

ABSTRACT

This study aims to analyze internal and external communication management in the mental health prevention and handling program at Telkom University, as well as to formulate an appropriate communication model to support its implementation. The background of this research lies in the significance of mental health issues among students and the necessity for an integrated communication system between stakeholders and students. The study employs a qualitative method with a case study approach and a constructivism paradigm. Data were collected through in-depth interviews with the Head of Student Affairs, academic advisors, counselors, and students, and analyzed using Miles and Huberman's interactive method. The findings indicate that internal communication has been systematically designed by the Directorate of Student Affairs through a structure involving the Vice Dean II, Student Affairs Coordinators, Program Chairs, academic advisors, and counselors. However, resource limitations and the low engagement of academic advisors remain key challenges. External communication is conducted through various digital channels, yet its effectiveness is still influenced by digital literacy and student initiative. The proposed communication model consists of four stages: planning, implementation, monitoring & feedback, and evaluation. This study reinforces organizational communication theory and provides practical contributions to the development of a collaborative communication system to support student mental health in higher education institutions.

Keywords: *Communication management, communication model, internal-external communication, mental health, students*