

## **COMMUNICATIONS PLAN: Queen's 175th Anniversary**

### INTRODUCTION

Queen's will celebrate its 175th anniversary throughout the 2016-17 academic year. The proposed launch of the celebration is September 2016. An executive committee led by David Walker is responsible for the oversight of the anniversary celebrations. An advisory committee chaired by the Hon. Peter Milliken includes members who represent constituencies both internal and external to the Queen's community.

The purpose of marking Queen's 175th anniversary is:

- To celebrate Queen's unique legacy, contributions and role on the national and international stages
- To spark a discussion and contribute to a future vision for the university
- To strengthen relationships with the City of Kingston and the university's constituent stakeholders including alumni
- To tangibly contribute to and highlight the Initiative Campaign and future Advancement priorities

### COMMUNICATIONS OBJECTIVES

- Build awareness of the forthcoming anniversary among faculties and departments so that they will consider incorporating the 175th anniversary into their existing events, activities and communications
- Identify Queen's past and future role as a nation builder
- Enhance the national and international profile of the university
- Highlight the excellence of faculty, students and alumni both past and present
- Promote the exciting future of Queen's, consistent with the strategic framework, the strategic research plan, and the Third Juncture, Principal Daniel Woolf's vision document

### STRATEGIC APPROACH

University Communications, working with the Queen's 175th anniversary chair and coordinator, will build overall awareness of the 175th anniversary and communicate about the seminal events that the 175th anniversary executive committee is organizing and/or executing. University Communications will do so through direct and indirect communication, using its channels and resources including the Queen's Gazette website, the *Gazette* newspaper, and the Queen's Gazette Today email. University Communications will also work closely with other units within the University Relations portfolio to distribute information and key messages through their channels, including the newsletter to community stakeholders issued by Government Relations, and the print and online editions of the *Queen's Alumni Review*.

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Every effort will be made in these communications to drive readers back to the 175th anniversary website, which will be revamped leading up to the start of the anniversary in September 2016. The 175th anniversary website will serve as the main source of information about the events and activities that will occur during the celebration. Furthermore, the website will act as the main vehicle for showcasing the 175 moments in Queen's history, one of the seminal activities of the Queen's 175th executive committee.

Faculties and units will be responsible for communicating and promoting the 175th anniversary events and activities in their areas using their channels. University Communications will stay up to date on those activities through the 175th anniversary communicators group, which consists of communication representatives from faculties, VP offices and other units on campus. University Communications will offer support and assistance to these groups where appropriate.

### STRATEGIC CONSIDERATIONS

- The celebrations should be positioned in proportion with the anniversary (not 150th or 200th) and in keeping with the current budgetary constraints at Queen's
- Due to limited marketing budget, it will be essential to brand existing Queen's events, activities and marketing collateral within faculties and departments
- The 175th anniversary coincides with the expected conclusion of the Initiative Campaign, offering opportunities to connect the anniversary with the philanthropic support that has helped Queen's grow and flourish
- Because the history of Queen's and Kingston are inextricably linked, the city must be an integral part of the planning and celebrations
- Queen's 175th anniversary falls on or around the same time period as several other celebrations including Sir John A. Macdonald's 200th birthday in 2015, Kingston's 150th First Capital Anniversary, Kingston Police's 175th anniversary, and the Town of Perth's 200th anniversary in 2016, and 150th anniversary of Confederation in 2017.

### ANTICIPATED REACTION

- Stakeholders who have enjoyed a positive experience at Queen's – especially alumni and current students – are expected to embrace the Queen's 175th anniversary
- Some internal stakeholders – particularly staff and faculty – will have concerns about funds being allocated for a celebration during a time of budgetary constraint
- Some people may question whether the 175th anniversary is significant enough to warrant a celebration

### COMMUNICATIONS STRATEGY AND POSITIONING

Recognizing that the success of the anniversary celebration hinges on community engagement, the executive committee will communicate proactively with internal and external stakeholders throughout the planning process. In-person meetings with the advisory committee, deans, students and leaders of other units on campus and in the community are vital to gather input and encourage active participation

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in the celebration. These direct communications will be enhanced by other vehicles including a distinct 175th anniversary website and existing university channels including but not limited to the Queen's Gazette and the Queen's Alumni Review.

### COMMUNICATIONS APPROACH

Communications for the Queen's 175th anniversary will roll out over several distinct phases:

#### *Phase 1 January 2014 until September 2015*

This phase of communications will focus on building awareness of Queen's 175th anniversary among internal and external stakeholders. Because there will be limited budget for marketing during this period, existing communications vehicles will be vital for telling the Queen's 175th story. Regular progress updates will be issued through direct communications and features will appear on the Queen's Gazette online, the *Gazette* newspaper, and the *Queen's Alumni Review*. The profile of the anniversary will also be raised internally through a section on the MyQueensU portal that will link back to the 175th anniversary website.

#### *Phase 2 October 2015-September 2016*

Following the initial phase, communications will begin to ramp up beginning on University Day 2015, the 174th anniversary of Queen's receiving its Royal Charter. Communications will feed into the increased marketing activity during this phase with targeted media pitches and releases, all with the goal of generating more awareness for external stakeholders. This phase will conclude with the official announcement of the anniversary and the activities planned for the year ahead.

#### *Phase 3 October 2016-September 2017*

The final phase of communications for the 175th will concentrate on sustaining the excitement generated during the launch. During this phase, there is an opportunity to once again tell the Queen's 175th story and celebrate the leaders of yesterday, today and tomorrow. The close of the anniversary celebrations will offer Principal Woolf an opportunity to reflect on the anniversary and share his vision for the university as it moves towards its 200th anniversary.

### KEY MESSAGES

- Over the past 175 years, Queen's has brought together remarkable people who have helped build Canada as a nation and made significant contributions around the world.
- Hard work and collective determination – two qualities that have defined Queen's since 1841 – continue to exist today, allowing the university to face difficult challenges and succeed as a dynamic, leading national institution in a globalized world.
- The Queen's extended community of students, alumni, faculty and staff members will celebrate special moments in the university's history and reflect on important turning points during 175th anniversary events in 2016.

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## ROLL OUT

The rollout is a living document that will continue to develop as plans and activities are finalized. Separate communications strategies for marquee initiatives, events and activities such as the 175 moments and University Day 2016 will be developed separately closer to the date and included in this plan as appendices.

### *Phase 1 January 2014-September 2015*

Focus on raising awareness of Queen's 175 and encouraging internal and external stakeholders to consider what they can do within their faculties, units or groups to mark the occasion.

<b>Channel</b>	<b>Item</b>	<b>MRP</b>	<b>Date</b>	<b>Status</b>
Direct	Initial meeting with advisory committee	Executive committee coordinator	November 2013	Complete
Email	175th anniversary update in Principal's holiday message to staff and faculty	Communications	December 17, 2013	Complete
News Centre e-Queen's	Q&A with David Walker	Communications	Jan. 27, 2014	Complete
Direct	Advisory committee brainstorming meeting	Executive committee coordinator	Jan. 28, 2014	Complete
Email	Update to advisory committee	Executive committee coordinator	May 27, 2014	Complete
Website	Queen's 175th anniversary website hosted off Principal's website First phase of the website will serve as engagement tool, eventually evolving into a more developed web presence that tells the Queen's story of the past 175 years	Marketing	September 16, 2014	Complete
Principal's speeches	Incorporate Queen's 175th messaging in principal's speeches, public presentations, and electronic communications to staff, faculty, students and alumni.	Communications	Beginning September 2014	Ongoing
MyQueensU portal	Button on MyQueensU portal directing staff, faculty and students to Queen's 175 Anniversary website.	Communications	September 2014	Incomplete, Mark Kerr will follow up Oct. 2015.

<i>Gazette</i> newspaper	Update article on Queen's 175th anniversary celebration. Even though the anniversary is two years away, faculties and departments need to start considering ways to incorporate the celebrations into their existing activities and events.  Direct readers to recently launched Queen's 175 anniversary website.	Communications	September 23, 2014	Complete
<i>Gazette</i> newspaper  Gazette Online  Queen's Gazette Today	Queen's 175th committee unveils 175th logo	Communications	Oct. 14, 2014	Complete
<i>Queen's Alumni Review</i>	News brief introducing the Queen's 175th anniversary. Direct readers to the 175th website where they can get more details and offer their input and feedback on the celebrations.	Communications	November 2014	Complete
Letter	Engagement letter to deans and unit heads seeking their support and asking them to identify a contact person in their area	Executive committee coordinator		
Gazette online  Queen's Gazette Today  <i>Gazette</i> newspaper	Story updating Queen's community on 175th planning.  Overview of what will take place in 2015.	Communications	January 9, 2015	Complete
Gazette online  Queen's Gazette Today  <i>Gazette</i> newspaper	Story on Queen's Nursing plans for 75th anniversary.  Include message about how the 75th anniversary coincides with Queen's 175th anniversary.  Quote from Jennifer Medves, Director, School of Nursing, saying how she looks forward to working with 175th anniversary	Communications	February 11	Complete

	committee.			
Gazette online Queen's Gazette Today	<p>Story on the 175 moments project.</p> <p>While the project team is starting the compile the list, there is some time left to submit a moment.</p> <p>The moments will be used as an engagement tool during the 175th anniversary.</p>	Communications	April 22	Complete
Gazette online Queen's Gazette Today  <i>Gazette</i> newspaper	<p>Story that nominations are open for 2016 honorary degree recipients.</p> <p>All honorary degree recipients must be Queen's alumni in celebration of the 175th anniversary.</p> <p>Include messaging to encourage people who submit nominations to think about ways they could incorporate the honorary degree recipient into 175th anniversary celebrations.</p>	Communications	May 2015	Complete
<i>Queen's Alumni Review</i>	Update on Queen's 175th and honorary degrees	Executive committee coordinator	May 2015	Complete
Gazette online Queen's Gazette Today  <i>Gazette</i> newspaper	<p>Update on latest volume of Queen's history.</p> <p>Highlight author Duncan McDowall's work on the 175 moments project</p>	Communications	May 19, 2015	Complete
Gazette online Queen's Gazette Today  <i>Gazette</i> newspaper	Profile of Matthew Barrett, grounds manager, and his plans to mark Queen's 175th anniversary	Communications	August 11, 2015	Complete
Gazette Online Queen's	Story highlighting new sign unveiled in front of JDUC that now includes the Queen's 175th logo.	Communications	August 31, 2015	Complete

Gazette Today				
175th website Email to network representatives and campus communicators	Planning update and notice of meeting in November 2015 instead of September	Executive committee coordinator	Sept. 29, 2015	Complete

*Phase 2 October 2015-August 2016*

*The frequency of communications will increase gradually throughout this phase as momentum builds toward the anniversary in September 2016. Communications will integrate and seek to capitalize on the increased marketing activity and paid advertising during Phase 2. Furthermore, University Communications and Marketing will begin laying the groundwork for a social media presence by using #queensu175 whenever posting on social media platforms. Furthermore, social media will be taken into consideration when developing specific strategies for unveiling the 175 moments and University Day 2016.*

<b>Channel</b>	<b>Item</b>	<b>MRP</b>	<b>Date</b>	<b>Status</b>
Gazette online Queen's Gazette Today  Gazette newspaper Media Release	Story highlighting the fact that Queen's 175th anniversary is one year away today.  Pitch story to media in advance to see if any local and/or regional interest in the story.  Both story and media pitch offer opportunities to preview what Queen's will do to mark 175th anniversary.	Communications	October 16	Complete
Gazette online Queen's Gazette Today Media advisory	Story on orchestral performance of the Oil Thigh during Homecoming 2015.  Pitch to local media with goal of generating earned media	Communications	October 19	Complete
Speech	A prepared message about the 175th anniversary that can be incorporated into	Communications	October 2015	In progress

	<p>Principal Daniel Woolf's speaking notes where appropriate.</p> <p>The message will explain the 175th anniversary and its significance for the university.</p>			
<p>@queensu Twitter account</p> <p>Events Calendar</p> <p>175th website</p>	<p>Tweet about Film 351 showcase of documentary films about Queen's history.</p> <p>Notice posted on Queen's 175th website</p>	<p>Communications</p> <p>175th Special Project Assistant</p>	<p>Dec. 2</p>	<p>Complete</p>
<p>Gazette online</p> <p>Queen's Gazette Today</p> <p>@queensu Twitter account</p>	<p>Story on Department of Classics' preparations for the 175th anniversary</p>	<p>Communications</p>	<p>Dec. 22</p>	<p>In progress</p>
<p>Gazette online</p> <p>Queen's Gazette Today</p> <p>Gazette newspaper</p> <p>@queensu Twitter</p>	<p>Update story on planning for the 175th anniversary celebration</p>	<p>Communications</p>	<p>March 2, 2016</p>	<p>In progress</p>
<p>Queen's Alumni Review</p> <p>Gazette online</p> <p>Queen's Gazette Today</p> <p>Gazette newspaper</p> <p>@queensu Twitter</p> <p>Queen's</p>	<p>Story on Department of Classics officially celebrating its 175th anniversary in 2016-17</p>	<p>Communications</p>	<p>QAR: Issue 1, 2016</p> <p>Gazette: Week of March 7</p>	<p>Complete</p> <p>In progress</p>

Facebook				
Gazette online Queen's Gazette Today Gazette newspaper @queensu Twitter Queen's Facebook Alumni Channels	Story on QAAA – Kingston Branch leading a “175 Food Drive” to benefit the AMS Food Bank.	Communications	March 2016	In progress
Gazette online Queen's Gazette Today Gazette newspaper Gazette Twitter Direct communication	Launch of Queen's 175th visual identity	Communications/Marketing	March 2016	
Gazette online Queen's Gazette Today Media advisory Queen's Alumni Review	Announcement of 2016 honorary degree recipients, who were selected from a deep and talented pool of Queen's alumni in honour of the 175th anniversary.  Rollout of honorary degree announcement will be more extensive than in previous years with several stories and profiles of the recipients. Consideration will be given to connecting the honorary degree recipients to the 175 moments project if appropriate.	Communications, in co-ordination with the University Secretariat.	Early 2016	

	Highlight how outstanding contributions from these alumni have created a better world and helped build Canada.			
Gazette online Queen's Gazette Today Queen's Alumni Review	Story on the publication of "Testing Traditions," the third volume of Queen's official history, written by Duncan McDowall, University Historian who is also working on the 175 moments project.	Communications, in coordination with McGill-Queen's University Press, the publisher of the book	Early 2016	
Gazette online Queen's Gazette Today Gazette newspaper @queensu Twitter Queen's Facebook	Story on Queen's School of Graduate Studies' 175 research moments/photo contest	Communications	April 2016	
Gazette online Queen's Gazette Today	Unveiling of the Morris Plaque in Perth, Ont., and at Queen's University	Communications	May 21, 2016	

*Phase 3 October 2016-September 2017*

This phase encompasses the official opening of the anniversary year. Following the start of the anniversary, communications will concentrate on maintaining the profile of the anniversary throughout the academic year. During this phase, there will be numerous opportunities to reflect on 175 years of history and celebrate the leaders of yesterday, today and tomorrow.

Channel	Item	MRP	Date	Status
Op/ed pitched to national newspapers	Principal Daniel Woolf reflects on 175 years of Queen's history and considers the university's place in a rapidly changing world.	Communications	September 2016	
Various internal and external	Queen's marks University Day and the 175th anniversary of receiving its Royal Charter from Queen's Victoria.	Communications	October 16, 2016	

channels	<b>Note:</b> A separate strategy will developed to cover communications for this event.			
Various internal and external channels	Unveiling of the 175 moments in Queen’s history.  <b>Note:</b> A separate strategy will developed to cover communications for this initiative.	Communications along with the 175 moments execution committee and 175th anniversary executive committee.	2016-17	
Principal’s Community Breakfast	Incorporate the 175th anniversary into the breakfast that brings together Queen’s and its many community partners and supporters.  Speeches and material at the breakfast should reflect and acknowledge the strong bonds Queen’s and the City of Kingston have forged over the past 175 years and will continue to build for years to come.	University Communications  Government and Institutional Relations	November 2016	
Various internal and external channels	Queen’s hosts the annual general meeting of the Royal Society of Canada.  Highlight Queen’s proud tradition of Royal Society fellows who have made significant contributions to the natural and social sciences, in the arts, and in the humanities.	Communications	November 2016	
Queen’s Gazette newspaper  Queen’s Gazette Online	Regular feature in the Gazette newspaper and online featuring a round-up of previous and upcoming 175th activities.  The feature will be branded with the Queen’s 175th logo and identity, and push the readers back to the 175th website for more information.	Communications	Throughout 2016-17	