DRAFT COMMUNICATION POLICY FOR BAYERO UNIVERSITY, KANO

Presented to the

University Management Committee (UMC)

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Table of Content

Key to Abbreviations

ABC	Abdullahi Bayero College
AI	Artificial Intelligence
ANAN	Association of National Accountants of Nigeria
ASUU	Academic Staff Union of Universities
BUK	Bayero University, Kano
CCMT	Crisis Communication Management Team
CEO	Chief Executive Officer
CIT	Centre for Information Technology
COREN	Council for the Regulation of Engineering in Nigeria
DAP	Director, Academic Planning
DBS	Dangote Business School
DEAR	Directorate of Examinations, Admissions and Records
DPA	Director of Public Affairs, Directorate of Public Affairs
DSA	Dean of Students Affairs, Deanery of Students Affairs
FGN	Federal Government of Nigeria
FM	Frequency Modulation
FME	Federal Ministry of Education
ICAN	Institute of Chartered Accountants of Nigeria
ICT	Information and Communications Technology
ITF	Industrial Training Fund
JAMB	Joint Admissions and Matriculations Board
KPIs	Key Performance Indicators
MC	Master of Ceremony
MDCN	Medical and Dental Council of Nigeria
MOA	Memorandum of Action
MOU	Memorandum of Understanding
MSD	Maintenance Service Department
NAAT	National Association of Academic Technologists
NANS	National Association of Nigerian Students
NASU	Non-Academic Staff of Universities
NBC	National Broadcasting Commission

NBTE	National Board for Technical Education
NCC	Nigeria Communications Commission
NCCE	National Council for Colleges of Education
NECO	National Examinations Commission
NIPR	Nigerian Institute of Public Relations
NITDA	National Information Technology Development Agency
NUC	National Universities Commission
PENCOM	National Pension Commission
PRO	Public Relations Officer
PSN	Persons with Special Needs
SCE	School of Continuing Education
SIWES	Students Industrial Work Experience Scheme
SPS	School of Postgraduate Studies
SSANU	Senior Staff Association of Nigerian Universities
TETFUND	Tertiary Education Trust Fund
TV	Television
UHS	University Health Services
UMC	University Management Committee
WAEC	West African Examinations Council

Executive Summary

This document presents the Communication Policy for Bayero University, Kano. It traces the founding of the University and its early communication practices. In the process, it establishes some challenges which are attributed to the lack of a structured framework of communication in the University and hence the need to have one. The policy then outlines the rules and regulation that shall govern all communication activities amongst the University's internal and external publics. The purpose of the policy is to ensure that all communication that takes place on behalf of the University promotes its good image; is consistent with the University's vision, mission and core values; is responsive, consistent and all-encompassing; and that it complements the University's quality standards, branding and visual identity. The policy also sets a communication procedure and identifies units or personnel to carry them out, with distinctive roles for each. The document likewise establishes the formal organs and channels of communication as well as the technology to be deployed in order to ensure desired outcomes, in line with global best communication practices.

1. PREAMBLE

Bayero University is in constant pursuit of ways to "lead in research and education" on the African continent. It aspires to do so by fetching itself a place among the top most universities in Nigeria and the continent of Africa. This could only be possible through a robust communication of its vision, mission, and core values to its internal and external stakeholders. Similarly, if Bayero University is to continue discharging its mission of addressing "African developmental challenges through cutting edge research, knowledge transfer and training high quality graduates", it needs to improve its communication with its key stakeholders. It would not be out of place to state that information is particularly the life blood of a university striving for all round excellence in its image, activities, products and output.

2. BACKGROUND TO THE POLICY

2.1 The Evolution of Bayero University Communication Practice

The culture of communication in Bayero University started at the inception of Ahmadu Bello College in 1960, which was later renamed Abdullahi Bayero College (ABC) in 1962, and which later became Bayero University in 1977. In the 1960s, publications and information dissemination functions were performed and supervised solely by the College Principal. After the metamorphosis of ABC into Bayero University in 1977, an Information and Publication Division was established, under the office of the Registrar, to continue discharging all information and publications' function.

The duties of the Information and Publications Division were to disseminate information to the public and manage the production of all university publications. The key staff were the Publication's Secretary, under whom was the University Public Relations Officer (PRO). The Publications Secretary prepared and submitted materials to publishers of Telephone Directories and *the Nigeria Year Book*. The Publications Secretary also handled the collecting, collation and compiling of materials for university publications such as *the Students' Handbook*, *Calendar*, *Prospectus*, *Annual Report*, *Calendar of Events* and others. The PRO assisted the Publications Secretary in drawing up invitation lists for university ceremonies, information leaflets and press statements to the Press; conducted visitors around campus, town and city; as well as collecting, collation and publication of *Bulletin* and *Gazette*. Furthermore, the Division was actively involved with ceremonies especially Convocation, by sending out invitation cards and documenting feedback.

As Bayero University and its academic programmes grew into multiple campuses, in the 1980s and 90s, the communication practices expanded and evolved accordingly. The practices were primarily discharged during occasions such as orientation of students, matriculation, convocation, congregation meetings, teleconferencing, press conferences, summits, conventions, media interactions, and public lectures. The renamed *Official Bulletin* came to be supplemented by a periodic magazine, the *Quarterly News,* produced four times in a year. Changes in Information and Communications Technology (ICT) as well as modern printing

technology saw a repertoire of new tools added to the University's range of communication arsenal. These include the University website and portals, jazzy publications, such as the weekly colour *Official Bulletin*, the monthly *BUK Today* magazine, BUK FM Radio, a range of information rich *Annual Report*s as well as a *Tenure Report* every five years. Others include the Bayero University Press, as well as the usual written communication in form of circulars, public notices, bills, banners, memos, briefs, minutes, guidelines, instructions, and other administrative communication forms.

The creation of the Directorate of Public Affairs (DPA) in 2014 represents the maturation and consolidation of the communication culture and practices in Bayero University. The Directorate, headed by a Director, is answerable to the Vice-Chancellor. The Directorate handles the preservation of Bayero University's corporate image through the deployment of appropriate media, as well as strategic communications management. It has five Units, each of which is headed by the most senior staff in the Unit.

3. CHALLENGES AND SITUATION ANALYSIS

After a careful situation analysis, it is found that the communication culture of Bayero University is replete with challenges and inefficiencies. Some of the communication challenges identified include, but are not limited to, the following:

- Lack of a structured framework of communication, i.e., a formal communication policy
- Employment of a reactive, rather than proactive communication strategy
- Lack of alignment between the University's vision, mission and core values and its communication strategy
- Poor quality of messages, often as a result of inefficient language use, stylistic inadequacies, haste, or sheer lack of skill
- Breach of confidentiality; official, and often sensitive issues get leaked out, or are accessed by unauthorized persons, in violation of professional practice

- Dispatch delays due to absence of vehicles to distribute mails and other materials
- Over-reliance on traditional modes, namely printed matter, to the detriment of the new technologically-driven modes of information dissemination. In other words, there is reluctance to explore electronic and/or digital modes of communication
- Poor or lack of training of staff handling communication matters; some staff do not have multimedia skills at all
- Lack of effective feedback mechanism when communicating with the University's external stakeholders
- Under-funding; there is lack of funds even for basic expenses
- Lack of professionalism in practice; some officers do not know their jurisdiction in communicating with superior officers or external stakeholders
- Under-use or non-use of routine communication devices such as official telephones, intercoms, fax and emails, and use of personal devices instead
- Prevalence of stale or outdated information in many information outlets, including the website and portals of the University.
- Insufficient bandwidth to facilitate online/digital activities of the University
- Lack of quality equipment
- Lack of synergy between the various units handling communication matters, such as the print unit and website team of the DPA, BUK FM Radio and other organs

4. NEED FOR A COMMUNICATION POLICY FOR BAYERO UNIVERSITY

Having identified the challenges in the current communication practice of Bayero University, it becomes clear that a structured framework of communication is required to guide the discharge of all related activities.

4.1 Concept of University Communication Policy

Communication simply means the transmission of information from a source to a destination, or the imparting and exchange of information ideas, or feelings by speaking, writing or use of other media. A communication policy is the totality of

rules, regulations, guidelines, processes, procedures, conventions and protocols guiding the generation, processing and dissemination of news and information about a corporate organization to its publics, both internal and external.

Over the years, managing corporate communication in a university has become increasingly challenging because of innovations in information and communications technology.

In a university, being an academic institution, and whose principal mandate is to generate and disseminate knowledge, the need for a communication policy is obvious. When in place, such policy shall deploy communication and its various media to provide clear, accurate, timely, fair and objective information to all stakeholders within the university and outside. The policy should recognize that communicating positive news and information about the university is not only the responsibility of the Information/Public Affairs Office staff but also that of all internal publics/stakeholders. Thus, whereas the Information/Public Affairs Office is responsible for official and professional management of the university communications internally and externally, the utterances, silence or body language of other internal publics/stakeholders of the institution, whether as frontline or backline staff, are considered vital in the communication policy.

A university should recognize communication as a two-way process with feedback as an important driver of this communication policy. Other qualities of good communication to be realized are clarity of message, attention to detail, feedback mechanism, consistency, relevance, timely response, adequacy of information, and proactiveness.

4.2 Justification for Bayero University

The importance of a Communication Policy in guiding the achievement of set organizational goals is self-evident. It is also strongly supported by evidence-based international best practices. A coherent and dynamic Communication Policy that is regularly reviewed in the light of changing circumstances of the education industry would help to create, refresh and maintain the desired communication practices that power the achievement of goals and mission, and the realization of the values of Bayero University. A Communication Policy serves to focus on, and create

synergy among all communication efforts, for maximum benefit and optimum output.

The importance of Bayero University getting its communication practices right cannot be over emphasized. A coherent and dynamic Communication Policy guides staff and students in cultivating the right attitudes towards communication. It also identifies areas of jurisdiction for all stakeholders and ensures the optimum deployment of relevant tools such as ICT, at the right time, for maximum impact and on target. Such a policy makes the communication activities of the University central and in harmony. It also plays a role in maintaining peace on campuses, ensuring smooth administration, as well as cultivating a favourable image and a smooth relationship with all internal and external stakeholders.

5. THE BAYERO UNIVERSITY COMMUNICATION POLICY

5.1 Objectives

The objectives of the Bayero University Communication Policy are to:

i.   Provide a structured framework of communication for Bayero University
ii.   Guide Management, staff and students of Bayero University on modern communication methods, techniques, procedures, protocols, and etiquettes in all situations, including times of crisis.
iii.   Outline hierarchies and jurisdictions for officers of the University in the performance of their communication duties.
iv.   Provide transparent, efficient and effective communication channels for use amongst and between management, staff, students and other publics/stakeholders, both internal and external
v.   Facilitate the provision of news and information from the perspective of the University, particularly news related to the University's primary mandate, namely knowledge production through teaching, research and community service
vi.   Reposition the University to be in control of news relating to it at all times, especially in crisis situations

vii. Ensure a harmonious relationship between the University and its various internal and external publics in order to minimize distrust, misperceptions, and conflict.

viii. Reduce 'noise', delays and breakdown in the communication process amongst and between the University's stakeholders

ix. Control misrepresentations, misconceptions, and fake news

x. Empower staff with skills, technology and knowledge to enable them handle communication related assignments with greater ease and professionalism

5.2 Procedure

Bayero University shall be guided by best communication practices in dealing with its publics. Thus, it shall strive to provide clear, transparent, culturally sensitive, complete and accurate information about its policies, services, programmes, activities and intentions. It shall ensure that all stakeholders are fully conversant with the University's structured framework of communication, acquainted with their roles and functions, and are abreast with all information about the University and its set objectives.

5.3 The University Spokesperson

The Vice-Chancellor, being the Chief Executive Officer (CEO) and the person responsible for the day-to-day management of the University, is the institution's Chief Spokesperson. However, as circumstances may demand, the Vice-Chancellor may delegate this task to an appropriate senior officer of the University, e.g., a Principal Officer, or the Head of the Directorate of Public Affairs (DPA). For matters relating specifically to media communication, the Head of the DPA is responsible for speaking on behalf of the University. Hence, he/she is expected to keep abreast of all important developments in the University. Only the Vice-Chancellor or Registrar shall sign communication to external stakeholders of the University

5.3.1 Sectional Heads

Provosts, Deans, Directors, and other sectional heads in the University may, in certain circumstances, provide information on activities or events within their Colleges, Schools, Faculties, Deaneries, Directorates, Centres, Institutes or Units

only. They may not speak on matters outside their jurisdictions or on behalf of the University. For matters that affect the entire University, or those that the Management should be aware of, sectional heads should communicate such to the Vice-Chancellor. All sectional heads, including Heads of Departments, should personally sign communication to superior officers, or authorize administrative heads of their units to do so on their behalf. No sectional head may dispatch external communication on matters that affect the entire University without clearance by the Vice-Chancellor or Registrar.

5.4 Audiences/Publics

For the purposes of all communication, Bayero University has two major audiences/publics: internal and external.

5.4.1 Internal Audiences/Publics

The internal audiences/publics of Bayero University comprise the Chancellor, Council, Senate, Management, staff, spouses and dependents of staff, as well as students, whether as individuals or through their associations such as ASUU, SSANU, NAAT, NASU, the Students' Union and other students' bodies (e.g., clubs and associations).

5.4.2 External Audiences/Publics

The external audiences/publics of Bayero University comprise all outside individuals, organizations and groups that relate with the University. They include, but are not limited to the following:

- Federal Government of Nigeria (FGN) and its organs such as the Federal Ministry of Education (FME), TETFUND, NITDA, and NCC.
- Examination bodies, such as WAEC, NECO, and JAMB
- Regulatory agencies, especially the NUC, NCCE, NBTE, COREN, Council for Legal Education, MDCN, ICAN, ANAN, NBC
- the National Assembly
- Affiliated institutions
- Honorary graduands, inductees, honorees
- Sister universities, research institutions, and the Nigerian Law School

- State governments and their agencies
- Service providers: External auditors, solicitors, insurance brokers, bankers, PENCOM and pension service providers, internet service providers, etc.
- Philanthropists and friends of the University
- traditional institutions and leaders
- religious leaders and groups
- Industrial establishments and ITF
- Labour/trade unions
- National students' bodies such as NANS
- Media organizations and the NIPR
- Security agencies
- Professional bodies and trade groups
- Commercial banks and local businesses
- Parents and guardians of students
- Neighbouring communities
- Alumni
- Development partners

5.5 Language of Communication

Standard English is the official language of the University. However, the indigenous language of the host community, Hausa, may be employed if it becomes expedient do so in the achievement of the University's communication objectives.

5.6 Formal Organs and Channels of Communication in the University

In discharging its communication functions, Bayero University shall utilize a range of organs, channels, networks, media, and platforms.

5.6.1 Formal Organs

The major organs of the University entrusted with communication activities on behalf of the entire University are itemized below, each with a list, albeit not exhaustive, of its mandates (other communication organs and their mandates are outlined in Section 5.11 "Communicating with Students"):

- **Directorate of Public Affairs (DPA):** it shall handle all university public functions such as lectures, seminars, workshops, talks, convocation, congregation meetings, press/media briefings, alumni activities, public sensitization, enlightenment campaigns, and so on. It shall also produce weekly, monthly and ephemeral news bulletins in print; the Annual Report; Tenure Report (every five years); convocation speeches; order of proceedings; inaugural lectures; media briefings; and all other university communications in print, as may be required by the University Management

- **Centre for Information Technology (CIT):** it shall serve as the information gateway to the University. The CIT shall manage the University website and portals, provide all internet related services, coordinate the provision, through upload, of content to official university domains on the Internet, ensure data security, manage official emails for staff and students, and provide all other technical support as may be required

- **Bayero University Press (BUK Press):** it shall provide publication and printing services to the University and external clients, as guided by all relevant laws, and in accordance with global best publishing practices.

- **Bayero University FM Radio (BUK FM):** in addition to its primary aim of training students in broadcast journalism, and facilitating the communication tasks of the University, it shall also render normal communication services to the host Kano community and some neighbouring states, which are to inform, educate and entertain. The services of BUK FM are guided by the relevant broadcast laws of Nigeria, and as licensed by the NBC. Opinions expressed in programmes of the BUK FM should not be construed as necessarily the views of Bayero University

- **Bayero University Television (BUK TV):** in addition to its primary aim of training students in television production, and facilitating the digital communication tasks of Bayero University, it shall also render normal television communication services to the host Kano community and some neighbouring states. The services of BUK TV are guided by the relevant television broadcast laws of Nigeria, and as licensed by the NBC.

- **Directorate of Academic Planning:** it shall oversee and manage communication on matters such as quality assurance for all academic programmes in the University, and in liaison with the NUC and professional regulatory bodies, the conduct of resource verification and accreditation exercises, as well as the preparation of statistical digest and other documents. The Director, Academic Planning (DAP) shall, among many other functions, shall also coordinate the implementation of Bayero University's Strategic Plan and its review every five years.
- **The University Library:** in the process if discharging its main library functions to the academic community on campus and around the world, the BUK Library shall employ various communication strategies it deems relevant. These shall include the use of print, online and off-line communication channels and devices, as guided by the relevant laws.
- **The Deanery of Students Affairs:** in addition to its own communication functions on behalf of the University Management, the Deanery of Students Affairs shall also superintend over students' communication. Hence, all communication by students' bodies, unions, clubs, and associations on campus shall be monitored and/or approved by the Dean of Students Affairs (DSA). These shall include meetings, workshops, seminars, conferences, conventions, summits, rallies, and so on. Communication by students to external stakeholders, e.g., solicitations, invitations to functions, notices, media briefs, news bulletins, interviews, blogs, etc., must be channeled through and/or approved by the DSA or the Vice-Chancellor. Bills, posters, banners, and other political or enlightenment communication by students shall not litter the buildings, walls and other unauthorized surfaces of the University. They must be produced and posted as guided by the DSA.

5.6.2 Types and Channels of Communication

For Bayero University to realize its vision, mission and core values in its internal and external communication practices, the following strategies and channels shall be employed:

Internal Communication: The end goal of using internal communication is to convey clear messages, build trust and achieve a cordial working relationship with all internal publics. Hence, transparency and openness in information sharing and exchange are central to the University's internal communication policy.

i. **Print media**: Bayero University shall deploy in-house publications such as newspapers, magazines, bulletins, memos, billboards, sign posts, directional signs, notice boards, circulars, fliers, bills to reach out to its various stakeholders.

ii. **Broadcast/electronic media**: audio and video clips, podcasts, digital display boards also known as electronic notice boards, telephones, fax, intercoms, intranet, etc. shall be used to communicate to the University's publics and audiences.

iii. **New media**: web-based communication outlets such as the University website and various portals, e-mail, chat rooms, blogs, virtual conference (Zoom, Google Meet, etc.), social media (Instagram, Facebook (Metaverse), Twitter, WhatsApp, etc.), Artificial Intelligence (AI) and other future technologies (e.g., Virtual Reality and hologram), etc., shall be employed to disseminate content.

External Communication: Bayero University Kano shall use communication to improve its image and ensure a cordial relationship with its external publics. To succeed in doing so, it will ensure that transparency and openness in information sharing and exchange constitute vital components of the institution's external communication policy. The following channels will be used, namely:

i. **Electronic Communication**: To achieve this, the University Website, BUK FM Radio, BUK TV, electronic bill boards, digital directories in buildings, and future electronic communication systems shall be employed

ii. **Social media**: outlets such as YouTube, Twitter, Instagram, Facebook (Metaverse), WhatsApp, chatrooms, and blogs shall be used to disseminate content.

iii. **Lectures**: Inaugural lectures, convocation lectures, public lecture series, workshops, seminars, conferences, sensitization talks, etc., shall be utilized.

iv. **Meetings**: Regular advocacy meetings between Management and specific publics will be used as strategies of projecting the University's position, agenda and interests.

v. **Print media**: newspapers, magazines, news bulletins, fliers, notices, handbills, press releases, billboards, directional signs, etc. shall be employed.

vi. **Broadcast media**: audio-visual media and channels, advertorials, interviews, documentaries, etc. shall be utilized.

5.7 Crisis Communication

Crisis is any happening that has the capacity to attract public and media attention to the University and result in negative publicity and reduction in public confidence. In this respect, crisis communication is the proactive use of communication to forestall rumors, speculation, negative publicity and strengthen confidence among all the publics of the University, both internal and external.

5.7.1 Crisis Communication Management Team

In a crisis situation, the University Management Committee (UMC) and Senate shall become the Crisis Communication Management Team (CCMT). They shall be led by the Vice-Chancellor, who is the Chief Spokesperson of the University. The Director of Public Affairs (DPA) shall serve as a key adviser to the CCMT. The CCMT shall constantly monitor and approve strategies for all internal and external communication, as well as be equipped with crisis response skills.

5.7.2 Speaking to the Media in Times of Crisis

The Vice Chancellor shall serve as the only source of information to the media in the event of any crisis. He/she shall cause the media to be constantly monitored and respond accordingly by providing appropriate and verifiable information. Only when he/she is necessarily unavailable shall he/she authorize his/her Deputy, or any appropriate senior officer or DPA to speak on his/her behalf.

5.8 Electronic Communication Policy

This policy is meant to ensure that all electronic communication about or on behalf of Bayero University depicts the image of the University positively and represent

the best interests of the University. It defines the regulations and procedures governing the use of official electronic communication, and strives to ensure that all electronic communication channels are legally operated and in compliance with University policies and aspirations.

5.8.1 Policy on Electronic Mail (E-mail)

Bayero University Kano shall create and provide official e-mail addresses to all staff and students. The e-mails shall bear the official identity of Bayero University and be used in discharging official duties. All official communication shall be carried out through these official e-mails only. Users shall be discouraged from using the e-mails for excessively personal transactions, or in a way that would negatively affect the image of the University. They should not, under any circumstances, be used to commit fraudulent practices, such as using them to represent the University in official capacity but without permission, or commit academic misconduct or criminal acts.

5.8.2 Social Media Policy

Bayero University runs official social media handles to connect with its various stakeholders, particularly potential students, current students, staff, alumni, parents of students, development partners, friends of the University and the larger society. The social media, which shall bear Bayero University credentials – brand name, logo, etc. – would help keep the University's stakeholders abreast of events and developments in the University, and guide them on a host of other issues in an interactive manner. Users of these social platforms should use them only for official engagements and in a way that promotes the interests of the University. They should not be used to promote personal interests, or in breach of office confidentiality. Bayero University shall reserve the right to monitor and review content, or cause it to be removed, if it violates the rights of the University or of others. These shall include contents deemed false, malicious, misleading, libelous, obscene, defamatory, harassing, sensitive, insensitive, discriminatory, unlawful, invasive of privacy, injurious, or in violation of intellectual property rights. In spite of these measures, and where there are instances of breach, Bayero University shall not be responsible for any content or links posted on the University's official social

media handles by others. Such postings should not be construed as the views of, or endorsements by the University.

5.8.3 Website Policy

Bayero University Kano shall host an official website bearing the University's credentials, and its accompanying portals. It shall serve as the digital information fountain of the University offering information, news, and resources to the global community. While the website provides news on the activities of the University, the academic curriculum, staff and students' activities, research accomplishments, scholarly activities, course listings, the university structure and governance system, as well as calendar of activities, the portals provide platforms for undergraduate and postgraduate admission and registration.

The University website shall provide current, accurate, and timely news and information about the various organs and individuals in Bayero University, using the best technology of the time. There may be attached to the Bayero University Website auxiliary sites or web-based applications, e.g., for conferences, academic journals, websites for the University Library, faculties, centres, colleges, schools, institutes, directorates or deaneries.

- **Web-team**: The Bayero University Web-team shall be formed by qualified and highly skilled staff drawn through synergy from relevant units of the University such as the CIT, DPA, the University Library, Office of the Registrar, BUK FM, BUK TV, and so on. The specific roles of the University web-team shall include, but not be limited to, content creation/ development and review; content quality control, e.g., through editing for clarity, grammar, spelling, usage, and style as well as conformity with University naming conventions; photo gallery management; information upload; function tracking; trouble shooting; inquiry response; live streaming of activities; and other services that the University may request at any given time.
- **Disclaimer policy**: All information provided on the BUK Website shall, as much as possible, be objective, factual and accurate. However, the University website may contain links that may allow visitors to access other websites that may contain content not under the control of Bayero University. Such links, when

provided, are meant to facilitate information gathering, and do not imply endorsement or agreement with their content by Bayero University.

5.9 The University Orator

There shall be an appointed Orator for Bayero University. He/she shall be a professor with demonstrated eloquence and impeccable communicative skills in the English language. He/she shall serve as the Presenter at Convocation ceremonies of the University. He/she may also act in the same capacity at other academic rituals, such as Induction, Conferment of Honorary Degrees, Investiture, Inaugurations, and other ceremonies, as may be decided by the University Management.

5.10 Master of Ceremony

Key University events such as conferences, workshops, talks, public and inaugural lectures, seminars, summits, conventions, etc., shall require the services of a Master of Ceremony (MC). The MC shall anchor the event from commencement to completion. He/she shall be highly skilled and well-learned in university formalities. He/she shall possess considerable knowledge of the administrative structure of Bayero University, including the portfolios, positions, ranks and hierarchies of key officers of the University. The MC shall also be required to display familiarity with the protocol structure of the Nigerian state as well as be conversant with current events in Nigeria, Africa and the globe. It is also part of the MC's responsibility to provide house-keeping information during events. This shall include directions, locations of essential services/amenities, ground rules/etiquettes, etc.

5.11 Communicating with Students

Categories of messages are provided below, along with persons or units of the University responsible for each when communicating with students:

- **General communication**: this shall refer to official communication to all students, which can cover subjects such as sports, students' elections, environmental awareness, accommodation regulations, dress code, policy on sexual harassment, counselling services, etc. Such messages shall be the

responsibility of the University Management through the Dean of Students Affairs (DSA).

- **Operational communication**: this shall include information on change of lecture or examination venues, timetable changes, deadlines, or anything related to students' learning experience and working environment. Such communication shall be handled by the relevant departments, faculties, schools, colleges, centres, institutes, or the University Timetable Scheduling Committee.

- **Learning and teaching communication**: this shall include all formal and informal communication between teaching staff and their students, on an individual or group basis, related to their learning and teaching. It shall comprise information on course requirements, office hours, students' supervision, Students Industrial Work Experience Scheme (SIWES), teaching practice, seminar presentations, defence of theses and projects, classwork, assignments, submission deadlines, course outlines, syllabi, and so on. This category of communication shall be handled by the individual staff involved, or their academic departments.

- **Communication on financial matters**: all communication on issues such as registration fees, wages for students' employment, accommodation charges, prizes, scholarships, loans, deductions, recoveries, remittances, and so on shall be handled by the Bursar. This is in addition to other finance-related communication functions provided by the Bursar to the University Management and other stakeholders.

- **Major incident communication**: this shall include all communication to students on major incidents, including health and other emergencies, natural disasters, building collapse, weather advisories, power outage, opening or closure of the University, etc. Such communication shall be handled by the University Management through the Vice-Chancellor, Registrar, DPA, MSD, or UHS.

- **Admission and graduation related communication**: this shall refer to communication on application, admission, and registration of prospective and existing students, as well as guidelines for graduation. Such

communication will be the responsibility of the Directorate of Examinations, Admissions and Records (DEAR) and School of Continuing Education (SCE) for undergraduates, and School of Postgraduate Studies (SPS) and Dangote Business School (DBS) for postgraduate students, respectively. Where such communication is digital, the CIT shall coordinate it.

5.12 Communication for Persons with Special Needs

Bayero University is an equal opportunity organization. It aspires to satisfy the needs and aspirations of all its stakeholders, irrespective of their special needs. The University shall, therefore, ensure that where required, communication services are provided for Persons with Special Needs (PSN). These shall include the hearing and visually impaired stakeholders, and those with speech impediment. Other persons with other forms of impairment that may hinder their reception or provision of information shall also be catered for.

5.13 Corporate Advertising

Advertising is a strategy used to promote the name, image and reputation of a particular entity. Bayero University shall use all media of communication – print, broadcast, online, offline, and others including frontline staff, name, logo and other symbols – to continually publicize and promote its image as well as ensure adherence to global best public relations practices in the institution. It shall use the same media to communicate to its existing and prospective students and stakeholders.

5.14 Corporate Branding

The following are the brand manifestations of Bayero University, Kano, as a corporate entity. All University communications must depict or make reference to this, and only this, corporate identity:

Name: Bayero University, Kano
Address: PMB 3011, BUK, Kano – Nigeria
Web Address: www.buk.edu.ng

Official University Color: Turquoise Blue

Mission Statement: Committed to addressing African Developmental Challenges through cutting-edge research, knowledge transfer and training of high-quality graduates

Vision Statement: To lead in Research and education in Africa

Core Values: Humanity and Sacrifice; Discipline and Commitment; Integration and Active Learning; Professionalism and Good Governance; Innovation and Creativity.

5.15 Logo and Motto

The insignia of Bayero University is a shield, on which are a crescent (name) and a star (motto), rendered in beautiful Arabic calligraphy, an art form prevalent in the larger host community.

Shield: Symbolic dual representation of the industry and learning for which Kano, Nigeria, has been renowned for centuries. The shape is that of a tanned animal skin, alluding to the centuries old hides and skin industry; at the same time the shape is that of a slate tablet used throughout the sub-region in schools from ancient times to date.

Crescent: The calligraphy in the crescent unfurls into the Arabic phrase *Jami'atu Bayero Kano*, which in English translates to "Bayero University Kano", pointer to the centuries-long bilingual local scholarship.

Star: The star-shaped calligraphy is the motto of the Citadel, a graphic pun, excerpted from the Holy Qur'an: *"Wa Fawqa Kulli Dhi Ilmin Alim".* It echoes an eternal truth that also underlines the humility and sense of service the community has come to expect from its stars in the learning firmament: *"... And above every possessor of knowledge, there is the One more learned"*.

Stamps and Seals: All units of the University shall have as part of their stamps and/or seals the name of the unit and that of Bayero University Kano.

5.16 Bayero University Anthem

It's my choice
It's my choice
Bayero University
In the ancient city of Kano

The great citadel of learning
The noble crest of knowledge
The star of virtue and wisdom
The blue fountain of all seasons
Where leading minds come to drink
Bayero University

For above every possessor of knowledge
There is one more knowledgeable
To the Lord we turn in prayers
Fulfil our vision and mission
Bless and make us great
Bayero University
In the ancient city of Kano

5.17 Caution on Misuse of Brand Manifestations

Bayero University shall monitor and sanction inappropriate use, e.g., through distortion, of any aspect of the above brand manifestations of the University, namely brand name, logo, motto, official colour, stamps and seals, etc. All persons and corporate bodies representing the University must use only the authorized official manifestations shown in this Policy. Reference here is made to depictions in official documents, submissions, reports, forms, MOUs, MOAs, awards, contracts, agreements, office labels, name tags, badges, vehicles, buildings, publications, banners, websites, webpages, portals, multimedia productions, digital information displays, virtual reality platforms, social media platforms, official blogs, envelopes and other stationeries, hospital records, complimentary/business

cards, academic gowns and other paraphernalia, mace, certificates, plaques, souvenirs, flags, jerseys, uniforms, and so on.

6. IMPLEMENTATION STRATEGIES

The University Communication Policy, when approved, shall be implemented through the following strategies:

6.1 Establishment of Structures

Bayero University should:

- Restructure and empower the CIT and DPA to handle their new expanded tasks/roles.
- Procure modern ICT and other technologies as identified in the Policy
- Procure and install digital information displays in major buildings

6.2 Appointment of Teams and Officers

Management should immediately:

- Appoint an Orator for the University
- Form the CCMT
- Create the University Web-team
- Direct the CIT to designate a senior officer familiar with the administrative structure of the University to serve as desk officer in charge of the official e-mail of the University, i.e., info@buk.edu.ng

6.3 Publicity and Institutional Support

- The University should publicize this Policy widely and conduct sensitization exercises for all major stakeholders, especially Principal Officers, Deans, Directors, heads of all units, staff and leaderships of students' bodies, who are the major implementers of the Policy.
- Management should ensure compliance to the corporate branding policy herein expressed
- All stakeholders should ensure consistency in the implementation of the Policy

- Hitherto abandoned communication channels, e.g., official e-mails, phones, hotlines, emergency numbers, faxes, intercoms, intranet, etc., must be resuscitated, and fully manned.
- The University should provide adequate funding for all communication related activities.
- There is need to label all University structures and facilities and identify key services and personnel during all major events.
- The University should plan a gradual migration to electronic communication and reduced reliance on printed matter
- Management, through CIT, should obtain an institutional signature for Bayero University. This is to guarantee the integrity of all electronic communication by the University. Electronic signatures enable organizations to verify the authenticity of electronic communications emanating from or sent to other organizations by checking with the international issuing authority of the signature. Bayero University presently has none.

6.4 Training and Collaboration

- To ensure efficient service by staff involved in communication activities, Bayero University shall embark on regular training for frontline communication officers and other staff offering communication related services. The training should involve, among other things, intensive courses on corporate communication strategies, English writing skills, use of ICT and other technologies, crisis management, information management, general university administration and protocol, web content development, public relations practice, advertising and marketing techniques, brand development and promotion, and so on.
- To harness greater benefits, Management should ensure collaboration with relevant external stakeholder institutions in the area of training and research, e.g., NIPR and offices of communication in top-ranked African universities.

6.5 Monitoring and Evaluation

- Management should assign to the DPA the Monitoring and Evaluation task for this Policy. The DPA should articulate Key Performance Indicators (KPIs) for the Policy and coordinate the realization of its objectives over time.

7. PERIODIC REVIEW OF THE POLICY

Every institution, agency, department or government is dynamic by nature. Therefore, all policies, laws, regulations or guidelines governing the operations of such entities should be responsive to this dynamism by being subjected to periodic review. Thus, the communication policy for Bayero University Kano shall, after every four (4) years, be subjected to such review. This is to ensure that new communication opportunities are embraced and emerging challenges appropriately addressed.

8. POLICY DRAFTING TEAM

The Bayero University Communication Policy was first drafted by the following members of the University Management Committee (UMC), in October 2021:

1. Prof. Mustapha Ahmad Isa, Dean, School of Postgraduate Studies
2. Dr. Musa Abdu Auyo, University Librarian
3. Prof. Mustapha Nasir Malam, Dean, Faculty of Communication
4. Dr. Sulaiman M. Yar'Adua, Director, BUK FM Radio
5. Prof. Bashir Shehu Galadanci, Director, Centre for Information Technology
6. Prof. Hassana Sani Darma, Director, Centre for Gender Studies
7. Prof. Usman M. Shu'aib, Dean, Faculty of Law
8. Malam Ahmad Shehu, Director, Public Affairs
9. Malam Mustafa Ibrahim, Head, Data Unit, Directorate of Establishment Matters