>Long-term (more than one year)</td>
<td>Need survey questionnaires, reports, minutes of meetings</td>
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<td>3. Publish handbooks/ prospectus and make available through PRO and website.</td>
<td>Deans, Heads of Department, Director/IT PRO</td>
<td>Long-term (more than one year)</td>
<td>Publications</td>
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<td>4. Prepare a list of contact persons, contact numbers, telephone, emails etc. for programmes of study; make it easily accessible to all stakeholders: distribute to all staff in central campus and regional/study centres, display at centres and uploaded to web page for easy reference.</td>
<td>PRO.</td>
<td>Mid-term (within one year)</td>
<td>Reader friendly comprehensive annual document, upload of the same with latest revisions if needed.</td>
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<td>5. Update departmental and divisional web pages on regular basis giving the latest information on programmes and other details</td>
<td>Deans, Director, Heads of Departments and Divisions,</td>
<td>Mid-term (within one year)</td>
<td>New updates</td>
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<td>6. Update (yearly) the internal telephone directory with alternate contact details such as email addresses, home telephone numbers, mobile numbers, and publish in the Intranet.</td>
<td>Senior Management</td>
<td>Mid-term (within one year)</td>
<td>Annual telephone directory</td>
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<td>Establish advisory committees at Department/Faculty levels comprising of representatives of all stakeholders</td>
<td>Deans, Heads of Departments</td>
<td>Long-term (more than one year)</td>
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<td>8.</td>
<td>Maintain a record of revisions to the courses/programmes at Departments</td>
<td>Heads of Departments</td>
<td>Long-term (more than one year)</td>
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<td>9.</td>
<td>Report Programme review and modifications in every 5 years to the faculty boards and the Senate</td>
<td>Deans, Heads of Departments</td>
<td>Long-term (more than one year)</td>
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<td>10.</td>
<td>Faculties/departments to initiate a mechanism to obtain feedback on their activities inviting relevant stakeholders and report the findings.</td>
<td>Deans, Heads of Departments</td>
<td>Mid-term (within one year)</td>
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<td>Analyse and publish reports based on feedback from relevant stakeholders</td>
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<td>11.</td>
<td>Report at faculty board meetings the outcomes of stake holder feedbacks with regard to programme/course deployment and delivery on a suitable format</td>
<td>Deans, Heads of Departments</td>
<td>Mid-term (within one year)</td>
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<td>12.</td>
<td>Improve the existing channels of communication with respect to students and streamline the process. Maintain one LMS and one intranet for students. FAQs on the OUSL website.</td>
<td>Deans, Heads of Departments, Director/IT</td>
<td>Mid-term (within one year)</td>
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