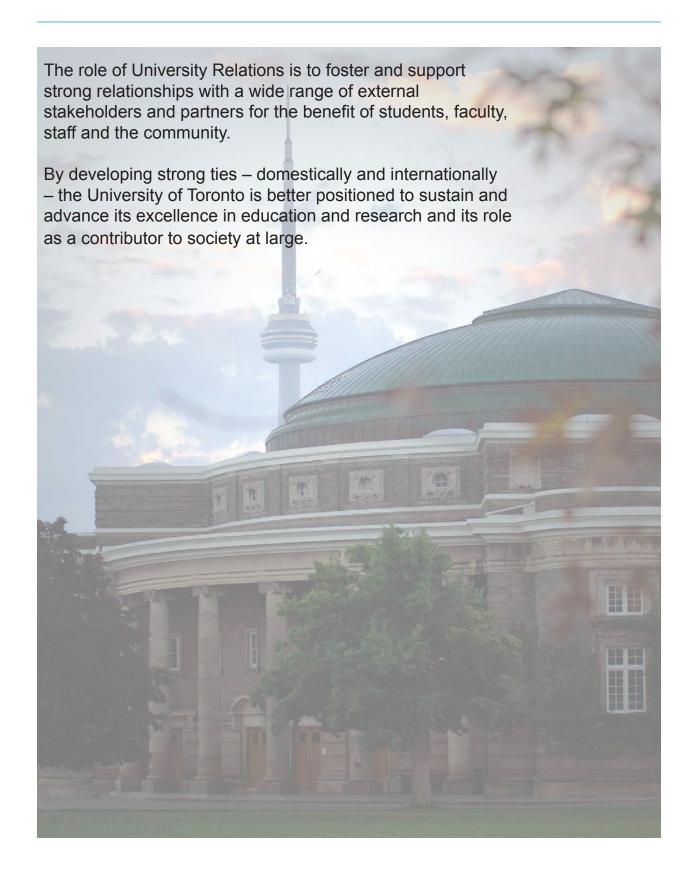




## UNIVERSITY RELATIONS ANNUAL REPORT 2009-2010



## ADVOCACY AND INCREASED GOVERNMENT SUPPORT

Approximately 81% of the University's operating revenue is influenced by governments through the provincial grant, the tuition fee policy and federal dollars available for CRCs and support for the indirect costs of research. The economic downturn and significant pressures on available funds, both at the provincial and federal levels, require strong relationship building and advocacy with government partners. Policy advocacy is an important component to increase support at all levels of government and is crucial to ensure excellence.

#### **NEW FUNDING**

#### Munk School of Global Affairs

This was an unprecedented year for the University in the integration of fundraising efforts and government advocacy resulting in the \$35 million gift from Peter and Melanie Munk leveraged with \$25 million of federal funds for the Canada Centre for Global Security Studies. This, when combined with the Province's contribution in the 2009 budget of \$25 million resulted in a total of \$85 million to launch the new Munk School of Global Affairs.

## Announcement of the Federal Funding for the Munk School of Global Affairs



Photo Credit: Deb Ransom



Cabinet du Premier ministre

Left to Right: The Honourable John Manley; Melanie Munk; The Right Honourable Stephen Harper; Dr. Peter Munk; Nina Munk; Professor David Naylor; Professor Janice Stein; Minister of State (Science and Technology) Gary Goodyear.

Other examples of partnerships with internal and external stakeholders include:

## Assistance through Parks Canada for restoration of University College

Federal funding of \$425K (the maximum amount available)

## Going Global grant

Federal funding of \$80K for international activities in India

## Institute for Municipal Finance and Governance

Provincial funding of \$1.2M over three years

## Aboriginal initiatives

Provincial funding of \$1.8M over three years

#### Equalization of BIU of medical space

Provincial funding of \$20.0M over four years

## Additional capital for medical spaces

Provincial funding of \$15.6M

#### 1,000 graduate scholarships

Provincial funding of an estimated \$2.4M

### Funding for the enrolment growth of undergraduate students

Ongoing, incremental provincial funding of \$16.2M in 2009-2010

## **Aboriginal Post-secondary Education Training Bursary and Initiatives Announcement**



Left to Right: Christopher Bently, Attorney General; John Milloy, Minister of Training, Colleges and Universities; Jonathan Hamilton-Diabo; Director, First Nations House, University of Toronto; Gary Lipinski, President, Métis Nation of Ontario.

#### **GOVERNMENT POLICY ACHIEVEMENTS**

#### **Graduate Fungibility**

Successful advocacy to meet graduate enrolment pressures at the Masters level

## Indexation on Tuition Recognized for OSAP Purposes

Successful advocacy with peer institutions to increase the OSAP maximum loan application from \$11,500 to \$12,240

## **Provincial Nominees Program Announcement**



Left to Right: Glen Murray, Minister of Research and Innovation; Eric Hoskins, Minister of Citizenship and Immigration; John Milloy, Minister of Training, Colleges and Universities; and from the University of Toronto, Mohamed Zakaria Kamh, Senior PhD Candidate, Electrical and Computer Engineering; Irada Ibrahim-zada, PhD Candidate, Department of Laboratory Medicine and Pathobiology; and David Naylor, President.

#### RELATIONSHIPS WITH COMMUNITIES

On going partnerships with municipalities and community neighbourhood organizations continue to strengthen. This is particularly evident in the various capital projects on all campuses as a result of last year's federal and provincial Knowledge Infrastructure Program funding. In addition, U of T is now an integral partner and leader with the City of Toronto, the province and other organizations as the planning for the Pan Am games progresses.

## INSTITUTIONAL POSITIONING/MEASUREMENT

Since 2006, significant partnerships have been formed with ranking organizations to ensure the use of appropriate measures and consistency within the data definitions for high profile university rankings. In 2009–2010, the University achieved excellent results from a variety of ranking surveys and in particular from a new international ranking methodology from *Times Higher Education*. U of T continues to take a leadership role in the discussions on appropriate methodology and measures for external rankings, and in accountability documentation such as the Performance Indicators.

September, 2010

#### U OF T RANKED AS BEST CANADIAN UNIVERSITY

"A radical overhaul of an influential ranking of universities has vaulted U.S. institutions into more than half of the top 50 places and the University of Toronto to the top of the Canadian pile."

Metro News

UNIVERSITY OF TORONTO RANKS 17TH ON WORLD LIST – CTV

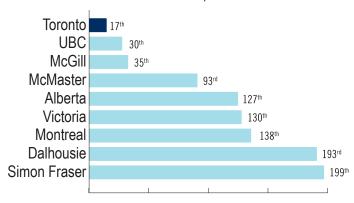
CANADIAN UNIVERSITIES RANKED AMONG BEST IN THE WORLD - National Post

U OF T RANKED AS TOP CANADIAN SCHOOL IN WORLD LIST - Global News

## **Times Higher Education**

World University Rankings 2010

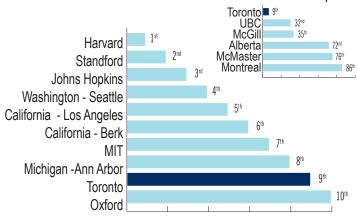
Canadian Universities in the Top 200



## **Higher Education Evaluation & Accreditation Council of Taiwan**

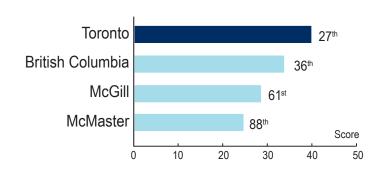
Performance Ranking of Scientific Papers for World Universities, 2010





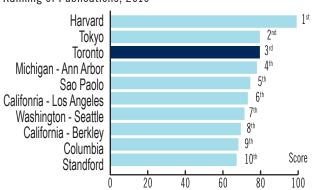
## **Shanghai Jiao Tong University**

Academic Ranking of World Universities, 2010 Canadian Universities in the Top 100



## **Shanghai Jiao Tong University**

Ranking of Publications, 2010



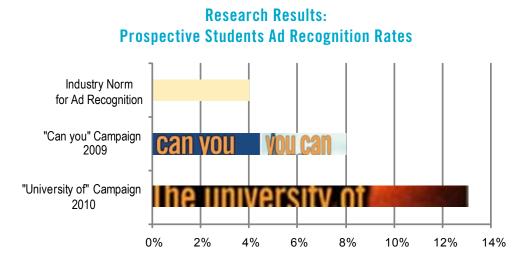
## INCREASED SCOPE AND VALUE OF BRAND

U of T's brand campaign continues to yield positive results. Following on the success and measurement indicators of previous years, the marketing campaign has been refined to reinforce the excellence of the University. The marketing campaign focused on the reputation of the University and the "fit" for prospective students. Similar to the previous year's *Can You/You Can* campaign, these ads ran on Internet sites such as MSN,Yahoo and Facebook, targeting prospective students.

## MEASURABLE RESULTS INDICATING SIGNIFICANT PROGRESS



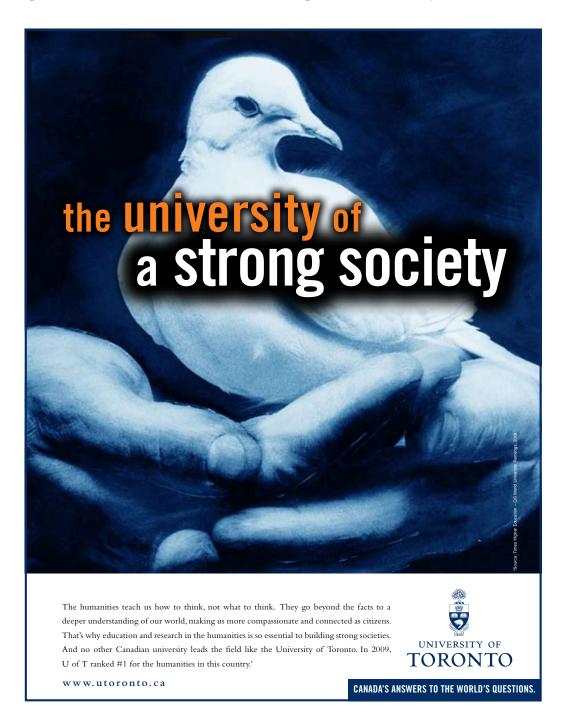
The February 2010 number of Ontario high school students choosing U of T as their first choice for post-secondary education increased by 8% - the largest increase since 2003. This positive result can be partially attributed to a successful student recruitment ad campaign.



A new ad campaign has begun for the 2011 recruitment cycle. The campaign focuses on Internet sites, targeted to prospective students. Research will be conducted on the effectiveness of this campaign and will be used for future initiatives.

## SPECIFIC ADS

In addition to the online marketing campaign designed to attract students, traditional print-based ads were placed in select publications to increase profile with key influencers. For example, ads, such as the one shown below, were place in the monthly Ottawa-based *Hill Times*.



## COMMUNICATIONS

The communication of key messages, happenings on campus and extraordinary stories from student, faculty and staff to our internal communities as well as the broader public. These messages also serve to strengthen our brand.

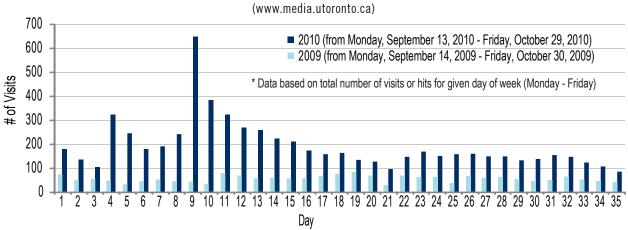
## **WEB PROJECTS**

Both on a graphic and content basis, the home page continues to evolve. The feature buttons have been used with success to communicate important information to internal and external communities and have been refined to be responsive to current events. Graphically, the banners continue to evolve with updated "clickable" visuals leading to more information "behind the scenes" with a plan for continual updates



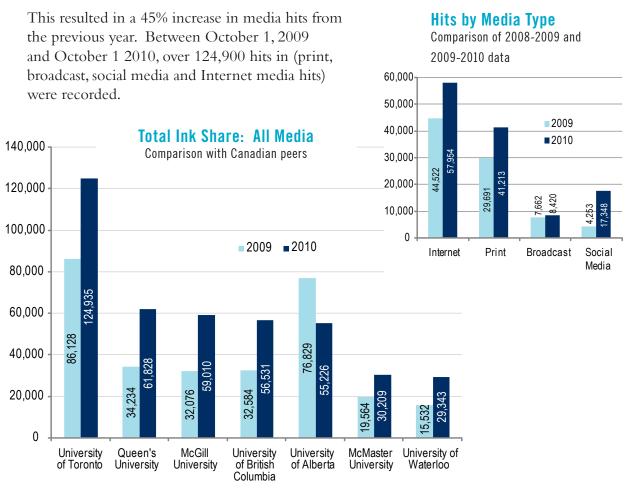
Additionally, a new media relations website was created providing media with daily relevant content including "Expert of the Day", selected clippings and the latest media releases. In just a few weeks after its launch, the number of visits to the site increased by 100%.

## Comparison of Visits to the Media Relations Website Pre- and Post- Launch



#### MEDIA RELATIONS

This year, we experienced a significant increase in the opportunities to profile positive messages for the University. These opportunities included government funding announcements and research stories such as Professors Brendan Frey and Benjamin Blencowe's paper on "Deciphering the Splicing Code", the Citizen Lab's Cyber Espionage Report report, and Professor Kang Lee's research on lying by children and parents. To support these opportunities, over 120 media releases were issued.



In order to further the ability of media contacts to engage with U of T experts, specific guides were created for reporters highlighting relevant topics such as "Back 2 School" and the G8/G20 summits.





## **Cyber Espionage Report Press Conference**



Photo Credit: Tessa Buchan

April 6, 2010 - TORONTO STAR (A1)

#### U OF T SLEUTHS TRACK CYBER THEFTS TO CHINA

Munk centre team finds more proof of hackers hitting top secret sites

A massive cyber espionage network has infiltrated the Indian government and also hacked into a year's worth of the Dalai Lama's emails, according to a team of computer security experts co-led by University of Toronto researchers. The China-based espionage group penetrated government, academic and business computers in India, including those in the Indian national security establishment. A report on the spy operation, released Monday, found countries around the world have been affected.

CHINESE CYBER-SPYING UNCOVERED; U OF T GROUP SAYS INDIAN DEFENCE **SECRETS, DALAI LAMA EMAIL HACKED** - Vancouver Province (Canada)

CANADIAN, US RESEARCHERS REVEAL INDIA-FOCUSED SPY RING BASED IN CHINA Hindustan Times

CHINA DENIES HACKING ALLEGATIONS - Indian Express

CANADIAN EXPERTS URGE GOVERNMENT TO TAKE LEAD ON CYBER CRIME TopNews (United Kingdom)

CANADIAN RESEARCHERS UNCOVER CHINA-BASED ONLINE SPY NETWORK Agence France Presse

CANADIAN RESEARCHERS UNCOVER CHINA-BASED ONLINE SPY NETWORK Melbourne Age

CANADIAN RESEARCHERS UNCOVER CHINA-BASED ONLINE SPY NETWORK - France 24

CHINA DENIES CANADIAN HACKER CLAIMS - Sydney Morning Herald

CHINA DENIES CANADIAN HACKER CLAIMS - Brisbane Times

CHINESE CYBER-THEFTS REVEALED BY CANADIAN RESEARCHERS

The Scotsman

#### **BULLETIN/EBULLETIN**

This past year, a *Bulletin*/eBulletin readership survey was undertaken to learn more about the needs of the readership both in content and delivery method. The information gathered will help to tailor content to the various interests of the readership and to reshape the tools used to disseminate the products.

The popular Breakfast With the Bulletin series targeted to staff and faculty included:

**Hart House Viols** (Musical Lecture and Performance)

Moderator: Professor Robin Elliott, Faculty of Music; Speaker: Joelle Morton, Faculty of Music; Performers: Joelle Morton, Sarah-Anne Churchill (grad student)

#### **Talking Transportation**

Moderator: Elaine Smith; Speakers: Professor Richard Sommer, John H. Daniels Faculty of Architecture, Landscape, and Design; Professor Eric Miller, U of T Cities Centre

**Breast Cancer – Research and Experiences** (prelude to Run for the Cure on campus) Moderator: Chancellor David Peterson; Speakers: Professor Lori Bernstein, Psychiatry; Professor Ruth Heisey, Family and Community Medicine; Linda O'Leary, breast cancer survivor

Various custom inserts were created this year including a spring convocation insert and an insert highlighting our Faculty's expertise in the media (below).





## INTERNATIONAL ACTIVITIES AND OPPORTUNITIES

Innovation, globalization and the migration of talent have emerged as three major factors impacting universities today. In addition there is a surge in the commitment to higher education and research by universities and governments in new economies, particularly China, India and Brazil.

International collaborations strengthen the University of Toronto and help to advance Canada's competitive advantage. An international profile and network contributes to the University's reputation as a leading research intensive institution ranked among the top universities world-wide.

Our faculties across the disciplines are increasing their engagement in international activities. Interest in international initiatives including recruitment, student exchange, study abroad and research collaboration is increasing.

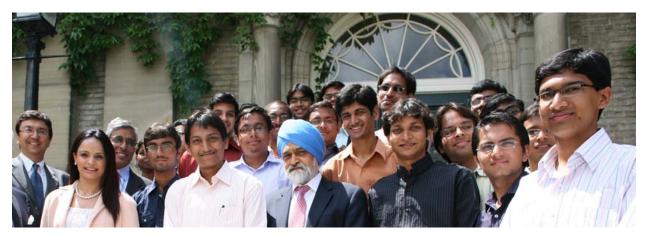
## University of Toronto Students During Their Study Abroad Course at Fudan University, China



Building on the groundwork of previous years, international relationships and opportunities have flourished over the last year. This is particularly evident in India where U of T faculty and students have increased their profile and developed deeper relationships. Highlights of some specific international endeavors include:

## INDIA

- President David Naylor's participation in Prime Minister Stephen Harper's Education Round Table and Premier Dalton McGuinty's Clean Technology Mission
- Success in attracting 22 Indian students for a summer research internship through the MITACS Globalink program



Dr. David Naylor, Dr. Ruby Dhalla, MP, Brampton-Springdale and the students participating in the MITACS Globalink program at U of T join Dr. Montek Singh Ahluwalia, Deputy Chair, Planning Commission, India.

- Faculty member mission to India in December 2009 resulting in interest in Faculty research collaborations with National Chemical Laboratory (NCL) Pune and Central Institute of Plastics Engineering and Technology (CIPET). A portion of this mission was funded by a federal "Going Global" grant and the Government of India.
- Ongoing activities with the Indian Council for Research and International Economic Relations (ICRIER), Indian Institute of Technology (IIT) Bombay, Central Institute of Plastics Engineering and Technology (CIPET), National Chemical Laboratory (NCL) Pune, Institute for Bioinformatics, Canada India Business Council (CIBC), Mathematics of Information Technology and Complex Systems (MITACS), The Indus Entrepreneurs (TiE) and the Shastri Indo-Canadian Institute.

#### **JAPAN**

To commemorate the 80th Anniversary of Canada-Japan Relations, the Embassy of Canada in Japan, the National Graduate Institute for Policy Studies (GRIPS) and the University of Toronto hosted an Innovation Symposium with the theme of "The Imperative for Strengthening Innovation" in Tokyo. The participants included leading scholars from University of Toronto and GRIPS as well as representatives from the academic and business community of Japan. The relationships created resulted in a Letter of Intent between GRIPS and the Munk School of Global Affairs followed by a university-wide Memorandum of Understanding between the University of Toronto and the University of Tokyo.

## HONG KONG

In October 2010, a delegation from the University visited the Chinese University of Hong Kong, the University of Hong Kong, the Hong Kong University of Science and Technology and the Hong Kong Polytechnic University to enhance student and faculty opportunities.

#### TAIWAN

Following the visit to Hong Kong, various meetings were held in Taiwan with universities and research institutes. At the National Taiwan University (NTU) options for student (eg. student exchanges) and faculty mobility were discussed. Meetings with the Industrial Technology Research Institute and the Development Centre for Biotechnology provided an opportunity to explore models of science parks and their relationships to universities and industries.

#### **BRAZIL**

In October 2010, U of T representatives met with Brazilian government agencies, Canadian ambassadorial and consular staff, the Brazil-Canada Chamber of Commerce, and select leading academics in Brasilia and São Paolo. Future collaborations are being developed. U of T hosted a reception for alumni, who are now living in Brazil. This was the first alumni event to be held in Brazil and was met with great enthusiasm.

#### ADDITIONAL ENGAGEMENT

Following the G-20 summit in June, President David Naylor invited Dr. Montek Singh Ahluwalia, Sherpa from the Government of India and The Honourable John Manley, Chair of the G-20 Business Summit to the University to discuss issues that arose during the G-8 and G-20 Summits with key Canadian business leaders. The discussion focused on financial reform and the future of the G-8 and G-20.

After the G-20 summit, Chancellor David Peterson, President David Naylor, Vice President Advancement David Palmer and Vice President University Relations Judith Wolfson, were invited to meet with King Abdullah of Saudi Arabia to further student opportunities.

MOUs were signed with the China Scholarship Council, the University of Siena, University College London and Technion University to increase student and faculty engagement.

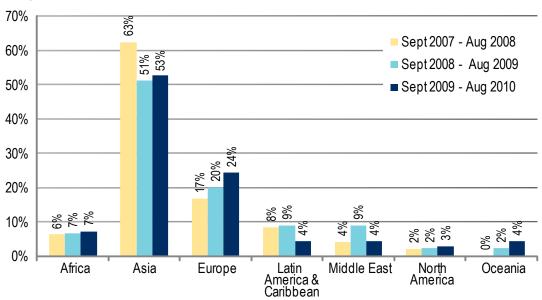
Other partnership agreements signed over the past year include: Beijing Forestry University, China; Fayoum University, Egypt; Friedrich Schiller University Jena, Germany; Goethe University, Germany; Indian Council for Cultural Relations (ICCR), India; and the KAIST College of Business, South Korea. In total, over 30 University-wide and Faculty led agreements and renewals were completed this year.

From October 2009- October 2010, over 90 international delegations visited the University of Toronto, including Goethe University, Germany; University of Tokyo, Japan; University of Melbourne, Australia; and IIT Bombay, India.

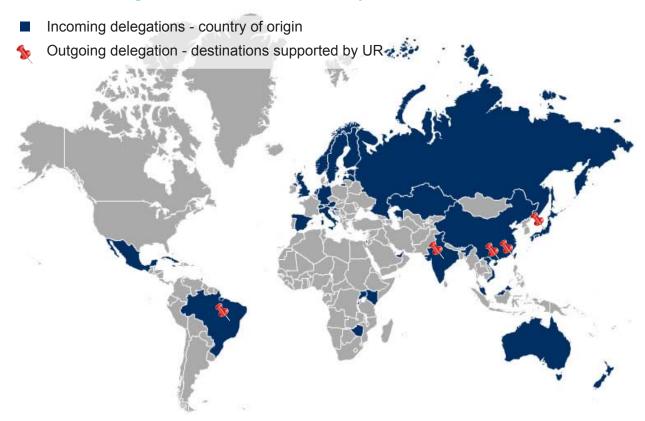
## Celebrating 100 Years of Canadian-German Trade Relations

Left to right: Dr. Georg Witschel, Ambassador of the Federal Republic of Germany; William C. Graham, Chancellor of Trinity College, University of Toronto; Minister of International Trade of Canada, Peter Van Loan; Judith Wolfson, Vice President University Relations; Deputy Chancellor and Minister of Foreign Affairs of the Federal Republic of Germany, Dr. Guido Westerwelle; Minister of Economic Development and Trade of the Province of Ontario, Sandra Pupatello; Marcus Breitschwerdt, President & CEO Mercedes-Benz Canada.

## Visiting Delegations by Continent Comparison of data from 2007-2008, 2008-2009 and 2009-2010



## International Delegations to and from the University of Toronto



## **University Relations**

27 King's College Circle Simcoe Hall, Room 216 416.978.5401 university.relations@utoronto.ca

# **Government, Institutional and Community Relations**

27 King's College Circle Simcoe Hall, Room 5 416.946.3067 gicr@utoronto.ca

#### **International Relations**

27 King's College Circle Simcoe Hall, Room 216 416.946.8828 international.relations@utoronto.ca

## **Strategic Communications**

21 King's College Circle Room 219 416.978.5367 strategic.communications@utoronto.ca Media Line: 416.978.0100