

Brand Messaging Matrix

Integrated Marketing & Communications Council

April 29, 2020

PURPOSE OF THIS DOCUMENT

- In 2019, the University embarked on an initiative to develop a compelling and credible differentiation to capture what is truly unique about York University, to build a shared **sense of identity** (who we are) and **purpose** (why we exist) with our key audiences.
- This evidence-based strategy was developed based on extensive quantitative research across our key audiences, and over 70 interviews and then validated through dozens of interviews to ensure the strategy resonated. Competitive reviews were also performed to ensure that York's brand strategy is ownable, unique and credible.
- This document serves as a messaging framework for the University's communications to help ensure York University's **brand positioning breaks through** to our key audiences.
- With our shared mandate of consistently communicating York University's brand promise, members of the Integrated Communication & Marketing Council play a critical role in bringing the brand to life in relevant and meaningful ways.
- The messaging may evolve after the UAP is finalized.

BRAND STRATEGY

York University has a bold vision captured in our University Academic Plan, Strategic Research Plan and other key University planning documents. Having a consistent and authentic expression of what York stands for – what we value, offer and how we are different from other universities – referred to as our brand – is key to our continued success.

This guide is intended to help the York community understand our refreshed brand which will over time help to enhance our reputation, drive enrolment and attract funding and strategic partnerships.

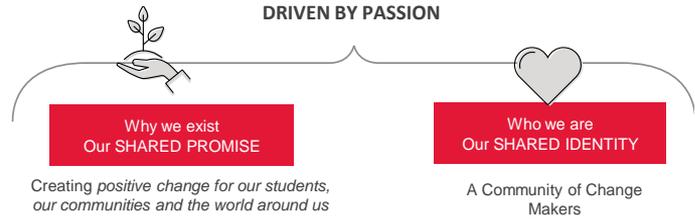
PILLARS VISION
OUR PROMISE
EMOTIONAL BENEFITS
FUNCTIONAL BENEFITS
VALUES



York is committed to giving a broad demographic of students access to a high-quality, research-intensive learning environment committed to the public good*



DRIVEN BY PASSION



Creating positive change for our students, our communities and the world around us

A Community of Change Makers

HOW I FEEL WHEN I INTERACT WITH YORK



WHAT I GET WHEN I INTERACT WITH YORK

- Exceptionally diverse community that works together to tackle complex societal challenges
- Purposeful research that advances knowledge and creates positive change
- Highly valued educational experience that prepares students for meaningful careers and long-term success
- Supportive, inclusive and caring environment that promotes personal growth and well-being
- Effective organization that embraces collaboration, new ideas and a strong sense of purpose



6 EMOTIONAL BENEFITS AND DEFINITIONS

To meaningfully differentiate York, target audience research showed these are the emotional benefits we need to focus on in our communications:

1) Inspired

- Feeling motivated by the innovative thinking, global perspective, and shared sense of purpose that York inspires in our community to create positive change towards a better future.

2) Empowered (aspirational)

- Feeling empowered with the skills and values to achieve personal success, tackle meaningful global challenges, and create positive change.

3) Confident (aspirational)

- Feeling well-prepared with leading programs, global partnerships, networking opportunities, and real-world experience that instills the confidence needed to create positive change and foster success.

4) Welcomed

- Feeling welcomed and supported when engaging with York University, part of a warm community that embraces diversity, inclusivity, and progressiveness, while offering a uniquely global perspective.

5) Proud (aspirational)

- Feeling proud to be part of a leading university championing positive change through academic success, purposeful research, global partnerships, and student initiatives.

6) Cared About (aspirational)

- Feeling supported by a welcoming university that cares deeply about the success of its community and the world at large.

5 FUNCTIONAL BENEFITS AND HIGH LEVEL DEFINITIONS

To meaningfully differentiate York, target audience research showed these are the functional benefits we need to focus on in our communications:

Exceptionally diverse community working together to tackle complex societal challenges

Purposeful research that advances knowledge and creates positive change

Highly valued educational experience that prepares students for meaningful careers and long term success

Supportive, inclusive and caring environment that promotes personal growth and well being

Effective organization that embraces collaboration, new ideas and a strong sense of purpose

Faculties working together to provide unique and valuable perspectives

Clear outcome of how it will or could create positive change for communities/ world

Program excellence, innovation and leadership

Welcoming learning environment that values diversity

Specific improvement initiatives to enhance the overall learning environment and student experience i.e.. Service transformation, re-envisioning the Commons, introducing Canada's first AI virtual assistant

Large and diverse student body and alumni network offering unique and global perspectives

Global and local partnerships/ and collaborations

Diverse relevant experiential education opportunities with proof point

Delivering superior student support services

Collaborating with companies or institutions to create impact across sectors and borders

Strengths and rankings in line with strategic research plan

Demonstrated student/alumni success

Aspirational – use only with specific proof points

BRAND STORY SHORT

York is a leading international teaching and research university and a driving force for positive change. Empowered by a welcoming and diverse community with a uniquely global perspective, we are preparing our students for their long term career and personal success. Together we are making things right for our communities, our planet, and our future.

BRAND STORY LONG

York is a leading international teaching and research university and a driving force for positive change. Empowered by a welcoming and diverse community with a uniquely global perspective, we are preparing our students for their long term career and personal success.

Home to one of the largest and most diverse student bodies in Canada, our 53,000 students from 178 countries, 325,000+ alumni and leading professors are working with 300+ university, industry and NGO partners to tackle pressing issues. Recognized as a global leader for two consecutive years in the new *Times Higher Education Impact Rankings* and number one in global joint research publications in Ontario, York is positioned to take on the challenges that matter most.

Through our leading programs and 9,500+ diverse experiential education opportunities including internships, community placements, co-ops and capstone projects, we are preparing our students for meaningful careers, long-term success, and the critical knowledge to work toward a better future.

Across our multiple campuses locally, including Keele and bilingual Glendon campuses in Toronto, and globally in Hyderabad, India and Costa Rica, we continue to innovate. This brings success to our students in our top ranked Schulich School of Business and Osgoode Hall Law School as well as in the liberal arts, creative and performing arts, professional studies, health, engineering, education and sciences.

We value collaboration, diversity and inclusivity. Together, we can make things right for ourselves, our communities, our planet, and our future

POSITIVE CHANGE - GENERAL INSTITUTIONAL MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success.
<p><i>York is a modern, multi-campus, urban university located in Toronto. Backed by a diverse group of students, faculty, alumni and partners, we bring a uniquely global perspective to help solve societal challenges, driving positive change.</i></p> <p>A) Home to one of the largest and most diverse student bodies in Canada, including 53,000+ students, almost 18% of whom are international students (representing 178 countries)</p> <p>B) Professors who are global thought leaders bring diverse perspectives from 11 Faculties to tackle societal problems.</p> <p>C) York is partnering across sectors and borders with 300+ university, industry, government, NGO partnerships in over 70 countries providing students, faculty, and alumni with opportunities to contribute to solutions</p> <p>D) Driving positive change through sustainability efforts at our Ecocampus in Costa Rica and through our contributions to the UN Sustainable Development Goals (Top 33 in the world and 8th in Canada in <i>Times Higher Education Impact Rankings</i>).</p> <p>E) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities in the community over the past 12 months.</p>	<p><i>York is a leading international teaching and research university. . United by a strong sense of purpose and long-standing commitment to public good, York continues to advance research with social, economic, and global impact.</i></p> <p>A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact</p> <p>B) York is a worldwide leader in exercise hypoglycemia and insulin, Canadian employment & industrial relations; venture capital & private equity and venture capital firms</p> <p>C) Home to 39 Canada Research Chairs, York researchers are creating positive impact in diverse fields from particle physics & astronomy to Canadian migration policy.</p> <p>D) Centre for Vision research ranked amongst the world's top vision research centres</p>	<p><i>York prepares our students for a meaningful career, long-term success, and the critical knowledge to work toward a better future through leading programs, innovative course design, and experiential opportunities.</i></p> <p>A) York is known for our top ranked Schulich School of Business and Osgoode Hall Law School as well as strengths in the liberal arts, creative and performing arts, and professional studies, health, engineering, and sciences.</p> <p>B) Diverse experiential education opportunities, through work and research internships, community placements, and capstone projects, with a commitment for all students to have the opportunity to participate in EE opportunities over the next few years.</p> <p>C) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years.</p> <p>D) Across our multiple campuses locally, including Keele and bilingual Glendon campuses in Toronto, and globally in Hyderabad, India and Costa Rica, we continue to innovate</p>

POSITIVE CHANGE - GENERAL INSTITUTIONAL MESSAGING

Aspirational – use only with specific proof point

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>Supporting students of all backgrounds, we are united by a shared sense of purpose, determined to equip every student with the skills and values to ensure success and work toward a better future.</i></p> <p>A) We are supporting our students with over 39,780 scholarships awarded with a value of over \$76,509,750</p> <p>B) York's peer advisor program including financial peers, health education peers, and career support peers fosters a culture of students supporting students while learning and growing themselves</p>	<p><i>We value collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning.</i></p> <p>A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university.</p> <p>B) Donors invest in York because of our research strengths, because they know we are an effective organization that will use their investment wisely, and their giving demonstrates that York is indeed a supportive and caring environment where tens of thousands of people voluntarily contribute philanthropically.</p> <p>C) York has been recognized as one of Canada's Greenest Employers for 8th consecutive year</p>

Faculty/Area Uniqueness

How do I express my area's uniqueness while integrating into the brand strategy and messaging?

FACULTY/ AREA UNIQUENESS PARAMETERS

- There can only be one brand promise and strategy across the institution (see p. 3)
- There are not currently any taglines across the institution
- There is a flexible system to ensure that any area that wants a unique expression, of how they deliver on the promise, can work within the brand (optional – see slide 12)
- The institutional brand promise is supported by additional audience-specific evidence-driven emotional and rational drivers that you can leverage in your communications
- High level messaging has been provided (general – p. 8, 9) and also by target audience (p. 14-31). We request that you take into account these two items when crafting your content with your area's specific proof points.

FLEXIBLE SYSTEM – FACULTY/AREA UNIQUENESS

Faculty/Area Flexibility (highlighted)

Faculty/Divisional promise: Driven by passion, creating POSITIVE CHANGE for our students, our communities and the world around us by/through (ININSERT HERE)

Examples:

Faculty of Health: Keeping more people healthier, longer
Finance: A customer service focus
FES: Sustainable leadership
Lassonde: Inspiring renaissance engineers
AMPD: Fuelling creativity

Our shared identity: A community of changemakers

How I feel when I interact with York: Inspired, empowered, confident, welcomed, proud, cared about
(emotional benefits remain the same)

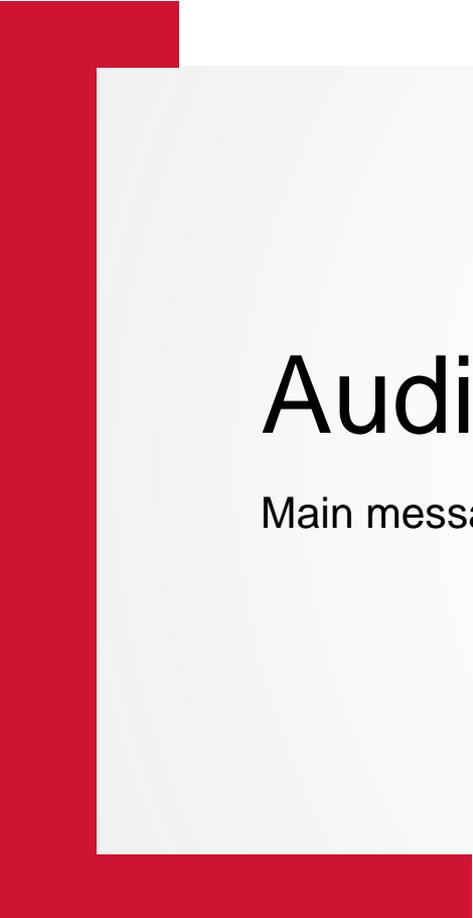
What I get when I interact with York: (functional benefits remain same)

Faculty/Area proof points to support

- Exceptionally diverse community that works together to tackle complex societal challenges
- Purposeful research that advances knowledge and creates positive change
- Highly valued educational experience that prepares students for meaningful careers and long-term success
- Supportive, inclusive and caring environment that promotes personal growth and well-being
- Effective organization that embraces collaboration, new ideas and a strong sense of purpose

Top Drivers of recommendation by audience will inform audience specific communications

Faculty/Area-specific proof points serve as examples and support the promise and drivers

A large red L-shaped graphic is positioned on the left side of the slide, extending from the top edge down to the bottom edge.

Audience Drivers and Messaging

Main messages by audience according to research to guide your content



ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS **POTENTIAL DOMESTIC STUDENT**

Emotional

- ✓ Hard-working
- ✓ Practical
- ✓ A leader
- ✓ Family-oriented
- ✓ Passionate

Rational

- ✓ Good reputation for having an applied focus or career-focused curriculum
- ✓ Its staff and faculty are committed to my success
- ✓ Makes a positive contribution to its communities
- ✓ It has a good public image
- ✓ It has clean and modern campus facilities

Who's Rohit?

Rohit is excited to make the most of his university experience while living with his parents nearby.

POSITIVE CHANGE - POTENTIAL DOMESTIC STUDENT MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success
<p><i>York is a modern, multi-campus, urban University located in Toronto. Backed by a diverse group of students, faculty, alumni and partners, we bring a uniquely global perspective to help solve societal challenges, driving positive change.</i></p> <p>A) Home to one of the largest and most diverse student bodies in Canada, including 53,000+ students, almost 18% of whom are international students (representing 178 countries)</p> <p>B) Professors who are global thought leaders bring diverse perspectives from 11 Faculties to tackle societal problems.</p> <p>C) Globally renowned and leading programs across borders including Keele campus, bilingual Glendon campus, and international campuses in Hyderabad, India and (Eco-campus) Las Nubes, Costa Rica</p> <p>D) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities in the last 12 months</p>	<p><i>York is a leading international teaching and research university. United by a strong sense of purpose and long-standing commitment to public good, York continues to advance research with social, economic, and global impact.</i></p> <p>A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact</p> <p>B) York is a worldwide leader in exercise hypoglycemia and insulin, Canadian employment & industrial relations; venture capital & private equity and venture capital firms</p> <p>C) York presents the opportunity to learn from leading researchers and professors .</p> <p>D) Centre for Vision research ranked amongst the world's top vision research centres</p>	<p><i>York prepares our students for a meaningful career, long-term success, and the critical knowledge to work toward a better future through leading programs and experiential opportunities.</i></p> <p>A) York's undergraduate programs (BA and BSc) offer the largest and most diverse selection of courses of any university in Canada to prepare students to take on real-world problems: Including the first women's studies, disaster and emergency management, environmental studies, and global health undergrad programs of their kind</p> <p>B) Diverse experiential education opportunities, through work and research internships, community placements, co-ops, and capstone projects, with a university commitment to offer each student an opportunity in the coming years.</p> <p>C) York is known for our top ranked Schulich School of Business and Osgoode Hall Law School as well as strengths in the liberal arts, creative and performing arts, and professional studies, health, engineering, and sciences.</p> <p>D) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years.</p> <p>E) Career Centre Career Conversations Panels - lets students explore a variety of careers within a specific field, connect with York alumni working in their field of interest, and get inside tips on securing employment in a specific industry from professionals who do the hiring</p>

POSITIVE CHANGE - POTENTIAL DOMESTIC STUDENT MESSAGING

Aspirational – use only with specific proof point

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>Supporting students of all backgrounds, we are united by a shared sense of purpose, determined to equip every student with the skills and values to ensure success and work toward a better future.</i></p> <ul style="list-style-type: none">A) We are supporting our students with over 39,780 scholarships awarded with a value of over \$76,509,750B) York has a peer advisor program including financial peers, health education peers, and career support peers fostering a culture of students supporting students while learning and growing themselvesC) York's comprehensive Mental Health and Wellness strategy focuses on providing services for students in-need.	<p><i>We value collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning.</i></p> <ul style="list-style-type: none">A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university.B) Startups supported by Innovation York created more than 175 jobs, raised \$10M+ & generated \$7M+ in revenue (2018-2019)C) York has been recognized as one of Canada's Greenest Employers for 8th consecutive year



ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS **CURRENT DOMESTIC STUDENT**

Emotional

- ✓ Inspiring
- ✓ Hard-working
- ✓ Knowledgeable
- ✓ Intelligent
- ✓ A leader

Rational

- ✓ Provides a worthwhile investment in a student's future
- ✓ Its staff and faculty are committed to my success
- ✓ It provides caring and friendly service
- ✓ Builds a foundation for lifelong success and happiness
- ✓ Prepares students for future career opportunities

Who's Mel?

Mel is in third year and is enjoying her time at York so far, in particular her classes where she is passionate about her program. Her part time job and commute keep her busy.

POSITIVE CHANGE - CURRENT DOMESTIC STUDENT MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success
<p><i>Together, we are part of one of the largest and most diverse student bodies, a community of forward-thinking problem solvers driving positive change in Canada and around the world.</i></p> <ul style="list-style-type: none"> A) Global perspectives from our diverse student body of 53,0000, including 8,500 international students and alumni network of 325,000 living in 172 countries B) Student exchange opportunities with 280 universities in 55 countries C) 300+ university, industry, government, NGO partnerships in over 70 countries providing students, faculty, staff and alumni with opportunities to contribute solutions to global challenges: D) Students working collaboratively to make a difference in community areas such as Faculty of Health’s “agents of change program” and at our Ecocampus in Costa Rica E) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities 	<p><i>United by a strong sense of purpose and long-standing commitment to public good, York gives students the opportunity and the appropriate support to contribute to positive change.</i></p> <ul style="list-style-type: none"> A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact B) York presents the opportunity to learn from leading researchers and professors that are global thought leaders 	<p><i>York prepares our students for a meaningful career, long-term success, and the critical knowledge to work toward a better future through leading programs, innovative course design, and co-ops, internships, and experiential opportunities.</i></p> <ul style="list-style-type: none"> A) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years B) Over 9,500 diverse experiential education opportunities, through work and research internships, community placements, co-ops, and capstone projects, with a university commitment to offer each student an opportunity in the coming years. C) York education provides the critical thinking skills and real-world experience to build a better future: Including entrepreneurial workshops through Innovation York and experiential education initiatives through the YU Experience Hub D) Career Centre Career Conversations Panels - lets students explore a variety of careers within a specific field, connect with York alumni working in their field of interest, and get inside tips on securing employment in a specific industry from professionals who do the hiring E) “TASTE”: alumni mentoring program that pairs students with alumni over lunch/coffee F) Leading programs in our top ranked Schulich School of Business and Osgoode Hall Law School as well as strengths in the liberal arts, creative and performing arts, and professional studies, health, engineering, and sciences.

POSITIVE CHANGE - CURRENT DOMESTIC STUDENT MESSAGING

Aspirational – use only with specific proof point

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>At York, our staff are committed to your success. Supporting students of all backgrounds, we help students prepare for career opportunities through networking, advisors, ground-breaking scholarship programs and funding support for research and entrepreneurship initiatives.</i></p> <ul style="list-style-type: none"> A) We are supporting our students with over 39,780 scholarships awarded with a value of over \$76,509,750 B) York has a peer advisor program including financial peers, health education peers, and career support peers fostering a culture of students supporting students while learning and growing themselves C) Startups supported by Innovation York created more than 175 jobs, raised \$10M+ & generated \$7M+ in revenue (2018-2019) D) The ASK Me! Program – involves the whole community in back-to-school support for new and returning student E) York’s comprehensive Mental Health and Wellness strategy focuses on providing services for students in-need. 	<p><i>We value collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning to ensure student success.</i></p> <ul style="list-style-type: none"> A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university. B) York has been recognized as one of Canada’s Greenest Employers for 8th consecutive year



ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS **CURRENT INTERNATIONAL STUDENT**

Emotional

- ✓ Practical
- ✓ Hard-working
- ✓ Progressive
- ✓ Different
- ✓ Popular

Rational

- ✓ It is reliable/delivers what it promises
- ✓ It provides a supportive, nurturing and inclusive environment
- ✓ Makes a positive contribution to its communities
- ✓ Its staff and faculty are committed to my success
- ✓ It provides caring and friendly service

Who's Prya?

Prya is in her third year, and feels like she's really making progress towards her goals, and is having an exciting interesting time in Toronto. She is looking ahead to graduation, reminding herself to be practical.

POSITIVE CHANGE - CURRENT INTERNATIONAL STUDENT MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success
<p><i>Together, we are part of one of the largest and most diverse student bodies, a community of forward-thinking problem solvers driving positive change in Canada and around the world.</i></p> <ul style="list-style-type: none"> A) Global perspectives from our diverse student body of 53,000, including 8,500 international students and alumni network of 325,000 living in 172 countries B) Student exchange opportunities with 280 universities in 55 countries C) 300+ university, industry, government, NGO partnerships in over 70 countries providing students, faculty, staff and alumni with opportunities to contribute solutions to global challenges: D) Students working collaboratively to make a difference in community areas such as Faculty of Health’s “agents of change program” and at our Ecocampus in Costa Rica E) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities in the last 12 months 	<p><i>United by a strong sense of purpose and long-standing commitment to public good, York gives students the opportunity and the appropriate support to contribute to positive change.</i></p> <ul style="list-style-type: none"> A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact B) York presents the opportunity to learn from leading researchers and professors that are global thought leaders 	<p><i>York prepares our students for a meaningful career, long-term success, and the critical knowledge to work toward a better future through leading programs, innovative course design, and co-ops, internships, and experiential opportunities.</i></p> <ul style="list-style-type: none"> A) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years B) Over 9,500 diverse experiential education opportunities, through work and research internships, community placements, co-ops, and capstone projects, with a university commitment to offer each student an opportunity in the coming years. C) York education provides the critical thinking skills and real-world experience to build a better future: Including entrepreneurial workshops through Innovation York and experiential education initiatives through the YU Experience Hub D) Career Centre Career Conversations Panels - lets students explore a variety of careers within a specific field, connect with York alumni working in their field of interest, and get inside tips on securing employment in a specific industry from professionals who do the hiring E) “TASTE”: alumni mentoring program that pairs students with alumni over lunch/coffee F) Leading programs in our top ranked Schulich School of Business and Osgoode Hall Law School as well as strengths in the liberal arts, creative and performing arts, and professional studies, health, engineering, and sciences.

POSITIVE CHANGE - CURRENT INTERNATIONAL STUDENT MESSAGING

Aspirational – use only with specific proof point

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ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS PARENTS OF POTENTIAL DOMESTIC STUDENT

Emotional

- ✓ Hard-working
- ✓ Practical
- ✓ A leader
- ✓ Knowledgeable
- ✓ Passionate

Rational

- ✓ It has a good public image
- ✓ Makes a positive contribution to its communities
- ✓ It is reliable/delivers what it promises
- ✓ It offers a transformative, student-centric learning experience
- ✓ It provides a supportive, nurturing and inclusive environment

Who's Susan?

Susan's daughter is on her way to university next year. Susan's happy to see her daughter planning her post secondary education, and is ready to do some hand-holding to help her make the right choices.

POSITIVE CHANGE – PARENTS OF POTENTIAL DOMESTIC STUDENT MESSAGING

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POSITIVE CHANGE - PARENTS OF POTENTIAL DOMESTIC STUDENT MESSAGING

Aspirational – use only with specific proof point

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>Supporting students of all backgrounds, we are united by a shared sense of purpose, determined to equip every student with the skills and values to ensure success and work toward a better future.</i></p> <ul style="list-style-type: none"> A) We are supporting our students with over 39,780 scholarships awarded with a value of over \$76,509,750 B) York has a peer advisor program including financial peers, health education peers, and career support peers fostering a culture of students supporting students while learning and growing themselves C) York’s comprehensive Mental Health and Wellness strategy focuses on providing services for students in-need. 	<p><i>We value collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning.</i></p> <ul style="list-style-type: none"> A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university. B) Startups supported by Innovation York created more than 175 jobs, raised \$10M+ & generated \$7M+ in revenue (2018-2019) C) York has been recognized as one of Canada’s Greenest Employers for 8th consecutive year

ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS **FACULTY AND STAFF**

Emotional

- ✓ Down to earth
- ✓ Liable
- ✓ Interesting
- ✓ Open-Minded
- ✓ Liberal

Rational

- ✓ Offers transformative, student-centric learning experience
- ✓ Focuses on teaching communication, critical thinking and flexible skills (audience specific)
- ✓ Provides a supportive, nurturing and inclusive environment
- ✓ Provides a worthwhile investment in the student's future
- ✓ A successful, leading university

Who's Stephen?

Stephen is a full time IT security analyst who has been working at York for a number of years in the same position.

POSITIVE CHANGE - FACULTY/STAFF MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success
<p><i>York is a modern, multi-campus, urban university located in Toronto. Backed by a diverse group of students, faculty, alumni and partners, we bring a uniquely global perspective to help solve societal challenges, driving positive change.</i></p> <p>A) Home to one of the largest and most diverse student bodies in Canada, including 53,000+ students, almost 18% of whom are international students (representing 178 countries)</p> <p>B) Professors who are global thought leaders bring diverse perspectives from 11 Faculties to tackle societal problems.</p> <p>C) York is partnering across sectors and borders with 300+ university, industry, government, NGO partnerships in over 70 countries providing students, faculty, and alumni with opportunities to contribute to solutions</p> <p>D) Driving positive change through sustainability efforts at our EcoCampus in Costa Rica and through our contributions to the UN Sustainable Development Goals (Top 33 in the world and 8th in Canada in <i>Times Higher Education Impact Rankings</i>).</p> <p>E) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities in the community over the past 12 months.</p>	<p><i>York is a leading international teaching and research university. . United by a strong sense of purpose and long-standing commitment to public good, York continues to advance research with social, economic, and global impact.</i></p> <p>A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact</p> <p>B) York is a worldwide leader in exercise hypoglycemia and insulin, Canadian employment & industrial relations; venture capital & private equity and venture capital firms</p> <p>C) Home to 39 Canada Research Chairs, York researchers are creating positive impact in diverse fields from particle physics & astronomy to Canadian migration policy.</p> <p>D) Centre for Vision research ranked amongst the world's top vision research centres</p>	<p><i>York prepares our students for a meaningful career, long-term success, and the critical knowledge to work toward a better future through leading programs, innovative course design, and experiential opportunities.</i></p> <p>A) York is known for our top ranked Schulich School of Business and Osgoode Hall Law School as well as strengths in the liberal arts, creative and performing arts, and professional studies, health, engineering, and sciences.</p> <p>B) Diverse experiential education opportunities, through work and research internships, community placements, and capstone projects, with a commitment for all students to have the opportunity to participate in EE opportunities over the next few years.</p> <p>C) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years.</p> <p>D) Across our multiple campuses locally, including Keele and bilingual Glendon campuses in Toronto, and globally in Hyderabad, India and Costa Rica, we continue to innovate</p>

POSITIVE CHANGE - FACULTY/STAFF MESSAGING

Aspirational – use only with specific proof point

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>Supporting students of all backgrounds, we are united by a shared sense of purpose, determined to equip every student with the skills and values to ensure success and work toward a better future.</i></p> <p>A) We are supporting our students with over 39,780 scholarships awarded with a value of over \$76,509,750</p> <p>B) York has a peer advisor program including financial peers, health education peers, and career support peers fostering a culture of students supporting students while learning and growing themselves</p> <p>C) York’s comprehensive Mental Health and Wellness strategy focuses on providing services for students in-need.</p>	<p><i>We value collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning.</i></p> <p>A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university.</p> <p>B) Donors invest in York because of our research strengths, because they know we are an effective organization that will use their investment wisely, and their giving demonstrates that York is indeed a supportive and caring environment where tens of thousands of people voluntarily contribute philanthropically.</p> <p>C) York has been recognized as one of Canada’s Greenest Employers for 8th consecutive year</p>

ADDITIONAL FUNCTIONAL AND EMOTIONAL BENEFITS **ALUMNI**

Emotional

- ✓ Successful
- ✓ Interesting
- ✓ Down to earth
- ✓ Liberal
- ✓ Open-minded

Rational

- ✓ Good image
- ✓ Pride in association/degree value
- ✓ Fosters forward-thinking in students
- ✓ Really successful, leading university
- ✓ Well run, organized
- ✓ Really cares about its students

Who's Jennifer?

After graduating in 2006 with a Bachelor of Science, Jennifer knows her successful career as a biological scientist – and some of her closest friends – are the result of her time at York

POSITIVE CHANGE - ALUMNI MESSAGING

Exceptionally diverse community that works together to tackle complex societal challenges	Purposeful research that advances knowledge and creates positive change	Highly valued educational experience that prepares students for meaningful careers and long-term success
<p><i>With over 325,000 alumni living in 172 countries, together, we are part of one of the largest and most diverse alumni networks championing positive change in Canada and around the world.</i></p> <p>A) Our alumni go on to be leaders in a wide range of fields, from health and law to environmental studies and the arts</p> <p>B) York alumni are more likely to volunteer than other university graduates in the GTA with over 56% reporting they had pursued volunteer activities in the community over the past 12 months.</p> <p>C) 300+ university, industry, government, NGO partnerships in over 70 countries providing students and alumni with opportunities to contribute solutions to global challenges:</p> <p>D) Driving positive change through sustainability efforts at our Ecocampus in Costa Rica and through our contributions to the UN Sustainable Development Goals (Top 33 in the world and 8th in Canada in <i>Times Higher Education Impact Rankings</i>).</p>	<p><i>York alumni take the education, skills and support they receive at York and develop a strong sense of purpose, a desire to create positive change, and a longstanding commitment to the public good.</i></p> <p>A) No. 1 in Ontario for global collaborative research publications, giving students and researchers the opportunity to create work with global impact</p> <p>B) Alumni events like York Circle and Scholars' Hub allow York researchers to communicate their research to a broad alumni audience.</p> <p>C) Bryden Awards highlight and celebrate exceptional alumni creating positive change in their respective fields.</p> <p>D) Entrepreneurial alumni initiatives: building community of innovators and entrepreneurs with speaker series and including alumni in all Innovation York programs (Innovation York includes students, faculty/staff, alumni AND community members in its programing)</p>	<p><i>York prepares our graduates for a meaningful career, long-term success, and the critical knowledge to work toward a better future including flexible pathways to continuing education.</i></p> <p>A) York helps students build the foundation for life-long success with 92% of our grads getting jobs within 2 years.</p> <p>B) Alumni also often build on and enhance their education and skills through the School of Continuing Studies</p> <p>C) Career Centre Career Conversations Panels - let students explore a variety of careers within a specific field, connect with York alumni working in their field of interest, and get inside tips on securing employment in a specific industry from professionals who do the hiring</p> <p>D) GRADitude – a unique opportunity for accomplished members of the alumni community to inspire upper year and graduating student leaders during an evening of networking and building connections for the future.</p> <p>E) “TASTE”/10K coffees – alumni mentoring programs that pairs students with alumni over lunch/coffee</p> <p>F) Career centre access for 2 years after graduation for all services and lifelong access to select services</p>

POSITIVE CHANGE - ALUMNI MESSAGING

Supportive, inclusive, and caring environment that promotes personal growth and well-being	Effective organization that embraces collaboration, new ideas and a strong sense of purpose
<p><i>York alumni actively participate in networking and mentoring activities with current students and young alumni, allowing them to stay connected to the York community and help shape the leaders of tomorrow</i></p> <ul style="list-style-type: none"> A) Young alumni and student ambassador programs help foster student-alumni connections and keep young alumni connected to the university. B) Alumni networks - can be based on geographic location, by shared interest or according to college, department/program and faculty association, and allow alumni to stay connected with their York communities after graduation. C) The Alumni Engagement Student Clubs Fund provides current student clubs funding for programming that involves or engages York alumni. D) Regional send off program – alumni across the country attend events to “send off” new York students, tell them about their time at the university, and wish them well. 	<p><i>York values collaboration and inclusivity, committed to continuous improvement in community safety, internal communication, sustainability, and strategic planning</i></p> <ul style="list-style-type: none"> A) York University and IBM have launched an innovative student support solution that uses artificial intelligence, the first time that IBM AI technology has been used in this way at a Canadian university. B) Donors invest in York because of our research strengths, because they know we are an effective organization that will use their investment wisely, and their giving demonstrates that York is indeed a supportive and caring environment where tens of thousands of people voluntarily contribute philanthropically. C) York has been recognized as top 100 Canada’s Greenest Employer for 8th consecutive year

APPENDIX – CONSULTATION THAT INFORMED BRAND STRATEGY

Total respondents Internal Audiences: 2,238
73 interviews, then 40 internal interviews for validation

Total respondents External Audiences: 1,750



Current Students

Response Size:
1,251 domestic,
150 international

- All Current students who are currently enrolled at York are given survey
- Undergraduate and/or graduate
- Representative mix of programs
- International students are a sub-group



Parents with children aged 16-22 at home

Response Size: 435

- Ontario residents
- Have children aged 16-22 at home, who intend to attend university



Potential Students Domestic

Response Size: 267

- Ontario residents
- Aged 16-22
- Planning to attend university



Potential Students – International

Response Size: 237
India, China

- Aged 16-22
- Planning to attend university in Canada

India - New Delhi/Delhi, Mumbai, Surat, Hyderabad
China: Beijing, Shanghai, Chengdu, Chongqing, Jinan, Shenyang)



Rejecter Students

Response Size: 293

- Offered admission to York in P2Y, but did not accept and chose to attend another post-secondary institution



Alumni

Response Size: 411

- Have graduated from York
- Undergraduate and/or graduate
- Representative mix of programs
- International also present



Influencers

Response Size: 518

- University-educated in GTA
- 25-55
- \$100K+ income



Staff & Faculty

Response Size: 426

- All Faculty and Staff invited to participate

Survey conducted between Feb. 4 and Mar. 5, 2019