



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Business Board

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**PRESENTER:** Judith Wolfson, Vice-President, University Relations  
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**DATE:** October 21, 2013 for November 3, 2013

**AGENDA ITEM:** 1

**ITEM IDENTIFICATION:**

*Vice-President, University Relations: Annual Report, 2012-2013*

**JURISDICTIONAL INFORMATION:**

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

**GOVERNANCE PATH:**

1. Business Board (November 4, 2013)

**PREVIOUS ACTION TAKEN:**

The 2011-2012 Annual Report for University Relations was presented on April 8, 2013.

**HIGHLIGHTS:**

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

The 2012- 2013 University Relations Report to Business Board includes a set of documents outlining activities in advocacy and engagement, international initiatives, and communications and marketing.

**FINANCIAL IMPLICATIONS:**

n/a

**RECOMMENDATION:**

For information

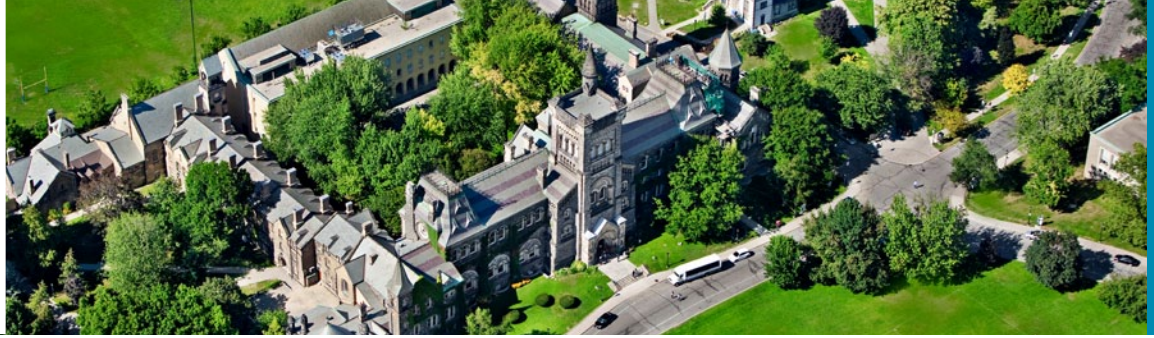
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**DOCUMENTATION PROVIDED:**

Annual Report in a series of one page documents.



UNIVERSITY OF  
TORONTO



# UNIVERSITY RELATIONS

## ANNUAL REPORT 2013





## INTRODUCTION

University Relations combines three key areas focused on the reputation, reach and resources of the University of Toronto - Government, Institutional and Community Relations, International Relations, and Strategic Communications and Marketing.

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

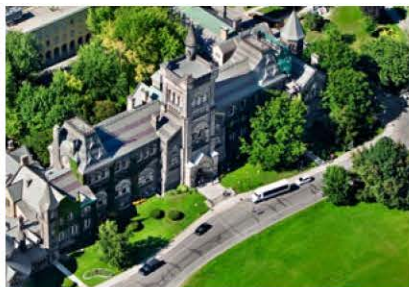
The combination of strategy, policy, creativity and implementation skills provides innovative ideas and solutions to issues facing the University.

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

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

## UNIVERSITY RELATIONS

Office of the Vice-President, University Relations	Government, Institutional and Community Relations	International Relations	Strategic Communications and Marketing
Broad Strategic Direction Integration within UR and University Functional Advice Issues Management Coordination Operations	Government Advocacy Policy Development and Analysis Submissions to Government Institutional Data Analysis Rankings	Information on International activities at the University International Partnership Agreements Incoming Delegations Outgoing Delegations	U of T News Internal Communications Media Relations Online Strategy University Marketing Visual Identity



### INSTITUTIONAL RANKINGS

University Relations continues to work closely with rankings organizations to ensure that our institutional measures are understood. Additionally, we continue to lead broad inter-institutional discussions on multi-university measures such as Common University Data Ontario (CUDO) and Performance Indicators. The fact that the University of Toronto is ranked among the top 20 universities in the world is important to the University's overall domestic and international communications and brand strategies.

The University of Toronto is one of only **6 institutions** that rank in the top **26 worldwide** in all six broad disciplinary areas along with Stanford, Oxford, Cambridge, UC Berkeley, and UCLA.

*Times Higher Education World University Rankings 2013-2014*

### TOP 25 INTERNATIONAL INSTITUTIONS, 2013

Overall Rankings, Selected Sources

University	Country	NTU (Formerly HEEAT) 2013	Times Higher Education 2013	QS World University Rankings 2013
Harvard University	US	1	2	2
Johns Hopkins University	US	2	15	16
Stanford University	US	3	4	7
University of Washington	US	4	25	59
University of California, Los Angeles	US	5	12	40
University of California, Berkeley	US	6	8	25
University of Michigan	US	7	18	22
<b>UNIVERSITY OF TORONTO</b>	<b>CA</b>	<b>8</b>	<b>20</b>	<b>17</b>
University of Oxford	UK	9	2	6
Massachusetts Institute of Technology	US	10	5	1
Columbia University	US	11	13	14
University of Pennsylvania	US	12	16	13
University of Cambridge	UK	14	7	3
University College London	UK	16	21	4
Duke University	US	17	17	23
University of Tokyo	JP	17	23	32
Yale University	US	19	11	8
Imperial College London	UK	20	10	5
University of Wisconsin-Madison	US	21	30	37
Cornell University	US	22	19	15
Northwestern University	US	25	22	29
University of Chicago	US	30	9	9
California Institute of Technology	US	32	1	10
ETH Zürich	CH	42	14	12
Princeton University	US	44	6	10



# ADVOCACY AND ENGAGEMENT

*UNIVERSITY RELATIONS ANNUAL REPORT 2013*

In 2013, there were increases in opportunities, both funding and policy related, at the Federal level. Using our strengthening relationships in Ottawa, we have increased our presence and have been able to contribute positively to policy development.

At the Provincial level, work continues to support a differentiated approach to Universities as well as continual input into funding and policy issues. The University's budget submission included support for on-line learning models and entrepreneurship.

At the Municipal level, work includes a robust municipal strategy that capitalizes on the importance of the University to both Toronto and Mississauga.

Intertwined in these advocacy efforts is the need for expanded engagement to tell University of Toronto's "value proposition" story.

## ADVOCACY

Major achievements since April 2013 include:

### FEDERAL

Advocacy for post-secondary funding including:

- Canada Accelerator and Incubator Program— a new \$60 million fund over 5 years to help incubators and accelerators expand their services to entrepreneurs.
- Building Canada fund — a new \$10 billion fund that supports advanced research and teaching.
- Advocacy with U15 for an Advantage Canada Research Excellence (ACRE) Fund.

### PROVINCIAL

- Advocacy resulting in access to the Acceleration/ Incubator program - \$20 million over two years.
- Advocacy related to U of T's differentiated mandate including the University's Strategic Mandate Agreement.
- Employed strategies to manage the increasing accountability requirements such as the Provincial Audit on Teaching Quality.

### MUNICIPAL

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





### ENGAGEMENT

Major achievements since April 2013 include:

- Acknowledgement of the differentiated position of the University of Toronto as Canada's flagship university.
- Expanded engagement with Federal, Provincial and Municipal officials including the organization of focused meetings on campus which included leading faculty and senior University officials.
- Implemented an entrepreneurship strategy which included a refined message highlighting the coordination and integration of entrepreneurship modes and the promotion of the work of the Impact Centre.

### GOVERNMENT OFFICIALS ON CAMPUS

University Relations continues to host numerous government officials at the federal, provincial and municipal level. Examples include:

#### *Provincial Government commits to Experimental Lakes Area*

Premier Kathleen Wynne visited the University of Toronto on April 24, 2013 to announce that Ontario will work with the Federal Government, Province of Manitoba and other partners to keep the Experimental Lakes Area (ELA) operational this year and ensure sustained longer-term operations. While at the University, the Premier visited U of T's Nuclear Magnetic Resonance facility, where the Department of Chemistry's researchers conduct freshwater research.



#### *Provincial Government and Ontario institutions partner to support Crown wards*

Brad Duguid, Ontario's Minister of Training, Colleges and Universities, visited the University of Toronto on June 24, 2013 to announce a new partnership between the government and Ontario's universities and colleges to increase financial aid for current and former Crown wards. Through the new program, Ontario will cover the first 50% of tuition costs with the Access Grant for Crown Wards and the Ontario Tuition grant for eligible students.







# INTERNATIONAL INTEGRATION

## UNIVERSITY RELATIONS ANNUAL REPORT 2013

This past year, we continued to support an increased number of delegations, requests for partnerships, and research and innovation related enquires from all areas of the University. In addition, our relationship with the Ambassadors, the Consuls General and diplomatic staff has facilitated opportunities to further our global presence.

### INTERNATIONAL COMMITTEE

An International Committee, co-chaired by the Vice-President, University Relations, and the Vice-President and Provost, has been engaged in efforts to coordinate, expand and communicate the University of Toronto's international strategy. Discussions this year included the following:

- Articulation of broad guidelines and principles regarding international initiatives at U of T, including: student recruitment, academic partnerships and research collaborations.
- Integration, coordination and consistency regarding such international initiatives.
- Guidelines and principles regarding funding to support such international initiatives.

Consensus on guidelines and principles was achieved with respect to International Undergraduate Student Recruitment – including the endorsement of “Principles of Inter-Divisional Coordination” and recommendations of the “use of agents and third-party recruitment representatives”. Additionally an “International Collaborations” guideline and process document was adopted.

To assist in the coordination efforts, and as a result of requests from the committee members, University Relations created an international portal containing a calendar of outgoing delegations, promotional materials, rankings information, travel supports, list of MOUs, country briefings and materials.

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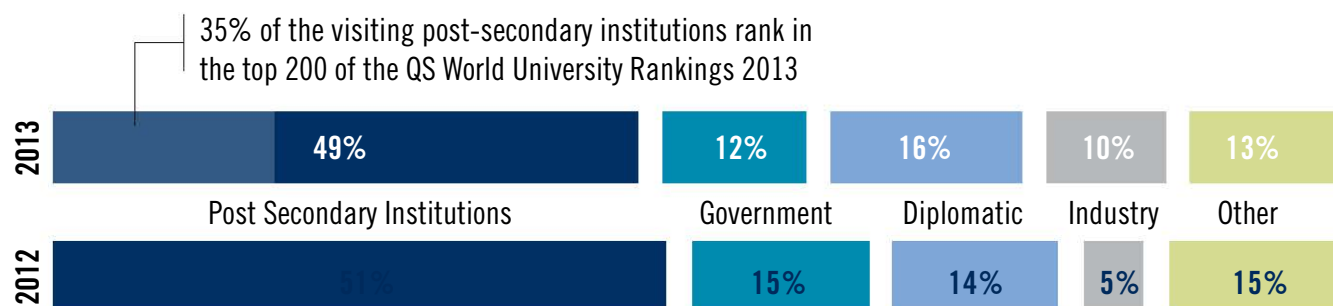
Welcome to the International Portal.  
Click a tile to get started.

<b>Calendar</b> Outgoing institutional delegations		
<b>Promotional Materials</b> Powerpoint, One-Pagers, links to videos etc.	<b>Rankings Information</b> Ranking Messages, ranking charts and links to ranking organizations	<b>Briefing Materials</b> Country & Region specific briefing notes
<b>International Agreements</b> International Collaboration overview and process, and list of agreements	<b>Student Recruitment</b> Principles and processes	<b>Student, Alumni and Research Data</b> Student, alumni and sponsored research data
<b>Country Mission Reports</b> Trip reports from outgoing delegations	<b>Travel Supports</b> Translation services, hotels, drivers etc.	<b>Contacts</b> Contact directory

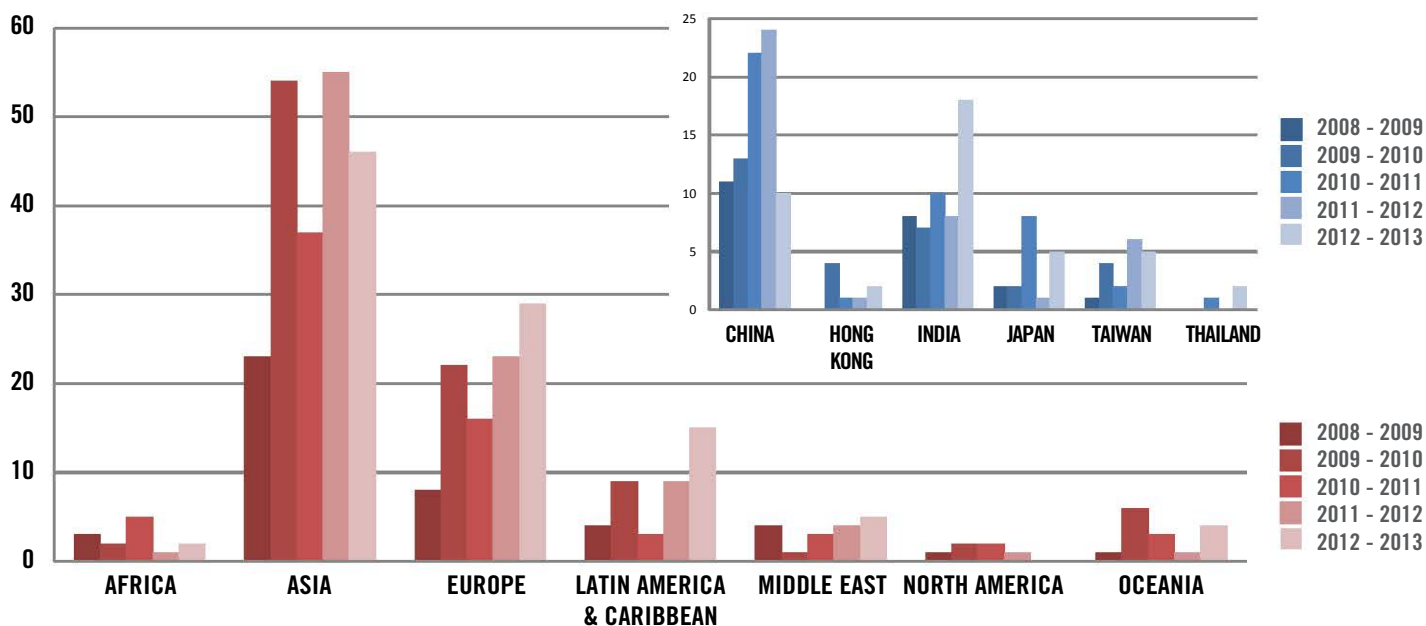


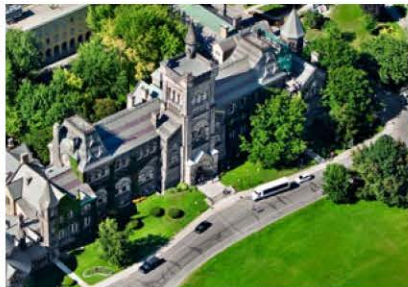
## INCOMING DELEGATIONS

We welcomed approximately 100 international delegations to the University. Approximately half of these delegations were from international post-secondary institutions of which 35% ranked in the top 200 of the QS World Rankings. The remaining delegations were from government agencies, industry, and diplomatic offices. Incoming delegations remain an important vehicle to increase U of T's brand presence.



## Delegations - 2008 - 2013





### COUNTRY SPECIFIC INITIATIVES

The focus on specific countries and regions continues to be influenced by federal and provincial priorities and funding, U of T research priorities, and student interests.

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

#### BRAZIL

Work continues to build our engagement with Brazil, primarily with respect to our research collaboration and incoming students.

The University of Toronto has more Brazilian Science Without Borders students than any other university in North America. In the fall of 2012, U of T welcomed 122 students to undergraduate programs. As of January 2014, U of T will have welcomed 600 Science Without Borders undergraduate students. With substantial input and support from the Centre for International Experience, School of Graduate Studies and the Vice-Provost, Students & First Entry Divisions, U of T hopes to welcome graduate students to this program in 2013/2014.



Science Without Borders Students Lara Bertini Vieira and Bruno Artacho

#### SOUTH KOREA

In May 2013, a delegation travelled to South Korea. Using the model implemented for the January 2013 mission to India, the focus for this trip was on renewable energy, advanced materials, and social innovation. As a result of this trip, there is now a commitment for reciprocal visits from POSTECH and the Korea Institute of Science and Technology III, collaboration between Yonsei University and the Faculty of Arts & Science via Sociology and the Centre for Study of Korea, and an expressed interest in collaborative opportunities in advanced material between the Institute of Basic Science and UofT's Center for Quantum Materials.

Additionally, a very successful alumni event was held which demonstrated the willingness and interest of our alumni worldwide to act as ambassadors for the University. This is one area of development for the coming year.



Korea Institute of Science and Technology (KAIST)



# INTERNATIONAL INTEGRATION

## UNIVERSITY RELATIONS ANNUAL REPORT 2013

### MEMORANDA OF UNDERSTANDING

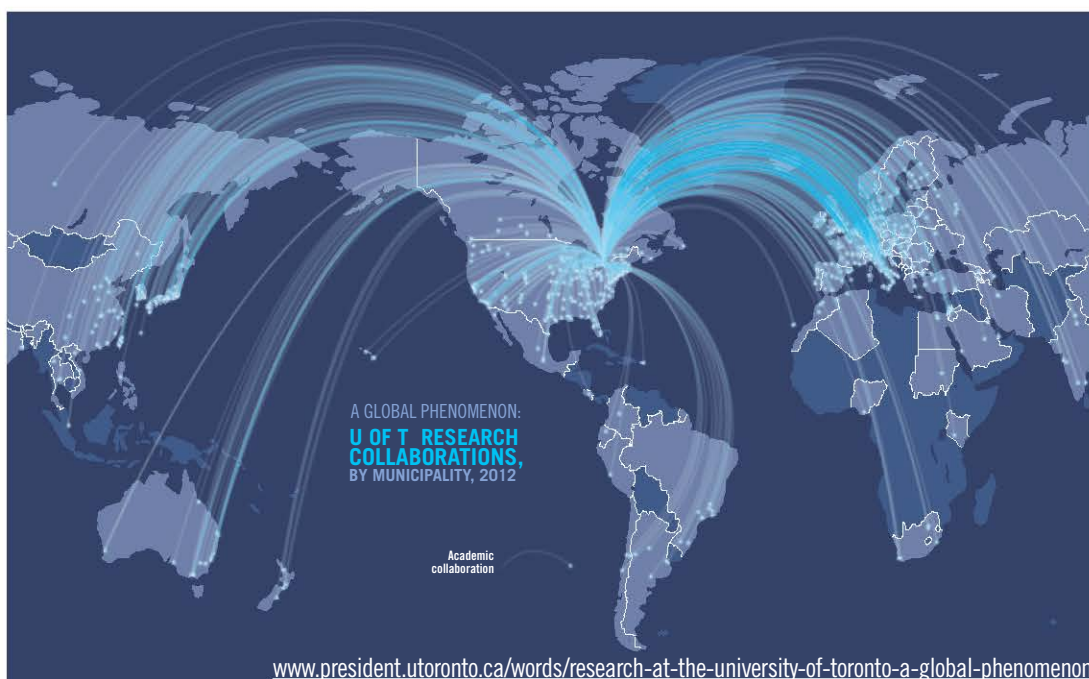
The signing of Memoranda of Understanding is one way of consolidating important institutional relationship. Follow-up implementation plans are necessary in order to make these agreements useful.

Since April, new MOUs were signed with a number of institutions including, Beihang University, Indian Institute of Science and the University of Queensland.

Memoranda of Understanding by Region  
(as of September 30, 2013)



Memoranda of Understanding (MOU) are just one indicator of our engagement internationally. Other indicators include the number of incoming international students, students outgoing to other countries, alumni living outside of Canada and research collaborations. Top institutions for co-authored papers include the University of California System, Harvard University, Duke University, Oxford University and the University of London.







Communications, both internally and externally continue to play a pivotal role in the promotion of the University's overall brand and the ability to attract key partners and funding. Communications also provides an important internal mechanism to inform staff and faculty of activities and impacts of the University.

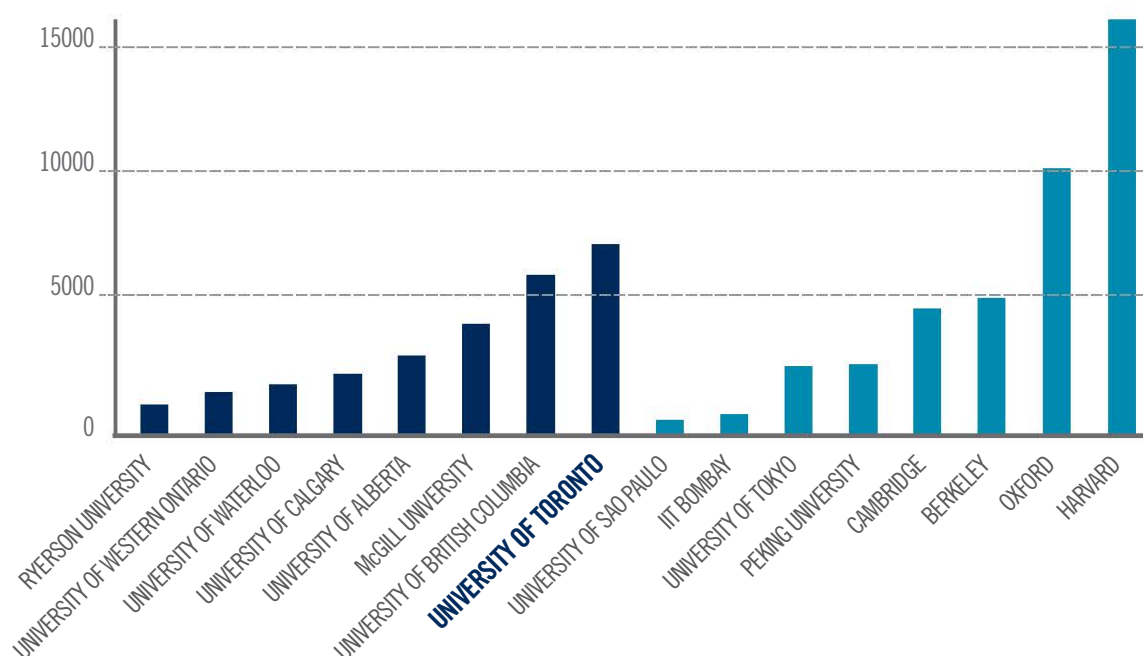
In 2013, there has been a concerted effort to provide cohesion amongst the multiple communications sent to multiple stakeholders. This had led to the creation of a University-wide integrated communications strategy incorporating key messaging, branding and common data with the goal of a consistent U of T brand image. Part of this integrated communications strategy is to support University-wide initiatives with a variety of communications tools to build engagement. For example, the twitter hashtag #UofTGrad13 was promoted during convocation and focused stories such as "[Where the Grads Go](#)" and "[Five Entrepreneurs to Watch](#)" promoted the newest alumni members internally and externally.

## NEWS AND MEDIA RELATIONS

The University of Toronto continues to enjoy more media coverage than any other Canadian university and many of our international peers.

We also provide real-time stories about the University, either by video, photos or articles through the UofT News site.

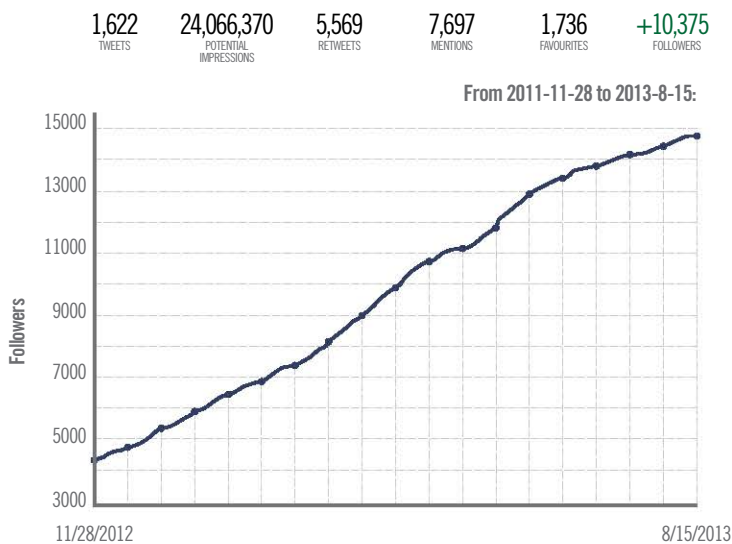
This work is augmented by the use of social media channels to promote the stories. Followers of @uoftnews and "likes" on the U of T Facebook page continue to grow exponentially.



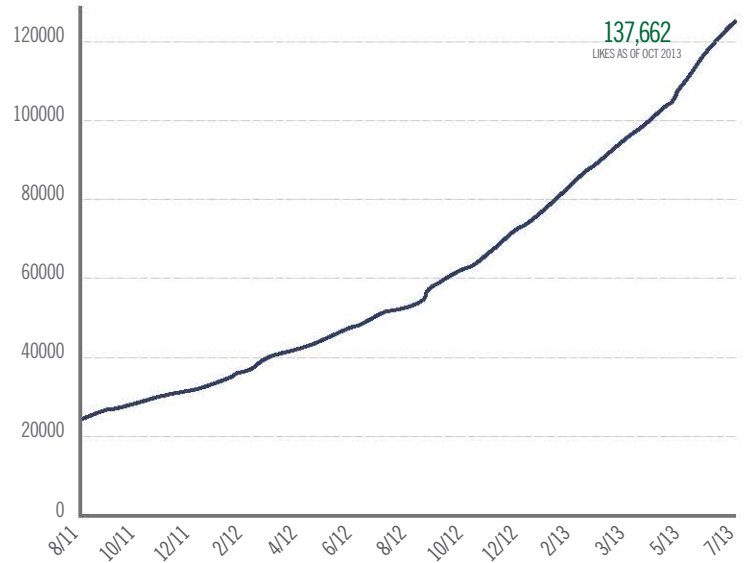


# COMMUNICATIONS AND MARKETING

## UNIVERSITY RELATIONS ANNUAL REPORT 2013



**TWITTER FOLLOWER GROWTH**



**FACEBOOK PAGE FOLLOWER GROWTH**

### MARKETING

2013 achievements include:

- Over 125 million impressions - a 61% increase compared to the previous year for the future students advertising campaign.
- Addition of Google display ads which yielded 67 million impressions and 81,000 clicks.



### ONLINE PRESENCE

Work continues to enhance our online presence. To guide priorities and decisions regarding this important communications vehicle, the Web Leadership Committee continues to meet on a regular basis. Highlights include:

- Redesign and launch of high profile web pages such as the A-Z directory ([www.utoronto.ca/a-z.htm](http://www.utoronto.ca/a-z.htm))
- Launch of a social media directory ([socialmedia.utoronto.ca](http://socialmedia.utoronto.ca))
- Launch of U of T Instagram and Flickr channels ([instagram.com/UofT](https://www.instagram.com/UofT); [Flickr.com/universitytoronto](https://www.flickr.com/universitytoronto))