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3. From Access to Success

3.1 Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population.

[PVP IRP 3.1.1 Effective SEM to support enrolment]

<u>Action/</u>	<u>Strategy:</u>

Support Strategic Enrolment Management Program through advertising efforts that contribute to lead generation.

Measures/Metrics/Milestones:

Maintain or increase lead generation vs. year prior (baseline: 18,775 total leads).

Evaluation Status:



On Track

5. Working in Partnership

5.1 Strengthen York's sense of community engagement.

Action/Strategy:

- 5.1.1 Foster a greater sense of community engagement and pride in York University:
- i. Demonstrate/enhance York "as an employer of choice" by identifying and supporting pride initiatives (e.g., Create social media content strategy, communications planning for internal initiatives and issues).

Measures/Metrics/Milestones:

Net promoter score (overall measure).

i. Pride initiatives identified/ supported.

Evaluation Status:



On Track

- ii. In collaboration with HR, articulate York's employee experience narrative, creative/ad campaign and messaging to attract and retain top talent.
- iii. Launch refreshed YFile (editorial and visual to become AODA compliant, improve email distribution platform and align with York's tagging and web optimization strategies).

- ii. Roll out narrative and creative/ad campaign and messaging.
- iii. Increase readership and engagement with YFile content.

Completed



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iv. Develop business case for an improved intranet based on current best practice.

iv. Business case developed.



Progressing

[PVP IRP 5.1.4]

Action/Strategy:

5.1.2 Contribute to strengthening labour relations by collaborating and supporting the University's labour bargaining communication strategy (YUSA/ YUFA).

Measures/Metrics/Milestones:

Strategy completed and tactics implemented.

Evaluation Status:



On Track

5.2 Continue to enhance/support GCRE Strategy.

[PVP IRP 5.2.2]

Action/Strategy:

5.2.1. Support GCRE initiatives to strengthen York's partnership network by developing external communications and media plans to profile key initiatives and build and strengthen partnerships.

Measures/Metrics/Milestones:

i. Municipal partners quotes in relevant news releases.

ii. Provide strategic advertorial content to regional publications.

Evaluation Status:



On Track

5.3 Successful doors open of the Markham Campus in Fall 2023, with strong community support, student enrolment, and community pride and excitement.

[PVP IRP 5.1]

Action/Strategy:

i. Increase broad public awareness, understanding and support for York's Markham Campus.

Measures/Metrics/Milestones:

i. Increase in awareness of the York University Markham Campus Parents (from 29% to 35%) +20% Influencers (from 29% to 315%) +10% First choice (from 22% to 24%) +10% Second choice: (from 16% to 18%) +10% Non applicants: (from 13% to 14%) +10%

Evaluation Status:



On Track

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ii. Work with internal and external partners to execute Phase I communication and marketing plan including:

Establish Markham Campus narrative

Evolve website/ digital platform

Develop brand advertising creative and execute media plan aimed at raising awareness and interest

Support Advancement and Government and Community Relations priorities

iii. Co-chair Engagement and Communications Committee; Support York MC Committees.

iv. Help refine proposed Communications model to ensure integration with Central, Divisional and Faculty communication strategies.

ii. Advertising campaign metrics, website launch and metrics, consistent usage of narrative in audit.

Highlight Markham campus government and community partners through content creation on Markham website, social and advertorials.

iii. Strengthen Markham Campus regional partners communications committee

Communications, Markham Campus and support successful recruitment

. Active participation on Academic Planning, Engagement and Communications, Operations and Planning, Capital Project Committees.

iv. Continue to define Communications Service

Model and corresponding 10 year budget.

Develop position description for Director

process.

Completed

On Track

On Track

6. Living Well Together

6.1 Enhance Mino Bimaaddiziwin / The Good Life to strengthen our sense of inclusion and well-being.

[PVP IRP 6.1.1 EDI

6.1.2 Indigenous Framework

6.1.3 ABR

6.1.9 AODA compliance]

Action/Strategy:

6.1.1 Drive positive change by supporting the Equity, Diversity and Inclusion strategy and enabling a culture that instills human rights, equity and inclusion:

i. In collaboration with VPEPC update the University Style Guide to align with the University's ongoing commitment to strengthen and improve EDI through the consistent use of respectful and current gender and racial words and phrases. Note: Review and recommend tools to assist (if appropriate).

Measures/Metrics/Milestones:

i. Launch inclusive writing style guide including training session for communicators housed on brand website.

Evaluation Status:



Progressing

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3

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YORK

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

[PVP IRP 6.1.7 Strengthen pan-univ. Comms Function cohesiveness; Update Comms Plan Framework to strengthen collaboration]

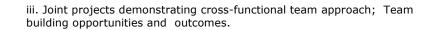
Action/Strategy:	<u>Measures/Metrics/Milestones:</u>	Evaluation Status:
i. Consult with members of ICMC to review and update York's foundational communication documents and receive feedback about the current level of C&PA support in priority areas.	i. Consultation completed and C&PA Strategic Plan updated in response to evolving landscape and in support of Divisional and Faculty needs; bring forward recommendations to president on how to maintain/increase impact (and following University Budget Council); Update Communications Plan Framework and Institutional Communications Plan.	On Track
ii. With the support of the President, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic positive impact of the division.	ii. Support enhanced service delivery options (Public Relations, External Communications, Internal	On Track
Continue to analyze effectiveness of service delivery and how best to respond to changing needs of target audiences and the internal community.	Communications, Web, Digital Content) through University Faculty Council support and strategic funding.	
Initiate a new approach to client work that encompasses the six principles of service delivery at York.	Updated communications planning service delivery model. Internal communication plans developed and initiated.	

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functional teams to interact and work together on projects/assignments.

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iv. Continuing to lead efforts in reviewing, recommending, and implementing improvements to processes, procedures, and distribution of institutional communications.

iii. Provide team building opportunities to build stronger group collaboration including cross-

iv. Manage institutional internal communications plan/protocol/ process.



Completed

YORK

v. Continuing to support COVID-19 Pandemic institutional internal communications (faculty and staff) in support of the University's emergency response protocol.

v. Participate in COVID communications committee . Effectively manage internal information sharing, website updates i.e., https://www.yorku.ca/bettertogether/, social media content.



On Track

6.3. Establish York University's differentiated identity (brand) and enhance our reputation - Translating Bold Vision into Exciting Reality - responding to the UAP 2020-2025 UN SDGs Challenge (Note: exact PVP language).

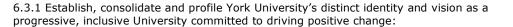
[PVP IRP: 6.4.1]

Action/Strategy: <u>Measures/Metrics/Milestones:</u> <u>Evaluation Status:</u>

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Broad Reputation Measured by:

Rankings: Maclean's National Reputation Ranking. Target: Maclean's: Maintain or improve ranking at 21/49

THE Impact Ranking. Target maintain (top 6% standing as university participation expands)

Brand tracking study measures: reputation; campaign effectiveness and message break through; ownership of brand attributes, campaign metrics, net promoter score; Markham campus awareness scores: Parents (from 29% to 35%) +20% Influencers (from 29% to 315%) +10% First choice (from 22% to 24%) +10% Second choice: (from 16% to 18%) +10% Non applicants: (from 13% to 14%) +10%

 Launch evolved suite of RTF campaigns including, donor, Markham, international, program marketing and faculty.



i. Further refine brand campaign and materials to strengthen focus on Right the Future: multilayered brand advertising campaign (institutional, faculty, program marketing, donor, Markham Campus, International paid media).

- ii. Support Working Group for the Times Higher Ed. Impact Ranking submission and develop communication plan to leverage results.
- iii. Create proactive strategies to increase Maclean's survey participation internally and influence external potential rankers to think of York more favourably.
- iv. Expand Influencer Strategy through non-traditional organic and paid initiatives and capitalize on new innovations (i.e., Maclean's sponsorship, paid social media micro-influencers, York U student influencers).

- iii. Paid advertising campaigns to reach potential Maclean's rankers (metrics).
- iv. Internal communication plan to increase participation in Maclean's survey.



On Track

On Track

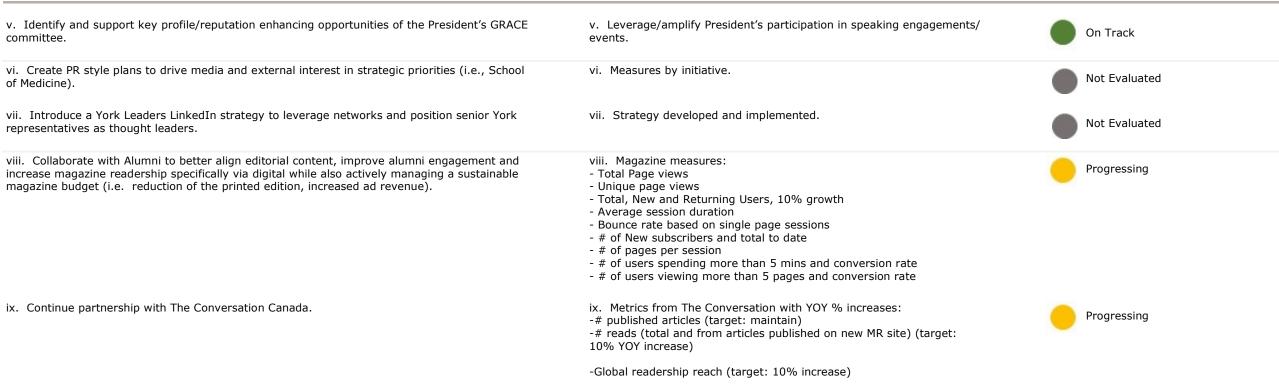


Completed

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YORK

6.4 Broaden Pan-University Digital Strategy.

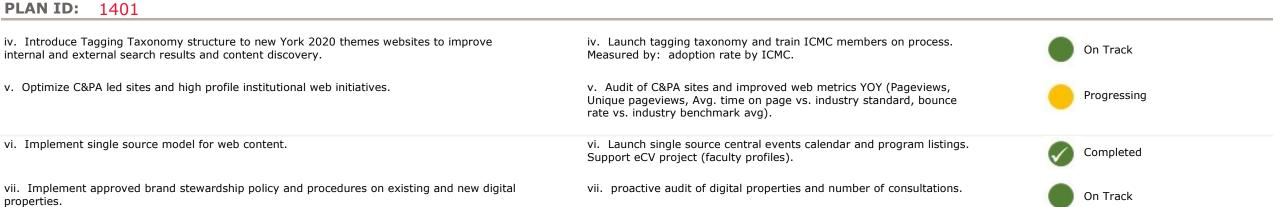
[PVP IRP: 6.4.2]

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
i. Execute pan-university Web Optimization strategy to update and align remainder of priority websites and pages to the new theme.	Measures: i. Adoption and completion of established list of high priority sites.	Progressing
ii. Continue to educate community on best practices for web optimization incl. web architecture, writing for SEO, AODA compliance, usage of Wordpress expertise and, google tracking and reporting.	ii. Evolved Digital Experience Hub site with new tools and completed training sessions (5).	Completed
iii. Enhance web design options to meet user needs in evolving web ecosystem through the creation of new branded web modules.	iii. Introduce 10 new design updates.	Completed

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YORK

6.5 Increase awareness, audience reach and understanding through high quality, visually engaging content. [PVP IRP: 6.4.2]

Action/Strategy: i. Enhance digital content creation across all institutional platforms Adopt and evolve content creation strategy to work within the evolving COVID19 environment.	Measures/Metrics/Milestones: i. Performance of C&PA institutional platforms (Twitter, Facebook, Instagram, TikTok, and YouTube) vs. the global higher education sector benchmark for engagement rate per post and cross channel audience growth.	Evaluation Status: On Track
ii. Capitalize/leverage new digital platforms or technology to enhance/expand priority content and improve digital team's agility while continuing to create engaging and innovative content incl. animation & interactive content.	ii. Establish eight new marketing ideas. Target: Maintain top three ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY.	Completed
ii. Evolve brand voice and personality to become more approachable on specific social channels (Instagram to start).	iii. Audit of content and reflection of brand on a bi-annual basis.	Progressing
v. Pilot proactive engagement strategy to insert York into relevant conversations (social comments).	iv. Establish baseline for number of conversations we have inserted ourselves in via commenting.	Progressing

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v. Formulate and execute ICMC campaign themes that harness the brand and bring examples to

vi. Improve quality of submissions to YFile through story submission and User Manual.

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v. Execute five ICMC themed campaigns that reflect the brand and garner strong participation and metrics (YOY).

Measured by: :

- % participation rate generating original content
- % participation rate amplifying C&PA content
- Potential Reach
- # of posts
- Total engagements



vi. Quality measured by:

At least 72 completed online story forms, submitted independently or through redirection, resulting in story publications, a key demonstration of successful online story adoption.

A reduction in the average number of emails required for each published story (measured through one-week audit six months apart) Reduced time to publication per story (measured through one-week audit six months apart)

vii. Receive two Canadian Online Publishing Awards (COPA) Receive two Council for Advancement and Support of

Education (CASE) awards.



On Track



On Track



Completed

6.6 Operationalize the Brand and refine community tools.

vii. Increase industry recognition of York Magazine.

[PVP IRP 6. 4.2]

Action/Strategy:

Support operationalizing the Brand across the communications eco-system and university through:

i. Ongoing refinement of brand marketing & communications tools for all University communicators including messaging and design.

Measures/Metrics/Milestones:

i. Updates to brand guidelines, messaging to incorporate brand platform (RTF). $\label{eq:RTF} % \begin{subarray}{ll} \end{subarray} % \begin{su$

Evaluation Status:



Completed

ii. Advancing high profile initiatives with impactful marketing and communications support to ensure brand break through (e.g., : President's Report, recruitment materials, faculty ads, UN SDG engagement plan).

ii. Introduction of new tools and templates usage (website activity), imagery, guidelines for how to incorporate into advertising.



On Track

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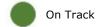
iii. Expand training to broader community who work with the brand regularly (i.e., work study students) to ensure guidelines are understood and embraced measured by # of participants at training sessions and video views of recorded training sessions.

On Track

iv. Strategic brand input and review by UB&M Unit of all high-profile marketing drafts and final approvals to ensure brand alignment. Measured by audit.

On Track

v. Community usage of Brand Toolbox (# visits).



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

[PVP IRP: 6.4.1]

Action/Strategy:

Create new media relations and external communications five-year plan (May 2021 is the end of year five for MR plan, new plan ETA Fall 2021 to incorporate PR and external communications focus). Key actions include:

i. Develop and launch new MR website with improved Experts Guide.

Measures/Metrics/Milestones:

Overall:

- % growth in unique media stories (target: 10% incr. YOY from 24,598 to 27,057)
- % of which were positive/neutral in tone (target: maintain at 88%)
- % of total unique media stories as academic and research (target: maintain at 29%)
- Total impressions (reach) of media stories (target: 10% incr. YOY from 6.8B to 7.5B)

i. Launch New Hub website, establish baseline metrics: Unique page visits to News Hub homepage Visit/dwell time on content

- % growth/# of new experts added to Experts Guide (target: 10% increase from 407 to 447).

Evaluation Status:



Progressing

ii. Photography plan.

iii. Short form information on Web i.e., Q&As (multi-audience).

ii. Develop photography plan aligned with UB&M and S&IC.

iii. Updated web copy.

Progressing

Progressing

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iv. Increased focus on supporting international MR opportunities through targeted proactive	iv. % of total media stories that represent international media coverage
pitching in key markets (aligned with YI).	(target: 25% of total).

Progressing

- v. Focus on creating narrative-driven stories that can be shared across multiple platforms.
- v. Develop an external communications content strategy and establish baseline metrics: # of stories that were leveraged across multiple owned platforms.
- Progressing

Progressing

vi. Establish a PR strategy and signature tactics.

- vi. PR Strategy complete, leverage new PR role to execute and establish baseline metrics:
- # of communications collaborations with external communications partners
- # of reputation enhancing opportunities for brand-centered content
- # of pan-university reputation driven collaborations
- vii. Establish working group, complete protocol.



6.8 Support and advance the Internationalization and Global Engagement Plan.

[PVP IRP: 4.1]

Action/Strategy:

i. Collaborate with York International to build awareness and enhance reputation.

vii. Develop new protocol with VPRI to guide support for academics/research.

Measures/Metrics/Milestones:

ii. Recommendation developed.

i. Develop communications and marketing proposal.

Evaluation Status:



Progressing

- ii. Develop a recommendation for international paid and earned media strategy to build awareness and enhance reputation in key markets working in collaboration with Admissions and Global Engagement.
- iii. Collaborate with agents from key markets to ensure materials are on brand and develop a structure to share relevant content.
- iii. Conduct training with international agents/staff on the brand; monitor for compliance.



Completed

6.9 Integrate the Brand. [PVP IRP: 6.4.2]

Measures/Metrics/Milestones: Action/Strategy: **Evaluation Status:**

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YORK U

Fully integrate new brand into the fabric of the University

- i. Work with EP&C to improve brand training modules for York faculty and staff.
- ii. York Brand Filter integrated into divisional decision-making (tool).
- iii. Develop plan to monitor, assess, and address pan-university brand communications adoption.

i. – iii.

- . Establish KPI's for brand learning program with EP&C
- . Develop audit plan and define assessment process
- . Audit of marketing efforts against brand messaging and visual guidelines performed by C&PA and ICMC members resulting in report to PVP (tbc six months and one year) Note: possibly AI enabled

On Track

6.10 Support SEM.

[Linked with PVP IRP 3.1.1 Effective SEM to support enrolment]

Action/Strategy:
i. Support Strategic Enrolment Management Program to help diversify our student base and

strengthen domestic recruitment and conversion through lead generation (advertising campaign).

Measures/Metrics/Milestones:

i. Maintain or increase lead generation vs. year prior (baseline: 18,775 total leads).

Evaluation Status:



On Track

- ii. Work with VPS to ensure student recruitment strategy reflects our brand and values through compelling visuals, messages and stories that showcase the teaching, learning and research environment enriched through the University's commitment to "Right the Future."
- ii. Audit/review of materials per defined process and brand audit in six month time frame.



Progressing

6.11 Safeguard York's reputation from detrimental impacts of adverse incidents, issues and events.

[PVP IRP: 5.1.4]

Action/Strategy: <u>Measures/Metrics/Milestones:</u> <u>Evaluation Status:</u>

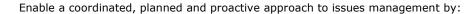
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i. Continuing to use Issue management Framework to track, manage and respond to potential issues.



- On Track
- i. Ongoing execution of the Protocol # of issues in media prior to being identified through process (establish baseline)

 Provide strategic communications/issues management advice and
- . Provide strategic communications/issues management advice and $\ensuremath{\mathsf{counsel}}$
- . Chair IIMT and IMRT committees
- . Effectively manage rapid response:
- Internal information sharing
- Social media content, response, engagement
- Media messages and response
- issues monitoring and analysis (social and mainstream media)

6.12 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:

i. Demonstrate/enhance York "as an employer of choice" by identifying and supporting staff development and pride initiatives.

Measures/Metrics/Milestones:

i. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhance service delivery.

Evaluation Status:



Completed

- ii. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e., RFPs, budgets, resources, processes).
- ii. 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.



- iii. Support the Equity, Diversity and Inclusion strategy by enabling a culture that instills human rights, equity and action in all divisional operations.
- iii. Ensure all staff have awareness and understanding of, and availability to participate in REDI workshops, and events provided through The Centre of Human Rights, Equity and Inclusion.

On Track

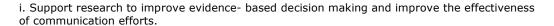
6.13 Maximize efficiencies and effectiveness in the delivery of Communications to all audiences (internal and external).

Action/Strategy: <u>Measures/Metrics/Milestones:</u> <u>Evaluation Status:</u>

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 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. Leverage and review new and existing technology solutions to enable reporting of panuniversity communication outcomes and results. ii. Enhance ability to measure and report on communication success measures and pan- university communication outcomes.



On Track

YORK U