DIVISION OF MARKETING & COMMUNICATIONS DASHBOARD
April 1, 2019 – March 31, 2020
VISION
The Division of Marketing and Communications will work to make Memorial University become recognized as one of the most distinguished public universities in Canada and beyond by 2020.

MISSION
The Division of Marketing and Communications distinguishes Memorial in hearts and minds by using collective ingenuity to engage the stakeholders in the university's story, past, present and future.
MarComm Services/Operations

- Strategic communications counsel and planning
- Media relations and training
- Management of institutional communications channels:
  - *Gazette* online news source,
  - Newsline internal email service,
  - social media,
  - mun.ca main pages,
  - annual *President’s Report*,
  - official flag sites
- Issues management and emergency communications

- Institutional brand management
- Marketing counsel, planning and services
- Web site planning, content development, support and training
- Creative concept development
- Multimedia design
- Photography and videography
- Advertising and analytics
- Government relations, protocol advice
- Convocation management, logistics
Marketing & Communications

2019-20 Operations*

BUDGET ALLOCATION

$ 3.1M

REVENUES & RECOVERIES

$ 0.72M

EXPENDITURES

$ 3.1M

BUDGET ALLOCATION – 5-YEAR COMPARISON

EXPENDITURES BY SECTION

$3.1M

EXPENDITURES BY CATEGORY

$3.1M

STAFF BY SECTION (as of March 2020)

23 Staff

*Excluding funding administered for WW100 2014-19 program, Veterans Services Program, development, PPSER support.
ORGANIZATIONAL CHART (POSITIONS INCLUDING STAFF NAMES)

Last updated: October 19, 2020

Notes:
- Ryan Card is a Multimedia Designer contractually occupying a permanent Graphic Artist II position.
- Mykala Sherren is on extended leave.

Senior Planning Group (SPG)
- Position funded external to MarComm

Executive Director
- Victoria Coffey

Senior Secretary
- Linda Bohren

Associate Director
- Marketing
  - Jeff Hamen

Manager (Marketing)
- John Harvey
  - Marketing Advisor
    - Lisa Angove
  - Marketing Advisor
    - Beth Price

Manager (Web Content Services)
- Andrea Morgan
  - Web Content Editor
    - Chad Kelley

Manager (Creative)
- Andrea Morgan

Manager (Finance & Administration)
- Jan Warren
  - Manager (Finance & Administration)
    - Samantha Kibett

Manager (Digital Communications and Content Management)
- Jilian Host
  - News Editor
    - Mandy Cook

Manager (Communications)
- Dave Sorensen
  - Manager (Communications)
    - Meghan Weiden

Senior Communications Advisor
- Executive Nurse Duty
Communications Dashboard 2019-20

**GAZETTE STORIES**
457

**GAZETTE EVENTS**
1,203

**GAZETTE VISITS**
487,219

**GAZETTE VISITORS**
375,696

**TOP GAZETTE STORY VIEWS**
9,717

**In her element**
Research/June 2019
Page views: 9,717

**RESEARCH**
Top Story: *In her element*
Research/June 2019
Page views: 9,717

**TEACHING & LEARNING**
Top Story: *Moving forward (law faculty)*
Provost/April 2019
Page views: 1,906

**PUBLIC ENGAGEMENT**
Top Story: *Brighter than ever*
OPE/November 2019
Page views: 7,785

**AUDIENCE & GROWTH**

<table>
<thead>
<tr>
<th></th>
<th>April 1, 2019</th>
<th>March 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>45,000</td>
<td>65,000</td>
</tr>
<tr>
<td>Facebook</td>
<td>35,000</td>
<td>60,000</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>15,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Gazette Now</td>
<td>4,000</td>
<td>6,500</td>
</tr>
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</table>

- **AUDIENCE & GROWTH**
  - **April 1, 2019**
    - Twitter: 45,000
    - Facebook: 35,000
    - LinkedIn: 15,000
    - Gazette Now: 4,000
  - **March 31, 2020**
    - Twitter: 65,000
    - Facebook: 60,000
    - LinkedIn: 20,000
    - Gazette Now: 6,500

**VOLUME OF STORIES: STRATEGIC AREAS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of stories</th>
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<tbody>
<tr>
<td>Research</td>
<td>104</td>
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<tr>
<td>Teaching &amp; Learning</td>
<td>21</td>
</tr>
<tr>
<td>Public Engagement</td>
<td>47</td>
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<tr>
<td>Student Life</td>
<td>85</td>
</tr>
<tr>
<td>Alumni Engagement</td>
<td>4 Alumni Spotlight</td>
</tr>
</tbody>
</table>

**SOCIAL MEDIA ENGAGEMENT**

**FACEBOOK**
- 679 POSTS OVERALL
  - Academic amnesty for climate strike (September 2019)
    - 32,801 people reached
    - 6,087 engagements

**TWITTER**
- 1,282 TWEETS OVERALL
  - Thank you to MUN Dining staff (January 2020)
    - 148,703 impressions
    - 9,482 engagements

**LINKEDIN**
- 209 POSTS OVERALL
  - Job ad for director of innovation and entrepreneurship (August 2019)
    - 20,263 impressions
    - 687 engagements
Communications Dashboard 2019-20

- **MEDIA CALLS**: 300
- **NTL/INTL MEDIA CALLS**: 50
- **NEWS RELEASES & PSAs**: 106
- **PROACTIVE PITCHES**: 47
- **ISSUES MANAGEMENT**: 33

**OUR STORIES’ TOP REACH BY OUTLET**

- Yahoo: 294
- Canada.ca: 288.9
- Daily Mail: 154.8
- CTV: 153.4
- Global TV: 129.3
- Observer: 101
- Forbes: 98.3
- The Conversation: 78.5
- Bloomberg: 64.8
- Guardian: 51.7

In millions.

**OUR STORIES’ TOP REACH BY COUNTRY**

- Canada: 1,825.3
- US: 1,304.7
- UK: 630.6
- India: 99.3
- Germany: 20.4
- China: 9
- Russia: 8.6
- Switzerland: 5.4
- New Zealand: 5.3
- Australia: 4.7

In millions.
Communications staff were called on to provide emergency communications leadership on 7 Emergency Operation Committees (EOC)

Of particular note:
- E.Coli (September 2019)
- Snowmageddon (January 2020)
- Behavioural threat in Engineering (February 2020)
- COVID-19 (March 2020)
### Communications Dashboard 2019-20

#### President’s Report 2019
- Content development
- Content creation
- Dissemination strategy

#### Presidential transition
- Communications support for all elements of presidential transition

#### Gazette
- Analysis of past performance
- Consultation with key stakeholders re: special features

#### PSE Review
- President’s Ad Hoc Committee on PSE
- Created comprehensive website
- Drafted PSE submission

#### Convocation
- Communications support for spring and fall sessions
- 17 speeches
- Social media
- Media relations
- Government relations
- Personnel at all sessions

#### Strategic social media
- Campaigns for:
  - Harlow 50th anniversary
  - International Day of Women and Girls in Science
  - International Women’s Day

#### Issues management
- Activated issues management tool
- Shared with president’s office and senior communicators council

#### Proactive media relations
- Increased proactive pitching by more than 65% compared to previous year.
Marketing Dashboard 2019-20

REQUESTS BY CATEGORY

- Administration, 31
- Marketing, 258
- Web CMS, 148
- Photography, 172
- Web Content, 204

REQUEST RESOLUTION PATHWAYS

- In-house, 760, 813 Requests
- Request not required, 29
- External contractor, 15
- Rejected, 4

Total Requests: 813
### Marketing Dashboard 2019-20

<table>
<thead>
<tr>
<th>UNIT</th>
<th># of requests</th>
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</thead>
<tbody>
<tr>
<td>MarComm</td>
<td>128</td>
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<tr>
<td>HSS</td>
<td>63</td>
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<tr>
<td>Research</td>
<td>49</td>
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<tr>
<td>AVPA(Students)</td>
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<tr>
<td>Engineering</td>
<td>45</td>
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<tr>
<td>Science</td>
<td>44</td>
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<tr>
<td>SGS</td>
<td>43</td>
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<tr>
<td>Other</td>
<td>39</td>
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<tr>
<td>Business</td>
<td>33</td>
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<tr>
<td>Signal Hill Campus</td>
<td>32</td>
</tr>
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<table>
<thead>
<tr>
<th>UNIT</th>
<th># of requests</th>
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<tbody>
<tr>
<td>Alumni Engagement</td>
<td>31</td>
</tr>
<tr>
<td>Music</td>
<td>27</td>
</tr>
<tr>
<td>Registrar’s Office</td>
<td>24</td>
</tr>
<tr>
<td>OPE</td>
<td>17</td>
</tr>
<tr>
<td>Internationalization</td>
<td>16</td>
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<tr>
<td>Education</td>
<td>15</td>
</tr>
<tr>
<td>President’s Office</td>
<td>12</td>
</tr>
<tr>
<td>Alumni Development</td>
<td>11</td>
</tr>
<tr>
<td>CITL</td>
<td>11</td>
</tr>
<tr>
<td>HR</td>
<td>11</td>
</tr>
</tbody>
</table>
Web Content System Management
- CMS training
- CMS improvements
- Web template improvements
- User management
- Training materials and user guides

Web Content Support
- How do I...?
- Add a sub-menu?
- Add a news widget?
- Get an online form?
- Web best practice advice

Website Planning & Development
- Content planning and site map development
- Website redesigns
- Widget or layout recommendations
- URL recommendations
- Analytics
- User testing

REQUESTS
- 352

STAFF
- 2

30 Drop-in Clinics
18 Training Sessions
10 Websites Launched
Marketing 2019-20

**PRESIDENT’S REPORT 2019**
- Creative concept
- Website design & development
- Project management

**TERMINALFOUR WEB CONTENT MANAGEMENT SYSTEM**
- Collaboration with ITS
- Updated security and functionality
- Improved look/feel for special features

**GAZETTE**
- Photography
- Videography
- Web banners
- Design of special features
- Web support

**SIGNAGE STANDARDS**
- Ongoing build of artwork and standards for exterior, interior, donor and wayfinding.

**CONVOCATION**
- Redesigned look & feel of communications
- Program, invitations
- Photography
- Web content
- Event support

**STUDENT RECRUITMENT**
- Search ad campaign
- Undergrad Facebook/Instagram campaigns
- Viewbooks
- Grad student profile campaigns
- Expats Campaign

**ALUMNI ENGAGEMENT**
- Website refresh
- Support for major events: reunions, affinity dinners, Golden Celebration, Tribute Awards

**STUDENT LIFE**
- Welcome Week
- Residences campaign
- Red folder (mental health)
- Website content/support
- SOAR
COVID-19 Information Hub

Memorial continues to follow the most up-to-date advice provided by the Government of Newfoundland and Labrador and the Government of Canada on COVID-19 response.

Key updates:

- Memorial University welcomes new and returning students to a primarily remote teaching and learning environment for the fall semester. Full in-
### Marketing | Samples of Websites Launched

<table>
<thead>
<tr>
<th>OFFICE OF THE REGISTRAR</th>
<th></th>
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<tbody>
<tr>
<td>Admissions</td>
<td>Academic Advice</td>
</tr>
<tr>
<td>Registration &amp; Final Exams</td>
<td>Records</td>
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<tr>
<td>Money &amp; Financial Support</td>
<td>Graduation</td>
</tr>
<tr>
<td>Faculty &amp; Staff Resources</td>
<td></td>
</tr>
</tbody>
</table>

**LAUNCH FORTH**

**A NEW SEMESTER BEGINS**
Marketing | Undergraduate Recruitment

Postcard

Brochure
Social Media Ad Campaigns

79 campaigns

- International recruitment campaign targeting 11 countries targeting prospective students
- Domestic campaign targeting Canadian prospective students and parents
- Global campaign targeting expatriate NL'ers and their families (in partnership with provincial government)
Master Plan campaign

Focus on key benefits
- Affordable tuition
- Competitive funding
- Specialist knowledge
- Earning potential

Drive to vanity URL on all print collateral: www.mun.ca/masterplan

Social Media

Campaign from Dec. 19 – Jan. 20 to promote reasons to get a graduate degree via social media (Facebook and Instagram).

1516 landing page views

Student Success

Visual update on approach to student success to better integrate with campaign materials and 6 student profiles.
Marketing | Harlow 50th Anniversary Celebrations

- Developed look and feel
- Promoted the anniversary celebrations with multi-channel social media campaign across:
  - Facebook
  - Instagram
  - LinkedIn
  - Twitter
- Over 2500 unique page views to anniversary landing page
- Reached 50,000+ people
- Budget: $1,877
Marketing | Research Reputation

5,887 landing page views
715,015 impressions
380,941 reach

7,129 landing page views
1,272,291 impressions
360,255 reach
Marketing | Search Ad Campaign

Google – all SJC programs + MI grad programs

**Total Spend**

$143,882

**Total Clicks on Ads**

303,382

**Clicked Apply Online: Undergrad**

8,393

**Clicked Apply Now - Grad**

7,960
Convocation 2019

**CONVOCATIONS**
- Corner Brook – 1
- St. John’s – 2

**SESSIONS**
- 13

**EXPENDITURES**
- (non-salary)
- $152,915

**DEGREES CONFERRED**

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Doctoral</th>
<th>TOTAL 2019</th>
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<tr>
<td>1913</td>
<td>849</td>
<td>107</td>
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<td>457</td>
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<tr>
<td>435</td>
<td>351</td>
<td>51</td>
<td>3326</td>
</tr>
</tbody>
</table>

**HONOURS**
- 10 Honorary degrees conferred
- 11 Professores emeriti presented

**OTHER**
- For the first time Corner Brook session of Spring Convocation was staged at Civic Centre arena in May 2019
- Planning continued for transition of Convocation management to Student Life, now anticipated in 2021 (postponed due to COVID-19)
Marketing & Communications: Fall 2020

**Marketing**
- Shifting priorities for marketing team hinders planning, decision-making, organizational structure/capacity
- Marketing & strategic enrolment management technology changing rapidly, increasingly complex, requires specialists
- Decentralized student recruitment and marketing across university resulting in fragmented university brand and inefficiencies

**Communications**
- Supporting increased presidential and pan-university communications initiatives
- Leveraging traditional and social media to tell the story of Memorial in competitive landscape
- Leading issues management and emergency communications efforts plus supporting pandemic response with small team

**External Relations Portfolio collaboration**
- Pivoted to planning virtual events for graduation in collaboration with Alumni Engagement, CITL, others
- Institutional events/hosting transferred to Conference and Events Services as of April 1 (1 position and operating funds)
- Supporting events knowledge transfer to Conference and Events Services

**Web**
- Planning for migration to new T4 CMS well underway, to result in more website functionality, ease of use, tighter content controls, building a better website
- Many initiatives planned to improve user experience: intranet, create once & publish everywhere program pages
- Ongoing challenge with lack of unit-level users’ digital skills
- Web policy in development

**Administration/Convocation**
- Implemented budget reduction of $38,570
- Quality management system work slowed without dedicated staff support
- Convocation management and planning for transition of Convocation to other units continues to involve considerable management time
- Vacancies and turnover in administrative staff resulted in loss of divisional knowledge and reduced capacity