



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Judith Wolfson, Vice-President, University Relations
CONTACT INFO: 416-978-5401, Judith.wolfson@utoronto.ca

PRESENTER: Judith Wolfson, Vice-President, University Relations
CONTACT INFO: 416-978-5401, Judith.wolfson@utoronto.ca

DATE: October 23, 2014 for November 3, 2014

AGENDA ITEM: 5

ITEM IDENTIFICATION:

Vice-President, University Relations: Annual Report, 2013-2014

JURISDICTIONAL INFORMATION:

The Business Board Terms of Reference, sections 5.6 and 5.7 charge the Board to review annual reports from the President or designate(s) on the "University's public and community relations activities and government relations activities" and on "the University's institutional communications activities."

GOVERNANCE PATH:

1. Business Board (November 3, 2014)

PREVIOUS ACTION TAKEN:

The 2012-2013 Annual Report for University Relations was presented on November 4, 2013.

HIGHLIGHTS:

University Relations integrates three areas – Strategic Communications and Marketing, International Relations, and Government, Institutional and Community Relations.

The 2013- 2014 University Relations Report to Business Board includes a set of documents outlining activities in advocacy and engagement, international initiatives, and communications and marketing.

FINANCIAL IMPLICATIONS:

n/a

RECOMMENDATION:

For information

DOCUMENTATION PROVIDED:

Annual Report in a series of one page documents.



UNIVERSITY OF
TORONTO



UNIVERSITY | ANNUAL REPORT RELATIONS | 2014



CONTENT

- 1. About Us**
- 2. Institutional Rankings**
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- 4. Internationalization**
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ABOUT US

University Relations (UR) combines three key areas focused on the **reputation**, **reach** and **resources** of the University of Toronto – Government, Institutional and Community Relations (GICR), International Relations (IR), and Strategic Communications and Marketing (StratComm).

The organizational model is unique to the University of Toronto and creates synergies between the areas of the portfolio. This enhances opportunities for engagement with a breadth of stakeholders including **governments**, **international partners**, **peer institutions** and **industry**.

The combination of strategy, policy, creativity and implementation skills provides innovative ideas and solutions to issues facing the University.

This hub of expertise is complemented by the collaboration of colleagues across the University. Internally this collaboration, through multi-portfolio groups such as the International Committee and the Webpace Leadership Group, has resulted in significant advances towards an **integrated approach** on issues and key opportunities for the University.

University Relations stewards the University relationships and manages the impacts of a substantive breadth and depth of issues affecting local, national and international stakeholders.

This report provides a review of University Relations activities in 2013-2014, as well as highlights of ongoing and new initiatives. Questions and feedback are welcome; we can be reached at university.relations@utoronto.ca.

UNIVERSITY RELATIONS			
Office of the Vice-President	Government, Institutional and Community Relations	International Relations	Strategic Communications & Marketing
<ul style="list-style-type: none">▪ Broad strategic direction▪ Integration within UR and University▪ Advisory role▪ Issues management coordination▪ Operations	<ul style="list-style-type: none">▪ Government advocacy▪ Policy development and analysis▪ Submissions to government▪ Institutional data analysis▪ Rankings	<ul style="list-style-type: none">▪ Institutional international activities▪ International partnership agreements▪ Incoming/Outgoing delegations	<ul style="list-style-type: none">▪ UofT News▪ Internal Communications▪ Media relations▪ Online strategy▪ University marketing▪ Visual identify



INSTITUTIONAL RANKINGS

University Relations continues to work closely with international rankings organizations to ensure an understanding of the University's institutional measures. Additionally, we continue to lead broad inter-institutional discussions on multi-university measures such as the **Multi-year Accountability Agreement (MYAA)**, **Common University Data Ontario (CUDO)**, performance indicators, and most recently, the **Strategic Mandate Agreement (SMA)** metrics. Using these measures, we work to ensure that the University community and external stakeholders are made aware of our strengths and the importance of ongoing support to the University.

Among public universities, the University of Toronto continues to rank in the **top 10 in the world** on the major international rankings.

TOP 25 INTERNATIONAL INSTITUTIONS

University	Country	NTU (Formerly HEEACT) 2014	Times Higher Education 2014	QS World University Rankings 2014	Shanghai Jiao Tong 2014
Harvard University	US	1	2	4	1
Johns Hopkins University	US	2	15	14	17
Stanford University	US	3	4	7	2
UNIVERSITY OF TORONTO	CA	4	20	20	24
University of Washington	US	5	26	65	15
University of California, Los Angeles	US	6	12	37	12
University of Michigan	US	7	17	23	22
University of California, Berkeley	US	8	8	27	4
Massachusetts Institute of Technology	US	8	6	1	3
University of Oxford	UK	8	3	5	9
University of Pennsylvania	US	11	16	13	16
University of Cambridge	UK	12	5	2	5
Columbia University	US	13	14	14	8
University College London	UK	14	22	5	20
Duke University	US	17	18	25	31
Yale University	US	18	9	10	11
Imperial College London	UK	19	9	2	22
University of Tokyo	JP	19	23	31	21
University of Chicago	US	21	11	11	9
Cornell University	US	22	19	19	13
University of Wisconsin, Madison	US	23	29	41	24
Northwestern University	US	26	21	34	28
California Institute of Technology	US	36	1	8	7
ETH Zürich	US	38	13	12	19
Princeton University	US	62	7	9	6

Ordered by NTU 2014 ranking
Overall Rankings, Selected Sources



ADVOCACY & ENGAGEMENT

In 2014, advocacy efforts continued with the creation of funding opportunities and policy influence with positive results. In particular, efforts to promote our differentiated role and the importance of investing in research excellence produced results with both the Provincial and Federal Government.

At the **Federal** level, advocacy efforts continued with **U15** Group of Canadian Research Universities and **Association of Universities and Colleges of Canada (AUCC)** on the need for an Excellence Fund that would support research excellence in leading Canadian universities. This effort, along with similar advocacy from peer institutions led to the creation of the Canada First Research Excellence Fund (CFREF), a new initiative of the Federal government. Efforts were also undertaken to broaden our relationships in **Ottawa** to increase our presence and contributions to policy development.

At the **Provincial** level, focused efforts were employed to support the successful negotiation of the three-year **Strategic Mandate Agreement (SMA)** with the Province—the purpose of which was to differentiate institutions according to their particular strengths and to provide a framework for growth. Our advocacy work for the future will continue to support the University's differentiated role.

In addition, significant effort was put into two funding opportunities at the Provincial level: the **Productivity and Innovation Fund (PIF)** and the **Campus-Linked Accelerator fund (CLA)**--both with positive results.

At the **Municipal** level, work has continued to develop positive relationships with key councillors and other officials, resulting in deeper engagement and communication opportunities.



The Honourable Ed Holder, minister of state for science & technology, delivers remarks at the announcement of the recipients of the 2014 Vanier Canada Graduate Scholarships and the Banting Postdoctoral Fellowships, proudly displaying his U of T tie in the process.



ADVOCACY & ENGAGEMENT

Achievements through **advocacy** include:

FEDERAL

- ✓ Canada First Research Excellence Fund (CFREF) - \$1.5B over 10 years announced in the 2014 Federal Budget. First competition to be launched in 2015.
- ✓ Tri-Council Funding - \$46M

PROVINCIAL

- ✓ Productivity and Innovation Funding for UofT - \$5.4M for five projects
- ✓ Campus-Linked Accelerator Funding for UofT - \$3.034M over two years
- ✓ New graduate spaces allocation for UofT – 580 additional graduate spaces (valued at \$9,5M) allocated through the SMA
- ✓ Differentiation: Teacher Education – Approved conversion of existing BEd funding to 508 graduate teacher education masters spaces
- ✓ Deferred Maintenance Funding for post-secondary education sector - \$500M over the next 10 years
- ✓ Undergraduate Enrolment Growth Funding - \$31.4M 2015-16; \$73.0M 2016-17; 2017-18: \$83.7M committed through Budget 2014

MUNICIPAL

- ✓ Continued work on community issues including the Pan Am/Para Pan Am games.
-

Achievements through **engagement** include:

- ✓ Expanded engagement with Federal, Provincial and Municipal officials including the organization of focused meetings on campus, which included leading Faculty and senior University officials.
- ✓ Recognition by the Federal Government of the need for new investments in research excellence to maintain the competitive position of the research and innovation environments in Canada's leading universities.
- ✓ Coordinated the University's efforts to expand entrepreneurship opportunities and the activities of the 4 major campus-linked accelerators, including: The Impact Centre; The Hatchery; The Creative Destruction Lab; and UTEST.
- ✓ Strong endorsement by the Province of the University's differentiated role including that UofT is a "globally recognized, comprehensive, and research-intensive institution with a distinct leadership role in Ontario's post-secondary education system." (UofT's SMA 2014-2017).
- ✓ Productive relationships with local councillors and community members on key issues.



ADVOCACY & ENGAGEMENT

GOVERNMENT OFFICIALS ON CAMPUS

University Relations continues to coordinate announcements and host numerous government officials on campus.

Provincial Government commits an additional investment to support Mental Health initiatives



Minister of Training, Colleges and Universities (MTCU), Reza Moridi announced the extension of \$12-million over two years of the Mental Health Innovation Fund to colleges and universities on October 10, 2014 at the University of Toronto's Exam Centre. Parliamentary Assistant to MTCU and MPP for Trinity-Spadina, Han Dong also participated in the event. The Mental Health Innovation Fund supports new and innovative approaches to help postsecondary students, and those transitioning to college or university, access the mental health services they need. The UofT participated in three projects funded by the Ontario government including a project *By Students, For Students*, led Dr. Marcus Law, Faculty of Medicine at UofT.

Federal Government announces Vanier Scholarship and Banting Fellowship award recipients

On August 14, 2014, the University of Toronto hosted Minister of State (Science and Technology) Ed Holder and Minister Peter Van Loan, Leader of the Government in the House of Commons to announce \$34 million to recipients of the 2014 Vanier Canada Graduate Scholarships and Banting Postdoctoral Fellowships. These awards are given to world-class doctoral and post-doctoral talent in areas of research across the health sciences, natural sciences and engineering, social sciences and humanities. This year, 26 Vanier Scholarships and 8 Banting Fellowships were awarded to UofT recipients – the largest number in the country.



INTERNATIONALIZATION

INTERNATIONAL PARTNERSHIPS AND OPPORTUNITIES

Internationalization is a significant priority for the University of Toronto as part of our overall academic mission. As President Gertler indicated in his November 2013 installation address, **deepening, focusing and strengthening international partnerships** is one of his three strategic priorities in order to enhance opportunities for faculty and students, and to encourage students to become global citizens.

UofT's key international partnerships are achieved through **5 major pillars**:

- Engage with regions, countries and cities of strategic priority
- Leverage international opportunities for research, scholarship and mobility
- Leadership on international initiatives
- Quality assurance
- Increase brand/profile

In order to implement this priority, the Office of International Relations is engaged in the following activities:

- Provides strategic advice and market intelligence on key regions, countries and institutions
- Promotes deeper engagement with key regions, countries and institutions
- Promotes UofT's global profile and presence in key regions
- Facilitates international collaborations (research and education)
- Manages institutional international visits and delegations
- Plans institutional outbound missions and supports divisional missions
- Serves as central repository for international agreements
- Supports the **integration** of mobility, recruitment, research, academic programs, government and advancement/alumni and divisional initiatives
- Builds relationships with external stakeholders; Canadian Embassies and Consulates and the diplomatic corps in Canada
- Provides recommendations and models for international collaboration and partnerships
- Identifies opportunities with specific institutions and regions, including potential funding sources



INTERNATIONALIZATION

HIGHLIGHTS FROM THIS YEAR: DEAN'S INTERNATIONAL COMMITTEE

The International Committee (chaired by Vice-President Wolfson and Vice-Provost, Academic Prof. Sioban Nelson) has been engaged in a wide-ranging discussion about the University of Toronto's international strategy. The committee met six times over the course of this academic year and initiated the following working groups and tools:

- Global Website
- The China Working Group
- The Joint Academic Degree Working Group
- Contracts/Agreements Working Group

For the upcoming year, the committee will include a focus on:

- Global website
- On-the-Ground Presence in China working group report
- Non-credit executive education and customized training program
- The Joint Academic Degree Working Group
- Contracts/Agreements Working Group

DELEGATIONS BY THE NUMBERS

This year, we welcomed over **120 international delegations** to the University. Approximately half of these delegations were from international post-secondary institutions, of which **25% ranked in the top 100** of the QS World Rankings. The remaining delegations were from government agencies, industry leaders, and diplomatic offices.

COUNTRY SPECIFIC INITIATIVES

The focus on specific countries and regions continues to be influenced by UofT research priorities, Federal and Provincial government priorities and funding, and faculty and student interests.

While supporting a wide range of country-specific initiatives, specific emphasis was placed on China/Asia, India, Brazil and Germany through targeted programs and outgoing missions.



INTERNATIONALIZATION

HIGHLIGHTS FROM THIS YEAR: GLOBAL RESEARCH PARTNERSHIPS

Brazil

The University of Toronto continues to deepen our engagement with Brazil, primarily with respect to research collaborations and student mobility.

UofT has the largest number of Brazilian undergraduate Science without Borders (SWB) students of any university in the world. As of September 2014, UofT has 605 undergraduate SWB students in total across all three campuses, in various programs, of which 152 were newly admitted in July 2014 for the English Language Program and in September 2014 for direct entry to academic studies.

In February 2014, the University of Toronto reached an agreement for the administration of doctoral students. As a result, we were pleased to receive our first group of SWB graduate students in summer 2014.

University of Toronto and University of São Paulo – Joint Conference on Oncology

The University of Toronto has a strong research partnership with Brazil's University of São Paulo, the highest ranked university in South America. In November 2013, these two world-class universities held a two-day joint conference in Toronto. Entitled *Oncology: An international approach to cancer research*, the conference brought together cancer researchers from both institutions to share their knowledge and explore opportunities for collaboration. The conference focused on three areas of research: immunology and immunotherapy, bioinformatics and biomarkers, imaging, and clinical oncology, four key aspects along the spectrum of oncology research.

Most recently in October 2014, a joint conference on Global Cities was held in São Paulo, with a plenary address from President Gertler, and participation of fifteen University of Toronto faculty. This is the fourth conference in a series of joint conferences and symposia with the University of São Paulo.



INTERNATIONALIZATION

HIGHLIGHTS FROM THIS YEAR: GLOBAL RESEARCH PARTNERSHIPS

CHINA

President Gertler led a successful mission to China and Hong Kong in November of 2013 where he met with key partners in Beijing, including the Ministry of Education, Peking University and alumni and friends. One of the key discussions during this visit was a focus on sustainable cities and urban planning as a key theme for further engagement with partners in China.



INDIA

In June 2014, the Director of Indian Institute of Technology (IIT) Bombay, Prof. Devang Khakar visited the University of Toronto. President Gertler and Prof. Khakar led a Roundtable on “The University and the City: Role of Universities in Building Sustainable Cities” with a number of experts in the field and those with interest in India. The President will be in India in January 2015 and will join in a Roundtable with IIT Bombay on Sustainable Cities.

The University of Toronto also hosted a reception for the IIT Alumni International Conference, which included IIT Alumni from Canada, USA and India. Over 150 participants attended the event at UofT.



INTERNATIONALIZATION

ISRAEL

In November 2013, President Gertler met with President Peretz Lavie of Technion – Israel Institute of Technology, in Israel and hosted a joint Roundtable on “Creating an Innovation and Entrepreneurship Ecosystem: Role of Universities”, with faculty members representing the broad set of faculties and divisions. The Roundtable identified potential areas for collaboration which will be furthered during the President’s visit to Israel in April 2015.



GERMANY

In June 2014, Vice-President Wolfson and Vice-President and Provost Cheryl Regehr visited seven peer institutions and publically funded research institutes in Germany. The successful mission has led to the development of new institutional partnerships in Germany, including a bilateral student exchange, and future visits from Germany to UofT, including a senior delegation from the University of Heidelberg. In addition to enhancing UofT’s presence and profile in Germany, the mission allowed us to identify strategic opportunities for joint research collaboration with German partners.



UNIVERSITY COMMUNICATIONS

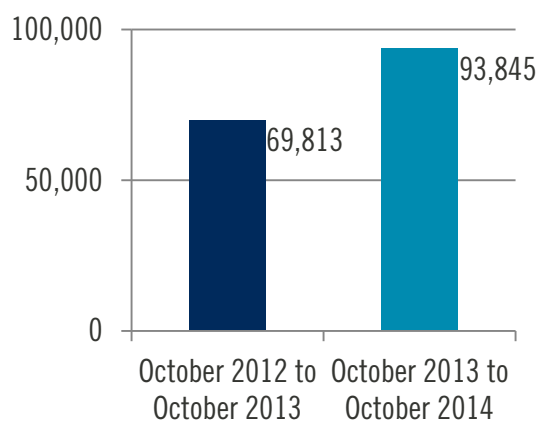
Internal and external communications efforts play a pivotal role in the promotion of the University's powerful brand and the ability to engage key partners and funds. The Division's communications efforts are also a mechanism to inform staff and faculty of news that affects them directly and stories that continue to demonstrate the immense impact of UofT students, staff, faculty and alumni regionally, nationally and internationally.

Throughout 2014, the Division has **focused on the priorities** articulated in the President's installation address and areas of significant priority to the University including health, education, cities and entrepreneurship. In addition, there has been a **cross-cutting focus on internationalization** and **community engagement**.

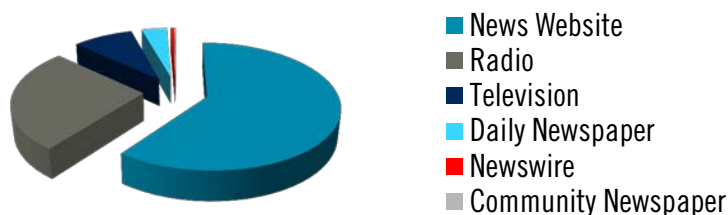
NEWS AND MEDIA RELATIONS

The University of Toronto continues to realize significant increased coverage in a wide variety of media outlets and across the spectrum of key channels. The chart to the right shows the **total media mentions** of the University of Toronto during 2013-2014, as compared to the previous year.

Out of **93,845** media mentions in 2014, the chart below shows the **platforms** on which our stories appeared.



2013-2014 Media Platforms Shares



UNIVERSITY COMMUNICATIONS

Consistent with the focus areas identified above, we have **tailored our storytelling** this year to focus on core areas of priority and strength for the University. That focus has led to greater success in placing UofT stories in prominent media in Canada and around the world and has guided the University's story-telling on its own platforms. Below are some successful samples of our storytelling.

U of T Cities podcast episode three: sustainable cities

Experts describe Toronto's future buildings, transit and economy

Brianna Goldberg

With the election just a week away, voter decisions are coming down to the wire: when it comes time to actually cast their ballot, will the choice they make help build a better Toronto?

The latest in U of T News' mini-series of podcasts tackles the question of sustainability to offers voters – and anyone



Test driving the smart electric 'carbike'

6 October 2014 Last updated at 09:23 BST

Two students from the University of Toronto have developed a prototype electric vehicle for use within city areas.

The carbike hybrid is connected to a smartphone and can reach speeds of up to 20mph (32km/h).

BBC Click's Jen Copestake met up with the vehicle's developers in Toronto to take it for a test drive.



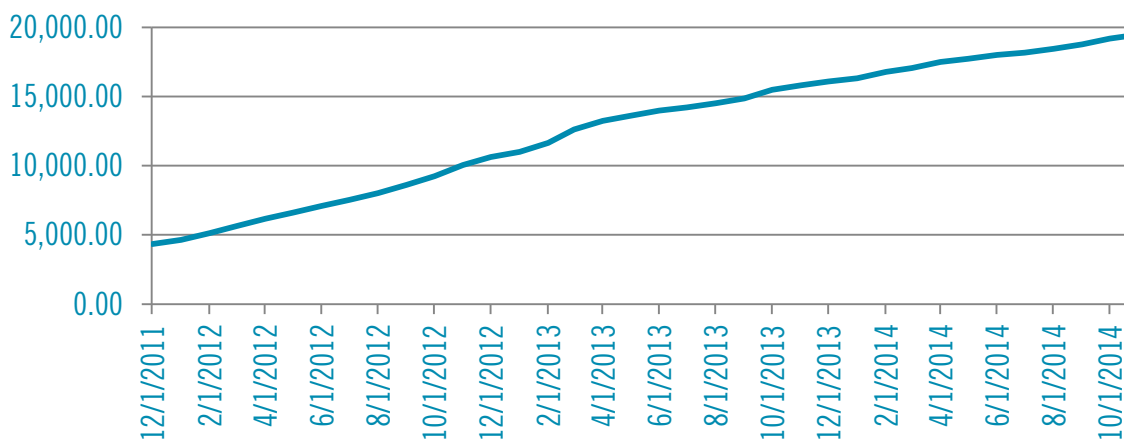
UNIVERSITY COMMUNICATIONS

ONLINE AND SOCIAL COMMUNICATIONS

Throughout the year, the Division has focused on ensuring our online communications efforts are in line with our **strategic objectives**. This has been especially successful in **social media**. For example, the President's speech in May 2014 at the Toronto Region Board of Trade was "live Tweeted" during the event. This activity generated significant re-Tweets from prominent Twitter followers and added immediacy to our engagement to the community.

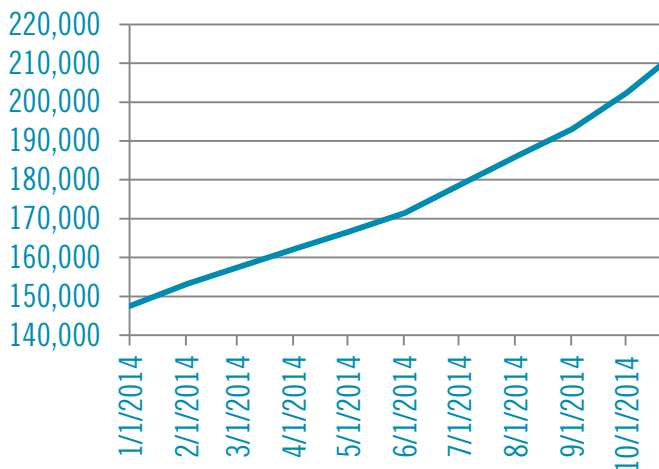
Overall, our reach on **Twitter** has continued to grow – **surpassing 19,000 followers** – with our strongest stories often reaching in excess of 100,000 individuals.

@UofT News Followers



Facebook Page Likes

In addition, our followers on **Facebook** continue to grow, recently **surpassing 211,000**, higher than any other Canadian university.



UNIVERSITY COMMUNICATIONS

Distinct from many of our efforts on Twitter, our **Facebook** presence focuses on engaging with our UofT audiences. This was evidenced during this year's June convocation, when a young man's marriage proposal was shared on Facebook, eventually reaching almost **375,000** individual users of that social media site.

These kinds of stories speak to the **human side** of the UofT experience for so many of our audiences. This imperative has also been the driver of our significant activity on the photo-sharing site, **Instagram**. From no followers less than two years ago, 11,000 Instagram users follow UofT today.

So this happened after the New College convocation ceremony yesterday! Graduate Li Ma (Mary) won't forget this day any time soon. Congratulations on your graduation AND on the engagement! Thank you to photographer and proud cousin Spark Siqi Wang @sparksiqiwang for the beautiful and perfectly timed photo. #uoftgrad14 #uoft



The Division has made a significant effort over the last couple of years to improve the website experience for visitors to www.utoronto.ca. Some of the changes are invisible but vital, such as the move this June to a **new technical platform** that makes the site more flexible and less susceptible to shutdowns. Other changes are a direct response to feedback on the **user experience** that we have sought and analyzed, then used to add and improve features on the site, such as the new **Programs of Study page**, which allows prospective students and others to explore academic offerings across all three UofT campuses.

Programs of Study

As a U of T student, you can tailor your university experience by choosing from among over 700 different undergraduate programs and more than 400 different graduate and professional programs.

You'll learn directly from some of the world's top professors - teachers with a track record of discovery, collaboration, and innovation.

To provide you with the best possible learning and study environments, U of T is composed of many smaller learning communities: [three welcoming campuses](#), [seven undergraduate colleges](#), and a range of [faculties, schools, and centres](#).

If you are a current student or would like to apply to U of T, we invite you to find and create your own unique learning experience using our programs of study tool below.

Search by keyword, degree type, or campus to determine the U of T undergraduate, graduate, diploma and certificate programs that are best for you.

Undergraduate Programs Graduate Programs

Search

Degree Type

Campuses All Downtown Toronto (St. George) Mississauga (UTM) Scarborough (UTSC)



UNIVERSITY COMMUNICATIONS

INTEGRATED COMMUNICATIONS & MARKETING

The Integrated Communications and Marketing unit is responsible for the **UofT Bulletin**, a twice-weekly e-newsletter for staff and faculty. Opened by approximately **6,000 users every issue**, the Bulletin is widely seen as the authoritative source for news about the University community. Based on an analysis of comments from readers, as well as patterns derived from analysis of which features readers visit the most (and least), the Bulletin was **re-designed** this year to better reflect the needs of the University community.



Tuesday
OCTOBER 28, 2014

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UNIVERSITY RELATIONS



QUESTIONS | DISCUSSIONS



UNIVERSITY.RELATIONS@UTORONTO.CA | 416.978.5401

