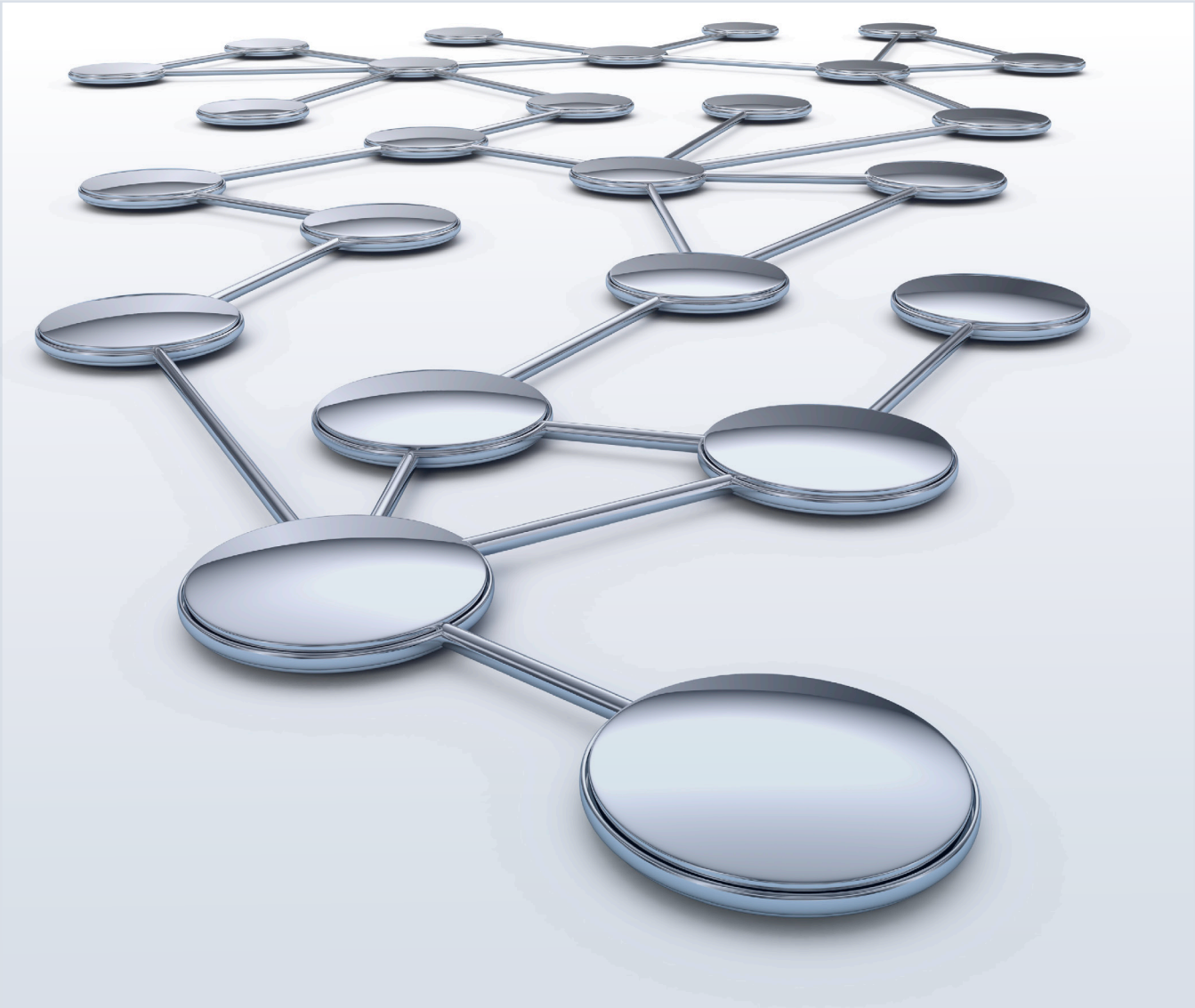




UNIVERSITY OF
TORONTO

UNIVERSITY RELATIONS



ANNUAL REPORT 2011-2012

UNIVERSITY RELATIONS ANNUAL REPORT

2011-2012

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INTRODUCTION

University Relations at the University of Toronto is focused on three core R's:

- Reputation;
- Reach; and,
- Resources.

In each of these areas, University Relations advances the university's interests to better support our critical mission. We do so by engaging key stakeholders, effectively telling our stories, and by developing new and strategic partnerships.

University of Toronto continues to be recognized as one of the world's great universities. Governments, communities, industry and peers continue to engage our scholars, develop new collaborations and benefit from the skills, knowledge and commitment U of T offers the world.

This report details the efforts of University Relations to advance U of T's reputation, extend its reach and attract new and greater resources to support our endeavours.

The reputation of the University of Toronto – both domestically and internationally – speaks to the institution’s strength and helps advance our key priorities. Highly qualified students from around the world choose to study at U of T because of our record of excellence and global recognition. U of T’s reputation inspires pride in our graduates and draws support from donors who wish to sustain our university’s success. And our reputation for excellence facilitates global connections and partnerships with peer institutions, governments and companies that contribute new resources as well as exciting challenges.

Across the university, members of our community – students, faculty, staff and alumni – help build our reputation; University Relations is one of many contributors.

University Relations advances U of T’s reputation through a variety of different initiatives, each designed to make a lasting and meaningful connection with key audiences. The remainder of this chapter outlines those activities in greater detail.

It is important to underscore the tangible benefits U of T derives from its standing among world-class post-secondary institutions.

Consider a few examples:

- When New York University (NYU) wanted to establish the Center for Urban Science and Progress (CUSP) in Brooklyn to focus on research and developing technologies for the critical challenges facing the world’s cities, it turned to U of T as one of its partners. Specializing in infrastructure, tech integration, energy efficiency, transportation congestion, public safety, and public health, this new consortium also includes NYU-Poly, the City of New York, Carnegie Mellon University, University of Warwick, Indian Institute of Technology Bombay, as well as leading companies IBM, CISCO and Siemens.
<http://www.news.utoronto.ca/u-t-students-benefit-historic-new-york-city-partnership>
- U of T became part of a \$210-million consortium with IBM, six other Ontario universities, and the federal and provincial governments to develop state-of-the-art computing infrastructure to solve critical problems related to cities, healthcare, water, energy and computing innovation.
<http://www.news.utoronto.ca/u-t-ibm-western-university-lead-research-partnership>
- Taiwan’s Quanta Computer Inc. has developed a partnership with U of T to collaborate on information and communications technology projects such as broadband multimedia communication in the mobile environment, sleep apnea detection, and cloud computing.

These partners have taken advantage of U of T’s strength and appreciate the leadership, knowledge, and creativity we can offer.

INSTITUTIONAL RANKINGS

Institutional rankings, which are important to both key domestic and international audiences, affirm the University of Toronto's standing in the world. They assert our continued excellence across a broad range of indicators and in a variety of subjects.

University Relations works closely with ranking organizations to ensure that our institutional measures are understood. We often lead broad inter-institutional discussions on multi-university measures such as the Common University Data Ontario (CUDO). Products, such as the *Performance Indicators*, are examples of best practice within the post secondary education sector.

RECENT SELECTED MAJOR RANKINGS OF CANADIAN INSTITUTIONS:

	Times Higher Education 2012	Shanghai Jiao Tong 2012	Newsweek Top 25 Outside the US	QS World University Rankings 2012	SCImago 2012	National Taiwan University 2012
Toronto	21	27	3	19	3	7
UBC	30	39	8	45	25	28
McGill	34	63	13	18	51	33
McMaster	88	92	15	152	116	98
Alberta	121	101-150	*	108	54	78
Montréal	84	101-150	*	114	171	106
Queen's	201-225	201-300	*	175	255	289
Ottawa	171	201-300	*	*	184	199
Western	226-250	201-300	*	173	158	190
Waterloo	226-250	151-200	*	191	161	279

TOP 25 INTERNATIONAL INSTITUTIONS, 2012

OVERALL RANKINGS: TIMES HIGHER EDUCATION, SHANGHAI JIAO TONG, QS WORLD UNIVERSITY RANKINGS AND THE NATIONAL TAIWAN UNIVERSITY RANKINGS

	Country	NTU (Formerly HEEACT) 2012	Times Higher Education 2012	Shanghai Jiao Tong 2012	QS World University Rankings 2012
Harvard University	US	1	4	1	3
	US	2	16	17	16
Stanford University	US	3	2	2	15
	US	4	24	16	59
University of California, Los Angeles	US	5	13	12	31
	US	6	20	22	17
	CA	7	21	27	19
	US	8	9	4	22
University of Oxford	UK	9	2	10	5
	US	10	5	3	1
University of Pennsylvania	US	11	15	14	12
	US	13	14	8	11
University of Cambridge	UK	15	7	5	2
	UK	16	17	21	4
University of Tokyo	JP	17	27	20	30
	US	18	23	36	20
Yale University	US	19	11	11	7
	UK	20	8	24	6
	US	21	18	13	14
	US	22	31	19	38
Northwestern University	US	27	19	30	27
	US	30	10	9	8
California Institute of Technology	US	34	1	6	10
	CH	49	12	23	13
Princeton University	US	52	6	7	9

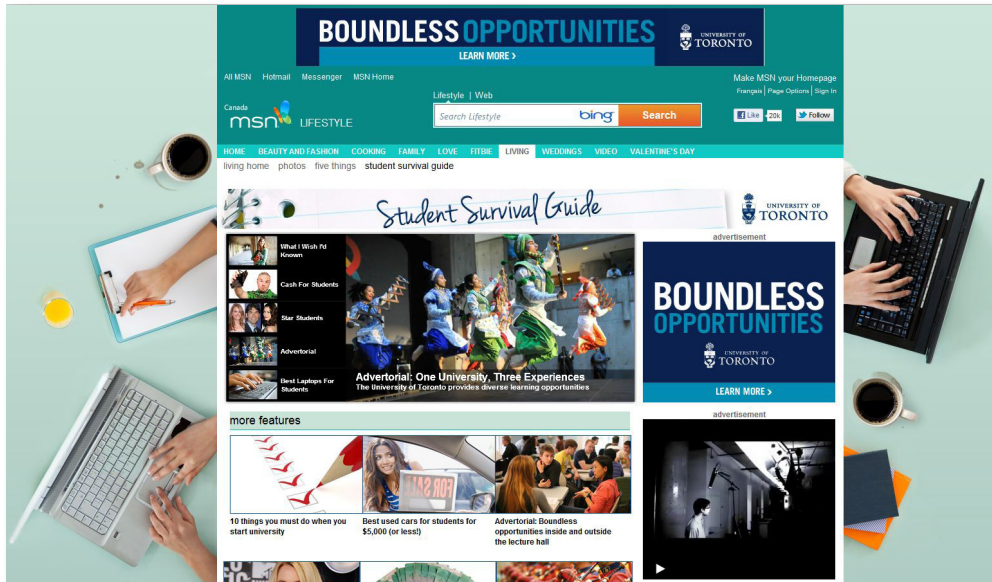
Ordered by NTU 2012 ranking

MARKETING

University Relations works to promote awareness of the university among prospective undergraduate students in particular and the general public more broadly.

Based on qualitative and quantitative market research and in close collaboration with Enrolment Services (formerly the Office of Student Recruitment), an online advertising campaign was developed to appear on websites frequented by university-bound 17- to 19-year-olds.

The online advertisements led prospective students to www.discover.utoronto.ca, where they could learn more about U of T and the application process.



University Relations also oversaw a Google keyword advertising campaign designed to encourage visits to the university's webpage. When visitors to Google enter any one of approximately one thousand search terms, a text ad for the university appears at or near the top of the page.

RESULTS:

This campaign achieved a click-through rate of approximately 2.38%, above the average click-through rates for search engine advertising of 2%.

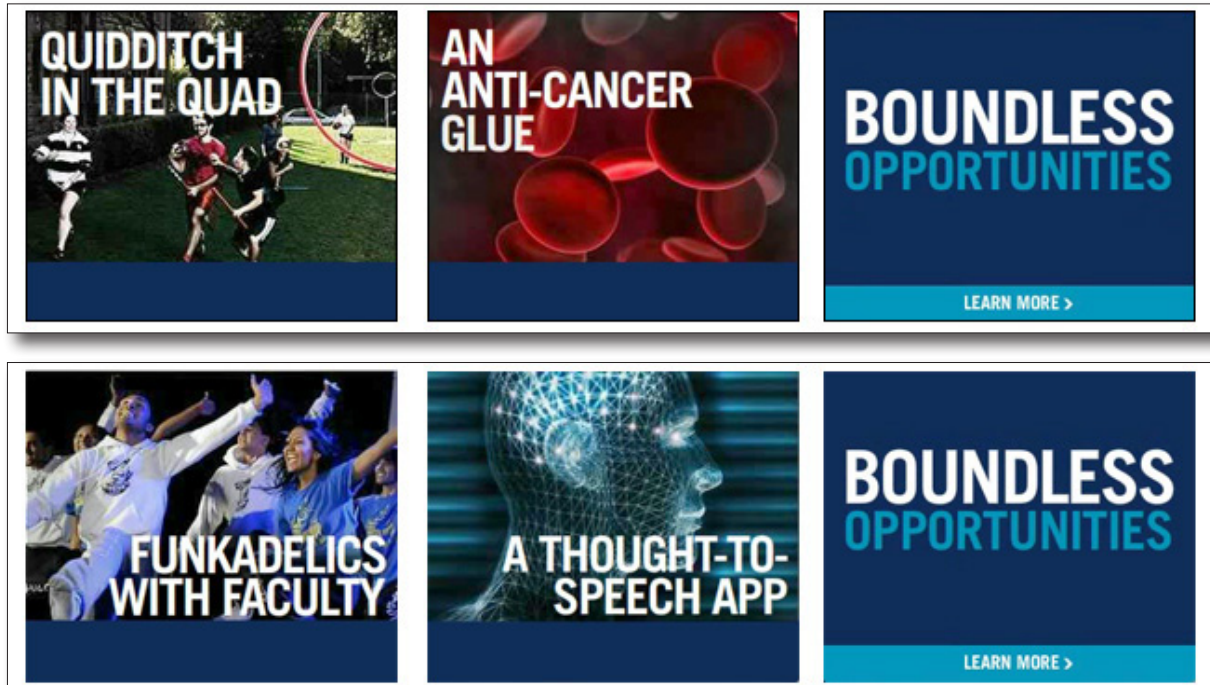
University Relations continues to work closely with Enrolment Services and with the Division of University Advancement to help ensure consistent messaging across all platforms.

INTEGRATED MESSAGING

This year, U of T integrated its prospective undergraduate student advertising campaign messaging with the “Boundless” capital campaign. Qualitative research showed that our target audience was most interested in U of T’s impressive range of research experiences and the university’s unparalleled co-curricular options. “Boundless Opportunities” captured this sense of expansive possibility.

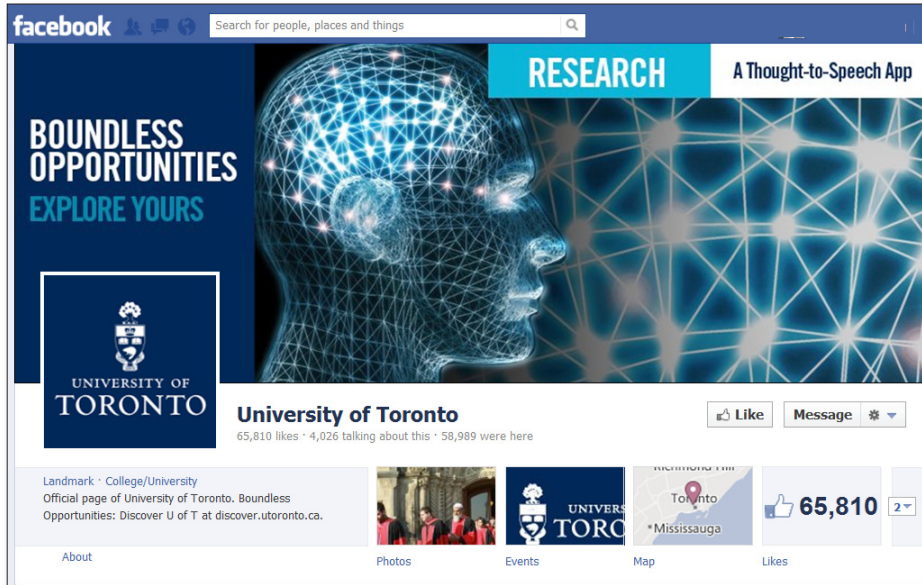
To attract the attention of the target audience, the advertisements profiled unique and appealing student life and research opportunities and invited viewers to click and learn more.

DIGITAL DISPLAY ADS

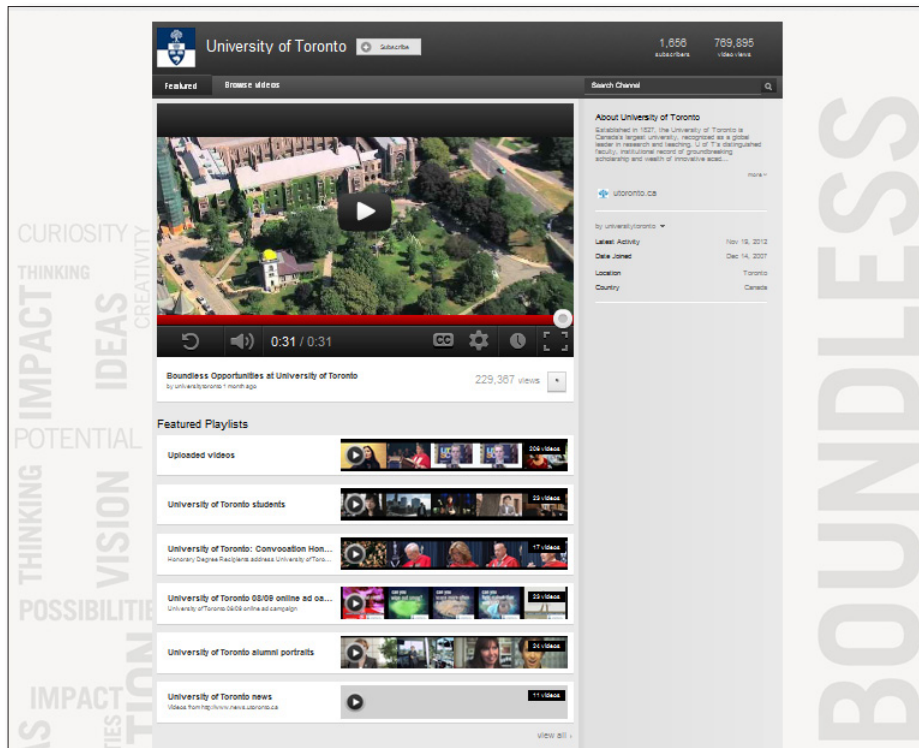


The campaign also employed video testimonials of undergraduate students, which ran during the online version of CTV’s *The Big Bang Theory*, in rich media ads, and on the university’s Facebook and YouTube pages.

U OF T FACEBOOK PAGE



U OF T YOUTUBE CHANNEL



Results:

The online advertising campaign click-through-rate increased by 92% over the 2010-11 campaign, with a 6.5% decrease in media budget. Post-campaign market research showed that 59% of respondents recognized the university’s advertising materials or the Discover site – up from 42% for the 2010-11 campaign.

92% INCREASE
OVER THE 2010-11 CAMPAIGN

6.5% DECREASE
IN THE MEDIA BUDGET SPEND

University Relations is also in the process of developing a university-wide integrated communication strategy incorporating key messaging, branding and common data through core publications with the goal of a consistent U of T brand image. **The benefits include:** a clear articulation of the desired brand image of the university; clear sets of messages about the university, development and maintenance of communications channels that become the vehicles of choice for people across the university (e.g. U of T News) and the development a university-wide online storage system for photography, video, and graphics.

ADVERTISING

The targeted use of paid advertising focused on relationships with key stakeholders. The university’s integrated approach to all advertising – i.e., focusing our creative messages around “Boundless” – helps ensure that event-specific ads contribute to a consistent public face for U of T in the market, students in particular, and the general public more broadly.

For example, this Boundless-themed ad appeared both in a Canada-India Foundation publication and in the Economic Times of India.

The University of Toronto reaches around the world to engage the best and brightest and to solve challenging global problems. Supporting that work, which is led by our dedicated researchers and committed members of our community, are the partnerships fostered by University Relations. Through our earned media and websites we are able to broadly share stories and enable a global audience to learn more about our institution and its great people.

INTERNATIONAL OPPORTUNITIES

Every corner of the world is touched by the University of Toronto and international activities permeate many facets of our university – from our alumni residing abroad, to international students on our campuses, to the many research collaborations taking place daily with colleagues around the world. Every part of the university plays a role in international efforts with the goal of extending our knowledge, reach and results.

International Relations coordinates a range of activities that build and enhance the university's international relationships through outstanding and diverse programs. We capitalize upon opportunities made available to us, while also ensuring we create our own possibilities. The success of this approach is rooted in our position as Canada's top university and by being a trusted partner to government and industry. Consider the example of Bristlecone, a Palo Alto-based company that is focused on helping businesses maximize the strategic value of their supply chains. Part of the Mahindra Group, an Indian multinational, the company is seeking to expand into one of three possible North American cities: Boston, Chicago and Toronto.

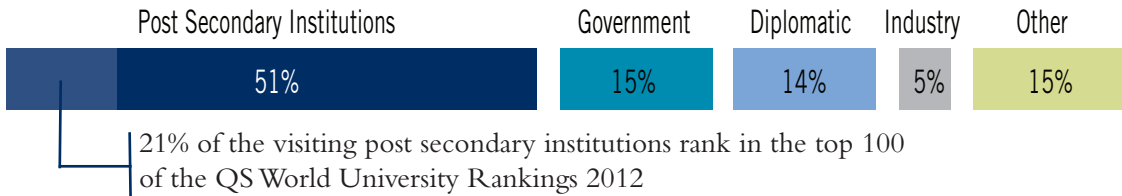
The company's representatives were connected with U of T through our relationships with Foreign Affairs and International Trade Canada and Invest Toronto, which were working to attract Bristlecone to Toronto. One of Bristlecone's biggest considerations – and one that U of T was uniquely positioned to assist with – is ensuring they could obtain a steady supply of skilled graduates in Ontario. The connection was made possible by virtue of U of T's breadth and depth, and also through the confidence we inspire in Foreign Affairs and International Trade Canada and Invest Toronto as a trusted partner in developing our national economy.

This is but one example. Through the careful monitoring of international trends, cultivating careful partnerships and making ourselves available for collaborations, we are ready to capitalize on opportunities as they arise. The remainder of this chapter provides a fuller expression of how University Relations has worked to extend the reach of the University of Toronto at home and abroad.

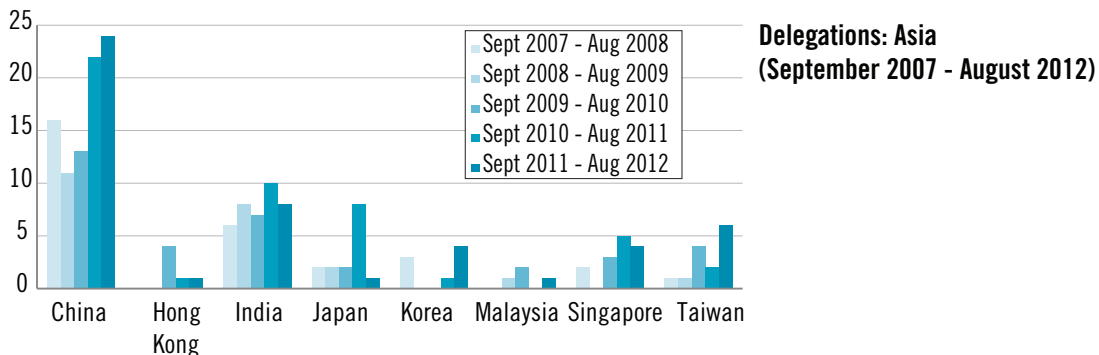
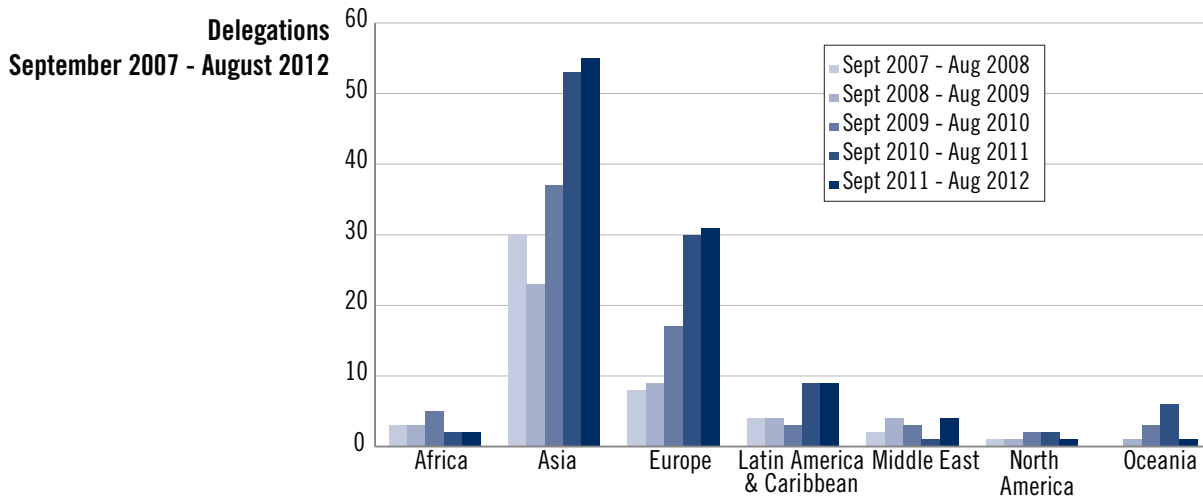
INTERNATIONAL VISITING DELEGATIONS

The University of Toronto welcomed over 100 delegations from around the world last year. Incoming delegations help extend the university’s message to a global audience and facilitate new connections for our students and researchers. University Relations designed an agenda for each delegation to match their interests with the university’s strengths and to maximize potential opportunities for collaboration.

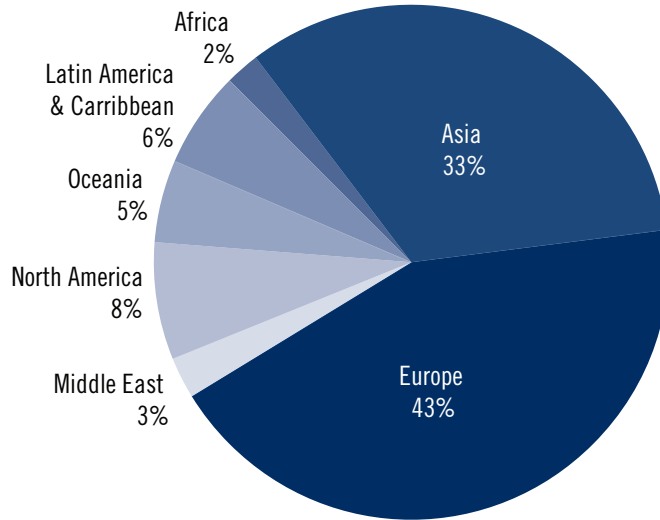
SECTORS OF INTERNATIONAL DELEGATIONS



REGIONS OF INTERNATIONAL DELEGATIONS



ACTIVE INTERNATIONAL AGREEMENTS BY REGION

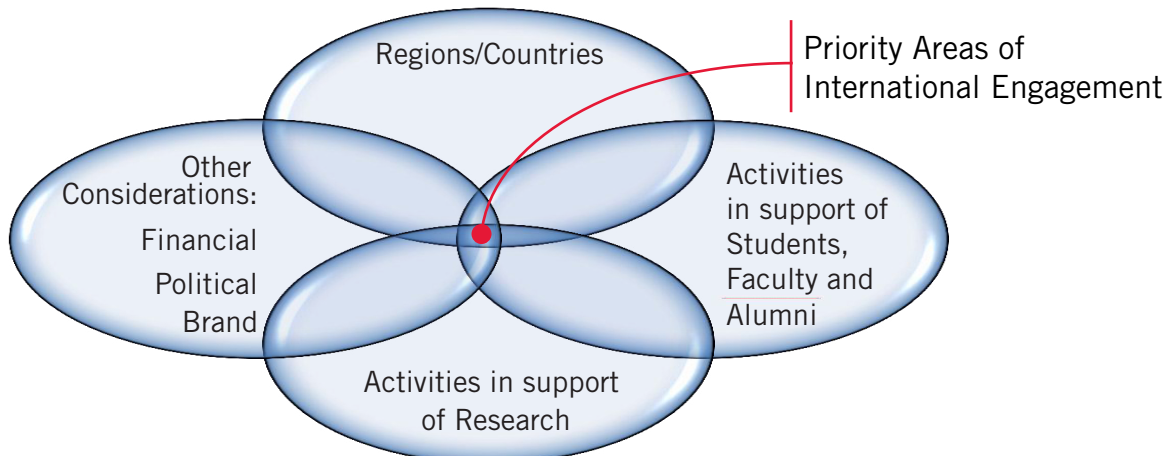


New Agreements were signed with:

- Kyoto University
- China Banking Association
- University of Namibia
- Johann Wolfgang Goethe University
- Frankfurt am Main
- Universite Paris Diderot
- Shandong University
- Zhejiang University
- University of Sao Paulo
- UNESP (Universidade Estadual Paulista)
- UNICAMP (Universidade Estadual de Campinas)
- CAPES/MEC
- Nanjing University
- National Tsing Hua University
- Australian National University
- Quanta Computer Inc.
- National Taiwan University
- Chinese University of Hong Kong
- Tsinghua University
- Fudan University
- Shanghai Jiao Tong University
- Osaka University
- UNAM - National Autonomous University of Mexico
- Peking University
- Institut Teknologi Bandung
- University of Melbourne
- Addis Ababa University
- WHU - Otto Beisheim School of Management
- Universita Commerciale

COUNTRY SPECIFIC INITIATIVES

Our focus on specific countries/regions is determined by a variety of factors including both federal and provincial government priorities and funding, U of T research priorities, student interests. While supporting a wide range of initiatives, U of T continued to place emphasis on China, India and Brazil through targeted programs and outgoing missions.



INDIA:



IC-IMPACTS

The India-Canada Centre for Innovative Multidisciplinary Partnerships to Accelerate Community Transformation and Sustainability (IC-IMPACTS) is a consortium among U of T and two Canadian universities (University of Alberta and University of British Columbia) with academic, government, industry and community partners in India and Canada. The result of a successful federal competition, the goals of IC-IMPACTS are:

- Creating healthy communities in Canada and India by improving water quality, civil infrastructure and public health;
- Positive social change and increased economic capacity in both Canada and India;
- Rapid knowledge mobilization (through community demonstration projects) and commercialization; and,
- Supporting the relationship between Canada and India as a key source of innovation.

Canadian Partners	Indian Partners
Academic Partners:	
University of Toronto University of Alberta University of British Columbia	Indian Institute of Technology Bombay Indian Institute of Technology Kharagpur Indian Institute of Technology Roorkee Indian Institute of Technology Delhi The University of Delhi/VP Chest Institute Pandeet Deendayal Petroleum University Baba Farid University of Health Sciences
Government Partners:	
Canada Foundation for Innovation's infrastructure program National Centres of Excellence National Research Centres Ontario Public Health Ontario Ministry of Environment Alberta Municipalities Association	International Centre for Genetic Engineering and Biotechnology National Institute of Engineering – Building Fire Research Centre National Health Foundation of India The Institute of Chemical Technology
Communities include:	
First Nations Communities Communities in rural and urban Alberta and Northern Canada	Roorkee Banga (Punjab) Nagpur
Industry partners:	
Delcan Kyrton International Stantec Consulting	Tata Consultancy Services Reliance Industries Lifecare Innovations Ltd

ESTABLISHMENT OF THE INDIA INNOVATION INSTITUTE

The India Innovation Institute (III) at the University of Toronto is a joint venture of the Munk School of Global Affairs and the Rotman School of Management. It is designed to be a hub of excellence for researchers across the university and around the world who are interested in research on Indian innovation. It is the only institute of its kind anywhere in the world.

The India Innovation Institute advances new, multidisciplinary collaborations. Activities include scholarly research, case studies, curriculum development, lecture series, seminars and workshops, and research retreats.

JOINT INITIATIVE WITH UBC

The University of Toronto partnered with the University of British Columbia to open an office in New Delhi, India, strengthening its presence in India. The joint initiative was established to raise the profile and awareness of both institutions, identify industry partners and opportunities for research collaborations, and develop institutional partnerships with government, industry, and academic institutions.

VISITING DELEGATION

In October 2012, a delegation from the Indian Institute of Technology Bombay, led by its Director, Professor Devang Khakhar, visited the University of Toronto. During this visit, a Memorandum of Understanding (MOU) and a student-exchange agreement were signed to expand collaborations between the two institutions. The areas of focus included entrepreneurship and innovation, the Centre for Urban Science & Progress (CUSP), and exchange opportunities for students.

DELEGATION TO INDIA - JANUARY 2013

In January 2013, Judith Wolfson, Vice-President, University Relations, led a mission to India with a focus on establishing joint initiatives with industry and institutions engaged in the areas of renewable energy (smartgrid, biofuels, solar), entrepreneurship and innovation networks and raising the profile of the University of Toronto. The delegation met with the Planning Commission of India, Confederation of Indian Industries, IBM Labs Bangalore, Wipro, Infosys, Delhi University and the Centre for Scientific and Industrial Research amongst others.

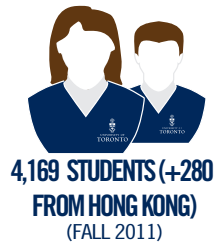
Ms. Wolfson also gave opening remarks and presented at the International Conference on Academic Institutions as part of the Vibrant Gujarat business summit.



Gujarat Chief Minister Narendra Modi interacts with Judith Wolfson, Vice-President, University of Toronto during Global Investor Summit as part of Vibrant Gujarat 2013 in Gandhinagar.

- PTI Photo

CHINA:



There have been several institutional visits and many faculty visits to China over the past year. In February of 2012, a U of T delegation visited Shanghai, Nanjing and Beijing to explore joint research and academic initiatives with top institutions, support UTSC's initiatives related to the Green Path Program, and strengthen opportunities for graduate recruitment by formalizing a series of collaborations with the School of Graduate Studies.



U OF T PRESIDENT DAVID NAYLOR, AND VICE MINISTER OF EDUCATION, CHINA, MR. YUBO DU

Objectives of the meeting included establishing a relationship with the Ministry of Education to facilitate U of T's long-term engagement with China, identifying key individuals to discuss the establishment of a physical presence in China and discussing joint-initiatives similar to the NYU Shanghai model.

U OF T PRESIDENT DAVID NAYLOR AND WANG SHENGHONG, PRESIDENT OF FUDAN UNIVERSITY

Objectives of the meeting included the signing of an institution-wide Memorandum of Understanding (MOU), expanding current initiatives in medicine and seeking opportunities for joint research initiatives, signaling institutional support for a joint course with the School of International Relations and Public Affairs (SIRPA) and exploring opportunities for research collaborations via Ontario China Research Innovation Fund.



VISITING DELEGATIONS

Twenty-four delegations visited the University of Toronto from China this past year. The delegations included influential Chinese institutions including: Shanghai Jiao Tong University, Zhejiang University and Peking University.

During the visit from Peking University, Professor ZHU Shanlu, Chair of the University Council, signed a Memorandum of Understanding and discussed joint teaching programs (both for undergraduate and graduate education) and interdisciplinary research centers.

BRAZIL



65 STUDENTS
(FALL 2011)



122 ALUMNI
(FALL 2011)



11 AGREEMENTS



**754 CO-AUTHORED
PUBLICATIONS**
(SINCE 2006)

From research to student and faculty mobility, U of T and Brazil are collaborating across many disciplines. Exciting and innovative research is taking place in areas including education, health, sustainable mining and labour, aerospace, agriculture, biotechnology, nanotechnology, pharmaceuticals, ICT, and renewable energy. Our partners include Universidade de São Paulo (USP), Universidade Estadual Paulista (UNESP), and Universidade Estadual de Campinas (UNICAMP).

New opportunities for research collaborations continue to develop. At a June 2011 workshop entitled Advancing Excellence in Strategic Engagement with Brazil, a new co-operation agreement was announced. It includes a CAD \$200,000 investment to promote and support scientific research projects between the São Paulo Research Foundation (FAPESP), the University of Toronto and Western University. In May 2012, five research projects – three of which include U of T researchers – were chosen to receive funding under this agreement. See media.utoronto.ca/media-releases/international-affairs/research-exchange-between-canada-and-brazil-strengthened/

Following on the initial exploratory trip to Brazil in October 2010, three additional trips took place this year. The first, in November 2011, focused around UNESP's 35th anniversary celebration. A trip in the spring of 2012 followed, where U of T was part of the Conference of the America's "Internationalization of Universities: Models From Canada for the Knowledge Economy." In May 2012, President David Naylor, Vice-President Judith Wolfson, and Associate Vice-President Peter Lewis visited Brazil. The purpose was to deepen existing relationships, determine further bilateral opportunities, and identify synergies for collaboration with local institutions and government agencies. During the visit MOUs were signed with USP (on research, student exchange and general), UNESP (general and student exchange), UNICAMP (general), and CAPES.

Representatives from the University of Sao Paulo (USP) were invited to Toronto in February 2012 to discuss opportunities for collaboration with the University of Toronto. As a result of the visit, the two universities signed a university-wide Memorandum of Understanding (MOU) and an MOU focused on research, which identified specific opportunities for collaboration in neuroscience, global cities and innovation, oncology, and international relations.

In December 2012, U of T, led by President Naylor, and USP held a highly successful joint



Visit to USP: left to right: Marco Antonio Zago, Vice-President, Research, David Naylor, Raul Machato Neto, Vice-President International.

conference on neuroscience in Sao Paulo, Brazil. The conference provided a forum for critical discussion on 4 themes: I) Neuroimaging and Neuroanatomy; II) Aging; III) Behavioural Disorders and IV) Neurogenetics. A Joint Call for Proposals was also announced to invite interested researchers who are affiliated with USP or U of T to jointly submit research proposals in the areas of Neuroscience and Global Cities. Exploratory meetings were also held in the areas of global cities and innovation, and oncology.

A second joint conference on oncology is planned for Toronto in the fall of 2013. Areas for possible focus at that event include imaging; immunotherapy, and personalized medicine.

SCIENCE WITHOUT BORDERS

In July 2011, the Federal Government of Brazil launched the Science Without Borders mobility program that aims to award 100,000 scholarships over four years to support Brazilian students attending the world's top universities. This initiative is the result of joint efforts by the Brazilian Ministry of Science and Technology and the Ministry of Education, through their funding agencies, which will fund 75,000 scholarships. The country's private sector is expected to fund another 25,000.

University of Toronto took advantage of this opportunity to welcome Brazilian undergraduate students. In fall 2012, U of T received 131 students through this program (Engineering 87; Arts & Science 37; Kinesiology & Physical Education 1; University of Toronto Mississauga 5; University of Toronto Scarborough 1).

Science without Borders Students at the University of Toronto joined Mr. Afonso J. Sena Cardoso, Consul General of the Federative Republic of Brazil and Vice-President Judith Wolfson at a welcome reception.



INTERNATIONAL DELEGATIONS

Additional examples of incoming delegations include:

ITALY:

Activity between the University of Toronto and Italy has increased this year. Of note, representatives from Politecnico di Torino (Polytechnic University of Turin), a top rated institution in the field of computer science, engineering and design, visited U of T twice in 2012. These visits yielded an institutional MOU (signed in October 2012) with plans that included faculty exchanges, joint courses, co-hosting of lectures and symposia, and joint research collaborations.

TAIWAN:

This past year, a series of delegations from Taiwan visited the University of Toronto. The delegations included representatives of the National Science Council, National Tsing Hua University, National Taiwan University, and leading industry and government representatives. The visits focused on joint research collaborations in cloud computing, recognizing U of T's tremendous strength in this area.



Some of the incoming delegations were from: Brazil, China, Colombia, Denmark, France, Germany, Hong Kong, India, Israel, Italy, Korea, Saudi Arabia, Scotland, Singapore, Spain, Sweden, Switzerland, Taiwan, The Netherlands, Turkey, and the United Kingdom.

NEWS AND MEDIA

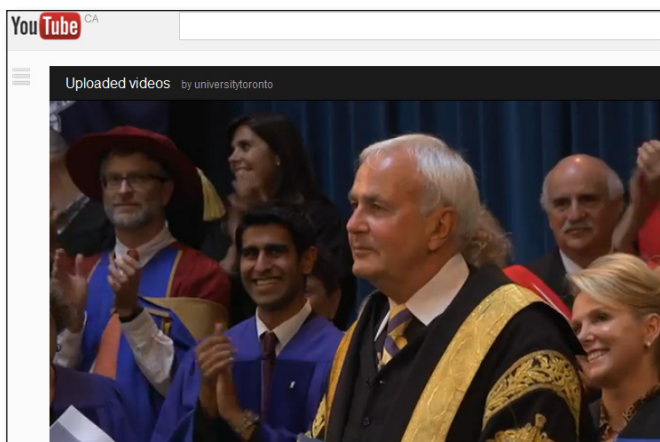


As the landscape continues to shift away from print and towards digital forms of media, the University of Toronto has the opportunity to expand its reach through a variety of online media tools. Supported by University Relations, U of T News has proven to be the go-to resource to promote the university to an external audience. Stories incorporate a variety of online resources, such as video and photo galleries, that allow audiences to further explore a topic through the medium of their choice.

WWW.NEWS.UTORONTO.CA

SINCE LAUNCHING LAST YEAR,

U OF T NEWS HAS PUBLISHED OVER 800 STORIES
WITH AN AVERAGE DAILY AUDIENCE OF OVER 1,600.



For example, videos from the U of T YouTube channels are regularly integrated into stories and have been extremely popular with viewers. The most popular video to date – which has close to 88,000 views – features the flash mob that paid tribute to Chancellor David Peterson at his final convocation.

Online sites such as Futurity.com provide another avenue to promote U of T stories. Through this media portal, stories have received upward of 18,000 views. The most viewed story was “Insanely Fast Star Puts Einstein’s theory to the test”.

Additionally, U of T continues to make headlines around the world. Examples include:

BBC: *Trojan targets Iranian and Syrian dissidents via proxy tool*, May 30, 2012, www.bbc.co.uk/news/technology-18263058

Toronto Star: *Mats Sundin, former Maple Leafs captain, donates \$330,000 for fellowship at U of T*, Karolinska Institutet, February 10, 2012

Toronto Star: *UofT kicks off historic \$2-billion Boundless campaign*, Nov, 20, 2011, www.thestar.com/news/gta/article/1089934--university-of-toronto-kicks-off-historic-2-billion-boundless-fundraising-campaign

Globe and Mail: *Lose the self-pity and shout out GTA triumphs, says UofT President*, April 6, 2012, www.theglobeandmail.com/news/toronto/lose-the-self-pity-and-shout-out-gta-triumphs-says-u-of-t-president/article4098462

The Guardian UK: *Poo power celebrated as solar toilet wins sanitation prize*, August 15, 2012 www.guardian.co.uk/global-development/2012/aug/15/poo-solar-toilet-sanitation-prize

NBC News.com: *Scotch tape may stick quantum computing to the masses*, September 11, 2012 www.nbcnews.com/technology/futureoftech/scotch-tape-may-stick-quantum-computing-masses-994858

Stories are continually tweeted to increase audience engagement.

TOP RETWEETED STORIES

(October 2011–12)

GLOBE AND MAIL | VIDEO: ROTMAN’S RICHARD FLORIDA ON CLASS STRUCTURE AND WHERE OUR WORK FORCE IS HEADING – 159,175 TWEETS

www.theglobeandmail.com/report-on-business/careers/management/video-rotmans-richard-florida-on-class-structure-and-where-our-work-force-is-heading/article4407757

U OF T NEWS | ONLINE COMPUTER SCIENCE COURSES ATTRACT 85,000 STUDENTS – 113,395 TWEETS

www.news.utoronto.ca/online-computer-science-courses-attract-85000-students

MACLEAN’S | THE 2012 MACLEAN’S LAW SCHOOL RANKINGS - 60,723 TWEETS

oncampus.macleans.ca/education/2012/09/07/the-2012-macleans-law-school-rankings

NEW YORK TIMES | EASIER THAN TAKING VITAMINS – 60,364

opinionator.blogs.nytimes.com/2012/09/05/easier-than-taking-vitamins/#more-133577

U OF T NEWS | ONLINE COURSES FOR ANYONE, ANYWHERE – 43,798 TWEETS

www.news.utoronto.ca/online-courses-anyone-anywhere

U OF T NEWS | ARCHAEOLOGISTS UNEARTH EXTRAORDINARY HUMAN SCULPTURE IN TURKEY – 39,738 TWEETS

www.news.utoronto.ca/archaeologists-uneearth-extraordinary-human-sculpture-turkey

PRESIDENT NAYLOR WEBLOG | STUDENT DEBT REDUX – 34,723 TWEETS

www.president.utoronto.ca/words/student-debt-redux

U OF T NEWS | U OF T AT THE OLYMPICS: ROSIE MACLENNAN – 28,795 TWEETS

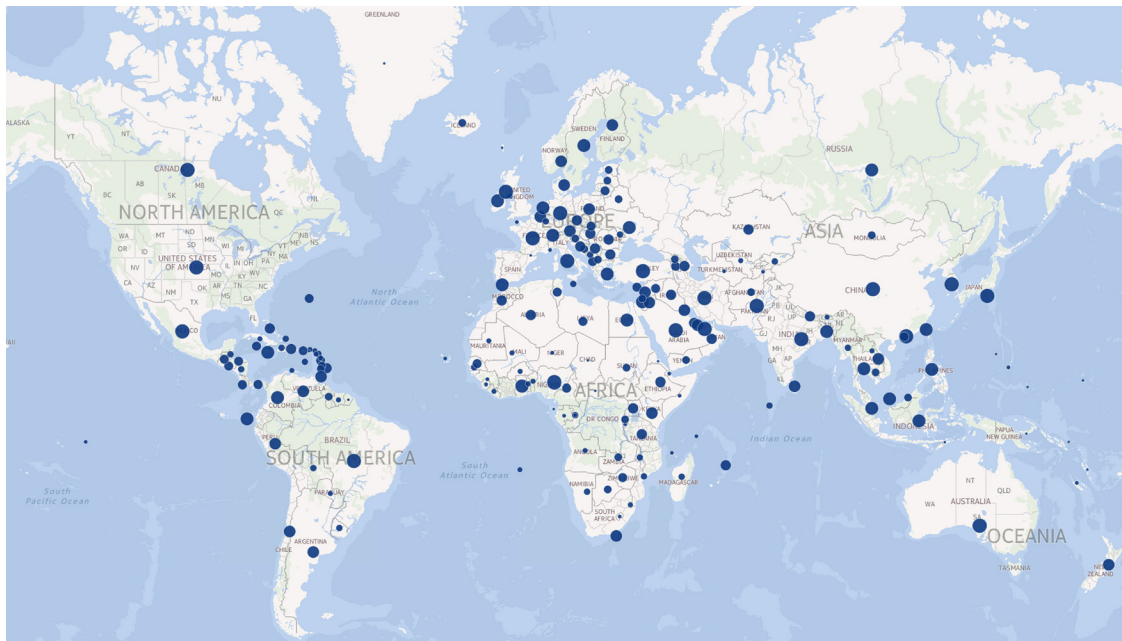
www.news.utoronto.ca/u-t-olympics-rosie-maclennan

WEB PRESENCE

WEBSITES

University Relations is responsible for a variety of core websites that are critical for external reach and internal coordination. The sites include utoronto.ca, news.utoronto.ca, media.utoronto.ca (including the bluebook.utoronto.ca), global.utoronto.ca, impact.utoronto.ca and universityrelations.utoronto.ca. Alone, the utoronto.ca home page receives, on average, over 34,500 visitors a day, of which approximately 41% visits are new visits.

ORIGIN OF HITS TO WWW.UTORONTO.CA

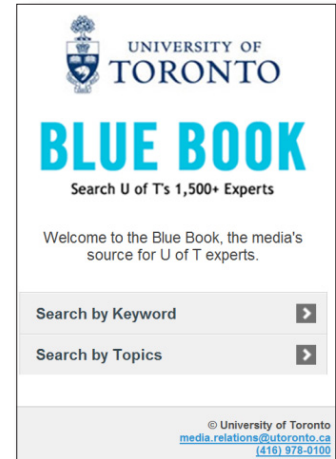


U of T News (news.utoronto.ca) is the central location for news at the university and brings together stories from across the institution augmented by rich media. Numerous websites across the U of T pull news from this site automatically through RSS feeds based on tags assigned to each story. This provides focused content for a variety of sites in a robust, efficient manner.

Global.utoronto.ca was launched in the winter of 2012 as an aggregate or landing page for international activities at U of T. Navigable by audience, the site drives visitors to the appropriate offices associated with international initiatives across the university.

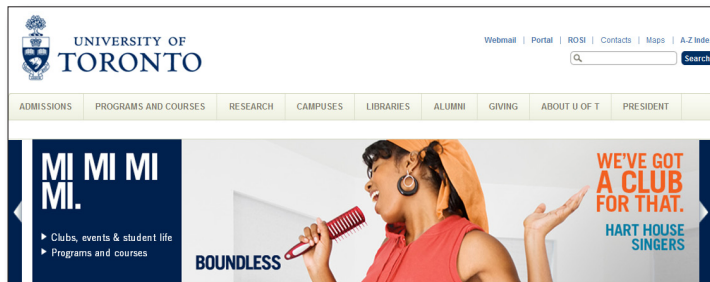
U of T's media.utoronto.ca site focuses content to serve the needs of media outlets requesting information and interviews. The site includes a searchable database (along with a mobile enabled version) of over 1,500 U of T experts. The University Relations suite of sites includes a robust Government, Institutional and Community Relations site with full ranking details and government stories.

Impact.utoronto.ca was launched in 2010 and has been redesigned to highlight various stories around campus. News items are regularly updated as are events of interest.



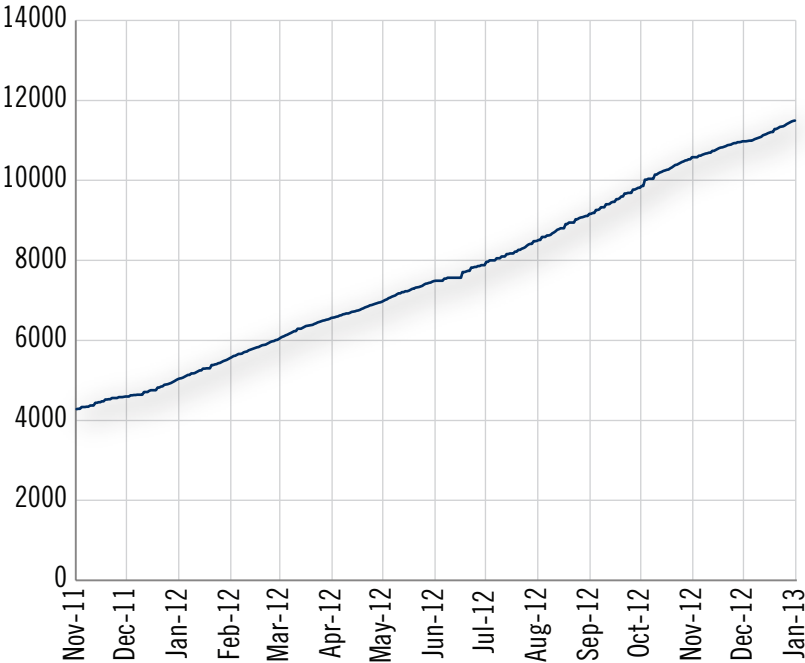
CONNECTING AND IMPROVING THE ON-LINE PRESENCE

Pan-university committees have been formed to review and provide on-going guidance regarding the University of Toronto's web space. This work began last year with an audit of 30 core websites that led to a list of recommendations including a consistent visual identity, common text styles, linked analytics and tools for web developers, designers and content providers. The recommendations are now being put into practice and have improved this critical communications and brand vehicle.



Beyond the web presence, engagement through social media channels continues to grow. There are numerous facebook and twitter accounts around the University and as the users of these channels grow exponentially, the importance of these communications vehicles also grows. Currently University Relations is responsible for the Facebook site "UniversityToronto" and the Twitter account @UofTNews. Both have seen a two-fold increase per year in the number of "Likes" and "Followers" respectively. Additionally, we have utilized other social media channels to engage the international audience. On the popular Chinese micro blogging website Weibo, one of our international students tells a story about the University of Toronto experience via a U of T video created for the site. See: www.news.utoronto.ca/u-t-reaches-out-chinese-students-through-weibo

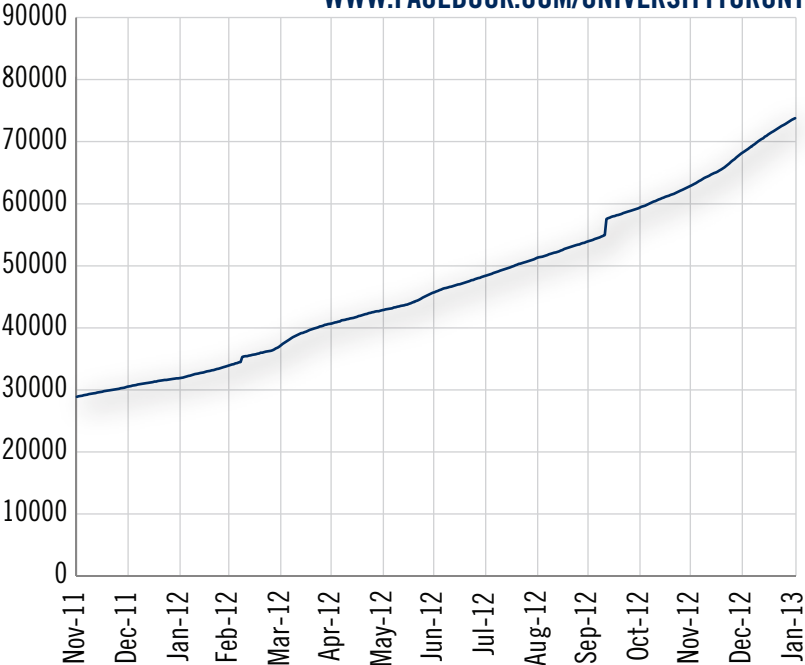
TWITTER FOLLOWERS OF @UOFTNEWS



227% INCREASE
IN FOLLOWERS BETWEEN
JAN. 2012 AND JAN. 2013

“LIKES” OF U OF T FACEBOOK PAGE

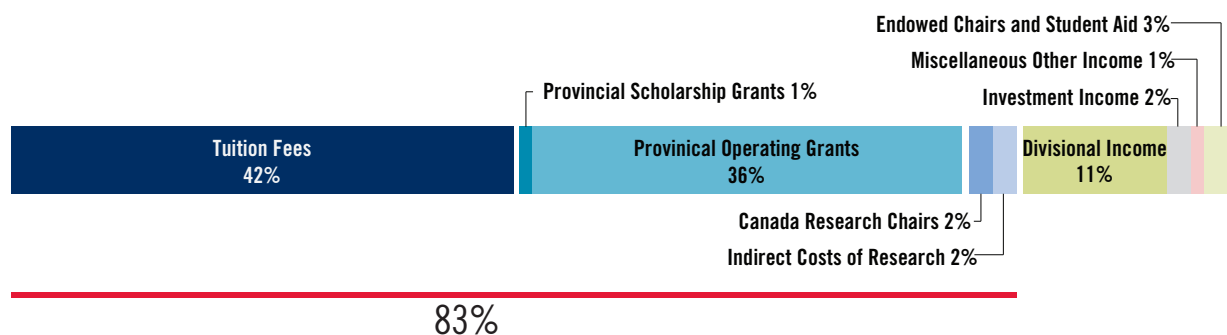
WWW.FACEBOOK.COM/UNIVERSITYTORONTO



232% INCREASE
IN NUMBER OF LIKES BETWEEN
JAN. 2012 AND JAN. 2013

During these challenging economic times, with public dollars scarce, the government advocacy work conducted by University Relations grows in importance. In 2012-13, 83% of the university's revenue is derived either from government sources or controlled by government regulation (tuition).

2012-2013 PROJECTED TOTAL OPERATING REVENUE (\$1.8 BILLION)



Currently, both the federal and provincial governments have made deficit reduction and job creation plans their top priorities. For example, the federal government – through the Federal Economic Development Agency for Southern Ontario – has announced support of up to almost \$4.2 million to establish the University of Toronto Graduate Enterprise Internship Program, which will provide paid internships for U of T graduates and graduate students in science, technology, engineering, or mathematics. This will create new work experience for our students and a source of skilled labour for the Southern Ontario region. Similarly, we have received support from the federal and provincial governments for capital projects, directly related to the 2015 Toronto Pan Am and Parapan Am Games, which U of T will help to host.

University Relations carefully monitors and analyzes government initiatives so that we can best position the university, ensuring we are responsive, accountable and thoughtful in securing new resources and advancing our priorities. At the same time, we also make it evident to all levels of government the important role that post-secondary education – and the University of Toronto in particular – can play in supporting, developing and innovating our economy and society.

CANADA

Advocacy efforts in 2012 focused on telling the U of T story, demonstrating the importance of research and innovation to the economy, and contributing to the overall national advocacy strategy of the U15 institutions.

Part of the advocacy strategy is to directly engage with government representatives in Ottawa to showcase the work of the University of Toronto and to promote the university as an important resource for Canada. We welcomed many representatives on campus including the Honourable John Baird, Minister of Foreign Affairs for the opening of the Munk School of Global Affairs, and the Honourable Bal Gosal, Minister of State (Sport) at the UTSC Pan-Am/ Aquatics Centre Announcement.

The 2012 federal budget announced major reductions in spending as the government established its aggressive plan to eliminate the deficit by 2015-16. However, the government demonstrated the importance it places on the contribution made by universities to the economy and long-term prosperity with minimal reductions to the granting council budget and strategic investments in a few key areas in the 2012 budget. Net reductions to the granting councils budget were modest (1.4%) and compared favourably to other sectors. Investments in the Canada Foundation for Innovation (\$500M) and Genome Canada (\$60M) and Canada's Advanced Research and Innovation Network (\$40M) were also very positive. This year's advocacy efforts have been successful in making the case that investing in research and innovation supports job creation and long-term prosperity of the country.

The budget also included several of the key recommendations of the Jenkins Report – a review of federal support to research and development.

The federal government also formed the Advisory Panel on the International Education Strategy, which included U of T participation.

The report, entitled *International Education: A Key Driver of Canada's Future Prosperity* was released in August 2012 and set out recommendations in the five following themes:

International Education: A Key Driver of Canada's Future Prosperity

Charting the course for the future: What Canada needs to do now

The Advisory Panel on Canada's International Education Strategy suggested recommendations on five broad themes:



In-person and written presentations to various government bodies provide a mechanism to tell U of T's story. Below is an excerpt from U of T's oral presentation to the Federal Finance Committee as part of their Pre-budget Consultations for 2012.

Let me tell you about Nilesh Bansal, who chose U of T because of its reputation when he came from India to complete his master's degree in computer science. His studies included the development of a tool to analyze social media. The tool was spun out as a new company called Sysomos, which grew to employ dozens as it quickly attracted an impressive list of global clients, including Microsoft, Disney, and Coca-Cola. It was sold to a Canadian company for \$34 million, and this young man remains in Canada as the chief technology officer.

Students who return to their home country also benefit Canada by seeding new international networks based on life-long connections they have built here.

We recommend that the government encourage the international education market by investing in excellent scholarships, particularly at the graduate level. Not only will this invite the brightest students from abroad, but it has a potential to leverage existing funding for students from other jurisdictions.

In conclusion, universities are creating the most skilled members of Canada's workforce, and their discoveries will give our industries their competitive edge. We thoroughly appreciate the support provided by the federal government, and we are keen to expand those partnerships and welcome any comments from the chair.

Additionally, University Relations continues to:

- advocate for re-investment in tri-council funding and a stabilized funding framework for CFI;
- identify funding opportunities; and,
- work with divisions on issues related to Government funding allocations.

ONTARIO

Advocacy efforts at the provincial-level focused on the October provincial election and further developing relationships with government officials. Tuition and student aid remained key policy areas to be addressed, as well as, increased efficiencies and productivity in the system. U of T's analytical capability has helped support evidence-based advocacy in a number of these key areas.

The 2012 provincial budget's theme was "Strong Action for Ontario" and concentrated on the government's plan to eliminate the deficit while protecting investments in health care and education. The budget formed the comprehensive response to the Report on the Commission for the Reform of Public Services, commonly referred to as the Drummond Report. Published in February 2012, the Drummond Report recommended fundamental service reforms and spending cuts to achieve the necessary structural changes that would allow for the current 2017-18 timeline to eliminate the deficit.

In the late summer of 2012, the Minister of Training, Colleges and Universities drafted a discussion paper regarding the role of post-secondary education in Ontario. U of T's full submission may be found at: <http://www.president.utoronto.ca/speeches/the-university-of-torontos-response-to-the-mtcu-discussion-paper>

STRENGTHENING ONTARIO'S CENTRES OF CREATIVITY, INNOVATION AND KNOWLEDGE

A RESPONSE TO THE HONOURABLE GLEN MURRAY'S DISCUSSION PAPER ON INNOVATION
TO MAKE OUR UNIVERSITY AND COLLEGE SYSTEM STRONGER



3-YEAR DEGREES

Q: "How can we improve on Ontario's current range of credential offerings – for example, through three-year degrees, an increased focus on learning outcomes, and time to completion?"

UofT's Response: A number of Universities offer 3-year degrees. U of T has developed a fast-track, 20 credit degree in three years which would be offered to select students.



STUDENT MOBILITY

Q: "How do we ensure that Ontario credits and credentials remain compatible and competitive?"

UofT's Response: On all three campuses, U of T has formed strategic transfer agreements with high quality, neighbouring colleges. As well, the University recently joined six other Ontario universities in forming the University Credit Transfer Consortium providing students with a wide range of transferable courses.



ON-LINE COURSES

Q: "How could a degree- and diploma-granting Ontario Online Institute interface with existing institutions?"

UofT's Response: We share our student's concern for quality if a significant portion of courses are only available on-line. We also appreciate the role that technology can play in promoting effective learning. Through the Online Undergraduate Course Initiative we currently offer 90 for-credit undergraduate and graduate courses online. In addition, UofT is part of the Coursera consortium offering 5 open access courses.

Additionally, in October, 2012, the University submitted its Strategic Mandate Agreement Submission to the Minister. The submission, available at: <http://www.president.utoronto.ca/speeches/the-university-of-torontos-strategic-mandate-agreement-submission>, consisted of three parts – Vision, the Proposed Mandate Statement and Priority Objectives. Vision included the following points: A culture of inquiry, discovery, and creativity; World-class faculty; Dynamic east and west campuses; Undergraduate curriculum renewal and recruitment overhaul; and accessibility to higher education through \$147M per year in scholarships and bursaries. The proposed Mandate Statement was based on the 2030 Framework and three priority objectives were set out in the submission – enhance efficiencies and productivity while sustaining research-intensity and enrolment differentiation; expand technology-assisted learning opportunities; and enhance entrepreneurship and experiential learning opportunities for students.

Advocacy work continued this year and resulted in the following successes:

- Minimized the impact of cuts by maximizing revenue streams;
- Provided analysis and advice to support successful advocacy strategy which resulted in maintenance of the 5% framework for 2012-13;
- Secured Pan Am operating dollars;
- Supported advocacy to maintain sector growth commitments; and,
- Employ strategies to manage ever-increasing accountability such as the Provincial Audit on Teaching Quality.

LOCAL OPPORTUNITIES

The University of Toronto is an active participant in numerous local organizations, which extends our relationships with leaders in the local public sector, the community, business and industry. These organizations include: C.D. Howe Institute, Canada China Business Council, Canada-India Business Council, Canadian Club, Economic Club, Empire Club, Ontario Chamber of Commerce, Public Policy Forum, and the Toronto Board of Trade.

In addition, University Relations continues to seek opportunities to promote U of T with a variety of partners in various forums. “From Student to Entrepreneur” is one such example where the university partnered with the Toronto Board of Trade, combining experts from multiple faculties, government officials and business representatives.

Friday, November 23, 2012
11:30 a.m. - 1:45 p.m.
Toronto Board of Trade
Downtown Centre

Distinguished Speaker Series
In partnership with The University of Toronto



From Student to Entrepreneur



Cynthia Goh
Professor of Chemistry, Medical Science, Global Affairs, Director of the Institute for Optical Sciences, University of Toronto, Founder of the Techno program for entrepreneurs

Join our distinguished panel of experts as they discuss the economic value of training Canada's next generation of entrepreneurs.

- Learn how to harness the spirit of entrepreneurship to drive new discoveries and ideas
- Understand the importance of developing entrepreneurial thinkers for the future
- Discover the critical success factors to launch the next generation of future leaders for the Toronto Region and the country



Ajay Agrawal
Peter Munk Professor of Entrepreneurship, University of Toronto's Rotman School of Management, Research Associate, National Bureau of Economic Research in Cambridge, MA, and Co-Founder of The Next 36



Moderator:
Sandra Pupatello
Director, Business Development and Global Markets, PwC



Closing Remarks:
Brad Duguid
Ontario Minister of Economic Development & Innovation








2015 PAN/PARAPAN AMERICAN GAMES

In 2015, the University will be one of the hosts of the Toronto Pan Am and Parapan Am Games, with events held on two of our three campuses. The games will not only bring athletes from across the Americas to our door, but also provide our students with new world-class facilities thanks to the investment made by U of T and government partners. University Relations has worked closely with our government partners on this initiative.

Among the new facilities under development is the Scarborough Aquatics Centre and Field House – a \$205-million facility that will be housed at the University of Toronto Scarborough. The facility will be used for a variety of competitions during the Pan Am/Parapan Am games, include aquatic events. After the games are over, the facility will be owned and operated by UTSC and the City of Toronto, and will be available to students and the community. In addition to support from government partners, UTSC students have committed to a voluntary levy that will contribute \$30-million towards the project.

The other major project is the construction of the Back Campus Field House on the St. George campus to be used for field hockey. The facility will construct two artificial water-based turf pitches. Replacing natural grass with turf will nearly triple the playing time for scores of students who enjoy intramural sports, create opportunities for future high performance training and competition, and enhance the recreational space available to students and community members.



From left to right: Ira Jacobs, Dean of the Faculty of Kinesiology and Physical Education; Bruce Kidd, Olympian and Warden of Hart House; Mark Grimes, City of Toronto Councillor and Chair of the city's Pan Am Games Secretariat; Bal Gosal, Minister of State (Sport); Ken Pereira, Field Hockey Athlete; Ian Troop, Chief Executive Officer of TO2015; Charles Sousa, Ontario Minister responsible for the Pan Am/Parapan Am Games; Student Katarina Vulic, and Emily Rix, Field Hockey Athlete.

GOVERNMENT REPRESENTATIVES ON CAMPUS



LISSONDE MINING BUILDING OFFICIAL OPENING NOVEMBER 28, 2011

Member of Parliament Wladyslaw Lizon (Mississauga East – Cooksville) speaks with the Faculty of Applied Science and Engineering's Strategic Communications team during the opening of the Lassonde Mining Building.

GOLDING CENTRE GROUND-BREAKING JANUARY 31, 2012

Student Athlete Heather Bansley, Professor Ira Jacobs, Chair of Governing Council Richard Nunn, Governor Blake Goldring, U of T President David Naylor, Minister Michael Chan, and Chancellor David Peterson break ground for the Goldring Centre for High Performance Athletics.



EARLY RESEARCHER AWARDS APRIL 30, 2012

David Naylor joined Ontario's Minister of Economic Development and Innovation, Brad Duguid, to announce U of T's \$2.9M share in the Early Researcher Awards, designed to help recently-appointed Ontario researchers build their teams and enable Ontario to attract and retain the best and brightest research talent.

BANTING AND BEST LAUNCH

SEPTEMBER 12, 2012

The Honourable Brad Duguid, Minister of Economic Development and Innovation, speaks at the launch of the Banting and Best Centre for Innovation and Entrepreneurship



MUNK SCHOOL OF GLOBAL AFFAIRS RIBBON-CUTTING

SEPTEMBER 20, 2012

U ofT President David Naylor, and Minister of Foreign Affairs John Baird join other dignitaries (Meric Gertler; Dean of the Faculty of Arts and Science, Student Graham Smith, Professor Janice Stein; Director of the Munk School of Global Affairs, His Excellency Dr. Leonel Fernández; former President of the Dominican Republic, Melanie Munk, Peter Munk, and Judy Goldring; Vice-Chair of Governing Council)

UTSC PAN-AM/AQUATICS CENTRE ANNOUNCEMENT

SEPTEMBER 27, 2012

Minister of State (Sport), The Honourable Bal Gosal, Vice-President and Principal of UTSC, Professor Franco Vaccarino, Minister Responsible for the Pan/Parapan American Games, The Honourable Charles Sousa, and Member of Provincial Parliament for Pickering – Scarborough East, Tracy MacCharles, at the ground-breaking for the UTSC Aquatics Centre.





LAUNCH OF PHARMACISTS' EXPANDED SCOPE OF CARE

LESLIE DAN FACULTY OF PHARMACY

OCTOBER 9, 2012

Ontario Premier Dalton McGuinty and Deb Matthews, Minister of Health and Long-Term Care with U of T's Associate Dean of the Leslie Dan Faculty of Pharmacy, Lalitha Raman-Wilms, and Vice-Provost Cheryl Regehr.

UTM NORTH BUILDING GROUND-BREAKING

OCTOBER 16, 2012

Following an announcement of \$52.5M from the Provincial government, U of T President David Naylor breaks ground for the UTM North Building Renovation Project, with U of T Vice-President and UTM Principal, Deep Saini, the Chair of Governing Council, Richard Nunn, the Member of Provincial Parliament for Mississauga Erindale, Harinder Takhar, and the President of the UTM Alumni Association, Warren Edgar.



VARSITY FIELD/GREY CUP ANNOUNCEMENT

NOVEMBER 20, 2012

David Naylor joins Government House Leader Peter Van Loan, and CFL Commissioner Mark Cohon to unveil a plaque noting Varsity Field's historic significance as a Grey Cup venue for 30 games.

UNIVERSITY RELATIONS

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