MENDOZA COLLEGE OF BUSINESS
INTERNAL COMMUNICATIONS PROTOCOL

Updated: March, 2020

O V E R V I E W

Goals of The Plan: The internal communication protocol should guide the creation and distribution of internal messages related to a significant change or event that impacts Mendoza faculty, staff, students or other key internal audiences in order to ensure the information reaches stakeholders in the most effective and efficient manner. The resulting plan should:

- Involve all relevant individuals in contributing to the communication plan, including senior leaders (deans, directors, chairs associated with change to be announced), faculty, staff, students and other University stakeholders including but not limited to alumni and board members.
- Inform all stakeholders in a timely and orchestrated manner.
- Leverage the early stages of an announcement.
- Manage the messaging of any significant changes with internal stakeholders — staff, faculty and current students — to promote a positive reception.
- Sequence follow-up meetings (if warranted) with stakeholders.
- Provide as much background information and points of distinction about the relevant program/department/leader to stakeholders as possible, as well as subsequent talking points to key communicators after the announcement.
- Reinforce the central vision and mission of the College and University.

Communication Channels: The primary communication platforms to be used in the plan could include:

- One-on-one conversations with impacted stakeholders.
- Department/all-hands/town hall meetings with groups of stakeholders.
- Email messages to various stakeholders.
- Mendoza Exchange messages from the Dean.
- Mendoza Exchange website postings.
- Frequently Asked Questions (FAQ*) documents.

Internal College Stakeholders:

- University leadership (PLC)/trustees.
- College faculty
- College staff
- Current students of graduate, undergraduate and executive programs.
- Parents
- Alumni of graduate, undergraduate and executive programs.
- Benefactors.
- Advisory boards.

P L A N   S T R A T E G I E S

Advance Communication Preparations
IDEALLY 7-10 DAYS PRIOR TO ANNOUNCEMENT DAY

- Gather relevant content.
- Set meeting(s) (date, time, location, invitation list) and develop content to notify key stakeholder groups in-person prior to communication to broader audience.
- Create messages from dean/University/College leadership to stakeholder groups to be included in email notifications.
    - Email messages to be distributed.
    - Enewsletter messages for Mendoza Exchange, current students, Graduate Alumni Relations.
    - An FAQ* list (See sample list of questions below) (Note: the list may not be made public but it still provides a talking point guide for faculty and staff members who may need to communicate about the change directly).
- Finalize stakeholder group distribution list and communicate schedule.
- If the change is significant, contact the Communications team to discuss a broader communication strategy.

Announcement to Internal/Key Stakeholders
If the announcement is a change that will impact multiple people (i.e. department staffing change, policy change, space change or organizational structural) the announcement should be communicated to key stakeholders in an orchestrated manner, with the goals of transparency and clarity, and follow the following steps:

1) Meet/share information first with senior leadership of the College to communicate the change. For major changes, this should occur in person.
2) Meet/connect individually with key stakeholders who may be most impacted by the change. These meetings should **be intentional** and occur **prior** to communication to the broader College audience and external key stakeholders. For major changes, this should occur in person.
3) **Shortly after** personal meeting(s) to affected staff, communicate changes via department communications and allow for Q&A by staff and/or faculty. Consider those who are not in attendance due to scheduling conflicts or remote work locations and identify alternative opportunities for viewing such as Zoom, Panopto and/or other recording options. For major changes, this should occur in person in all hands/department style meetings.
4) Follow up department meetings with an email summarizing the change and any shared documents to impacted stakeholders.

    Meetings and email communications should include:
    - A succinct and clear statement about the change being announced.
    - A brief explanation of why the change is being made (this could include references to outside events or new policies).
    - A brief description of individuals or departments that will be affected by the change.
    - A brief explanation of the goal of the change and how it relates to or supports the College's mission.
    - A timeline for actions or activities related to the change.
    - Next steps.

- A website or other resource for where to find more information or whom to contact with questions or concerns.
- FAQs.*

5) Following the announcement to impacted stakeholders, communicate changes/events to all of the College via email or Mendoza Exchange.

<u>The announcement should include:</u>
- A succinct and clear statement about the change being announced.
- A brief explanation of why the change is being made (this could include references to outside events or new policies).
- A brief description of individuals or departments that will be affected by the change.
- A brief explanation of the goal of the change and how it relates to or supports the College's mission.
- A timeline for actions or activities related to the change.
- A website or other resource for where to find more information or whom to contact with questions or concerns.

*FAQs

As part of an internal announcement strategy for significant changes affecting the College's leadership, programs, departments or personnel, the following list of questions can both guide the creation of the associated announcement as well as serve as a list of FAQs to be distributed to the appropriate stakeholders. (Note: Not every question will be relevant to every situation, and specific situations may raise questions not listed below. This list is intended to be a guide and should be adapted accordingly.)

- What is the change?
- How does it support the mission of Notre Dame and Mendoza?
- Who was involved in making the decision?
- Why is this change being made?
- Who is affected by the change (internal and external stakeholders)? What is the benefit to each stakeholder group?
- Will this change affect other Mendoza or University partners, departments, programs?
- Will there be an impact to jobs?
- What is the financial cost/investment or expected gain resulting from the change?
- Will the change affect physical location(s)/structure(s)?
- Will there be new processes or changes to protocols? New reporting structures? New technology?
- When does the change go into effect? What are the next steps? What is the timeline?
- How will news about the change be distributed?
- Where can an individual find more information?
- Where can an individual go to ask questions or register concerns?