

Academic Quality

1. Innovative, Quality Programs for Academic Excellence

Foster effective university governance in support of university strategic goals.

Strategy/Action

Measure/Milestone

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).

Identify and present common communication objectives/strategies that resonate at both the institutional and local (unit) levels;
 Through collaborative two-way planning with ICMC members and EDG, develop and implement coordinated institutional and "local" communication plans;
 Align communication efforts with institutional brand and reputation strategies, amplifying key messages through integrated communication initiatives;
 Enable faculties and central division engagement, knowledge transfer, and integration of efforts.

C&PA's Communications Plan Framework success is measured through three lenses:



Completed

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 revise the overarching institutional communications plan based on the Communications Plan Framework with the members of the Extended Directors' Group (VPS, VP Adv., VPRI, OP) and report results at year-end.

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

of development opportunities (workshops) provided to ICMC and minimum participation rate of 75% (13/18 unit members).

Student Success


Increase and Diversify Pedagogical innovation.

Strategy/Action	Measure/Milestone		Progressing
Continue to partner with the Teaching & Learning office to provide editorial support in publishing a special monthly issue of Innovatus for Teaching and Learning in yFile.	Average unique pageviews of each issue of Innovatus and YOY increase. (Set baseline in 2019/2020).		

Student Success

4. A Student-Centred Approach

Develop updated post-strike enrolment strategy reflecting current external context including enhanced recruitment and retention and support through student life cycle.

Strategy/Action	Measure/Milestone		On Track
Support the generation of student application leads through the SEM Advertising follow-up.	Target: 10% increase in leads and applications.		

Engagement and Outreach

6. Enhanced Community Engagement

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

Strategy/Action	Measure/Milestone
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Enhanced Community Engagement (External)

- 6.1.1. 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. Support plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's).
- c. 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.
- d. Develop and execute a pan-university digital strategy to optimize and align all of York's web and social media properties.
- e. 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).
- f. 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.
- g. Identify and execute new innovative marketing initiatives (i.e. Drone aerial photography) Partner with paid influential online content creators to reach and influence prospective students.

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.

Rankings: Metric: Maclean's National Reputation Ranking
 Target: Minimize decline or maintain ranking at 21/49.
 Maintain 419 position in Times Higher Education (THE) and 511-520 position in QS Rankings.

Reputation Advertising:
 Metric: Perception of York's reputation. Target: Maintain or 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). Impressions from paid media (Brand, Digital and transitional (with the exception of Influencer), local and international advertorials, etc.). Target: Maintain impressions of 138M for paid media.
 Metric: Audiences describing news stories and social media as positive. Target: Maintain or minimize decline of % of audiences describing news and social media as positive YOY.
 Metric: Total media stories and impressions.
 Target: 10% increase in # of unique media stories and impressions YOY (global). Baseline: from 17,320 to 19,052; with audience reach from 2.89B to 3.17B.
 Metric: Goal: maintain 30% of total unique stories and impressions as academic.
 # of speaker engagements and proactive media opportunities of York's leadership as thought leaders.
 Pan-university digital strategy and executional plan developed and rolled out to the community. Target: Phase 1 launch winter, 2020 (C&PA sites, 5 Faculty sites, 3 VP sites Phase 2 (final) launch Sept 2020 (6 Faculty sites, remaining VP sites, Intranet).
 # and quality of Awards received.
 % increase in impressions and engagements from paid, and owned digital activities (Organic and Boosted only):
 Social - Institutional channel, @YorkUniversity:
 competitive ranking in cross channel engagement rate per post.
 cross channel audience growth. Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post, match global higher education benchmark in engagement rate per post, and achieve 20% growth in cross channel audiences (social) YOY for Instagram, Facebook and Twitter. LinkedIn 5% growth and Snapchat to be excluded due to platform evolution and used as a complementary tactical channel
 Maintain web visits YOY change.
 8 new ideas from Marketing & Creative Services team.
 Paid Influencer: Continue macro/pa influencer campaign and formalize and execute micro influencer strategy.



On Track

<p>6.1.2. As opportunities arise, support Advancement in maintaining momentum of the IMPACT campaign.</p>	<p>IMPACT campaign: Average engagement per online advertising (social or G&M).</p>	<p> Completed</p>
<p>6.2.1. a. Develop a proactive, consistent earned media plan targeting relevant domestic and international markets issuing relevant newsworthy faculty/research news releases.</p> <p>b. Promote York’s Internationally recognized research and academic achievements.</p> <p>c. Issue institutional news releases highlighting major administration decisions, policy, and sector leading efforts.</p> <p>d. Increase and enhance proactive media relations & publicity efforts by creating new advertorial content.</p>	<p>Total Reach (10% increase YOY in total reach via earned media); Audience growth (5% YOY increase and # new followers from 22,462 to 24,500). Maintain % describing news stories as positive YOY. Establish benchmark for media relations website visits. 20% Increase # of York U experts on Guide. (from 345 to 414) vi. Target: 10% increase YOY in @yorkunews Digital [1] Media Relations results: . Increase reach (impressions) . Improve engagements Set baseline metrics in 2019/2020 YOY increase of Authors by 10% starting 2020/2021</p>	<p> Completed</p>

Enhanced Community Engagement (Internal)
 6.3.1. a. Continue to embed internal communication strategies and tactics into all institutional communication plans.

b. YFile Improvements:
 Refresh yFile to reflect the university brand work
 Develop marketing plan/roadshow to enhance community understanding of YFile's value
 Work more closely with the C&PA digital group to develop infographics and videos for YFile
 Work with UIT to improve YFile archiving
 Work with VPS to encourage student readership
 Increase Glendon content
 Implement MailChimp to garner accurate analytics on e-mail subscriber behaviour, through Google

c. Y-File Special Editions: Continue to collaborate with VPRI to publish Brainstorm and VPAP to publish Innovatus; Use UAP as an editorial filter to develop yFile's content calendar.

d. YuLink:
 Make yu link the hub for information specific to internal audiences by increasing internal-focused information
 Increase community usage of yu link

e. Advancement:
 Support Advancement to increase alumni engagement
 Review and adjust strategy based on the outcome alumni research
 Support Advancement's marketing strategy for the magazine
 Continue 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. Continue to evolve and enhance merchandise program with bookstore.

g. Support VPF&A division in executing culture change by developing communication plan and providing communications support through the new Associate Director position.

Internal communication plans developed and initiated.
 i.e. Communications plan developed for VPA and Provost's division.
 YOY increase in yFile story coverage by UAP priority.
 Complete refresh based on new Brand strategy and report on:

- 10% Increase in Total page views
- 10% Increase in Total # of Users
- Maintain average time on page of 2.07
- Maintain bounce rate of 10.38

c. # of special editions created YOY increase in baseline measures.

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 has re-evaluated the mailing list quantities and print circulation has been reduced by 30K in 19/20.

Establish base-line benchmark KPIs for the digital edition:

- 10% YOY increase in returning users (from 3,802 to 4,182)
- YOY increase in total subscriptions. (from 285 to 1,500)
- Increase average session duration rate from 1.30
- Reduce/maintain current bounce rate at 21%
- 10% YOY increase in total and unique page views (from 38,029 to 41,832)

f. YOY % increase in sales of York branded merchandise in Bookstore.

g. Communications plan developed and approved by VPF&A; executional plan rolled out to the division.



Completed

6.3.2. 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 labour bargaining strategy.

Labour website data total visits and subscribers.



Discontinued

6.4.1. Increase broad public awareness and understanding of York’s Markham Centre Campus.

Total website visits.
(Metrics will depend on the plan to be developed)



Completed

Work with internal and external partners to execute an integrated communication and marketing plan, in support of community/ government relations, research and advancement strategies.

Revise previous communications plan based on new project priorities and major milestones.

Enabling the Plan

7. Enabling the Plan

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

Strategy/Action

Measure/Milestone

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.

Realize the re-envisioning of C&PA by completing the final staff hire identified in the HR Plan.



On Track

Continue to onboard new staff and create opportunities for cross-functional teams to interact and work together on projects/assignments.

Provide team building opportunities to build stronger group collaboration, enhanced team agility, that fosters a “change” management culture in C&PA.

Demonstrate York "as an employer of choice" by identifying and supporting staff development and pride initiatives.
Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets, resources, processes).
Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit.


Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery.
Planned RFPs completed, Short-term and long- term sustainable priority-based budget plans approved in accordance with institutional financial framework; processes reviewed/enhanced to create efficiencies.
Completion of Social Media Audit management action plans on schedule.



On Track

Support research to improve evidence- based decision making and improve the effectiveness of communication efforts.
 Leverage and review new and existing technology solutions to enable reporting of pan- university communication outcomes and results.

- i. Continue to conduct and evolve brand advertising research to ensure evidence-based decisions to track success of our brand work and inform the evolution of the brand campaign.
- ii. Collaborate with Advancement to conduct Alumni communications research and report findings; findings used to inform future decisions.
- b. Enhance ability to measure and report on communication success measures and pan- university communication outcomes.

 On Track