**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](mailto:internalcomms@exeter.ac.uk)

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| **CURRENT** [**STAFF**](mailto:J.C.Browning@exeter.ac.uk) | **Stakeholder Group** | **Includes** | **Typical Channels** | **Key Contact** |
| **Senior managers** | UEB | Weekly term time meetings | **Victoria Alcock**  Head of Vice-Chancellor’s Office [v.j.alcock@exeter.ac.uk](mailto:v.j.alcock@exeter.ac.uk) |
| Senior Leadership Forum | 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](mailto:v.j.alcock@exeter.ac.uk) |
| Professional Services Directors Leadership Team (PSDLT) and Professional Services Leadership Team (PSLT) | PSLT – Monthly (Thursday)  PSDLT – Weekly (Monday) | **Sophie Hawkes**  Business Manager to Registrar [Sophie.hawkes@exeter.ac.uk](mailto:Sophie.hawkes@exeter.ac.uk) |
| Council | Meet formally six times per year Briefing Days  Away Days | **Jacqueline Hodges**  Deputy Secretary to Council [j.c.hodges@exeter.ac.uk](mailto:j.c.hodges@exeter.ac.uk) |
| Senate | Meet formally three times a year Mar, July, Nov  Joint Senate & Council meeting - May | **secretariat@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 meetings  Meetings with Heads of Disciplines and Associate Deans for Research | **Catherine Moore**  Faculty Communications Manager  [C.H.Moore@exeter.ac.uk](mailto:C.H.Moore@exeter.ac.uk) |
| **Faculty-based staff** | Academic staff - general | Weekly Bulletin Staff website Team Brief  VC talks  Faculty-based communication networks | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto:internalcomms@exeter.ac.uk)  **Catherine Moore**  Faculty Communications Manager  [C.H.Moore@exeter.ac.uk](mailto:C.H.Moore@exeter.ac.uk) |
| University of Exeter Business School (UEBS) staff | Business Buzz newsletter | **Ophelia Lindley**  Exec PA to UEBS PVC [O.B.Lindley@exeter.ac.uk](mailto:O.B.Lindley@exeter.ac.uk) |
| all-staff meetings, discipline meetings and exec group meetings | **Ophelia Lindley**  Exec PA to UEBS PVC [O.B.Lindley@exeter.ac.uk](mailto:O.B.Lindley@exeter.ac.uk) |
| UEBS webpages | **University Digital team**  [digitalteam@exeter.ac.uk](mailto:digitalteam@exeter.ac.uk) |
| Faculties staff - general | Faculties Communications Network  All staff meetings – tbc  Faculty newsletters – tbc  Faculty webpages | **Catherine Moore**  Faculty Communications Manager  [C.H.Moore@exeter.ac.uk](mailto:C.H.Moore@exeter.ac.uk)  **University Digital team**  [digitalteam@exeter.ac.uk](mailto:digitalteam@exeter.ac.uk) |
|  |  | Medical School staff | Medical School News in Brief | **Louise Vennells**  Senior press and media manager  [L.vennells@exeter.ac.uk](mailto:L.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](mailto:Becky.jones@exeter.ac.uk) |
| College webpages | **University Digital team**  [digitalteam@exeter.ac.uk](mailto:digitalteam@exeter.ac.uk) |
| **Service-based staff** | Professional Services staff - general | Weekly Bulletin Staff website Team Brief  VC and Registrar talks | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto:internalcomms@exeter.ac.uk) |
| Finance, Infrastructure and Commercial Services | All-staff meetings Department meetings exec group meetings service webpages | **Nina Sidney-Wicks**  Business Manager  [N.Sidney-wicks@exeter.ac.uk](mailto:N.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 **Executive Divisional Director of External Engagement and Global**  [Tracey.Smith@exeter.ac.uk](mailto:Tracey.Smith@exeter.ac.uk) |
| Education & Academic Services | Director’s email Update all-staff meetings Department meetings exec group meetings service webpages | **Charlotte Leach**  **Executive Personal Assistant**  **C.J.Leach@exeter.ac.uk** |
| IT Services | CIO email Update all-staff meetings Staff  Department meetings exec group meetings service webpages | **Rory Molloy**  **PA , IT Services Director**  [R.molloy@exeter.ac.uk](mailto:R.molloy@exeter.ac.uk) |
| Human Resources | all-staff meetings Department meetings exec group meetings service webpages | **Jo Trump**  Executive PA to the Executive Divisional Director of Human Resources  J.Trump@exeter.ac.uk |

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|  |  | Innovation, Impact and Business (IIB) | all-staff meetings Department meetings exec group meetings service webpages | **Niki Thomas**  Exec PA to Divisional Director of Innovation, Impact and Business [N.S.J.Thomas@exeter.ac.uk](mailto:N.S.J.Thomas@exeter.ac.uk) |
| Research Services | all-staff meetings Department meetings exec group meetings service webpages | **Marie Darbey**  PA to Divisional Director of Research Services [m.darbey@exeter.ac.uk](mailto:m.darbey@exeter.ac.uk) |
| University Corporate Services | all-staff meetings Department meetings exec group meetings service webpages | **Charlotte Verrier**  PA to Divisional Director of University Corporate Services  C.Verrier@exeter.ac.uk |
| **Campus-specific staff** | Streatham | Exeter Weekly Bulletin | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto:internalcomms@exeter.ac.uk) |
| St Luke’s | Exeter Weekly Bulletin | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto:internalcomms@exeter.ac.uk) |
| Penryn | Cornwall Weekly Bulletin | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto:internalcomms@exeter.ac.uk) |
| Truro | Cornwall Weekly Bulletin | **Internal Communications team**  [internalcomms@exeter.ac.uk](mailto: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](mailto:internalcomms@exeter.ac.uk) |

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|  | **Current students** | General | Student Council Social media Digital screens  University Updates - monthly term  All student talks (termly) Exepose  Falmouth Anchor Expression FM Student website Guild / SU channels iExeter app  SSLC meetings | **Jo Cole**  Student Communications Manager  Jo should be the first port of call for enquiries when wishing to communicate with students  [j.v.cole@exeter.ac.uk](mailto:j.v.cole@exeter.ac.uk)  For 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](mailto:z.bright2@exeter.ac.uk) |
| Students’ Guild | Website Emails to Sabs  Targeted meetings (sabs) | Guild President [president@exeterguild.com](mailto:president@exeterguild.com) |
| Falmouth & Exeter Students’ Union | SU President (Exeter)  [georgina.griskeviciene@thesu.org.uk](mailto:georgina.griskeviciene@thesu.org.uk)  SU President (All)  [presidents@thesu.org.uk](mailto:presidents@thesu.org.uk) |
| Business School students | Local all student newsletters Academic leads  SSLC  College webpages | **Jo Cole**  Student Communications Manager [j.v.cole@exeter.ac.uk](mailto:j.v.cole@exeter.ac.uk) |
| HLS students |
| ESE students |
| HASS students |
| Medical School students |
| **Prospective students** | Undergraduate | UG Prospectus Website  Social media Open days CRM Comms | **Nick Southall** Campaign manager [N.J.Southhall@exeter.ac.uk](mailto:N.J.Southhall@exeter.ac.uk)  [socialmedia@exeter.ac.u**k**](mailto:socialmedia@exeter.ac.uk)  **Jonny Gurr -** [as-srops-smt@exeter.ac.uk](mailto:as-srops-smt@exeter.ac.uk) **Zoe Rutterford** Campaign manager [Z.M.Rutterford@exeter.ac.uk](mailto:Z.M.Rutterford@exeter.ac.uk) |
| Postgraduate Taught | Postgraduate prospectus Website  Socialmedia Open days CRMComms | **Nick Southall** Campaign manager [N.J.Southhall@exeter.ac.uk](mailto:N.J.Southhall@exeter.ac.uk) [socialmedia@exeter.ac.uk](mailto:socialmedia@exeter.ac.uk) **Jo Thacker** - [as-srops-smt@exeter.ac.uk](mailto:as-srops-smt@exeter.ac.uk) **Zoe Rutterford** Campaign manager [Z.M.Rutterford@exeter.ac.uk](mailto:Z.M.Rutterford@exeter.ac.uk) |
| Postgraduate Research | Doctoral College website Social media  Funding recruitment days | **Zoe Bright**  [z.bright2@exeter.ac.uk](mailto:z.bright2@exeter.ac.uk) |
| **Alumni** | All alumni | Annual Exeter magazine Alumni events, including Global Conversation  Alumni website  e-comms, including bi-monthly newsletter Social media  Campaign comms Telethon | **Emma Clark** Communications Manager [E.Clark3@exeter.ac.uk](mailto:E.Clark3@exeter.ac.uk) |
| Alumni in related subject disciplines | All of the above comms Local network events  Targeted face-to-face meetings with development staff  Cultivation events VIP tours / site visits | **Emma Clark** Communications Manager [E.Clark3@exeter.ac.uk](mailto:E.Clark3@exeter.ac.uk) |
| Alumni in employment in related industries and sectors | All of the above comms Local network events  Targeted face-to-face meetings with development staff  Cultivation events VIP tours / site visits | **Emma Clark** Communications Manager [E.Clark3@exeter.ac.uk](mailto:E.Clark3@exeter.ac.uk) |

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|  | **Unions** | Unison, Unite, UCU | Monthly informal meetings JCCN meetings | Andrew Johnson  Assistant Director (Policy and reward) [A.Johnson@exeter.ac.uk](mailto:A.Johnson@exeter.ac.uk) |
| **Funders and donors** | Major funders | Website  Targeted face-to-face meetings with development staff  Cultivation events VIP tours / site visits | **Emma Clark** Communications Manager [E.Clark3@exeter.ac.uk](mailto:E.Clark3@exeter.ac.uk) |
| Other funders | Website e-comms  Targeted face-to-face meetings with development staff  Cultivation events Tours / site visits | **Emma Clark** Communications Manager [E.Clark3@exeter.ac.uk](mailto:E.Clark3@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](mailto:C.Lane@exeter.ac.uk) |
| **Science influences** | Key journals and media | Targeted press Relevant talking heads | **Press Office**  [pressoffice@exeter.ac.uk](mailto:pressoffice@exeter.ac.uk) |
| **Partner institutions** | Current and potential partners (eg R,D&E Hospital, Met Office) | Existing academic relationship – direct contact  Social media |  |
| Potential research partners | Innovation Exeter (newsletter) Social media  Science Park comms channels (possibly) Existing academic relationships | **Niki Thomas**  Exec PA to Director of IIB [N.S.J.Thomas@exeter.ac.uk](mailto:N.S.J.Thomas@exeter.ac.uk) |
| Potential commercial partners | Innovation Exeter (newsletter)?? Social media  Existing academic relationships Stakeholder newsletter  Science Park comms channels (possibly) | **Niki Thomas**  Exec PA to Director of IIB [N.S.J.Thomas@exeter.ac.uk](mailto:N.S.J.Thomas@exeter.ac.uk) |
| Partner institutions and GW4 alliance | GW4 Council and board meetings Networking events  Informal academic networking and word of mouth | **Charlotte Lane**  Research & Development Manager [C.Lane@exeter.ac.uk](mailto:C.Lane@exeter.ac.uk) |
| Members of regional science base | Social media  Existing academic relationships |  |
| Corporate partners | Direct contact via relationship managers Social media  Stakeholder newsletter?? | **Niki Thomas**  Exec PA to Director of IIB [N.S.J.Thomas@exeter.ac.uk](mailto:N.S.J.Thomas@exeter.ac.uk) |
| **Regional influences** | Exeter City Council Devon County Council  LEPs (Local Economic Partnerships) Regional MPs | Social media  Existing relationships | **Victoria Alcock**  Head of Vice-Chancellor’s Office [v.j.alcock@exeter.ac.uk](mailto: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](mailto: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](mailto:R.J.Cunningham@exeter.ac.uk) |