



Indigenous
Institutes
Consortium

Marketing & Communications Plan

2018 - 2021

Leaders in lifelong learning



“

*What we are doing is
Mshiigaade – clearing,
opening the path to where
we want to be.*

”

IIC Member, Planning session, April 2018



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Background

This Communications Plan provides an overview for how the Indigenous Institutes Consortium (IIC) will inform, educate and engage its internal and external audiences to meet the goals outlined in the new three-year strategic plan for 2018-2021.

Founded in 1994, the consortium works to address the collective issues impacting its members; the Indigenous owned and controlled education and training institutions which have been successfully delivering post-secondary programs and services in Ontario since 1985, and currently deliver programs to 4000 learners per year.

The IIC raises the awareness and profiles of Indigenous institutions, learners and communities through ongoing advocacy at regional, national and international levels through the development of strategic relationships and supportive networks. Through these relationships, the IIC is able to drive, and in some cases, set the Indigenous institutes agenda. Most recently, the consortium achieved a historic milestone with the passing of the Province of Ontario's *Indigenous*

Institutes Act. As of July 2018, the Aboriginal Institutes Consortium came to be known as the Indigenous Institutes Consortium (IIC), aligning the organization with the new legislation and opening up the possibility for the inclusion of other Indigenous institutes.

With recognition of Indigenous post-secondary education established, IIC is now refocusing its efforts on building up Indigenous Education (IE) as the vital third pillar of Ontario's post-secondary education system. In this vision, Indigenous education exists alongside—equal but different—Ontario's mainstream colleges and universities, together forming the necessary foundation for the ongoing prosperity of the province, its communities and students.



The IIC Strategic Objectives

In April of 2018, IIC members and staff participated in strategic planning sessions to map out the priorities for the next three years.

The following four key priorities were identified for the Consortium between 2018 and 2021:

<p>PRIORITY 1:</p> <p>Advocate for equitable, sustainable funding with all levels of government</p>	<p>PRIORITY 2:</p> <p>Increase awareness of the membership and the IIC</p>	<p>PRIORITY 3:</p> <p>Build the collective capacity of the Indigenous post-secondary pillar</p>	<p>PRIORITY 4:</p> <p>Strengthen IIC governance and operations</p>
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These priorities balance IIC's current role as an advocate for Indigenous post-secondary education, and coordinating body for its members, with the longer-term role and goal of building the third pillar of post-secondary education in Ontario.

The second priority—**Increase awareness of the membership and the IIC**—is of particular importance as we look to how IIC can better communicate the value and potential of Indigenous education to a range of audiences, including Indigenous students, communities, funders, mainstream post-secondary education institutes and associations and the public at large.



Environment

The current situation for IIC is a complex one. The momentum gained from the passing of the Province of Ontario's *Indigenous Institutes Act* has been mitigated by the election of a new provincial government that has signaled a new course and approach to Indigenous education.

This environment makes it critical that IIC is successful raising awareness about the value and potential of the province's Indigenous education sector, so that IIC can maintain and increase the support it needs to be successful in its capacity building goals.

SWOT

Building on the IIC Strategic Plan: 2018-2021, the following strengths, weaknesses, opportunities and threats have been identified that pertain to IIC's communication capacity.

Strengths

- Brand recognition from the passing of the Province of Ontario's *Indigenous Institutes Act*.
- Provincial stakeholders (champions and opponents) identified during work the Province of Ontario's *Indigenous Institutes Act*.
- Ability to leverage Board/Member audiences, and other partners (e.g. AFN), to share messaging.
- IIC is a "Good News" story in the increased awareness and interest in Indigenous issues at the public level.

Weaknesses

- IIC brand is not communicating the true value and potential of the IIC or IE sector.
- Supporting IIC messaging and materials are not on par with other PSE associations (e.g. website is not accessible and responsive, with access to services and content that inspires concrete action).

- Lack of dedicated in-house communications resources at IIC.

Opportunities

- Align the IIC brand and key messages with the purpose and potential of IE as the third pillar.
- Develop communications channels (website, social media) to efficiently reach target audiences with key messaging.
- Provide messaging and materials to Government to showcase IIC members and IE as a partner/solution towards job creation and prosperity for Indigenous communities.
- Provide messaging and materials to media and general public leveraging the increasing awareness and interest in Indigenous issues at the public level, and recognition of the critical role of Indigenous communities in Canada's economy.
- Opportunity to provide messaging and materials to media and general public positioning the IE community as contributor/collaborator in areas of resource development, technology, health, education and more.

Threats

- Short timeline to get messaging and materials in front of a new Provincial Conservative government, who is examining its funding priorities.
- Potential change in audience/stakeholders with pending Federal election.
- Competition (and possible confusion) from other stakeholders, including newly formed Council, mainstream PSEs offering Indigenous programs.



Audiences

The IIC must engage and educate its internal audience in order to turn stakeholders into champions who can support the IIC in engaging, informing and educating its external audience.

Internal Audience

Audience	Objective	Strategy
Board	<ul style="list-style-type: none">• For Board to understand the goals of the IIC and benefits of the IIC for their institute• Provide timely updates to the Board• Solicit timely responses/engagement for opportunities for collaboration and input	<ul style="list-style-type: none">• Develop key messages for Board to easily understand and explain the value of the IIC• Develop simple, consistent tools for communicating and engaging Board
Member Institutions	<ul style="list-style-type: none">• Build support for timely responses/engagement to opportunities for collaboration and input	<ul style="list-style-type: none">• Develop key messages for the staff/students at Member Institutions to explain the IIC



External Audiences

Audience	Objective	Strategy
Federal Government	<ul style="list-style-type: none"> Raise awareness about the Indigenous post-secondary education sector in Ontario Re-affirm value of investment in Indigenous post-secondary education sector in Ontario Establish the IIC as the federal partner for advocacy/dialogue related to about the Indigenous post-secondary education sector in Ontario 	<ul style="list-style-type: none"> Develop key messages that will educate and arm champions within the Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada Provide student and community success stories to support the key messages Build and nurture relationships within government leveraging existing research (e.g. Roadmap to Recognition)
Provincial Government	<ul style="list-style-type: none"> Raise awareness about the Indigenous post-secondary education sector in Ontario Re-affirm value of investment in Indigenous post-secondary education sector in Ontario Re-establish the IIC as the provincial partner for advocacy/dialogue related to the Indigenous post-secondary education sector in Ontario 	<ul style="list-style-type: none"> Develop key messages that will educate and arm champions within the Ministry of Indigenous Affairs Provide student and community success stories to support the key messages Build and nurture relationships within government leveraging existing research (e.g. Roadmap to Recognition)
Ontario IE Council	<ul style="list-style-type: none"> Establish the IIC as a partner for advocacy/dialogue related to about the Indigenous post-secondary education sector in Ontario 	<ul style="list-style-type: none"> Develop key messages to grow awareness of the IIC Provide tools/information to facilitate sharing of IIC information to their audience/stakeholders
Mainstream PSE Institutions and Associations in Ontario	<ul style="list-style-type: none"> Build champions within PSE Institutions and Associations Establish IIC as the relationship/partnership for Indigenous Education 	<ul style="list-style-type: none"> Develop key messages to grow awareness of IE programming Provide tools/information to facilitate sharing of IE programming and accreditation



Audience	Objective	Strategy
Ontario High Schools	<ul style="list-style-type: none"> • Establish IIC as the information source/partner for Indigenous Education • Highlight benefits for students to pursue this educational pillar • Explain what programs exist and how to apply • How accreditation for IE works • What IIC provides 	<ul style="list-style-type: none"> • Develop key messages for graduating students, including messaging tailored to the specific challenges faced by Indigenous students • Develop tools/information for staff that supports graduating students • Provide student success stories
Ontario Students and Families	<ul style="list-style-type: none"> • Establish IIC as the information source/partner for Indigenous Educations • Highlight benefits for students to pursue this educational pillar • Explain what programs exist and how to apply 	<ul style="list-style-type: none"> • Develop key messages for graduating students • Provide student success stories
Media and General Public	<ul style="list-style-type: none"> • Raise awareness of IE and why it is different from other PSEs • How graduates are benefitting the community/Ontario with their IE 	<ul style="list-style-type: none"> • Share success stories to raise awareness about the Indigenous post-secondary education sector and its value to Ontarians



Brand and Messaging Guiding Principles

The overall brand and messaging for the IIC must align with the proposed values of the organization: respect, honouring our ancestors, shared responsibility, courage and resiliency, and be guided by the Seven Grandfather teachings of Truth, Humility, Respect, Love, Honesty, Courage and Wisdom.

Key Messages

Internal Audience

Audience	Messages
Board	<ul style="list-style-type: none"> • The IIC is here to help you help your Institution • We are working hard for you and achieving success • We are improving our operations to support you • We are grateful for your continued support and input
Member Institutions	<ul style="list-style-type: none"> • The IIC is a partner, helping your institution

External Audience

Audience	Messages
Federal Government	<ul style="list-style-type: none"> • Indigenous Education is unique, independent and critical to the healing of communities • Indigenous Institutes are innovators and key to prosperity of the community and the nation • The IIC is a well-respected organization with the full support of our members and track record of success • A Federal long-term funding commitment to Indigenous Education, through the IIC and its members will ensure a successful Indigenous Community and Canada



Audience	Messages
Provincial Government	<ul style="list-style-type: none"> Indigenous Education is unique, independent and critical to the healing of communities. Indigenous Institutes are innovators and key to prosperity of the community and the province. The IICE is a well-respected organization with the full support of our members and track record of success. A Provincial long-term funding commitment to Indigenous Education, through the IIC and its members will ensure a successful Indigenous Community and Ontario.
Ontario IE Council	<ul style="list-style-type: none"> The IICE is a well-respected organization with the full support of our members and track record of success. We are here to partner/support your goals.
Mainstream PSE Institutions and Associations in Ontario	<ul style="list-style-type: none"> IE is grounded in culture and language, and drives better outcomes for Indigenous students. The IIC can partner with your institution to help your current students get a better understanding of the Indigenous perspectives. Your institution can partner with the IIC to help our students broaden their learning and bring Indigenous perspectives to your institution.
Ontario High Schools	<ul style="list-style-type: none"> IE is grounded in culture and language, and drives better outcomes for Indigenous students. IIC is a resource for you to find Institutes and programs for your students. IIC and its members offer funding for Indigenous students. It's easy for Indigenous students to apply to any IIC program in one place.
Ontario Students and Families	<ul style="list-style-type: none"> Our members offer programs that respect Indigenous ways and support our communities. You belong. This is education for you. We (our members) have innovative programs that are helping Indigenous students achieve success. We (IIC) can help you find the right program and financial support.
Media and General Public	<ul style="list-style-type: none"> IE is an independent, provincially funded and accredited sector. IE is grounded in culture and language, and drives better outcomes for Indigenous students. Indigenous Institutes are innovators and collaborators, and key to the prosperity of the community and the nation.

Communications Elements/Methods

The following outline the key methods of communication for reaching each of the designated audiences.

Elements/Methods

Updated brand identity

- Representative of the values and vision of the IIC
- Approachable, accessible to stakeholders and recipients of Indigenous Education

Board Updates

- Brief, timely information updates to the Board via email
- Content should align back to Strategic Priorities and include a clear means for the members to engage (provide feedback, comments, direction)
- Format must allow for read/receipt tracking

Website

- Brand alignment with new logo/look & feel
- Clear key messages/content for each target audience
- Content and information on services to inspire concrete action
- Search engine optimized content
- Reciprocal links to Member Institutions
- Enable tracking of web analytics

Social Media Channels

- Brand alignment with new logo/look & feel
- Timely information updates & engagement/responses
- Content and information on services that inspires concrete action

Internally and Externally Published Content (Blogs, Speaking Engagements etc.)

- Aligns with brand and values
- Content reinforces the IIC key messages and inspires concrete action

Quarterly Report/Update

- Accessible, shareable information updates from the IIC to a broad external audience (e.g. Indigenous communities, high schools, government stakeholders, mainstream PSEs)
- Focus on success stories – IIC successes, Member Institution successes & student/community successes
- Content and information on services that inspires concrete action
- Format that allows sharing, read/receipt tracking

Media Kit/Media Relations

- Media Kit with clear key messages/content downloadable from website
- Media pitches focussed on success stories – IIC successes, Member Institution successes & student/community successes

Printed Brochures/Pamphlets

- Brand alignment with new logo/look & feel
- Includes clear key messages
- Content and information on services that inspires concrete action



Audience Map

Audience	Board Update	Website	Social Media	Blogs	Quarterly Report	Media	Printed Materials
Board	●	●					
Member Institutions		●	●	●	●	●	●
Federal Government				●	●	●	
Provincial Government				●	●	●	
Ontario IE Council				●	●	●	
Mainstream PSE Institutions and Associations in Ontario		●	●	●	●		●
Ontario High Schools		●	●	●			●
Ontario Students and Families		●	●	●	●		●
Media and General Public		●	●		●	●	



Timeline, Deliverables & Key Performance Indicators

Element/Method	KPI/Measurement		
	Phase 1 (2018)	Phase 2 (2019)	Phase 3 (2020)
Updated Logo	<ul style="list-style-type: none"> • New logo 	<ul style="list-style-type: none"> • New logo on all materials 	<ul style="list-style-type: none"> • Logo adoption by Member Institutes/Public
Success Stories	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Key messages chosen for success stories • Story topics identified • Content for 3 stories drafted • Videos/Multimedia stories • Year-end report on downloads/views 	<ul style="list-style-type: none"> • 3 additional stories • Media pick-up of stories
Board Updates	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Format/template created • 100% delivery rate 	<ul style="list-style-type: none"> • 80% click through or read/receipt within one week
Quarterly Report/ Update	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Format/template created • Mailing list built/ subscription link on key materials • First update delivered 	<ul style="list-style-type: none"> • Ongoing quarterly update • Ongoing list development • Meet or beat industry average click through rate • Year-end reporting of audience/analytics
Website	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Current site updated as needed • Plan, design & content for new site • Site launched • Year-end reporting of audience/analytics 	<ul style="list-style-type: none"> • Increase in hits/time on site



Element/Method	KPI/Measurement		
	Phase 1 (2018)	Phase 2 (2019)	Phase 3 (2020)
Social Media Channels	<ul style="list-style-type: none"> • Strategy in place • Channels setup 	<ul style="list-style-type: none"> • Policy/guidelines for social media established • Channels launched • Content calendar created and kept up to date • Year-end reporting of audience/analytics 	<ul style="list-style-type: none"> • ROI evaluation of channels • Increase in audience and engagement across all platforms • Content calendar kept up to date • Year-end reporting
Internally and Externally Published Content (Blogs, Speaking Engagements etc.)	<ul style="list-style-type: none"> • Strategy in place • Authors /representatives identified 	<ul style="list-style-type: none"> • Format/templates created • Bios/Speaker kit created for key authors/representatives • 6+ articles or presentations • Year-end reporting on clicks/downloads or audience reach 	<ul style="list-style-type: none"> • Incoming speaking requests • Increase in audience
Media Kit/Media Relations	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Media Kit created & launched • Media list • 4+ articles pitched • Year-end reporting on downloads, media inquiries 	<ul style="list-style-type: none"> • Increase in incoming media requests
Printed Brochures/Pamphlets	<ul style="list-style-type: none"> • Strategy in place 	<ul style="list-style-type: none"> • Inventory of materials needed • Content/Key messages written • Templates/design completed • Materials for Member Institutions, PLC and Ontario IC Council created 	<ul style="list-style-type: none"> • Incoming requests for materials

IIC MARKETING & COMMUNICATIONS PLAN
2018-2021



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