Communications and Marketing Policy

Section 1 - Purpose

(1) This policy sets out principles, responsibilities and authorities for communication and marketing activities of Charles Sturt University (the University), including:

a. brand governance
b. marketing and advertising
c. communications to students and staff
d. engagement with media, and public and personal comment by University staff
e. governance of the University website and social media channels.

(2) This policy supports compliance with:

a. the University's Statement on Academic Freedom and Freedom of Speech
b. Education Services for Overseas Students Act 2000
c. National Code of Practice for Providers of Education and Training to Overseas Students 2018
d. Higher Education Standards Framework (Threshold Standards) 2021
e. Competition and Consumer Act 2010
f. Privacy and Personal Information Protection Act 1998
g. Spam Act 2003
h. in-country regulations relevant to the recruitment or marketing of prospective students.

Scope

(3) This policy applies to all University staff (including honorary, visiting and adjunct position holders), students, partner institutions (subject to agreement terms) and controlled entities. See also the supporting procedures for relevant audiences and scope.

Section 2 - Policy

Part A - Communication and marketing principles

(4) Effective communication with the University's stakeholders, including students, staff, the public, media, and government, is critical to the University's ability to meet its strategic objectives, promote continued public support and community engagement, and build the University's public reputation for excellence in teaching and research.

(5) The University brand communicates the University's vision and purpose, strategic direction, values and the unique reputation of the University's services and products to stakeholders. It must be applied consistently in all the ways we communicate and act, as well as through our visual identity.

(6) Centrally managed and coordinated communication channels for marketing, advertising, media engagement,

student communications, social media and website environments enable effective communications, legislative compliance and consistency with the University's brand and strategic objectives.

(7) Communication and marketing activities will be consistent with the following:

a. First Nations peoples ways of knowing, being and doing are respected.
b. Communications respect the diversity of the University community and are consistent with the University's Cultural Guidelines, Communicating without Bias Guidelines and tone of voice advice.
c. The privacy of individuals is respected, and personal information is managed and protected as set out in the Privacy Management Plan.
d. The principles of academic freedom and freedom of speech are upheld, as set out in the Statement on Academic Freedom and Freedom of Speech.
e. Regulatory and industry standards and codes of practice are complied with.
f. The University's Brand Guidelines and Editorial Style Guide are followed for consistency in tone of voice, writing conventions and the visual and written representations of the University brand.
g. The University's brand, ethos and values are reflected in the way that staff and students act and communicate in their day to day activities. It is the responsibility of all University staff to promote and protect the University brand in all communication activities related to the University.

Part B - Brand governance and corporate identity

Application of this part

(8) The University brand includes:

a. the University's name, how that name is visually expressed through its marks, logo, design, typography, colours, devices, elements and imagery (visual identity)
b. its tone of voice and how these extend throughout the University's communications (such as stationery, advertising, marketing, publications, websites and electronic media, signage, merchandising, media releases, teaching materials, speeches, uniforms, motor vehicles and products).

(9) The University brand must be used consistently in all forms of University communication and in compliance with the following guidelines and procedures:

a. The Communications and Marketing Procedure - Brand Governance sets out the processes and authorities for managing and using the University brand.
b. The Brand Guidelines is the authoritative reference source for the University brand and is the official register of all approved strategic sub-brand logos, devices, emblems, colours, and typefaces.
c. The Editorial Style Guide sets out the requirements for tone of voice, preferred terminology, grammar and writing conventions.
d. The Facilities and Premises Procedure - Corporate Signage sets out the processes and responsibilities for signage used on University premises.

(10) Any controlled entity that wishes to market its activities in a manner that is different to that of the University's brand governance processes and Brand Guidelines must seek approval from the University Council before doing so. Council may request a detailed marketing proposal in these circumstances.

Authorities and responsibilities

(11) Delegation Schedule A - Governance and Legal states the delegations for the University brand, including

authorities for:

a. approval of the University's logo or variations to the logo
b. use of the University logo and use of third-party logos in conjunction with the University logo
c. creation of strategic sub-brands
d. registration of trademarks and business names.

(12) In addition to the delegated authorities, the following authorities and responsibilities for brand governance and corporate identity are given through this policy or as otherwise noted:

Officer or body	Authorities and responsibilities
Executive Director, Customer Experience (or delegate)	Approve standard brand templates and designs for use by staff and others. Oversee adherence to brand identity in all forms of communication representing the University to stakeholders. Approve the application of the University brand in corporate communications, submissions, reports and other forms of corporate positioning. Approve the application of the University brand in marketing, advertising and promotional materials. Approve the application of brand and visual design of University websites. Approve application of the University brand to any materials produced by students or student associations. Manage temporary/impermanent signage and promotional materials as set out in the Facilities and Premises Procedure – Corporate Signage.
University Secretary	Approve the use of the University's official emblems (which do not form part of the University brand), as stated in the Governance (Official Emblems) Rule 2008. Approve the design of conferral and graduation documentation (e.g. testamurs and transcripts), as stated in the Conferral and Graduation Policy.
Director, Facilities Management	Approve University signage consistent with the Facilities and Premises Procedure – Corporate Signage and Brand Guidelines, as stated in Delegation Schedule D - Facilities and Information Technology.
Division of Learning and Teaching	Approve the application of the University's brand on learning and teaching materials, both electronic and printed, including but not limited to study guides, subject outlines, readings, examination papers in line with the Brand Guidelines.
Vice-Chancellor	Approve the Brand Guidelines, consistent with Delegation Schedule A - Governance and Legal.

(13) See the Communications and Marketing Procedure - Brand Governance for procedures and processes to support this part.

Part C - Marketing, sponsorship and advertising

Application of this part

(14) This part does not apply to advertising for staff recruitment or procurement and tendering purposes.

(15) Marketing and advertising information will be compliant with the Higher Education Standards Framework (Threshold Standards) 2021 (HESF) and National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code), as well as other legislative and regulatory requirements (see clause 2).

(16) The Communications and Marketing Procedure - Marketing, Sponsorship and Advertising sets out detailed responsibilities and processes, including:

a. advertising compliance and standards

b. requirements for advertising University courses in accordance with HESF 7.2 and the National Code
c. requirements for international marketing and educational partner institutions in accordance with the National Code
d. advertising processes
e. development of promotional materials.

(17) Other information provided to prospective and current students is addressed in the following:

a. Admissions Policy and procedures – information about their rights and obligations provided prior to admission or enrolment (in accordance with HESF standards 1.1 and 7.2).
b. Course and Subject Policy and Course and Subject Procedure - Information and Representation – information provided to assist in decisions about courses or units of study (in accordance with HESF 7.2).

Authorities and responsibilities

(18) Delegations conferring authorities for marketing and advertising functions are stated in:

a. Delegation Schedule A - Governance and Legal Delegations, including authorities for:
    i. appointment of advertising agencies
    ii. University-wide or course or organisational unit-specific advertising campaigns
    iii. approval of marketing materials and activities for domestic and international markets
    iv. approval of the prospective student facing (Study) websites
    v. approval of promotional events for prospective students
    vi. appointing international education agents.
b. Delegation schedule C – Finance for authorities for approval of sponsorships by the University.

(19) In addition to the delegated authorities, the following authorities and responsibilities apply to marketing and advertising:

Officer or body	Authorities and responsibilities
Executive Director, Customer Experience (or delegate)	Overarching responsibility for all advertising and marketing.
Pro Vice-Chancellor (International) (or delegate)	Approve marketing materials and activities for international student markets and ensuring compliance with the necessary legislation and regulations, subject to the Executive Director, Customer Experience (or delegate) approval of the application of the University brand. Attract new opportunities with prospective partners and oversee quality assurance of marketing activities undertaken by partner providers. Recruit international education agents, oversee quality assurance of marketing activities and ensure agents are engaged and managed in accordance with the International Education Agent Policy. Develop and implement strategies aimed at increasing the number of international students studying with the University.

Part D - Media, engagement and public comment

Application of this part

(20) This part applies to the following types of (non-marketing) external communication used by the University:

a. corporate communication
b. news and media communication
c. public and personal comment
d. government communication.

See Section 5 of this policy for definitions of the above.

(21) The Vice-Chancellor is the principal official University spokesperson on matters relating to the governance, strategies and management of the University, and has priority in all media communications.

(22) The Vice-Chancellor will approve designated official spokespersons and the matters on which they are authorised to make media releases and/or speak on behalf of the University, as set out in the Communications and Marketing Schedule – Official University Spokespersons [pending approval].

(23) The Enterprise Agreement, Statement on Academic Freedom and Freedom of Speech and the Code of Conduct set out the rights and responsibilities of employees with respect to public comment.

(24) In accordance with the Statement on Academic Freedom and Freedom of Speech, employees must clearly identify whether their views are being made in a personal capacity or as a representative of the University, including whether the views expressed are their own and not that of the University.

(25) Communication about emergencies and critical incidents is coordinated through response plans developed under the Resilience Policy.

(26) The Communications and Marketing Procedure - Media, Engagement and Public Comment sets out detailed information to support this part, including:

a. additional information relating to corporate communications, news and media communications and public comment
b. advice for determining whether a personal comment may be connected to the University and so requiring a disclaimer
c. information about the use of social media for public and personal comment
d. obligations relating to all external comments under this part.

Authorities and responsibilities

(27) Delegation Schedule A - Governance and Legal states the delegations for media, engagement and public comment, including authorities to:

a. approve the issue of a media release
b. speak to the media
c. approve official spokesperson and the matters on which they are authorised to make media releases and/or speak on behalf of the University.

(28) In addition to the delegated authorities, the following authorities and responsibilities apply to media, engagement and public comment:

Officer or body	Authorities and responsibilities
Official spokespersons	Engage with the media or issue media statements on matters where the Vice-Chancellor has authorised a particular corporate position or has authorised responsibility for that matter to the spokesperson.

Officer or body	Authorities and responsibilities
Media	News production and dissemination and media production in support of the University's marketing strategies. Manage media communications regarding critical incidents.
All University staff	Public comments consistent with the responsibilities set out in the Statement on Academic Freedom and Freedom of Speech, Code of Conduct and the guidance provided in the Communications and Marketing Procedure - Media, Engagement and Public Comment.
Communications and Government Relations	Manage the University's government communications, including responses to official inquiries and discussion papers. Provide support and resources including training to key University staff for their future government communications.

Part E - Student and staff communication

Application of this part

(29) This part applies to the following types of internal communication used by the University. See Section 5 of this policy for definitions of each:

a. student communication
b. official internal communication.

(30) This part does not apply to:

a. regular communications between areas of the University
b. communication from faculty and school staff to students
c. communication from professional/general staff to students
d. communication to prospective students and alumni.

(31) Other internal communications of importance to all staff or students should be issued by the organisational unit responsible for the matter, normally via posting to the University's What's New information service, social media channels and/or by other appropriate methods.

(32) See the Communications and Marketing Procedure - Student Communication for procedures and processes to support official communications for students.

Authorities and responsibilities

(33) There are no delegations relating to internal student and staff communications.

(34) The following authorisations and responsibilities apply to student and staff communications:

Officer or body	Authorities and responsibilities
Student Communications, Communications and Engagement	Manage official student communication and information for current students of the University.
Internal Communications, Communications and Engagement	Coordinate official internal communication to staff, such as those issued from or supported by the Vice-Chancellor, or for major University-wide initiatives.
All staff and organisational units	Other internal communications.

Part F - University websites and social media platforms

Application of this part

(35) This part does not apply to online activities specific to the conduct of learning and teaching and the development and maintenance of learning technologies or learning resources.

(36) The University's web environment is viewed as a single entity to ensure a consistent and coordinated environment aligned with the University's strategic objectives and brand guidelines.

(37) The University's website is the official online presence of the University and as such is the central point of access to the University and provision of information to stakeholders in the online environment.

(38) For procedures and processes that support this part, see the:

a. Communications and Marketing Procedure - Website and Social Media Platforms
b. Communications and Marketing Social Media Guidelines

Authorities and responsibilities

(39) Delegation schedule D - Facilities and Information Technology states the delegations for University websites, including:

a. approval of web standards
b. approval of new websites and web content
c. approval of changes to the University homepage and the prospective students (Study) website.

(40) In addition to the delegated authorities, the following authorities and responsibilities apply to University websites and social media platforms:

Officers or bodies	Authorities and responsibilities
Web Steering Committee	Governance of the University's web environment and the University's Web Improvement Program, as per the 'Web Steering Committee' - Membership and Terms of Reference. Approve the use of links to commercial entities, paid advertising and publication of sponsorship arrangements on the University website.
Web Office	Oversee, maintain and develop the University's web environment as a single entity to ensure a consistent, coordinated, innovative and current environment.
Chief Information and Digital Officer	May approve changes to the University website, at any time and without notice, where it is deemed a significant risk to the University's reputation not to act, or where content contravenes University policy or codes of conduct.
Senior Manager, Web Office	Approve exemptions to the web style guidelines. Approve URLs based on the University's domain name. Approve inclusion of third party systems or applications for use in the University web environment.
Manager, Digital and Social Media	Develop and manage the University's central social media accounts, as listed in the Communications and Marketing Social Media Guidelines. Approve official University social media channels developed by organisational units of the University, in consultation with the relevant organisational unit head or deputy and, for channels intended for prospective students, the Executive Director, Customer Experience.
Organisational unit heads and deputies (Bands 6 or 7)	Approve official University social media channels for their organisational unit, in consultation with the Manager, Digital and Social Media and, for channels intended for prospective students, the Executive Director, Customer Experience.
Executive Director, Customer Experience	Approve social media channels intended for prospective student marketing activities.

Section 3 - Procedures

(41) The following procedures support this policy:

a. Communications and Marketing Procedure - Brand Governance
b. Communications and Marketing Procedure - Marketing, Sponsorship and Advertising
c. Communications and Marketing Procedure - Media, Engagement and Public Comment
d. Communications and Marketing Procedure - Student Communication
e. Communications and Marketing Procedure - Website and Social Media Platforms

Section 4 - Guidelines

(42) The following guidelines support this policy:

a. Brand Guidelines
b. Editorial Style Guide
c. Communications and Marketing Social Media Guidelines

(43) See also:

a. Communicating Without Bias Guidelines

Section 5 - Glossary

(44) The following terms are defined for the purpose of this policy (see also the supporting procedures for relevant definitions):

a. Corporate communication – means communications to the media, public, government or government bodies or other external stakeholders, on issues that have a general campus or University-wide impact or significance or situations that are of a particularly controversial or sensitive nature (for example, corporate comment on government higher education policy).
b. Delegation – means the authorities conferred by the University Council that must be exercised in accordance with the Delegations and Authorisations Policy. Where there is an inconsistency, delegations overrule any authorisations given through this policy.
c. External sponsorship – means the provision of a financial payment or in-kind support by the University to an external body, corporate or otherwise (within Australia or internationally), in return for brand exposure or promotional opportunities in accordance with the University's strategic objectives. External sponsorships can be classified under the following categories: Community Engagement sponsorship, Exhibitor/participation sponsorship, Marketing sponsorship or Strategic Partnerships. (See the Communications and Marketing Procedure – Marketing and Advertising for explanations for each of these types of external sponsorships).
d. Government communications – include communications and submissions with/to government and government agencies and are normally considered either:
    i. corporate communication where the communication on behalf of the University, and in particular for-publication submissions
    ii. public and personal comment where the communication is by individual staff or groups and is consistent with the requirements set out in this policy and the Communications and Marketing Procedure - Media, Engagement and Public Comment.

e. News and media communication – means the production of media releases, statements and copy for the purpose of public relations and strategically building beneficial relationships between the University, the media and the public, and promoting the University's achievements, events and activities.

f. Official internal communication – means communications issued to University staff, either directly from (or endorsed by) the Vice-Chancellor, or as part of major University-wide initiatives.

g. Personal comment – means public comments made in a personal capacity, e.g. comments that do not relate directly to the academic or other specialised areas of a staff member's appointment, or where they are not authorised to make the comments on behalf of the University.

h. Public comment – as stated in the Code of Conduct, includes public speaking engagements, comments on radio or television, and expressing views in letters to newspapers or in books, journals, notices or other media (including social media such as Facebook and Twitter) where it might be expected that the publication or circulation of the comment will spread to the community at large.

   Student communication – means the official communications to current students that are issued by Student Communications. These include communications:

   i. regarding enrolment, awards, graduations, or grade release
   ii. regarding critical incidents or significant changes to University operations
   iii. from the Vice-Chancellor or Chancellor
   iv. regarding their learning that is outside the regular teaching and learning communications, and
   v. related to the promotions of new courses, events, initiatives, surveys, news and wider announcements.

Status and Details

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