



Title: Communication Procedures

Code: : GU-PR47COM

Version: 2.1

Date of Issue: 2023

Effective Date: October 2023

Approval Authority: University Council

Document Owner: University President

Review: The procedures are subject to periodic reviews as per amendments
of Communication Policy

1. Purpose

The purpose of this document is to ensure Gulf University's commitment towards implementing Communication Policy for fair, transparent, timely communication with and between staff, students and other University constituents internally and with external stakeholders.

2. Scope

This document applies to:

- all Colleges, Departments, Centers, Units, Offices (both Academic and Administrative), Councils, Committees and their functions at Gulf University.
- all academic and administrative staff and students at Gulf University.

3. Acronyms

A & R	Admission & Registration
BQA	Education and Training Quality Authority
HEC	Higher Education Council
HOD	Head of Department
IT	Information Technology
QADC	Quality Assurance and Development Center
SSU	Student Services Unit
TOR	Terms of Reference
CQAC	College Quality Assurance Committee
UQAC	University Quality Assurance Committee

4. Definitions

Communication Channel: Communication channel is a method/tool to communicate with stakeholders of the University.

SMS Communication: SMS stands for Short Message Service which is a communication sent to mobile phone and is also known as text message.

Social Media: Website and applications that enable users to create and share content and engage in networking for example, Facebook, Instagram, Twitter, YouTube, WhatsApp.

Student: A student is any individual who has completed the formal procedures necessary to register on a program offered by Gulf University.

University Constituents: University Constituents are Colleges, Departments, Centers, Units, Offices (both academic and administrative), Councils and Committees at Gulf University.

5. Procedure Details

A. Communication with Students

1. IT shall create email id for each student and bulk mail id with access given to head of academic departments and administrative departments, dean of the colleges, COO, VP academic affairs and President of the University.
2. SSU shall send bulk email, SMS about events, activities and announcements to the students. SSU shall post the announcements and messages after getting approval from the line manager in case of critical matters. Head of SSU shall also manage formal email communication with students related to events, curricular and extra-curricular activities of the University. SSU shall send group text message in social media.
3. A & R Unit shall send formal email and text messages to the students regarding the dates of registration, payment of fees, class time table, examination schedule, academic performance and warning letter (in case of students at risk), warning letter for low attendance, notices related to awards and graduation.
4. Academic staff shall communicate with the students via formal email using GU email id for academic advising, academic matters including sharing information related to internship and graduation project. Academic staff shall also communicate with the students in Learning Management System by uploading course material, lecture and PPTs, course specification, research articles, assignment, case study etc. and by using Chat, Forum in the online platform. Course instructor shall connect with the students informally in social media.
5. Students shall communicate with the course instructor or provide feedback through email, messages, social media and on Learning Management System. Students shall fill forms to make any appeal for assessment, appeal for grade, appeal for academic misconduct and shall submit to SSU. Students shall complete forms for grievance and complaint against administrative/support service/behavior or action taken by academic staff/peer to submit to SSU.
6. Students shall receive updated information about University practices, achievements, strategic issues, academic calendar, semester schedule, exam schedule, social and cultural events, activities, research and community engagement activities, training and professional development programs in the website.

7. University senior management and administrators shall send formal email to students for informing students about institutional priorities, achievements and any other important matter or regulations/practices/University decision etc.
8. Students shall receive announcements, messages about events and activities, achievements of students and staff in social media channels namely, Facebook, Twitter, Instagram, YouTube. Public Relations Office shall prepare the content or text message and design the post and the line manger shall approve the post and the design.
9. Students shall receive resolution if nominated as member of University/college level committee/council from President's office/Dean and email notification to attend the meeting shall be sent to the student by the coordinator of the committee/council.
10. Student shall receive information about University strategic plan, organizational structure, policies and procedures, regulations, conduct, disciplinary action, student support services, resources and facilities serving program related academic and administrative matter in the induction session.
11. Students shall provide feedback through surveys namely, course evaluation survey, general satisfaction survey, exit survey, feedback survey on internship, graduation project, satisfaction on library services. Institutional Performance Measurement Office shall analyze the survey and result shall be sent to relevant heads of academic and administrative department/unit/center by the line manger for evidence based decision making.
12. University senior management shall conduct face to face meeting/ question-answer session with the students to address concerns of the students and to make them aware about the University inititaives and achievements. Academic staff/academic advisors shall communicate with the students in face to face meeting/office hours with prior appointment. Minutes of the formal meeting and notes on question-answer session are recorded and disseminated with the concerned staff for corrective action. Head of SSU and the officers in the unit shall meet students individually or in a group to discuss their concerns or initiative for any event. Student counselor shall communicate with the students in a private room in confidential manner.
13. Student shall receive communication in English and Arabic language. Students shall receive hard copy of Student Handbook, Registration details, Transcript, Study plan, certificate, equivalency form, letter of appreciation, warning letter, disciplinary action, fees receipt and other related academic matters. All the information shall be accessed in soft copy either in website or through email correspondence.

14. Student shall receive information about important events, activities, academic and examination schedule, achievements through bulletin boards in prominent places of the campus.

B. Communication with and between Staff

University staff shall have access to the following categories of information through email, website and SharePoint, meeting, memo, resolution, report and social media :

- GU Bylaws and wide range of policies and procedures
 - Governance and management
 - Strategic direction
 - Job description
 - Day to day function related information
 - University wide announcements and notices about events, activities and initiatives
 - Resources, infrastructure and facilities
 - Contingency action related information
1. All the staff shall have access to University wide policies, procedures, regulation, University profile, organizational structure, colleges and academic programs, program manual, Staff Handbook, research achievements, community engagement, Student Handbook, student activities and achievements, staff professional development activities in website.
 2. HR department shall maintain job description/job profile of academic and admin staff which shall be disseminated at the time of joining.
 3. Newly joined academic and administrative staff shall receive induction to familiarize with the University practices, policies and procedures, strategic plan, organizational structure, quality assurance practices, resources and facilities at different stages. All the staff shall attend the ongoing orientation sessions to ensure consistent implementation of GU policies and procedures, forms in academic and administrative matters. All the staff shall have access to intranet to know the policies, procedures, forms; ToR of University and college level committees and councils, University annual report; job description, Scope of Work of Unit/Center.
 4. IT shall create GU mail id for each staff which shall be communicated after joining. Bulk mail id shall be created by the IT with access given to President, Vice President and other senior management, Head of academic and administrative unit/center/department.
 5. President's Office shall communicate with all staff through email in intranet to inform about resolution, memo, announcement, academic practices/regulations. President shall call for a face to face meeting with all

staff /head of the departments/dean of the colleges/ head of the administrative unit/center/department. President shall invite senior management to a face to face communication to discuss critical matters relating to managing the University. All the attendees of the meeting shall receive email with agenda at least one day prior unless there arises urgent critical issues.

6. Staff shall communicate with the peers and the line manager via University email and formally report to the immediate line manager within the lines of authority and responsibility. While communicating with any stakeholder (internal and external) staff/administrator shall keep the line manager and the colleagues in the same department/center/unit in the loop (email) if relevant.
7. Chair of the committees and councils shall send the meeting agenda at least 2 days before the meeting to the members. Members shall respond to the email sent mentioning the date, time and venue of the time. Coordinator of the committee/council shall prepare the minutes of meeting and shall share the minutes with all the members. Follow up actions shall be discussed in the next meeting. Chair of the committee/council shall report to the designated person as per the TOR.
University council, College council and Department council shall meet once in a month and discuss academic and administrative matters. University and College committees shall meet at least twice in a semester or as per the ToR. Minutes of all meetings shall be disseminated to concerned members to take necessary action. The coordinator of the committee shall prepare annual report reflecting effectiveness of the committee in implementing the roles and responsibilities.
8. Head of center/department/unit/college shall prepare action plan aligned with strategic plan and 5 year roadmap. The action plan and progress report shall be sent to the line manager for approval before sharing with senior management and the department staff for implementation.
9. Head of center/unit/department shall prepare annual report and shall be shared with University senior management after approved by line manager and shall upload it in SharePoint.
10. The line manager and the staff shall have the opportunity to provide feedback to finalize any report before it is available in SharePoint. Any report or data to be sent to regulatory body or external person/ external stakeholder shall be reviewed and approved by the line manager.
11. University management and administrators shall communicate with the colleagues in face to face meeting and encourage two way communication for participative decision making.
12. Staff shall have access to information about University events, announcements, achievements, updates in social media. Public Relations Office shall prepare the post for announcements, pictures, videos and

messages and shall post on Instagram, Facebook, Twitter, Youtube. Staff shall have freedom to use social media for formal and informal communication with colleagues, line manger and senior management adhering the rules and code of conduct of the University. Staff shall consider the responsibility to maintain the image and brand of the University while making comments and posts in public for official matters.

13. Staff Development Unit shall conduct orientation sessions for the staff for systematic and consistent implementation of GU policies and procedures. The head of the unit shall prepare training plan and shall send the email invitation to the staff to attend such sessions at least 2 days prior to the event.
14. Senior management shall have the right to send email for any information and call for face to face communication to discuss about academic/nonacademic issues to the staff directly and by giving cc to the line manger.
15. Staff shall provide feedback through faculty satisfaction survey, staff satisfaction survey, library satisfaction survey, training need form. Institutional Performance Measurement Office shall analyze the survey results and once approved by the line manager the report shall be sent to the academic and administrative department/unit.
16. Institutional performance Measurement Office shall receive the student data from A & R unit and MOODLE database after the end of each semester. This office shall prepare student cohort analysis, course evaluation survey analysis, exit survey analysis and the labstast report. Once approved by the line manger, the reports shall be sent to the relevant head of academic and administrative units/department.

C. Communication with Regulatory Bodies

University shall communicate with regulatory bodies through formal email and face to face meeting.

1. President's Office shall directly communicate with the local regulatory bodies namely, HEC and BQA Bahrain through email. Required reports, data and any other document shall be sent in soft or hard format or both depending on the expectations of the regulatory bodies.
2. Once received any resolution, letter, memo from HEC and BQA President's Office shall direct the communication to the concerned senior management or administartors for necessary action as advised by the president. Director of QADC shall coordinate with the regulatory bodies for institutional accredittaion/ institutional review if assigned by the University President. Chair of Research Council shall receive direct communication from Directorate of Research and shall send the required details and documents once approved by the President. Head of A & R and HR shall prepare

- required reports and institutional data to the regulatory bodies. Once approved by the line manager and final review by President relevant documents in soft and hard form shall be sent to the regulatory bodies.
3. University management shall communicate with the regulatory bodies through formal meetings and site visit. The head of concerned unit/department/center shall prepare the required documentation and shall discuss the matters raised by the regulatory bodies. University President and Vice President/ QADC Director shall meet the officials/directors of the regulatory bodies face to face with prior appointment.
 4. Hard copy of any report or letter submitted to regulatory bodies shall be signed, stamped and scanned to ensure the authenticity of the documents. President's Office shall archive the mail correspondence, institutional data relevant for student, staff, academic program, A & R, Student Services, research, community engagement and all other reports sent to regulatory bodies.
 5. President's Office shall send the details of any activity and event to HEC for prior approval by filling the required form:
 - Curricular and extra curricular activity to be conducted in the University
 - Training, workshop, forum and conference to be attended by staff inside and outside Bahrain
 - External trainer to visit Bahrain for delivering training
 - External trainer to provide online training
 - Community engagement activities by staff within and outside the University
 6. President's Office shall send the approval letter from HEC to the respective staff by email with copy to President, Vice President, Head of Staff Development Unit/Chair of Research Council/ Director of Community Engagement and Continuous Learning Center.
 7. College Dean shall communicate formally through email with program accreditation/ professional accreditation bodies for membership. Program leaders in collaboration with dean of the college shall communicate with the program accreditation bodies and share information as per the requirements. Department staff shall receive information about the developments in department council meeting and shall deliver the relevant tasks.
 8. Staff shall have access to the academic and non-academic regulations of HEC in managing day to day operations of the University.

D. Communication with External Stakeholders

Academic and administrative staff with appropriate authority shall communicate with external stakeholders including community at large.

1. At the institutional level University President shall communicate with external bodies/people from different sections of society through email and face to face meetings. President shall engage with external people/bodies for mutual benefit and to raise the image of the University.
2. Public Relation Office shall share the achievements and events of the University to newspaper and media agency to make the community aware of the events and accolades of students and staff. Pictures and content of the clip shall be prepared by the Public Relations Office in relation to the concerned staff responsible for the event and the achievements. Once approved by the line manger the document shall be sent to the media for publication. This office shall communicate with the companies for printing business card, roller poster, banner, display board. This Office shall manage communication with magazine for advertisements, hotels for organizing events and conferences.
3. Program leaders shall communicate with program industrial advisory board, external reviewers, external verifiers and moderators, guest speaker, industry partners, external consultants, employers, external jury members formally through email with copy to dean and program staff. Reports, presentations and minutes of meeting shall be prepared and disseminated amongst the concerned staff for future action and to facilitate informed decision making. Program leaders shall communicate with the external stakeholders sending copy to the dean. Apart from formal email program leader shall use telephonic communication and social media channels. Academic staff/supervisors shall coordinate with internship company and shall follow up with the field supervisor through the internship program.
4. International Relations Office shall communicate and develop collaborative relation with international universities for offering joint program, franchised program, exchange program, benchmarking exercise, joint research, competition and collaborative events involving international students. Communications shall take place in the form of email, skype meeting, face to face meeting by visiting the foreign University and inviting the representatives in GU.
5. Alumni office shall communicate with the graduates through email and social media. This office shall update the graduate destination data by following up with the alumni every 3 months for a period of 5 years. Alumni office shall maintain the database and shall share through email with relevant heads of department, QADC staff as and when required and sending copy to the line manager. Alumni office shall invite students to attend meeting, any event conducted in the University. This office shall communicate with the alumni to inform about career opportunities.
6. Internship and Career Development Office in coordination with program leader shall communicate with internship provider. This office shall collect feedback from the student and field supervisor about internship. Once

analyzed the feedback report shall be sent to the program leader and director QADC for continuous enhancement.

7. Head of the administrative departments/unit/office shall communicate with external companies for learning resources and physical resources or to subscribe software for better management of the functions. The responsible head of the departments shall send email to the relevant companies or institution for purchasing learning resources and for benchmarking against best practices.

E. Cross Communication between Departments, Units, Centers and Committees

1. Academic and administrative staff shall maintain cross communication between centers, units and departments to ensure transparency and to receive input for evaluation and development in academic and administrative functions.
2. CQAC shall receive feedback from the college level committees in areas of teaching, learning, assessment, research, program review and development, community engagement etc. and chair of CQAC shall discuss the concerns and areas of improvements in UQAC meeting. Similar interaction and dissemination of information shall be carried on between UQAC and other university level committees of Admission, Teaching and Learning, Research, Community engagement, Business Continuity etc. to identify the gap in the existing process and provide suggestions/propose measures for continuous enhancement.
3. Chair of committees at college and university level shall share the annual performance report of the committees to the director of QADC. Head of academic and administrative department/unit/center shall also share the annual report of the respective university constituent once approved by line manager.
4. Any communication directly made by head of academic and administrative unit/center/department with the regulatory body/external stakeholder shall be shared with university senior management and director of QADC. Dissemination of relevant information shall take place either by forwarding email or by sending copy to the university senior management and director of QADC for such external communication.

6. Responsibilities

Staff and Students are responsible for:

- following this document appropriately

HODs and Managers are responsible for:

- following this document appropriately

Deans are responsible for:

- following this document appropriately

Academic And Administrative Departments are responsible for:

- appropriate implementation of this document

QADC is responsible for:

- appropriate implementation of this document.

Chief Operations Officer is responsible for:

- appropriate implementation of this document

Vice President for Academic Affairs is responsible for:

- appropriate implementation of this document

President is responsible for:

- appropriate implementation of this document

University Policy Development and Review Committee is responsible for:

- systematic review of the effectiveness of this document.

7. Related Policies

- all academic and administrative policies of GU

8. Related Procedures

- all academic and administrative procedures of GU

9. Related References and Standards

BQA	National Qualifications Framework Handbook
BQA	Programs-within-College Reviews Handbook