**Know your audience/stakeholders**

To communicate effectively, you need to know your audience/stakeholders and understand how they access information, what style of communication they prefer, and how best to craft messages so they will be read, understood, and acted upon.

The starting point for good communication is to be aware of your audience/stakeholders and approach them on the appropriate level. Think about who will read or hear what you are saying. Put yourself into their shoes – what do they want to know and how do they want to be addressed.

Word choice, message length and style all show your audience/stakeholders how much thought you put into crafting your message. To avoid having your message misunderstood or misperceived, choose language that is appropriate and likely to be understood by all of your recipients.

**Think of the individuals that make up your audience before you communicate with them:**

Who is my audience or stakeholder group?

Why am I writing / presenting? What do I want them to know or do? What do they already know? What is their level of understanding?

How can I work toward addressing my audience/stakeholder’s needs? What does my audience/stakeholder group want to achieve?

What medium will support my messaging in the best way – presentation, email, newsletter, event?

To support your communications, we’ve pulled together a stakeholder list for the University – this includes, stakeholders, typical communication channels and key contacts for that group.

If you have any question s on stakeholders, or would like to discuss communications for your area, please contact the Internal Communications team - internalcomms@exeter.ac.uk

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **CURRENT** **STAFF** | **Stakeholder Group** | **Includes** | **Typical Channels** | **Key Contact** |
| **Senior managers** | VCEG | Weekly term time meetings | **Victoria Alcock**Head of Vice-Chancellor’s Office v.j.alcock@exeter.ac.uk |
| Senior Management Group | Formal meetings five times a year – Feb, Apr, June, Sept, Nov | **Victoria Alcock**Head of Vice-Chancellor’s Office v.j.alcock@exeter.ac.uk |
| PSLT | PSLT – Weekly (Tues) | **Sophie Hawkes**Business Manager to Registrar Sophie.hawkes@exeter.ac.uk |
| Council | Meet formally six times per year Briefing DaysAway Days | **Jacqueline Hodges**Deputy Secretary to Council j.c.hodges@exeter.ac.uk |
| Senate | Meet formally three times a year Mar, July, NovJoint Senate & Council meeting - May | **Jacqueline Hodges**Deputy Secretary to Council j.c.hodges@exeter.ac.uk |
| PVCs for:Faculty of Health and Life Sciences (HLS)Faculty of Environment, Science and Economy (ESE)Faculty of Humanities, Arts and Social Sciences (HASS) | Education Strategy Group Executive meetingsMeetings with Heads of Disciplines and Associate Deans for Research | **Catherine Moore**Faculty Communications ManagerC.H.Moore@exeter.ac.uk |
| **Faculty-based staff** | Academic staff - general | Weekly Bulletin Staff website Team BriefVC talksFaculty-based communication networks | **Internal Communications team**internalcomms@exeter.ac.uk**Catherine Moore**Faculty Communications ManagerC.H.Moore@exeter.ac.uk |
| University of Exeter Business School (UEBS) staff | Newsletter | **Becky Edmunds**Campaign Manager R.Heysett@exeter.ac.uk CAmpaign  |
| all-staff meetings, discipline meetings and exec group meetings | **Ophelia Lindley**Exec PA to UEBS PVC O.B.Lindley@exeter.ac.uk |
| UEBS webpages | **University Digital team**digitalteam@exeter.ac.uk |
| Faculties staff - general | Faculties Communications NetworkAll staff meetings – tbcFaculty newsletters – tbcFaculty webpages | **Catherine Moore**Faculty Communications ManagerC.H.Moore@exeter.ac.uk**University Digital team**digitalteam@exeter.ac.uk |
|  |  | Medical School staff | Medical School News in Brief | **Louise Vennells**Senior press and media managerL.vennells@exeter.ac.uk  |
| all-staff meetings, Discipline meetings and exec group meetings | **Becky Jones**Exec PA to UEMS PVC Becky.jones@exeter.ac.uk |
| College webpages | **University Digital team**digitalteam@exeter.ac.uk |
| **Service-based staff** | Professional Services staff - general | Weekly Bulletin Staff website Team BriefVC and Registrar talks | **Internal Communications team**internalcomms@exeter.ac.uk |
| Finance, Infrastructure and Campus Services (FICS) | All-staff meetings Department meetings exec group meetings service webpages | **Lianne Moore**PA to Director L.Moore@exeter.ac.uk**Nina Sidney-Wicks**Business ManagerN.Sidney-wicks@exeter.ac.uk  |
| External Engagement and Global  | EEG email update all-staff meetings Department meetings exec group meetings service webpages | **Tracey Smith**PA to Director of Communications Tracey.Smith@exeter.ac.uk |
| Compliance, Governance and Risk | all-staff meetings exec group meetings service webpages | **Charlotte Verrier**Legal Services Assistant C.Verrier@exeter.ac.uk |
| Education & Academic Services | Director’s email Update all-staff meetings Department meetings exec group meetings service webpages | **Jane Browning**Senior Executive Assistanteas.strategicsupport@exeter.ac.uk  |
| Finance Services | all-staff meetings Department meetings exec group meetings service webpages | fics@exeter.ac.uk |
| Exeter IT/Digital | CIO email Update all-staff meetingsDepartment meetings exec group meetings service webpages | **Emily Prevatt**Exec Officer to Digital DirectorE.Prevatt@exeter.ac.uk  |
| Alumni Relations | all-staff meetings Department meetings exec group meetings service webpages | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk  |
| HR Services | all-staff meetings Department meetings exec group meetings service webpages | **Gail Reeves**Busines Manager to Director of HR G.reeves@exeter.ac.uk |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | Innovation, Impact and Business (IIB) | all-staff meetings Department meetings exec group meetings service webpages | **Niki Thomas**Exec PA to Director of IIB N.S.J.Thomas@exeter.ac.uk |
| Planning, Policy and Business Intelligence | all-staff meetings Department meetings exec group meetings service webpages | Katy GriffithsSenior Planning Officerk.a.griffiths@exeter.ac.uk  |
| Research Services | all-staff meetings Department meetings exec group meetings service webpages | **Marie Darbey**PA to Director of Research Services m.darbey@exeter.ac.uk |
| Technical Services | all-staff meetings Department meetings exec group meetings service webpages | **TBC** |
| **Campus-specific staff** | Streatham | Exeter Weekly Bulletin | **Internal Communications team**internalcomms@exeter.ac.uk |
| St Luke’s | Exeter Weekly Bulletin | **Internal Communications team**internalcomms@exeter.ac.uk |
| Penryn | Cornwall Weekly Bulletin | **Internal Communications team**internalcomms@exeter.ac.uk |
| Truro | Cornwall Weekly Bulletin | **Internal Communications team**internalcomms@exeter.ac.uk |
| **Associate staff** | Associate members | Ad-hoc face-to-face meetings and emails Weekly Bulletin associates email | **Internal Communications team**internalcomms@exeter.ac.uk |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Current students** | General | Student Council Social media Digital screensUniversity Updates - monthly term All student talks (termly) Exepose Falmouth Anchor Expression FM Student website Guild / FXU channels iExeter appSSLC meetings | **Jo Cole**Student Communications ManagerJo should be the first port of call for enquiries when wishing to communicate with studentsj.v.cole@exeter.ac.ukFor digital signage, please see the following link: [http://as.exeter.ac.uk/it/digitalsignage/loc](http://as.exeter.ac.uk/it/digitalsignage/locations/) [ations/](http://as.exeter.ac.uk/it/digitalsignage/locations/) |
| Undergraduate |
| Postgraduate Taught and PGCE |
| Postgraduate Research | Doctoral College Academic leads/mentors | **Zoe Bright**z.bright2@exeter.ac.uk |
| Students’ Guild | Website Emails to SabsTargeted meetings (sabs) | Guild President president@exeterguild.com |
| FXU | FXU President ((Exeter)presidents@thesu.org.uk  |
| Business School students | Student newsletter Academic leadsSSLCCollege webpages | **Jo Cole**Student Communications Manager j.v.cole@exeter.ac.ukbulletin.buildingone@exeter.ac.uk |
| HLS students |
| ESE students |
| HASS students |
| Medical School students |
| **Prospective students** | Undergraduate | UG Prospectus Website Outreach team Social media Open days |  **Georgina Moore**Head of Multimedia Design Studio & Print Services Georgina.Moore@exeter.ac.uk  |
| Postgraduate Taught | Postgraduate prospectus WebsiteSocial media Open days |  **Georgina Moore**Head of Multimedia Design Studio & Print Services Georgina.Moore@exeter.ac.uk |
| Postgraduate Research | Doctoral College website Social mediaFunding recruitment days | **Zoe Bright**z.bright2@exeter.ac.uk  |
| **Alumni** | All alumni | Annual Exeter magazine Alumni events, including Global ConversationsAlumni websiteQuarterly newsletter Monthly events mailingOccasional dedicated all-alumni emailsSocial mediaTelethon | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk |
| Alumni in related subject disciplines | All of the above comms Termly sports newslettersSubject or faculty specific newslettersLocal network eventsTargeted face-to-face meetings with development staffCultivation events VIP tours / site visits | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk |
| Alumni in employment in related industries and sectors | All of the above comms Local network eventsTargeted face-to-face meetings with development staffCultivation events VIP tours / site visits | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Unions** | Unison, Unite, UCU | Monthly informal meetings JCCN meetings | Andrew JohnsonAssistant Director (Policy and reward) A.Johnson@exeter.ac.uk |
| **Funders and donors** | Major funders | WebsiteTargeted face-to-face meetings with development staffCultivation events VIP tours / site visits | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk |
| Other funders | Website e-commsTargeted face-to-face meetings with development staffCultivation events Tours / site visits | **Lucy Quinn** Communications ManagerLucy.quinn3@exeter.ac.uk |
| **Research funders** | Research Councils and charitable foundations | Direct contact via relationship managers Social media | **Charlotte Lane**Research & Development Manager C.Lane@exeter.ac.uk |
| **Science influences** | Key journals and media | Targeted press Relevant talking heads | **Press Office**pressoffice@exeter.ac.uk  |
| **Partner institutions** | Current and potential partners (eg R,D&E Hospital, Met Office) | Existing academic relationship – direct contactSocial media |  |
| Potential research partners | Innovation Exeter (newsletter) Social mediaScience Park comms channels (possibly) Existing academic relationships | **Niki Thomas**Exec PA to Director of IIB N.S.J.Thomas@exeter.ac.uk |
| Potential commercial partners | Innovation Exeter (newsletter)?? Social mediaExisting academic relationships Stakeholder newsletterScience Park comms channels (possibly) | **Niki Thomas**Exec PA to Director of IIB N.S.J.Thomas@exeter.ac.uk |
| Partner institutions and GW4 alliance | GW4 Council and board meetings Networking eventsInformal academic networking and word of mouth | **Charlotte Lane**Research & Development Manager C.Lane@exeter.ac.uk |
| Members of regional science base | Social mediaExisting academic relationships  |  |
| Corporate partners | Direct contact via relationship managers Social mediaStakeholder newsletter?? | **Niki Thomas**Exec PA to Director of IIB N.S.J.Thomas@exeter.ac.uk |
| **Regional influences** | Exeter City Council Devon County CouncilLEPs (Local Economic Partnerships) Regional MPs | Social mediaExisting relationships  | **Victoria Alcock**Head of Vice-Chancellor’s Office v.j.alcock@exeter.ac.uk |
| **National Government** | Government departments Government ministers | Ministerial meetings and visits Contributions to government debate | **Victoria Alcock**Head of Vice-Chancellor’s Office v.j.alcock@exeter.ac.uk |
| **Local community** | Local residents Local Councillors Schools | Community newsletter (Streetwise – four times a year)Resident Liaison meetings (twice yearly) | **Rory Cunningham**Community Liaison Officer R.J.Cunningham@exeter.ac.uk |