DIVISION OF MARKETING & COMMUNICATIONS DASHBOARD

April 1, 2018 – March 31, 2019
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 and marketing counsel and planning
- Media relations and training
- Management of institutional communications channels:
  - Gazette on-line news source,
  - Newsline internal email service,
  - social media,
  - mun.ca main pages,
  - annual President’s Report
  - official flag sites
- Institutional brand management
- Web site development support and training
- Creative concept development
- Graphic design
- Custom photography
- MarComm project management
- Government relations, protocol advice
- Institutional events and hosting, including Convocation
Marketing & Communications operations 18-19*

**Expenditures under budget due to unforeseen delay of T4 web project**

*Excluding funding administered for WW100 Commemorations Program 2014-19

**BUDGET ALLOCATION**

- $3.1M

**REVENUES & RECOVERIES**

- $0.33M

**EXPENDITURES**

- $2.8M**

**EXPENDITURES BY SECTION**

- Administration, $530,058
- Institutional Memberships, $254,947
- Events & Institutional Hosting, $259,174
- Communications, $518,088
- Marketing, $1,266,594

**EXPENDITURES BY CATEGORY**

- Travel & Institutional Hosting, $72,634
- Institutional Memberships, $254,947
- Materials & Supplies, $283,917
- External Services, $69,137
- Other, $52,265

**STAFF BY SECTION** (as of March 2019)

- Administration, 5
- Communications, 5
- Events, other, 2
- Marketing, 13

**KEY CHANGES 2013-19**

- $695K Budget reduction since 2013-14
- 4 Positions eliminated since 2013-14
- 28 Positions decentralized since 2015-16
Communications Dashboard 18-19

**GAZETTE STORIES**
435

**GAZETTE EVENTS**
1,376

**GAZETTE VISITS**
369,715

**GAZETTE VISITORS**
285,049

**TOP GAZETTE STORY VIEWS**
9,264

**RESEARCH**
Top Story: Follow the evidence
Nursing/January 2019
Page views: 2,691

**TEACHING & LEARNING**
Top Story: Law proposal endorsed
Provost/November 2018
Page views: 5,072

**PUBLIC ENGAGEMENT**
Top Story: The New View
OPE/August 2018
Page views: 5,072

**AUDIENCE & GROWTH**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of stories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>139</td>
</tr>
<tr>
<td>Teaching &amp; Learning</td>
<td>40</td>
</tr>
<tr>
<td>Public Engagement</td>
<td>36</td>
</tr>
<tr>
<td>Student Life</td>
<td>94</td>
</tr>
<tr>
<td>Alumni Engagement</td>
<td>11 Alumni Spotlight</td>
</tr>
</tbody>
</table>

**SIX SPECIAL FEATURES:**
60 stories
28,075 story views

**SOCIAL MEDIA ENGAGEMENT**

- 521 POSTS
  - Governor General Innovation Awards (May 2018)
    - 89,092 people reached
    - 13,892 engagements

- 808 TWEETS
  - Justin Trudeau visits Core Science (February 2018)
    - 141,885 impressions
    - 1,472 engagements

- 105 POSTS
  - Justin Trudeau visits Core Science (February 2018)
    - 16,933 impressions
    - 950 engagements
Communications Dashboard 18-19

MEDIA CALLS
318

NTL/INTL MEDIA CALLS
81

NEWS RELEASES & PSAs
119

PROACTIVE PITCHES
28

ISSUES MANAGEMENT
23

**OUR STORIES’ TOP REACH BY OUTLET**

<table>
<thead>
<tr>
<th>Outlet</th>
<th>Reach (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yahoo</td>
<td>294</td>
</tr>
<tr>
<td>Canada.ca</td>
<td>288.9</td>
</tr>
<tr>
<td>Daily Mail</td>
<td>154.8</td>
</tr>
<tr>
<td>CTV</td>
<td>153.4</td>
</tr>
<tr>
<td>Global TV</td>
<td>129.3</td>
</tr>
<tr>
<td>Observer</td>
<td>101</td>
</tr>
<tr>
<td>Forbes</td>
<td>98.3</td>
</tr>
<tr>
<td>The Conversation</td>
<td>78.5</td>
</tr>
<tr>
<td>Bloomberg</td>
<td>64.8</td>
</tr>
<tr>
<td>Guardian</td>
<td>51.7</td>
</tr>
</tbody>
</table>

In millions.

**OUR STORIES’ TOP REACH BY COUNTRY**

<table>
<thead>
<tr>
<th>Country</th>
<th>Reach (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>1,825.3</td>
</tr>
<tr>
<td>US</td>
<td>1,304.7</td>
</tr>
<tr>
<td>UK</td>
<td>630.6</td>
</tr>
<tr>
<td>India</td>
<td>99.3</td>
</tr>
<tr>
<td>Germany</td>
<td>20.4</td>
</tr>
<tr>
<td>China</td>
<td>9</td>
</tr>
<tr>
<td>Russia</td>
<td>8.6</td>
</tr>
<tr>
<td>Switzerland</td>
<td>5.4</td>
</tr>
<tr>
<td>New Zealand</td>
<td>5.3</td>
</tr>
<tr>
<td>Australia</td>
<td>4.7</td>
</tr>
</tbody>
</table>

In millions.
Emergency Communications

Communications staff were called to participate in 5 Emergency Operations Centres. These ranged from hour-long meetings to multi-day responses requiring significant time and resources.
Communications 18-19

Proactive/planned projects

PRESIDENT’S REPORT 2018
- Content development
- Content creation
- Dissemination strategy

GAZETTE REVITALIZATION
- Collaboration with ITS
- Updated security and functionality
- Improved look/feel for special features

SPECIAL FEATURE PLANNING
- Analysis of past performance
- Consultation with key stakeholders
- Scheduling of special features

PSE REVIEW
- President’s Ad Hoc Committee on PSE
- Resource website project leadership/execution
- VPC Subcommittee on PSE Review

CONVOCATION
- Communications support for spring, fall sessions
- 21 speeches
- Social media
- Media relations
- Government relations
- Personnel at all sessions

PRIME MINISTER’S VISIT
- Primary liaison with PMO
- Coordinated external and internal requirements
- Briefing of internal participants
- Event oversight with PMO at Memorial

ISSUES MANAGEMENT
- Developed issues management evaluation tool
- Populated with potential, current and dormant issues

PROACTIVE MEDIA RELATIONS
- Pitched stories to national media
- Developing plan for consistent proactive media relations to support university goals
NUMBER OF SERVICE REQUESTS 2018-19

919

REQUESTS BY CATEGORY

- Web Content, 117
- Administration, 56
- Marketing, 248
- Photography, 186
- Web CMS, 312

REQUEST RESOLUTION PATHWAYS

- Project not required, 48
- External contractor, 14
- In-house, 857

TOP 10 UNITS REQUESTING SERVICE

<table>
<thead>
<tr>
<th>UNIT</th>
<th># of requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>MarComm</td>
<td>137</td>
</tr>
<tr>
<td>HSS</td>
<td>83</td>
</tr>
<tr>
<td>Science</td>
<td>49</td>
</tr>
<tr>
<td>Grad Studies</td>
<td>44</td>
</tr>
<tr>
<td>Engineering</td>
<td>44</td>
</tr>
<tr>
<td>Business</td>
<td>39</td>
</tr>
<tr>
<td>Music</td>
<td>31</td>
</tr>
<tr>
<td>VP(R)</td>
<td>29</td>
</tr>
<tr>
<td>Registrar’s Office</td>
<td>25</td>
</tr>
<tr>
<td>VP (A&amp;F)</td>
<td>16</td>
</tr>
</tbody>
</table>
Requests: 429

How do I...
- Embed a video?
- Add a sub-menu?
- Add a news widget?
- Get an online form?
- Get a new website?
- Organize my content?

- 50 Site Builder Drop-in Clinics
- 29 Site Builder Training Sessions
- 28 Websites Launched

- 2 Staff
Marketing | Samples of Websites Launched

WE’RE COMING TO A SCHOOL NEAR YOU

NEW GRADS ON FIRE
Alumni-millennials storm out of the gate—with a spirit of innovation and entrepreneurship fuelled at Memorial!

Labour Relations Information Hub

Update: On February 1, 2019, the university negotiating team reached a tentative agreement with LUMUN regarding the post-doctoral fellows represented by that union. That concludes the outstanding bargaining units represented by LUMUN.

As of Jan. 10, 2019, Memorial University has reached tentative agreements with both the Memorial University Faculty Association (MUNFA) and the Lecturers’ Union of Memorial University of Newfoundland (LUMUN).

As a result of meetings on Jan. 9, the university and LUMUN, the union representing per-serve instructors, were able to reach a tentative agreement. The next step in the process is for both parties to sign a Memorandum of Settlement and then LUMUN will bring the tentative agreement to its membership for a vote.

The university and MUNFA, the union representing faculty, met on Jan. 10 and were able to successfully conclude negotiations, as well. The agreement that resulted in the MUNFA is being negotiated.
Sample Social Media Ad Campaign (1 of 18)

Apply traffic -- Canada
Feb. 26 - Mar. 1, 2019

- New Brunswick (Parents, Students and Remarketing)
- Nova Scotia (Parents, Students and Remarketing)
- PEI (Parents, Students and Remarketing)
- Remainder of Canada (remarketing only)
- Run from undergrad account by marketing
- Budget $1300
Master Plan
campaign update

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

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

Web collateral pointing to:
www.mun.ca/become/graduate/whygradschool
Student Success

16 alumni and student profiles in 2018-19

Social Media

5 multi-channel campaigns, including Facebook and Instagram
Marketing | Graduate Recruitment

Other support

Awards ceremony, progress report, orientation, info session communication, etc.

Indirect support

Unit-level program promotion, Gazette content and promotion, etc.
**Strategy**

Goals:
Short-term: Maintain or slightly increase occupancy by Sept. 2019

Long-term: Increase occupancy from 80% to 90% (200 students) by September 2020.

Focus on key benefits:
• Convenience
• Experience/camaraderie
• Security
• Academic performance

**Tactics**

April – August 2019

• Website redesign
• Web banners
• Posters
• Postcards (undergraduate and graduate)
• Brochure
• Promotional letter
• Facebook ads
• Instagram ads
• Google search campaign
• On-campus LCD screens
Marketing | Project: Student Residence

**Results**

- Applications received - 2,051 (Up 4%)
- Paton College - 76% occupancy
- Macpherson - 94% occupancy (Up 3%)
- Burton's Pond - 58% occupancy (Up 2%)
- Families in Burton's Pond - 52 (Up 44%)

Note: % increases are from 2018 to 2019
THE APPROACH

• Highlighting specific, demonstrated strengths, we aim to increase awareness of Memorial among researchers in specific subject areas in select international markets.

• Increase international traffic to the Gazette.

• Hopefully leading to an improved reputation in those areas as measured by Times Higher Education (and other rankings) reputation surveys. This is not an easy thing to influence but the hope is that increased awareness, along with other efforts, could build momentum over the long term.

TACTICS

• Using social media in partnership with the Office of the Vice-President (Research), we promoted Gazette stories that demonstrate areas of strength for the university. Two stories focused on:


2. Memorial’s strength as the highest ranked Canadian school in ocean and marine engineering: https://gazette.mun.ca/research/in-her-element/ (June 4-14, 2019)
CAMPAIGNS

Budget: $2000 per story

Placements included:
• Facebook newsfeed
• Facebook stories
• Facebook marketplace
• Instagram newsfeed
• Instagram stories
• Audience network
• Messenger stories
Marketing | Research Reputation

**THE DOCTOR IS IN**

1,566 landing page views
441,451 impressions
157,251 reach

**IN HER ELEMENT**

7,129 landing page views
1,272,291 impressions
360,255 reach
Marketing | Search Campaign 2018-19

Google, Bing, Yahoo – all programs

Total Spend

$135,253

Total Clicks on Ads

181,339

Undergrad

$66,384.33

Grad

$68,869.06

Clicked Apply - Grad

7190

Cost per Apply Click - Grad

$9.58

Total Clicks on Ads - Grad

52,434

Clicked Apply - Undergrad

9855

Cost per Apply Click - Undergrad

$6.74

Total Clicks on Ads - Undergrad

128,905
Marketing | Campus Tour Video

- Concept & production: in-house
- Drone footage: CloudBreaker
- Total production cost: $6,600
- Total advertising cost: $0

Reactions, Comments, Shares

- 1,794

YouTube Views

- 35,600

Facebook Video Views

- 10,042

April 30, 2018, to March 31, 2019
Marketing | Signal Hill Campus

Wayfinding Signage Planning and Design
Marketing | Campus Signs
Physical Education

Chemistry-Physics University Centre
Earth Sciences Engineering

Science Bruneau Centre

Parking Lot No. 5

Paton College
Marketing | Web: TerminalFour Content Management System

To here in 2018-19

- Server set-up, T4 installation, login authentication
- Remove inactive sites, clean up old sites
- Train the trainer, developer training
- Design elements
- End user training
- Testing and migrate all sites
- Clean-up (broken elements, additional training needs)
Events 18-19*

**EVENTS ORGANIZED OR SUPPORTED**
21

**PARTICIPANTS**
1,733

**EXPENDITURES** (non-salary)
$32,000

*Not including Convocation

**ATTESTANCE AT EVENTS ORGANIZED BY MARCOMM**

- Emergency Services Luncheon, 28
- Employee Service Recognition Ceremony/Reception, 101
- New Faculty Orientation, 36
- Opening of Signal Hill Campus, 500
- President's Awards Ceremony/Reception, 143
- Ceremony of Remembrance Ceremony/Luncheon, 300
- MUN Pensioners Association Tribute Awards Ceremony/Reception, 58
- Visual Artists of NL Reception, 660
- Sparks Literary Festival Reception, 60
- Other, 447

**OTHER MAJOR PROJECTS**

- Planning for transition of institutional events management function to Conference and Events Services effective April 2019

**EVENTS IN PLANNING FOR 2019-20**

- Institutional recognition for outgoing president

*Not including Convocation*
Convocation 2018

**CONVOCATIONS**

- Corner Brook – 2
- St. John’s – 2

**SESSIONS**

- 14

**EXPENDITURES**

- (non-salary)
- $123,655

**DEGREES CONFERRED**

- Undergraduate: 1945
- Graduate: 2395
- Doctoral: 910
- Total: 3412

**HONOURS**

- 9 Honorary degrees conferred
- 5 Professores emeriti presented

**OTHER**

- Planning underway for transition of Convocation management to Student Life
- Discontinuance of Corner Brook session of Fall Convocation approved effective 2019
- Planning underway for restaging of Corner Brook session at Civic Centre for May 2019

Legend: Spring  Fall  2018 Total