



COLLEGE OF BUSINESS EDUCATION (CBE)

CRISIS COMMUNICATION AND REPUTATION MANAGEMENT GUIDELINES

July, 2026

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FOREWORD

The College of Business Education (CBE) operates in an environment where trust, credibility, and reputation are built over years but can be tested within hours. As our institution grows in scale and visibility academically, financially, and digitally our exposure to events capable of disrupting that trust grows with it.

This Crisis Communication and Reputation Management Guideline has been developed to ensure that, whenever CBE faces a challenging situation, our response is prompt, coordinated, accurate, and guided by empathy for every stakeholder affected. It establishes clear structures of authority, defines who may speak on behalf of the institution, and sets out the principles that must guide every message we issue in difficult moments.

I commend this Guideline to Management, staff, and all stakeholders of the College as the reference framework for safeguarding our institution's integrity and reputation, and I urge every officer with a role under this framework to internalize it well before it is ever needed.

The Rector

College of Business Education

ACRONYMS AND ABBREVIATIONS

CBE College of Business Education

CCMT Crisis Communication Management Team

HCMU Communications and Marketing Unit

ICT Information and Communication Technology

SMS Short Message Service

EXECUTIVE SUMMARY

The College of Business Education (CBE) operates in a dynamic environment where rapid information flows, digital platforms, and heightened stakeholder expectations expose the institution to academic, financial, reputational, governance, and operational crises. This Guideline sets out how CBE will prepare for, respond to, and recover from such events, safeguarding its reputation and the trust of its students, staff, alumni, government partners, and the wider public.

The Guideline is anchored on eight guiding principles Accuracy, Timeliness, Transparency, Consistency, Accountability, Empathy, Accessibility, and a Stakeholder-Centred approach that must inform every crisis communication issued in the institution's name.

Overall direction is provided by the Crisis Communication Management Team (CCMT), chaired by the Rector as Chief Spokesperson and secretariat support from the Communications and Marketing Unit (HCMU). The CCMT assesses crises, approves official messages, coordinates stakeholder communication, and guides the institution's response from onset through post-crisis review.

Operationally, the Guideline defines a five-step response cycle monitoring, notification, message preparation, dissemination, and documentation supported by a defined set of official communication channels and tailored engagement approaches for each stakeholder group. Post-crisis, CBE will conduct structured reviews, document lessons learned, and implement corrective actions to strengthen future readiness and rebuild reputation where required.

CRISIS COMMUNICATION AND REPUTATION MANAGEMENT GUIDELINES

1 Situational Context

The College of Business Education (CBE) operates in a dynamic environment where rapid information flows, digital platforms, and heightened stakeholder expectations can expose the institution to crises. These may include academic, financial, reputational, governance, or operational disruptions. Effective crisis communication is therefore essential to safeguard reputation, sustain strategic objectives, and maintain trust among students, staff, alumni, government, partners, and the wider public.

2 Key Issues to Address

Guidelines shall focus on mitigating risks related to:

- i. Misinformation and disinformation on digital and social media.
- ii. Lack of coordinated response mechanisms during emergencies.
- iii. Inconsistent communication leading to stakeholder confusion.
- iv. Reputational damage from delayed or inaccurate messaging.
- v. Cybersecurity breaches and ICT disruptions.
- vi. Student unrest, labour disputes, and governance conflicts.
- vii. Public health emergencies, accidents, and natural disasters.
- viii. Risks in investment, partnerships, and commercial projects.
- ix. Gaps in preparedness, simulation exercises, and training.

3 Guiding Principles

Crisis communication shall be implemented in line with the following principles:

Accuracy <i>Verify and release fact-based information.</i>	Timeliness <i>Issue communication promptly to prevent speculation.</i>
Transparency	Consistency

<i>Share information openly within legal and confidentiality limits.</i>	<i>Ensure all messages are coordinated and aligned.</i>
Accountability <i>Demonstrate responsibility and leadership.</i>	Empathy <i>Address stakeholder concerns with sensitivity.</i>
Accessibility <i>Use channels that reach intended audiences.</i>	Stakeholder-Centred <i>Prioritize stakeholder needs and experience.</i>

4 Governance Structure

Establish a Crisis Communication Management Team (CCMT) to direct and coordinate communication.

CCMT Membership	Roles of the CCMT
▶ Rector — Chairperson and Chief Spokesperson ▶ Head of Communications and Marketing Unit — Secretary ▶ Deputy Rector, Academic, Research and Consultancy ▶ Deputy Rector, Planning, Finance and Administration ▶ Director of Human Resource and Administration ▶ ICT Manager ▶ Head of Legal Services ▶ Dean of Students ▶ Other officers as required	▶ Assessing crises ▶ Approving messages ▶ Coordinating stakeholder communication ▶ Monitoring media ▶ Managing misinformation ▶ Guiding management ▶ Conducting post-crisis reviews

Figure 1: CCMT Governance Structure

5 Official Spokespersons

- x.** The Rector is the principal spokesperson.
- xi.** Delegation may occur depending on the crisis.
- xii.** No unauthorized individual may issue official statements.
- xiii.** Subject matter experts may provide technical input only with CCMT approval.

6 Operational Procedures

- **Monitoring:** HCMU, ICT, Risk Management, Security, and Departments shall monitor media, reports, and feedback to identify potential crises.
- **Notification:** Report crises immediately to HCMU and College Management; convene CCMT.
- **Message Preparation:** HCMU and authorized spokespersons shall prepare and disseminate verified updates.
- **Consistency:** Ensure all communication originates from a single official source.
- **Documentation:** Record all activities and conduct post-crisis evaluations.



Figure 2: Crisis Communication Workflow

Table 1: Crisis Communication Operational Procedures

Action	Responsible Person / Office
Monitor media, social media, stakeholder feedback, internal reports, risk management reports, and security incidents to identify potential crises and report them through established channels.	HCMU, ICT Unit, Risk Management Unit, Security Unit, Heads of

Action	Responsible Person / Office
	Departments/Campuses, Staff and Stakeholders
Notify the HCMU and College Management immediately upon identification of an actual or potential crisis and convene the CCMT to assess the situation and determine the appropriate response level.	Responsible Office/Unit, HCMU, College Management, and CCMT
Prepare and disseminate timely, accurate, and consistent information, including initial statements and regular updates, through authorized communication channels.	HCMU and Authorized Spokesperson
Monitor public and media reactions, correct misinformation, and ensure all communications remain consistent across platforms through a single official source of information.	HCMU and Authorized Spokesperson
Document all crisis communication activities and conduct post-crisis evaluations to identify lessons learned and improve future responses.	HCMU, CCMT, and College Management

7 Communication Channels

Guidelines recommend use of:

- xiv.** Official website
- xv.** Social media
- xvi.** Press releases
- xvii.** Media briefings
- xviii.** Official emails
- xix.** SMS alerts
- xx.** Internal platforms
- xxi.** Notice boards
- xxii.** Customer service desks
- xxiii.** Government channels where necessary

8 Digital and Social Media Management

- xxiv.** Continuously monitor digital platforms.
- xxv.** Apply protocols for misinformation and reputational attacks.
- xxvi.** Disseminate verified information rapidly.
- xxvii.** Archive digital communications for accountability.
- xxviii.** Use analytics to assess sentiment and effectiveness.

9 Stakeholder Communication

Tailor crisis communication to the needs of:

- xxix.** Students
- xxx.** Staff
- xxxi.** Governing Organs
- xxxii.** Alumni
- xxxiii.** Government Authorities
- xxxiv.** Investors
- xxxv.** Partners
- xxxvi.** Employers
- xxxvii.** Media
- xxxviii.** The General Public

10 Post-Crisis Recovery

- xxxix.** Conduct reviews and document lessons learned.
 - xl.** Assess reputation impact and stakeholder perceptions.
 - xli.** Implement corrective actions and preventive measures.
 - xl ii.** Undertake reputation rebuilding initiatives.
 - xl iii.** Update procedures based on experience.
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"CBE — For Business Success"

Approval and Endorsement

This crisis communication and reputation management guidelines has been reviewed and is hereby approved for implementation across all campuses, departments, and entities of the College of Business Education, in accordance with the governance arrangements set out in Part 1.3.

Signature: _____

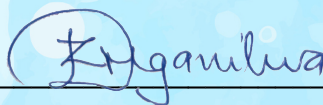


Prof. Edda Tandi Lwoga

Date: 27th August 2026

RECTOR, COLLEGE OF BUSINESS EDUCATION

Signature: _____



Prof. Zacharia Mganilwa

Date: 27th August 2026

CHAIRPERSON, GOVERNING BODY