


Academic Quality


1. Innovative, Quality Programs for Academic Excellence

Foster effective university governance in support of university strategic goals.

Action/Strategy	Measurable/Milestone	Status
Continually monitor, evaluate and update the University Communications Plan Framework to align with the UAP and enhance institutional reputation. (Note: The Framework guides the integration of faculty and divisional communication efforts through the Integrated Communications & Marketing Council (ICMC). a. Identify and present common communication objectives/strategies that resonate at both the institutional and local (unit) levels; b. Through collaborative two-way planning with ICMC members and EDG, develop and implement coordinated institutional and "local" communication plans; c. Align communication efforts with institutional brand and reputation strategies, amplifying key messages through integrated communication initiatives. d. Enable faculties and central division engagement, knowledge transfer, and integration of efforts.	C&PA's Communications Plan Framework success is measured through three lenses: Increase Awareness: With key target audiences, breaking through the clutter to differentiate York from the competition. Change Attitudes: Enhance institutional reputation, increasing understanding and perception and interest among key audiences and build pride. Influence Actions: Increase desired outcomes and actions, interest, information, enrolment, participation. a.& b. Communication strategies shared with Council for feedback and input; Support provided to members in creating communication plans Collaboratively develop an overarching institutional communications plan based on the Communications Plan Framework with the members of the Extended Directors' Group (VPS, VP Adv., VPRI, OP). c. Measures: . # of ICMC Social Themed campaigns . Social media theme metrics: Awareness: % participation in generating original content % participation amplifying C&PA content Total potential reach Total # of posts Action: Total engagements d. # of development opportunities provided	 On Track

Student Success


Increase and Diversify Pedagogical innovation

Action/Strategy	Measurable/Milestone	Status
a. Develop and implement a multi faceted marketing and communication plan in support of Experiential Education, designed to create awareness and interest. b. Partner with Teaching & Learning office to provide editorial support in publishing a special monthly issue of Innovatus for Teaching and Learning in yFile.	a. i) Total impressions from paid, earned, owned activities ii) YOY total and % increase in engagement (social media) iii) Total video views of 5 EE videos iv) YOY increase and % increase in website visits (teachingandlearning, OYM EE) v) Total contest entries vi) Social media total results b) Average unique views of each issue of Innovatus and YOY increase	 On Track

Student Success

4. A Student-Centred Approach


Strategic Enrolment Management (SEM) Develop updated post-strike enrolment strategy reflecting current external context including enhanced recruitment and retention and support through student life cycle

Action/Strategy	Measurable/Milestone	Status
Support the generation of student application leads through the SEM Advertising follow-up	YOY % increase in leads generated and applications	 On Track



Engagement and Outreach

6. Enhanced Community Engagement



Broaden/deepen positive/balanced media coverage of York in support of institutional and academic priorities.

Action/Strategy	Measurable/Milestone	Status
a. Develop a proactive, consistent earned media plan targeting relevant domestic and international markets issuing relevant newsworthy faculty/research news releases b. Promote York’s Internationally recognized research and academic achievements c. Issue institutional news releases highlighting major administration decisions, policy, and sector leading efforts d. Increase and enhance proactive media relations & publicity efforts by creating new advertorial content	Total Reach (10% increase YOY in total reach via earned media); Audience growth (5% YOY increase and # new followers) Maintain % describing news stories as positive YOY Establish benchmark for media relations website visits Increase # of York U experts on Guide by 20% Goal: 10% increase YOY in @yorkunews Digital Media Relations results: . Increase reach . Improve engagements . Audience growth (followers)	 On Track


Foster a great sense of community engagement and pride in York University.

Action/Strategy	Measurable/Milestone	Status
Enhance Community Engagement (Internal) a. Embed internal communication strategies and tactics into all institutional communication plans. b. YFile Special Editions: Collaborate with VPRI to publish Brainstorm and VPAP to publish Innovatus; Use UAP as an editorial filter to develop yFile’s content calendar c. Refresh yFile to reflect the university brand work and increase readership and subscription with current students d. Increase Yu link usage by the York community e. Support Advancement in deepening alumni engagement by producing and mailing one print edition of The York University Magazine (fall); Produce and post 3 digital issues of the magazine (spring/summer/fall/winter f. Revitalize the York Lions Brand Continue to evolve and enhance merchandise program with bookstore	a. Internal communication plans developed and initiated b. # of special editions created YOY increase in yFile story coverage by UAP priority c. Baseline to be determined. Complete refresh and report on: 2% YOY increase in yFile page views 2% YOY increase in yFile total # of users yFile homepage bounce rate meets industry standards YOY Total yFile distribution list (readership) 2% YOY increase in yFile average time on page d. 2% YoY increase in total YULink user sessions e. YOY increase in print magazine circulation/readership NB: As Digital subscriptions increase, print may decrease. Additionally, Alumni is re-evaluating the mailing list quantities and print circulation could be reduced in 2019/20. Establish benchmark KPIs for the digital edition including, page views, readership, time spent on page etc. f. YOY % increase in sales of York Lions branded merchandise YOY % increase in sales of York branded merchandise in Bookstore	 On Track
Strengthen labour relations and employee engagement by: Developing and leading the implementation of an integrated communications strategy and tactical plan in support of the university’s CUPE 3903 labour bargaining strategy, arbitration process and final resolution. Providing communications in support of the YUFA labour bargaining strategy.	Labour website data total visits and subscribers	 Completed

Strengthen the reputation of York University by defining and communicating a distinct, persuasive and differentiated brand that sets York apart from the competition.


Action/Strategy	Measurable/Milestone	Status
<p>Enhance Community Engagement (External) a. Develop a brand differentiation strategy (including a unique value proposition, brand promise, positioning, messaging architecture, and a plan on how to operationalize across the University). b. Develop a C&PA Strategic Plan in response to a rapidly changing communication environment. c. Update Institutional Communications Plan to reflect C&PA's Strategic Plan priorities. d. Support plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's). e. Enhance York's institutional reputation by positioning the President (and her designates/York senior leadership) as thought leaders through keynote opportunities, panel discussions, media opportunities and more. f. Develop and execute a pan-university digital strategy to optimize and align all of York's web and social media properties g. Position York as a leader in the global postsecondary education sector by celebrating and promoting York's successes and achievements through PSE sector award submissions (CCAIE and CASE and others). h. Maintain marketing progressive best practices in paid and owned approach to digital media, by actively identifying new opportunities to test, learn and evolve new strategies. i. Identify and execute new innovative marketing initiatives in 2018/2019. Partner with paid influential online content creators to reach and influence prospective students.</p>	<p>a. Phase I: Complete the research portion of the Brand Strategy work to inform the differentiation phase. Phase II: Develop brand differentiation strategy and approve; Assess and recommend creative strategy against brand differentiation strategy. Phase III: Launch and execute the Brand Delivery phase of the Brand differentiation strategy. b. C&PA Strategic Plan developed, presented and endorsed by the President. c. In consultation with central divisions (EDG), update Institutional Communications Plan. d. Rankings: Metric: Maclean's National Reputation Ranking Target: Minimize decline or maintain ranking at 21/49 e. Reputation Advertising: i. Metric: Perception of York's reputation Target: Minimize decline (given strike) in % citing York's reputation as having improved (among those who had seen advertising vs. those who had not seen advertising YOY) ii. Impressions from paid media (OYM campaign Royal Society ad, Board ads - Digital and traditional with the exception of Influencer) iii. Metric: Audiences describing news stories and social media as positive Target: Minimize decline of % of audiences describing news and social media as positive YOY iv. Metric: Positive/ neutral media stories and impressions Target: 10% increase in # of positive/neutral unique media stories and impressions YOY (global) Baseline: 14,353 stories and 2.26B impressions v. Metric: Goal: maintain 30% of total unique stories and impressions as academic vi. # of speaker engagements and proactive media opportunities of York's leadership as thought leaders f. Pan-university digital strategy completed and executional plan developed g. # of Awards received h. % increase in impressions and engagements from paid, and owned digital activities Organic and Boosted only: Social - Institutional channel, @YorkUniversity: i. competitive ranking in cross channel engagement rate per post ii. cross channel audience growth Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY iii. Web visits YOY change Target: Mitigate decline due to labour disruption i. Paid Influencer: Impressions on paid influencer campaign posts</p>	<p> On Track</p>
<p>As opportunities arise, support Advancement in maintaining momentum for the IMPACT advertising campaign</p>	<p>IMPACT campaign: Average engagement per online advertising (social or G&M)</p>	<p> On Track</p>

Support comprehensive government and community relations strategies


Action/Strategy	Measurable/Milestone	Status
<p>Increase awareness and understanding of York's Markham Centre Campus. Work with internal and external partners to execute an integrated communication and marketing plan, in support of community/government relations, research and advancement strategies.</p>	<p>Total website visits</p>	<p> Completed</p>

Enabling the Plan
7. Enabling the Plan


Maximize efficiencies and effectiveness in the delivery of Communications to all audiences (internal and external).

Action/Strategy	Measurable/Milestone	Status
a. Support research to improve evidence-based decision making and improve the effectiveness of communication efforts. b. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.	a. i. Conduct brand advertising research to ensure evidence-based decisions to inform the evolution of the[OPEN YOUR MIND] campaign. ii. Collaborate with Advancement to conduct Alumni communications research b. Enhance ability to measure and report on communication success measures and pan-university communication outcomes	 On Track

Support the delivery of the UAP priorities through enhanced communications service delivery.

Action/Strategy	Measurable/Milestone	Status
With the support of the president, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic impact of the group.	Conduct analysis in service delivery offerings and skills gap, informed by C&PA's Strategic Plan priorities. Develop HR plan, define resources to meet gap analysis and recruit roles by December 2018.	 On Track

Valuing People and Strengthening the Workplace: Drive positive change by contributing to developing a high performance pan-university communications team leading to better alignment, understanding and integration of communication efforts

Action/Strategy	Measurable/Milestone	Status
a. Demonstrate York "as an employer of choice" by identifying and supporting staff development and pride initiatives. b. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets) c. Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit.	a. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery. b. Planned RFPs completed, Short-term and long-term sustainable priority-based budget plans approved in accordance with institutional financial framework c. Completion of Social Media Audit management action plans on schedule.	 On Track

