

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

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]

Action/Strategy:

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.

ii. Roll out narrative and creative/ad campaign and messaging.

 Completed

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).

iii. Increase readership and engagement with YFile content.

 Completed

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

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

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

<p>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</p>	<p>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.</p>	On Track
<p>iii. Co-chair Engagement and Communications Committee; Support York MC Committees.</p>	<p>iii. Strengthen Markham Campus regional partners communications committee . Active participation on Academic Planning, Engagement and Communications, Operations and Planning, Capital Project Committees.</p>	On Track
<p>iv. Help refine proposed Communications model to ensure integration with Central, Divisional and Faculty communication strategies.</p>	<p>iv. Continue to define Communications Service Model and corresponding 10 year budget. Develop position description for Director Communications, Markham Campus and support successful recruitment process.</p>	Completed

6. Living Well Together

6.1 Enhance Mino Bimaaddziwin /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

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401



ii. Continue to update and implement the Framework for Black Inclusion and Plan for Action, and communication plan.	ii. Build engagement, awareness and understanding of the Framework for Black Inclusion and Plan for Action as it is developed and launched.	Completed
iii. Support the successful development and implementation of the Indigenous Framework.	iii. Build engagement, awareness and understanding of the Indigenous Framework as it is developed and launched.	Completed
iv. Support the successful development and implementation of the Equity, Diversity and Inclusion strategy.	iv. Build engagement, awareness and understanding of Equity, Diversity and Inclusion strategy as it is developed and launched.	On Track
v. In collaboration with key partners, define and support a Days of Significance calendar, communications cascade with defined levels of social/comms support.	v. Days of significance calendar and defined process to communicate as defined by working group that is led by VPEPC.	On Track
vi. Support AODA goals by offering training for proper design and social media comms to York communicators.	vi. Launch design training sessions on AODA Design and communications measured by attendees and audit.	On Track

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:

- 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.
 - 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.
- Continue to analyze effectiveness of service delivery and how best to respond to changing needs of target audiences and the internal community.
- Initiate a new approach to client work that encompasses the six principles of service delivery at York.

Measures/Metrics/Milestones:




- 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.
 - ii. Support enhanced service delivery options (Public Relations, External Communications, Internal Communications, Web, Digital Content) through University Faculty Council support and strategic funding.
- Updated communications planning service delivery model. Internal communication plans developed and initiated.

Evaluation Status:

- On Track
- On Track

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401



<p>iii. Provide team building opportunities to build stronger group collaboration including cross-functional teams to interact and work together on projects/assignments.</p>	<p>iii. Joint projects demonstrating cross-functional team approach; Team building opportunities and outcomes.</p>	<p> On Track</p>
<p>iv. Continuing to lead efforts in reviewing, recommending, and implementing improvements to processes, procedures, and distribution of institutional communications.</p>	<p>iv. Manage institutional internal communications plan/protocol/ process.</p>	<p> Completed</p>
<p>v. Continuing to support COVID-19 Pandemic institutional internal communications (faculty and staff) in support of the University’s emergency response protocol.</p>	<p>v. Participate in COVID communications committee . Effectively manage internal information sharing, website updates i.e., https://www.yorku.ca/bettertogether/, social media content.</p>	<p> On Track</p>

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:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

6.3.1 Establish, consolidate and profile York University’s distinct identity and vision as a progressive, inclusive University committed to driving positive change:

Broad Reputation Measured by:
 Rankings: Maclean’s National Reputation Ranking. Target: Maclean’s: Maintain or improve ranking at 21/49

On Track

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%

i. 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: multi-layered 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.

ii. THE Impact rankings submission and communication plan with results executed.

On Track

iii. Create proactive strategies to increase Maclean’s survey participation internally and influence external potential rankers to think of York more favourably.

iii. Paid advertising campaigns to reach potential Maclean’s rankers (metrics).

On Track

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).

iv. Internal communication plan to increase participation in Maclean’s survey.

Completed

DIVISION: Division of the President

UNIT: Communications & Public Affairs

PLAN ID: 1401

v. Identify and support key profile/reputation enhancing opportunities of the President’s GRACE committee.

v. Leverage/amplify President’s participation in speaking engagements/ events.

On Track

vi. Create PR style plans to drive media and external interest in strategic priorities (i.e., School of Medicine).

vi. Measures by initiative.

Not Evaluated

vii. Introduce a York Leaders LinkedIn strategy to leverage networks and position senior York representatives as thought leaders.

vii. Strategy developed and implemented.

Not Evaluated

viii. Collaborate with Alumni to better align editorial content, improve alumni engagement and increase magazine readership specifically via digital while also actively managing a sustainable magazine budget (i.e. reduction of the printed edition, increased ad revenue).

viii. Magazine measures:

- Total Page views
- Unique page views
- Total, New and Returning Users, 10% growth
- Average session duration
- Bounce rate based on single page sessions
- # of New subscribers and total to date
- # of pages per session
- # of users spending more than 5 mins and conversion rate
- # of users viewing more than 5 pages and conversion rate

Progressing

ix. Continue partnership with The Conversation Canada.

ix. Metrics from The Conversation with YOY % increases:

- # published articles (target: maintain)
- # reads (total and from articles published on new MR site) (target: 10% YOY increase)
- Global readership reach (target: 10% increase)

Progressing

6.4 Broaden Pan-University Digital Strategy. [PVP IRP: 6.4.2]

Action/Strategy:

i. Execute pan-university Web Optimization strategy to update and align remainder of priority websites and pages to the new theme.

Measures/Metrics/Milestones:

Measures:

i. Adoption and completion of established list of high priority sites.

Evaluation Status:

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

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401



iv. Introduce Tagging Taxonomy structure to new York 2020 themes websites to improve internal and external search results and content discovery.	iv. Launch tagging taxonomy and train ICMC members on process. Measured by: adoption rate by ICMC.	On Track
v. Optimize C&PA led sites and high profile institutional web initiatives.	v. Audit of C&PA sites and improved web metrics YOY (Pageviews, Unique pageviews, Avg. time on page vs. industry standard, bounce rate vs. industry benchmark avg).	Progressing
vi. Implement single source model for web content.	vi. Launch single source central events calendar and program listings. Support eCV project (faculty profiles).	Completed
vii. Implement approved brand stewardship policy and procedures on existing and new digital properties.	vii. proactive audit of digital properties and number of consultations.	On Track

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.

Completed

Target: Maintain top three ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY.

iii. 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

iv. 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

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

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

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

On Track

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

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)

On Track

vii. Increase industry recognition of York Magazine.

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

Completed

6.6 Operationalize the Brand and refine community tools.

[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).

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

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401



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). On Track

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.

ii. Photography plan.

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

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).

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

iii. Updated web copy.

Evaluation Status:

Progressing

Progressing

Progressing

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401



iv. Increased focus on supporting international MR opportunities through targeted proactive pitching in key markets (aligned with YI).	iv. % of total media stories that represent international media coverage (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
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	Progressing
vii. Develop new protocol with VPRI to guide support for academics/research.	vii. Establish working group, complete protocol.	Progressing

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.
- 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.

Measures/Metrics/Milestones:

- i. Develop communications and marketing proposal.
- ii. Recommendation developed.
- iii. Conduct training with international agents/staff on the brand; monitor for compliance.

Evaluation Status:

- Progressing
- Completed

6.9 Integrate the Brand. [PVP IRP: 6.4.2]

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

Fully integrate new brand into the fabric of the University

On Track

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

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:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the President
UNIT: Communications & Public Affairs
PLAN ID: 1401

Enable a coordinated, planned and proactive approach to issues management by:

On Track

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

- 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 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.

Completed

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:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the President


UNIT: Communications & Public Affairs

PLAN ID: 1401




i. Support research to improve evidence- based decision making and improve the effectiveness of communication efforts.

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.

 On Track

ii. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.

ii. Enhance ability to measure and report on communication success measures and pan- university communication outcomes.

 On Track