

UNIVERSITY RELATIONS

ANNUAL REPORT

2007-2008



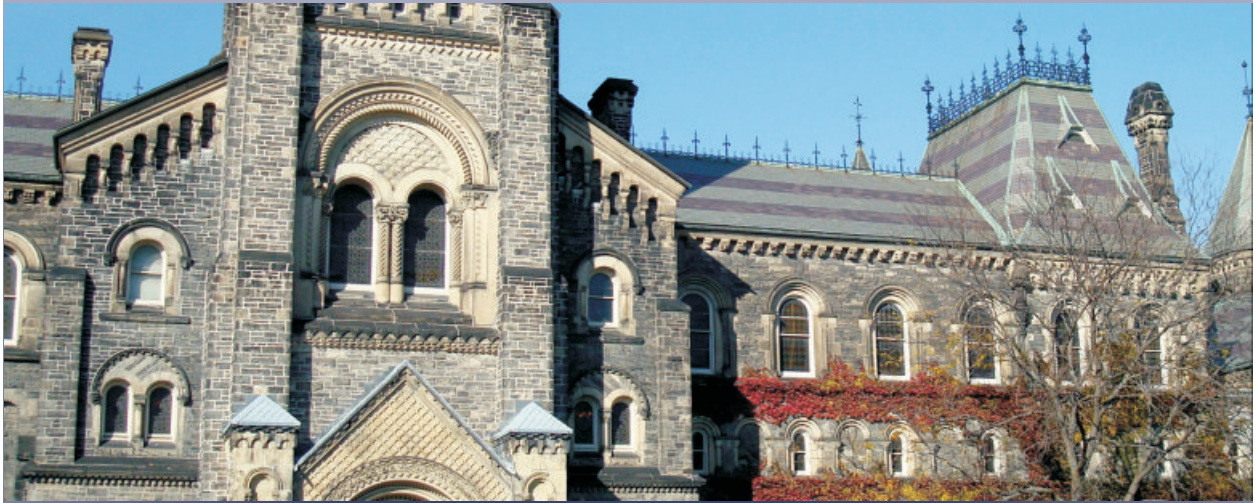
best

brightest

boldest



UNIVERSITY OF
TORONTO



Message from the Vice President University Relations

The role of University Relations is to foster and support strong relationships with a wide range of external stakeholders and partners for the benefit of students, faculty, staff and the community. By developing those strong ties – domestically and internationally – the University of Toronto is better positioned to sustain and advance its excellence in teaching and scholarship and its role as a contributor to society at large.

University Relations is a champion for the university. Our many internal stakeholders rely upon us to champion

their interests and further external support for their projects and research.

We have achieved external successes over the past year and will continue our ongoing efforts to forge stronger relationships and provide increased resources for the University of Toronto.

Sincerely,



Judith Wolfson

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Government, Institutional and Community Relations

University of Toronto – A Valuable Asset for Ontario and Canada

This past year, Government, Institutional and Community Relations commissioned a report on the social and economic impact of the University of Toronto. The report not only looks at the measurable indicators of the University such as number of employees and number of graduates, but the softer impact such as community engagement through Nuit Blanche, the art galleries, buildings with historical significance and accessible sporting events and programs.

Below are some excerpts from the Social and Economic Impact Study.

“First, the University of Toronto is an important contributor to the economic success of Ontario. Through its students and faculty, the University significantly enhances human capital through the development of people’s skills and capabilities as well as the creation and dissemination of knowledge.

Second, the University of Toronto is an important contributor to the creative economy. It is an essential part of the fabric of Canada’s most vibrant city region and plays a fundamental role in capitalizing on our diversity and adding to our creative and artistic strengths.

Third, the University of Toronto is an important contributor to the debate and development of great domestic public policy and governance issues that affect all Ontarians.

The creative economy is as important to Ontario’s future success as the traditionally understood economy. The University of Toronto is not just a contributor to the hard measures of economic and technological advances. It is also a major force in the subtler areas of culture, community, inclusiveness and other elements in the creative economy.”



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...University of Toronto and Government Funding

Like every university in Ontario, the University of Toronto is overwhelmingly dependant on government policy for its operating revenues – both in terms of the grants it receives from governments and tuition rates that are tightly controlled by provincial policy.

Within this model, the University of Toronto has long been able to recruit some of the world's best scholars to Toronto – believing that Canada needs a top global university, and that Ontario's best students deserve to be taught by the world's best professors. The result: the University of Toronto now produces more highly-cited discoveries than any public university in the U.S. or Canada, University of Toronto students win more awards than their peers, and University of Toronto alumni lead their sectors across Canada and around the world.

But we are now nearing the end of this provincial model's ability to fund world-class excellence in higher education. Great universities offer great students the chance to work closely with leading scholars. Ontario's current funding model, which directs funds to universities based on their total enrolment numbers, encourages the opposite: Large class sizes, high student-faculty ratios and, over time, a real erosion in the quality of education we can offer.

The time has come to build more wisely on our strengths. Many universities and jurisdictions have a more progressive approach to tuition policy. A more progressive system would fund universities enough to retain the best scholars in the world without overcrowding classrooms, and would ensure that tuitions paid by those who can afford them are actually recycled to fund a lot more scholarships and bursaries for those who need them. The end should be a win-win: higher access to universities, better experiences in the classroom, and deeper interaction between the country's best students and some of the world's best scholars.

Our high ambitions for young Canadians and Ontarians require that kind of progressive approach to tuition and financial aid.



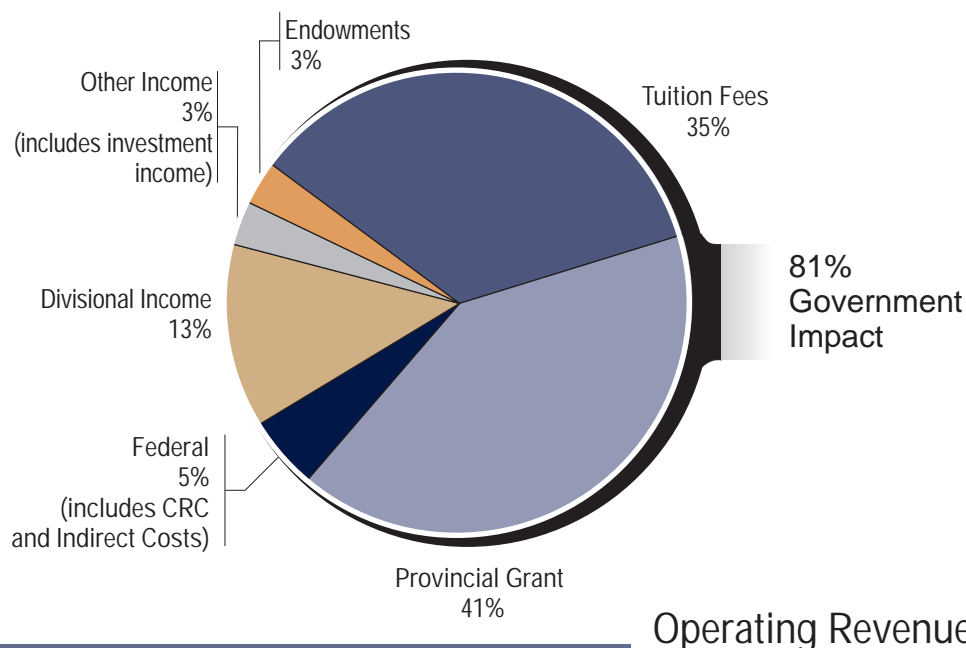
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...University of Toronto and the Provincial Government

Why is Government Funding important?

Approximately 81% of the University's Operating Revenue is influenced by governments.



The 2008 Federal and Provincial budget provided various commitments that will effect the University of Toronto and the post-secondary education sector as a whole. Details of these budgets follow.

Provincial Government

Broad Themes

The budget took an overall tone of making prudent investments in times of economic uncertainty to “strengthen long-term economic productivity, while stimulating investment and job growth today, and move us to a greener, more sustainable future.”

Investments in skills and knowledge are the cornerstone of the 2008 budget. This theme was expressed in two ways – initiatives aimed at building skills for jobs, and investments in post-secondary education, including infrastructure.

Strengthening the environment for innovation is another important theme in the budget. This theme includes tax exemptions for firms involved in commercialization and investments in the Ontario Research Funds.

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...University of Toronto and the Provincial Government

Specific Provincial Budget Funding Commitments

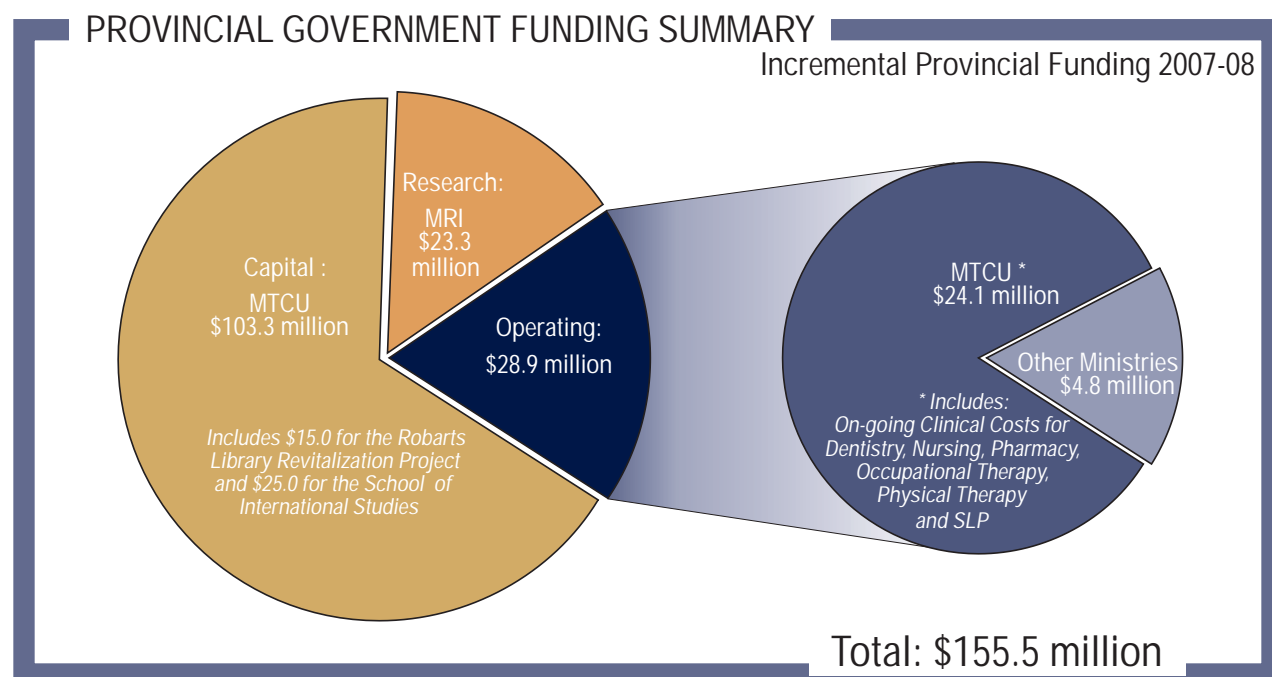
- \$970M in infrastructure funds to “build and renew places to learn”
- \$200M in 2007-2008 for the maintenance and renewal of university facilities. (UofT Share estimate: \$38M)
- \$200M for new and expanded skills training centres under the Strategic Skills Training Capital Investments program.
- \$25M to establish the School of International Studies.

Year-end Funding Announcements

Notable year-end MTCU funding commitments announced prior to the Budget include:

- Additional Undergrad Funding to Support the Full 2007-08 Growth (\$14.4M) - \$3.8M for UofT
- Graduate Growth One-Time Allocation (\$55M) - \$10.6M for UofT
- Clinical Cost Funding for Allied Health Professions (Dentistry, Nursing, Occupational Therapy/Physical Therapy/Speech-Language Pathology, Pharmacy) - \$3.9M for UofT
- Aboriginal Funding – 3 Projects Funded - \$225,000 for UofT

With the exception of the Clinical Cost funding, the above funding is one-time-only.



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...University of Toronto and the Provincial Government

Pre-budget Government Announcements

Funding for existing infrastructure

In January 2008, the Minister of Training, Colleges and Universities announced a \$200M Campus Renewal Fund, as part of the \$1.4 billion infrastructure initiative announced in fall 2007. U of T's share of the announced fund totals \$25.6 million. This funding is available for campus renewal projects related to energy efficiency, campus safety and security, and other infrastructure renewal projects.

New capital funding - \$15M for Robarts revitalization

On February 26, The Honourable John Milloy, Minister of Training, Colleges and Universities, announced a \$15 million investment for the revitalization of Robarts Library. This funding will be used to create 1,500 study spaces (through reconfiguration of existing space), new reading rooms, and towards facilities improvements such as expanding wireless connectivity. This capital investment is in addition to U of T's \$25.6 million share of campus renewal funding.



Robarts expansion plans receive \$15 million boost from province

Posted Thursday, February 28, 2008, news@UofT

Revitalization plans for U of T's Robarts Library received a \$15 million boost Feb. 28 from the Ontario government.

Flanked on both sides by students donning Robarts Library t-shirts, John Milloy, minister of training, colleges and universities, announced the investment in the library.

"We all know about Robarts Library's international reputation as one of the finest libraries in the world. It has outstanding collections, and is really a home for so many of the students at the University of Toronto," said Milloy. "But, there are concerns about its upgrading, but most importantly about creating more students spaces."...

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...University of Toronto and the Federal Government

Federal Government

Continued Relationship Building

University Relations continued to build relationships with the elected officials and staff in the Federal Government as well as with counterparts at the AUCC and at other Canadian Universities.



The Honourable Jim Prentice, Minister of Industry, announces the creation of the Canada Excellence Research Chairs and the Vanier Canada Graduate Scholarships at the University of Toronto on September 2, 2008.

Federal Budget Broad Themes

The 2008 Federal Budget title Responsible Leadership was positioned as a prudent, stay-the-course budget that reflects the reality of a weakening US economy and potential economic difficulties in Canada.

Two major themes of the government's budget, Investing in People, and Investing in Knowledge include initiatives and investments related to Post-Secondary Education and Research and Innovation. These investments include new money for new student aid, scholarship programs and various research initiatives.

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...University of Toronto, Community and Rankings

Community Relations, Rankings and Publications

Community Relations

The relationship between the University and the City of Toronto has continued to strengthen this year through coordination of various activities, committees, etc. One example is the involvement of the City and the University in the Community Liaison Committee. This committee – co-chaired by the Assistant Vice-President, Government, Institutional and Community Relations and the Assistant VP, Campus and Facilities Planning – includes representatives from local Residents' Associations in the St. George campus neighbourhood, local institutional stakeholders and select staff from the University and the City. The committee discusses broad-ranging matters and shares information about relevant projects like Nuit Blanche or plans for renovation or new buildings on or near campus.

Government, Community and Institutional Relations continues to provide assistance and expertise where needed to the University of Toronto Mississauga to further their strong relationship with the City of Mississauga.



His Worship, David Miller, Mayor of Toronto; Professor Cheryl Misak, Interim Vice-President and Provost, University of Toronto; The Honourable Aileen Carroll, Minister of Culture; Councillor Kyle Rae, Ward 27, City of Toronto; Haema Sivanesan, Curator; at the Announcement of the 2008 Nuit Blanche, July 9, 2008.

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...University of Toronto, Community and Rankings

Rankings and Publications:

Government, Institutional and Community Relations is responsible for the compilation and analysis of institutional rankings such as the Times Higher Education, Maclean's, Globe and Mail Report Card etc. The group also prepares the University's Facts and Figures booklet, Performance Indicators document and is instrumental in the evolving measures and methodology presented on CUDO – Common University Data Ontario.

A short list
of universities...

Berkeley
Cambridge
Oxford
Stanford
Toronto

When it comes to academic excellence, professors in other countries place the University of Toronto and these four universities in the top 16 worldwide across all major fields of study.*

No wonder today's best researchers and students join U of T to answer the world's most challenging questions.


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CANADA'S ANSWERS TO THE WORLD'S QUESTIONS.

Source: 2008 Times Higher Education Supplement.

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International Relations

“When one considers the view from 2030, it is apparent that investment in internationalization is investment in our students, our university and, without hyperbole, in the country itself.”
Towards 2030: Planning for a Third Century of Excellence at the University of Toronto

International Framework

Canadian universities today understand the significance of increasing a meaningful and sustained global engagement. The emergence of new economies, including China and India, are important for Canada over the longer term. International collaborations strengthen the University’s research, education and innovation agenda and help to advance Canada’s competitive advantage globally.

Internationalization Vision and Intended Outcomes

University of Toronto’s goal for its international strategy is to provide a rich learning environment that attracts the best students and faculty from across Canada and the world. An international profile contributes to the University’s ability to remain a leading research-intensive institution ranked among the top universities world-wide. To accomplish this goal, the University needs to:

- increase our presence and profile internationally
- prepare our students to participate in a global marketplace and
- provide opportunities to extend the reach of our research.

These outcomes will allow us to be known around the world for our excellence in scholarship and teaching.

Incoming International Delegations

International Relations hosted 66 delegations to the University of Toronto from 25 countries in 2007-2008. These visits facilitated: development of ongoing strategies for recruitment of international students from specific countries, awareness of scholarship opportunities for top students wishing to pursue studies at the University of Toronto, student mobility opportunities including internships and student exchanges, and stronger interaction between various University of Toronto faculties to showcase areas of excellence and opportunities for collaboration.



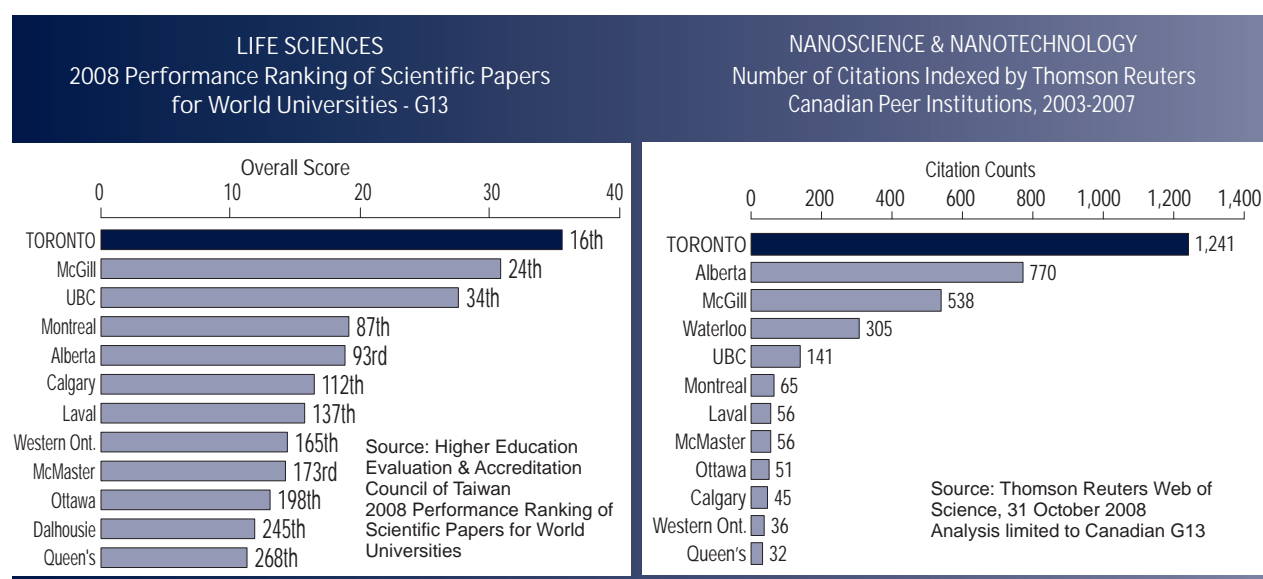
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...University of Toronto and International Delegations

Profiling University of Toronto's Excellence

The University of Toronto is unique in its depth of research in Canada making it a top destination for preeminent international delegations from other institutions. By highlighting specific areas of our strength which are of interest to strong international universities (see below), International Relations has bolstered potential collaborations. These meetings strengthen key relationships and facilitate research opportunities. For example, two areas of strength which have been of interest to international universities are in the areas of life sciences, nanosciences and nanotechnology. This is in no small part due to our known excellence in these fields.



Memoranda of Understanding

Memoranda of Understanding (MOU) signed this year include University-wide agreements with the University of Namibia and the Hebrew University of Jerusalem.

Of the Universities ranked by Times Higher Education with which the University has active MOUs, approximately 40% fall within the top 100 academic peer reviewed ranked universities world wide. Approximately 60% fall within the top 200 overall Universities.

Computational Research Laboratories (CRL)

In September 2007, the University of Toronto signed an MOU with TATA's Computational Research Laboratories (CRL). This MOU has already resulted in an opportunity for a 3rd year bioinformatics student, to participate in a 6-month internship at CRL in India.

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...University of Toronto and International Delegations

Outgoing International Delegations 2006-2007 Update

In November 2007, the President led a delegation to China to strengthen relationships, increase University of Toronto's profile and improve our overall understanding of China. The visit led to encouraging outcomes over the past year. The President of Fudan University led a delegation to the University during which the process for a proposed joint course development on International Relations with the Munk Centre for International Studies was begun and a Student Exchange Agreement between the two Universities was signed. Further to the initial visit to China, President Naylor received an invitation to return to Peking University for their 110th year celebration – the only Canadian University President included in the event.

Outgoing International Delegations 2007-2008

Israel

In early May 2008, President David Naylor and Vice President Judith Wolfson travelled to Israel. The trip included the signing of an Memorandum of Understanding with The Hebrew University of Jerusalem to facilitate and promote academic and research excellence and cross-cultural and global understanding.



Professor Daniel Zajfman, President, Weizmann Institute of Science, President David Naylor

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...University of Toronto and International Delegations

Israel (continued)

The University of Toronto's delegation to Israel was joined by colleagues from the University of British Columbia and the Canada Foundation for Innovation for an indepth look at commercialization practices. In particular the delegation's objectives were to:

- observe models to assist the university in the translation of ideas and research contributions into products, services or policy.
- meet with experienced leaders in the application of knowledge through the partnering, transfer and commercialization of ideas and research initiatives.
- investigate ways to broaden relationships with industry and commercialization partners and to understand how these relationships can stimulate innovative funding models.
- identify and advance technology transfer opportunities in Canada, and where possible, in co-operation with those in Israel.

Lessons learned from the visit were captured in an op-editorial written by President David Naylor which appeared in the Globe and Mail on July 24, 2008. Selected portions of the op-ed appear below.

Commentary

Building an economy based on innovation

DAVID NAYLOR

From Thursday's Globe and Mail

July 24, 2008 at 7:57 AM EDT

Week after week, headlines in this newspaper raise unsettling questions about Canada's international competitiveness. Canada has some of the best value-added natural resource companies in the world. But, in the global race to build an innovation-based economy, we are lagging behind countries such as Korea, Taiwan, Singapore, and Israel...

Commercialization works if its three main players – government, university and the private sector – are linked in a system where each plays its own role. Unfortunately, Canadians sometimes confuse commercialization of research with commercially-sponsored research. The next generation of creative minds and novel products will arise from basic research

environments, not by pressing our universities to focus on industry's current needs...

As well, Israel's political circumstances and limited resources made it essential for the country to shift economic gears. Canada, in contrast, is still cruising on its resource revenues. But just forty years ago, melon-growers outside Tel Aviv were asking questions a lot like the ones that will someday be facing oil-workers in Fort McMurray, and that are already ringing through car-plants in Oshawa and Windsor today: "What are we supposed to do next?" The time to start building a more effective innovation system is now, not after our non-renewable resources run out.

David Naylor is President, University of Toronto

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...University of Toronto and International Delegations

Outgoing International Delegations 2007-2008

India

In October 2008, a University of Toronto delegation led by Judith Wolfson visited India. The visit followed the momentum from a series of workshops and delegations held at the University of Toronto with leaders and potential collaborators from India.

The objectives of the visit were to increase the University of Toronto's profile and visibility in India as one of the world's leading research intensive universities and to deepen the University of Toronto's relationships in India. Specifically, the mission focused on profiling the University of Toronto's excellence in social innovation, S&T and professional programs. The delegation met with major academic, research institutions and industries to increase opportunities for students and faculty.

The delegation met with His Excellency, Dr. Abdul Kalam and senior administrators from Jawaharlal Nehru University, Indian Institute of Technology Delhi, Indian Institute of Technology Bombay, Indian Institute of Science, the Indian Council for Research on International Economic Relations (ICRIER), Hewlett Packard Innovations Lab, the Energy and Resource Institute and the Tata Institute for Fundamental Research, among others.

This was the second in a series of visits to India by the University of Toronto. Over the next six months, visits are scheduled by the Rotman School of Management, OISE/UT and leading faculty in the Department of Chemistry and the Department of Computer Science.



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...University of Toronto and International Events and Opportunities

International Events and Opportunities

Dr. A.P.J. Abdul Kalam, Former President of India

On April 18, 2008, the University of Toronto welcomed His Excellency Dr. A.P.J. Abdul Kalam, Distinguished Scientist and Former President of India. Dr. Kalam spoke to a full house of faculty, students, media and other academics on the Role of Science and Technology in the Development of Civil Society. He also participated in a high level roundtable “India 2020 and the role of Canada” with President Naylor and invited guests.

“My best wishes to the members of University of Toronto for a fruitful partnership in societal missions with Indian Universities, institutions and industries using science and technology as the key.”

Dr. A.P.J. Abdul Kalam
Former President of India
April 18, 2008



The Honourable Kapil Sibal

Minister of Science and Technology and Ocean Development, India

In June 2008, President David Naylor along with lead researchers from the University of Toronto met with The Honourable Kapil Sibal, Minister of Science and Technology and Ocean Development, India; His Excellency R.L. Narayan, High Commissioner of India; and Mr. Satish Mehta, Consul General of India. The meeting provided an opportunity to highlight the strengths of the University of Toronto in Science and Technology and to inform the participants of existing collaborations with India. This visit was noted in a statement reported in The Hindu, BBC Monitoring and The Economic Times.

Transborder Research University Network

International Relations is the University of Toronto lead in the emerging Transborder Research University Network. The objective is to extend opportunities for students and faculty engagement at research intensive universities in Southern Ontario and New York State.

Oxford internship

In the Summer of 2008, University of Toronto participated in the inaugural Oxford University international undergraduate internship program. The internship consists of full time work for 10 weeks and is supported by Victoria University and the Vice President, Research.

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Strategic Communications

Strategic Communications has focused on developing and executing strategies in four areas: External Marketing, Media Relations, Internal Communications and Emergency Communications. In each area, significant progress has been made towards building sustainable and effective communications tools for the University.

External Marketing

Supporting recruitment of undergraduates

Building the foundations for sustained marketing to prospective undergraduate students was a major priority this year. In an increasingly competitive national and global market for post secondary education, building marketing tools for university recruiters is important to support their efforts.

Strategic Communications also led a review of core recruitment materials from a marketing / visual / narrative point of view. A major on-line advertising campaign targeting 16 and 17 year old high school students across Canada was designed, created and launched, raising the profile of University of Toronto as a key choice for these potential students. The ads were developed through full and extensive pre-testing in the targeted age groups. Age and geographical targeted ads were placed on Sympatico / MSN, Yahoo and Facebook. The following is a selection of the ads which can be found at [/www.thisisuoft.utoronto.ca/youcan.htm](http://www.thisisuoft.utoronto.ca/youcan.htm).



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can you?
you can

can you
fight climate
change?



Emma Master is developing tools for plant fibre engineering, trying to create high-value biomaterials and polymers from renewable resources. The research conducted in the Bioproducts Research Lab aids in the development of bio-based fuels and materials, which will reduce our reliance on fossil fuels, thereby battling climate change, while revitalizing Canada's forest and agricultural industries.

can you
solve world issues
with music?



Christos Hatzis has evolved a new approach to composition that he terms "cultural convergence." His music is strongly influenced by the cross-fertilization that occurs when different musical cultures come into contact. Hatzis's compositions aim to engage his audiences directly through social activism. His recent projects are part of a neighbourhood revitalization project, as well as ventures to bring music to underprivileged audiences and draw youth away from gangs.

can you
feed the
world?



Herbert Kronzucker and his lab work to provide a better understanding of the optimal growing conditions for rice. This research could lead to methods of improving global rice crop yields, which in turn will help battle world hunger.

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Ads drawing attention to major changes and achievements

A rapid and efficient advertising infrastructure has been established with a small creative team working in partnership with freelance designers to produce advertising creative in response to a wide range of needs. A media buying agency was engaged to obtain advertising space across all media on behalf of the University of Toronto. This allows us to plan media purchases, secure strong placement in media like the Globe and Mail and the Times Higher Education Supplement, and consistently secure significant discounts. The ads typically raise the profile of University achievements, major donations or new programs at the University of Toronto.

Canada's top university for what you care about most.

Changing the world.

You told us that the right university will help you make a difference. And you define that university by its overall quality of education, breadth of courses, academic reputation and quality of career preparation. Students give UofT top marks in all four areas. And if you ask professors in other countries about academic excellence, U of T is Canada's leader — one of only five universities worldwide that place in the top 16 across all academic fields.* In short, if you care about the world and you care about academic excellence, U of T is where you belong.

* Source: 2008 Times Higher Education Supplement


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CANADA'S ANSWERS TO THE WORLD'S QUESTIONS.

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...University of Toronto and Marketing

"ThisisUofT"

To raise the profile of the University of Toronto's unique position among North American universities, Strategic Communications developed an extensive website cataloguing the achievements of our faculty and students and describing the unique educational environment on our campuses. The website, named "This is U of T", now forms a high profile part of the University of Toronto's home-page and front door to the rest of the world.



A HUB FOR INTELLECTUAL INQUIRY. CLOSE-KNIT LEARNING COMMUNITIES OFFERING LIMITLESS DISCOVERY. ONE OF THE WORLD'S MOST HIGHLY REGARDED UNIVERSITIES. *THIS IS U OF T.*

Visual Identity

In 2008, the first phase of a major visual identity project was completed. The goal of this project was to create a single visual identity for the breadth of the University – allowing each part of the University to both support and benefit from the others' reputations. This project has now been substantially implemented. The implementation of a new centralized and automated system for ordering stationery, is already achieving cost benefits and will be of significant financial benefit on an ongoing basis.

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...University of Toronto and Media Relations

Media Relations

Media Management and Issues Management

Prompt management of incoming media calls allows us to position University of Toronto scholars prominently as experts on the widest range of news coverage. The media line (416 978 0100), staffed 24/7/365, is widely known to Canadian media. It has consistently succeeded in ensuring that reporters can be on the phone with a well-briefed senior administrator within 15 minutes of a request – even on weekends and holidays.

Building profile of the University and its Research

Media Relations also focused on raising the profile of University of Toronto discoveries across the widest range of fields. Media relations officers worked directly with University of Toronto investigators to draft news releases concerning new discoveries and seminal publications, and then to amplify those news releases with direct calls to reporters whose past coverage had displayed some interest in the field. This kind of work has secured consistent coverage for University researchers not only across Canada, but also in major U.S., and other international newspapers.

University of Toronto in the media

Student Experience

Speaking Bart Simpson's language at U of T
Foreign students analyze TV's bon mots to help them master informalities of English
The Toronto Star, October 12, 2008

Secrets of an 'outstanding' prof
The Toronto Star, September 4, 2008

Research

Is that a planet circling 1RXS J160929.1-210524?
The world pays attention when U of T makes a discovery, like the spectacular one made public this week
The Globe and Mail, September 20, 2008

What Your Shopping Style Says About You
Washington post, October, 26, 2008

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...University of Toronto in the media

Research Clippings (continued)

Number of 'misleading' anti-vaccination videos on YouTube growing
Fox News. (Also featured on CNN's Health Unit.)

Warm Hands, Warm Hearts
ScienceNOW Daily News, October 23, 2008

U of T teams up with IBM to build Canada's fastest supercomputer
Globe and Mail, August 15, 2008

Commercially bred bees spread disease to wild bees
ABC News. (Also appeared in the New York Times)

Women find working for female bosses more stressful
Daily Telegraph, UK. (Also appeared in the UK's Daily Mail and the Hindustan Times in India.)

Bad News Can Be Better than Nothing
New York Times, November 22, 2008

Sobering News on Breast Cancer Test
Minneapolis Star Tribune, November 17, 2008

The psychology of food cravings
HealthDayNews, September 2008

Coping With Depression During Pregnancy
An expectant mother's depression can harm her baby, including raising the odds of preterm delivery
U.S. News & World Report, October 27, 2008

Don Tapscott: homage to the new generation of whiz-kids
The Times meets an academic who says we can learn a lot from technology-savvy youngsters
The Times (UK), November 5, 2008

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Internal Communications

Bulletin

The Bulletin completed its first full year in a modernized re-design. It continues to be the core, print medium for mass communications between the administration and the full breadth of 11,000 faculty and staff.

eBulletin

The eBulletin, launched last year, provides a continual communications vehicle to faculty and staff. The eBulletin, distributed twice a week, goes well beyond the Bulletin coverage by providing links to a wide range of news and information from across the University. It also serves to raise the profile on deadlines for grants, fellowships and other academic programs. The eBulletin is opened by roughly one third of all people who receive it; a very high figure compared to industry standards for unsolicited e-mail. It has also prompted specific divisions, such as Applied Science and Engineering, to create their own versions on behalf of their Deans.

Breakfasts with the Bulletin

Strategic Communication expanded the Bulletin's mandate by launching a regular breakfast colloquium series focused on a range of issues of interest to the university community. The first four 'Breakfasts with the Bulletin' attracted a total of nearly 350 faculty and staff to early morning panel discussions on the following:

February 14, 2008: **Free Speech** – Professor Ramin Jahanbegloo, a political philosopher who was imprisoned in Iran; Andrew Teyie, a journalism fellow from Kenya ; Clement Jumbe, a Zimbabwean scholar-at-risk.

May 13, 2008: **Olympic Experience** – Professor Bruce Kidd, a former Olympian who is dean of the Faculty of Physical Education and Health; rhythmic gymnast Alexandra Orlando, a Woodsworth College student; and U of T swim coach Byron MacDonald, an Olympic commentator for CBC-TV.

October 8, 2008: **Elections North and South** - Daniel Atlin, assistant vice-president (Government, Institutional and Community Relations), moderator; Professor Nelson Wiseman of political science, an expert on Canadian politics, and Professor Renan Levine of political science. Professor Sanford Borins, Rotman School of Management and U of T Scarborough, expert in online campaigning .

November 25, 2008: **Market Meltdown, Economic Crisis** - Professor Eric Kirzner of the Rotman School of Management explained how the current financial crisis occurred and discussed where things stand at present and Professor Emeritus John Munro of the Department of Economics compared the 2008 downturn to previous economic crises.

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...University of Toronto and Internal Communications

Faculty-Relations and Labour-Relations Communications

Strategic Communications has provided support on a range of specialized communications to ensure faculty and staff have a central location from which to obtain information pertaining to the University's relations with staff and faculty groups. This is particularly important in the area of labour relations. <http://www.hrandequity.utoronto.ca/labourrelations.htm>.

Emergency Communications Internal Protocols

Strategic Communications has developed protocols for managing a portfolio of mass internal communications products in the event of a crisis. Those tools, which can be deployed 24/7/365 include the following:

- mass e-mail to all University of Toronto students, staff and faculty with utoronto.ca e-mail addresses
- notifications on www.utoronto.ca
- updated messaging on an inbound toll-free phone number
- mass broadcast voice mail to all University of Toronto land lines (to be extended in early 2009 to any other numbers registered by U of T members)

External / Media protocols

Given the size and geographical dispersion of the University's community (nearly 90,000 people – many of whom are likely to be off campus at any given moment), public media are a core part of our mass communications in the event of a crisis. To that end, Strategic Communications has also developed mass media protocols for emergency communications. Those tools, which can be deployed 24/7/365 – in any combination specified directly by relevant authorities – include the following:

- distributing a statement to Canada News Wire for immediate distribution
- direct contact with editorial desks, including the Canadian Press, CBC Radio, 680 News, City TV, the Toronto Star, CFTO-TV and the Globe and Mail.
- coordination with Toronto Police and Toronto Fire commanders, in conjunction with University of Toronto police.



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University Relations: Moving Ahead 2008-2009

For 2008-2009, three broad objectives have been identified - maximizing University opportunities, increasing brand awareness/managing reputation and facilitating cross-functional activities.

Maximizing University Opportunities

Federal

- Align University advocacy with Federal Priorities.
- Mine Federal opportunities.
- Monitor the Federal activities and outcomes of other universities and sectors.
- Advance the University of Toronto's international agenda by working with the relevant Federal agencies.
- Work with peer institutions to coordinate support for specific advocacy efforts.

Provincial

- Advance the Differentiation and Quality Agenda.
- Maximize funding opportunities.
- Advance the Province's internationalization agenda.
- Coordinate the University's positioning and develop the strategy for capital infrastructure.
- Assist faculties with Provincial program submissions.

Municipal/Community

- Build strong political and public servant relationships at the Municipal level.
- Build profile for the University as a partner.

International

- Advance University of Toronto's international strategy to increase reputation as a global leader.
- Introduce new initiatives that support University of Toronto's international interests.
- Work to harness the marketing offices of the Province and Federal Government in order to promote our agenda abroad.
- Establish university-wide approach to the management of partnership agreements.

increased resources

stronger relationships

Increasing Brand Awareness / Managing Reputation

- Ongoing work to secure and enhance the University's reputation and brand.
- Pro-active communication planning on issues management.
- Targeted, pro-active media strategies.
- Tactical advertising to support relations with key donors and advance the profile of specific initiatives with specific audiences.
- Updates to the www.utoronto.ca design and architecture and incorporate dynamic content such as videos.

Facilitating Cross-Functional Activities

Recruitment and Student Mobility Strategy

- Support the domestic and international student recruitment strategy.
- Support the development of a student mobility strategy that aligns with academic objectives of the University.

Support for Advancement

- Work closely with Advancement to develop opportunities with stakeholders (Government and Industry).
- Support an International Alumni strategy.

Support for Research

- Facilitate relationships with key stakeholders for research endeavours (e.g. policy, government and public sector funders).

Internal Communication and Coordination

- Further implement Emergency Communication tools.
- Continue deployment of Visual Identity.
- Support initiatives to align faculty and staff with institutional culture and goals.

increased resources

stronger relationships

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