



UNIVERSITY OF
TORONTO

UNIVERSITY RELATIONS

ANNUAL
REPORT
2008-09

UNIVERSITY RELATIONS ANNUAL REPORT 2008-2009

Message from the Vice-President, University Relations

The University of Toronto produces a significant share of Canada's graduates at both the undergraduate, graduate and professional graduate levels. Talented, nimble, creative human capital is critical to a robust innovative economy.

University of Toronto can best address the challenges ahead by playing to our incredible strengths in human capital and innovation. In this way, we contribute to economic, social and cultural prosperity.

The role of University Relations is to ensure that these messages are understood by a broad range of stakeholders.

In 2008-2009, University Relations maximized funding opportunities for the University, increased the scope and value of our brand and focused on international activities and opportunities. This was accomplished by deepening our relationships with internal and external stakeholders and developing sound advocacy positions.

As a result, University of Toronto's presence in the post-secondary education sector is enhanced.

Sincerely,



Judith Wolfson

This year's Annual Report consists of two components: this hard copy and a companion presentation highlighting some of the products in a dynamic format. This may be viewed on-line from the Governing Council Business Board Agenda for November 9, 2009.



UNIVERSITY OF
TORONTO

www.utoronto.ca

CANADA'S ANSWERS TO THE WORLD'S QUESTIONS.

MAXIMIZED FUNDING OPPORTUNITIES

ENVIRONMENTAL SCAN

FEDERAL GOVERNMENT

The February 2009 federal budget included new infrastructure spending on municipally and provincially directed projects, refurbishments to existing and new university infrastructure, as well as green infrastructure.

Specifics included \$2 billion for university and college infrastructure, refurbishment and construction; \$750 million over three years to the Canada Foundation for Innovation (CFI) “to support leading edge research infrastructure”; \$1 billion for “clean energy research, development and demonstration”; \$87.5 million over three years starting in 2009–2010 “to temporarily expand the Canada Graduate Scholarship program”; \$35 million each for NSERC and CIHR; and \$17.5 million for SSHRC.

PROVINCIAL GOVERNMENT

The 2009 provincial budget emphasizes the “synchronized” and global nature of the economic slowdown affecting Ontario. The fiscal strategy outlined in the budget was centered on helping the province weather the current economic downturn and preparing for recovery including economic shifts towards a more innovative, high-value and green economy.

Specifics included \$780 million additional Infrastructure Funding to be matched with federal funding through the Knowledge Infrastructure Program; \$150 million in one-time operating relief funding for 2008–09 for colleges and universities; 100 new medical school spaces with \$35 million in capital investment along with operating funds; \$10 million (one-time funding) to expand graduate fellowships in 2008–09; \$300 million over six years for research infrastructure funding through the Ontario Research Fund, to match \$300 million in CFI funds from the federal government; and \$100 million over four years for additional operating funds for biomedical research.

The University of Toronto was able to capitalize on opportunities presented in the Budgets and other ongoing opportunities.



GOVERNMENT OFFICIALS ON CAMPUS

The Honourable Jim Prentice, Minister of Industry tours laboratories at the Faculty of Applied Science and Engineering

SELECTED ACHIEVEMENTS

University Relations developed strong relationships with federal, provincial and municipal governments by maintaining a consistent presence in each jurisdiction. These relationships focused on both key politicians and key public servants.

GROUNDBREAKING AT THE UNIVERSITY OF TORONTO AT MISSISSAUGA INSTRUCTIONAL AND LABORATORY BUILDING



Left to right: Hazel McCallion, Mayor, City of Mississauga; Bob Dechert, MP, Mississauga Erindale; The Honourable Harinder Takhar, MPP, Mississauga Erindale; The Honourable Tony Clement, Minister of Industry; David Naylor, President, University of Toronto; Amrit Mangat, MPP, Mississauga Brampton South; Ian Orchard, Vice-President and Principal, U of T Mississauga; Joey Santiago, President, UTM Students' Union; Jack Petch, Chair of Governing Council, University of Toronto.

NEW FUNDING - CAPITAL INFRASTRUCTURE FUNDING

Additional Information in Companion Report

Three major capital projects were funded as a result of the Knowledge Infrastructure Program. They are the Instructional and Lab Project at the University of Toronto Mississauga where we received federal and provincial contributions of \$35 million each; the Innovation Centre for the Canadian Mining Industry on the St. George campus where we received federal and provincial contributions of \$5.5 million each; and the Instructional and Lab Centre at the University of Toronto Scarborough where we received contributions from the federal and provincial governments of \$35 million each.

University of Toronto at Mississauga Medical Academy Funding

One time only provincial funding - \$15.6 million

NEW FUNDING - OPERATING

Quality and sustainability funding to assist with cost pressures

One time only provincial funding - \$16.0 million

Health Research Grant

Ongoing provincial funding - \$3.5 million per year

Graduate Fellowships

One time only provincial funding - \$2.4 million

Unfunded BIU enhancement

One time only provincial funding - \$2.0 million

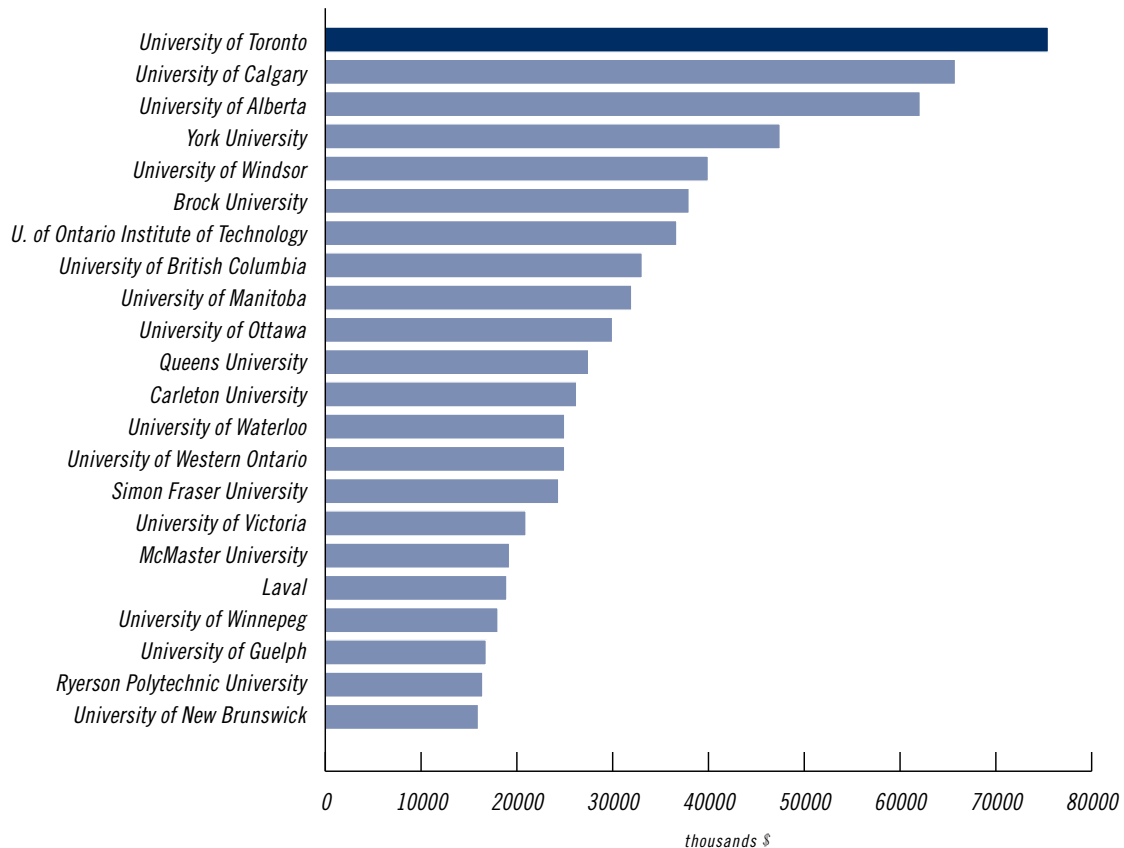
Ministry of Citizenship and Immigration's Pathways to Employment Program

One time only federal funding - \$.75 million



TOTAL NEW PROVINCIAL and FEDERAL FUNDING: \$192.15 million

FUNDING RECEIVED FROM THE FEDERAL GOVERNMENT FOR KNOWLEDGE INFRASTRUCTURE PROPOSALS



CITY/COMMUNITY

University Relations managed relations with governments regarding the sale of the Dunlop Observatory which generated an endowment to sustain the new Dunlap Institute for Astronomy and Astrophysics.

Additionally, ongoing relationships with city politicians and officials who represent all three campuses were improved.

POLICY AND REGULATION ADVOCACY

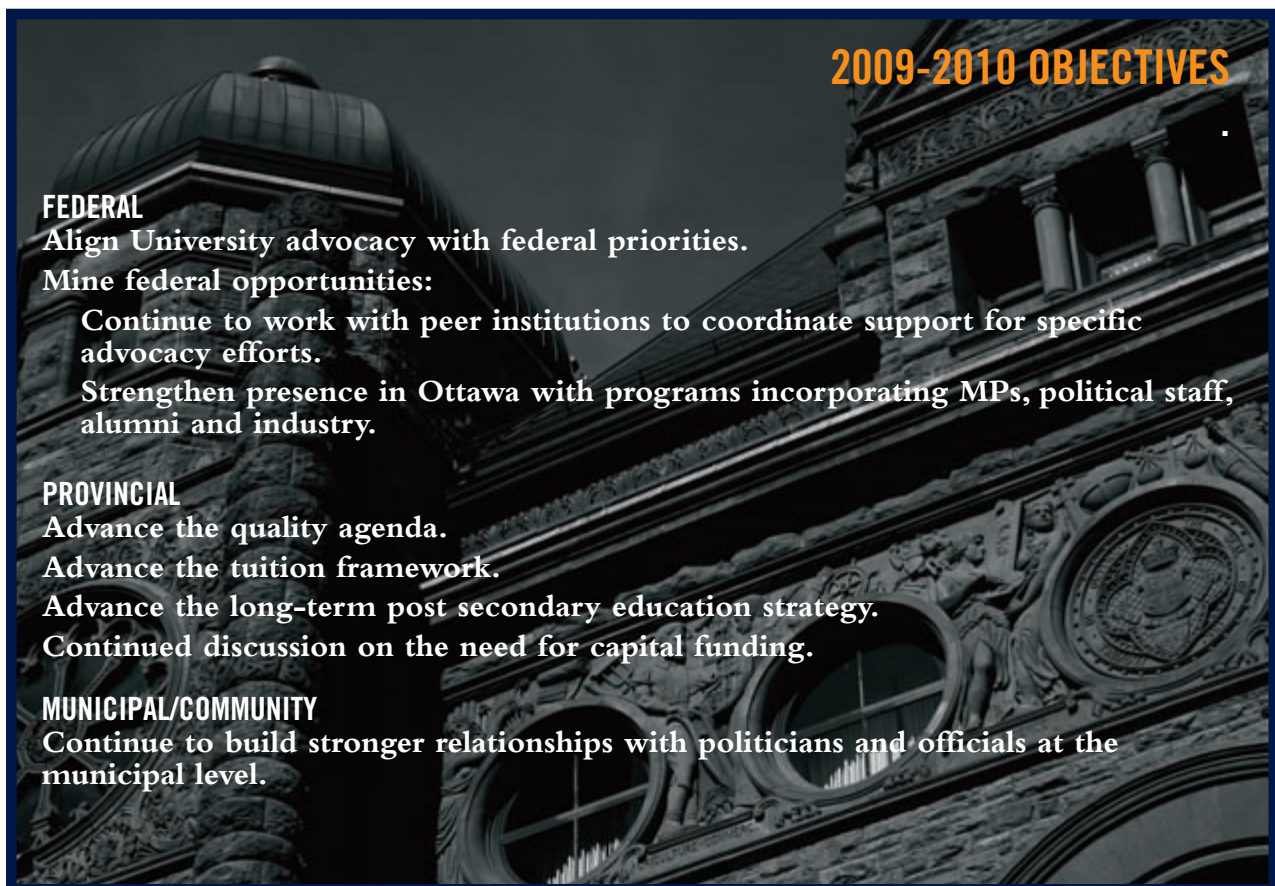
University Relations worked closely with Deans, Chairs and Faculty to further their requests to government for specific-purpose funding and policy enhancements. These efforts have resulted in obtaining increased flexibility in tuition.

University Relations presented a long-term capital strategy for future provincial funding. A key outcome was an appreciation for University of Toronto as a tri-campus system within the Ontario post secondary education system.

RELATIONSHIPS WITH PEER INSTITUTIONS

University Relations provided advice and support to the Council of Ontario Universities and the Association of Universities and Colleges of Canada in order to ensure the University's interests were reflected in policy and positions of these advocacy organizations. U of T is also a strong leader at the U13 and G5 tables. These organizations have a important role in influencing government support for post secondary education.

University Relations provided leadership in the area of institutional research and analysis which is used for accountability and ranking measures.



2009-2010 OBJECTIVES

FEDERAL
Align University advocacy with federal priorities.
Mine federal opportunities:
Continue to work with peer institutions to coordinate support for specific advocacy efforts.
Strengthen presence in Ottawa with programs incorporating MPs, political staff, alumni and industry.

PROVINCIAL
Advance the quality agenda.
Advance the tuition framework.
Advance the long-term post secondary education strategy.
Continued discussion on the need for capital funding.

MUNICIPAL/COMMUNITY
Continue to build stronger relationships with politicians and officials at the municipal level.

INCREASED BRAND AWARENESS / MANAGING REPUTATION

The University of Toronto's brand efforts resulted in significant achievements this year. Through targeted initiatives based on research, the University now has a stronger presence – domestically and internationally.

A strong partnership with the Office of the Vice-President and Provost and the Office of Student Recruitment has increased brand awareness.

2008-2009 ADVERTISING CAMPAIGN

A major quantitative research study on prospective first-entry undergraduates across Canada was completed which provided the foundation for U of T's advertising campaign.

In addition to the online campaign, traditional ads continued to be placed in publications as appropriate. *See Companion Report for more ads*

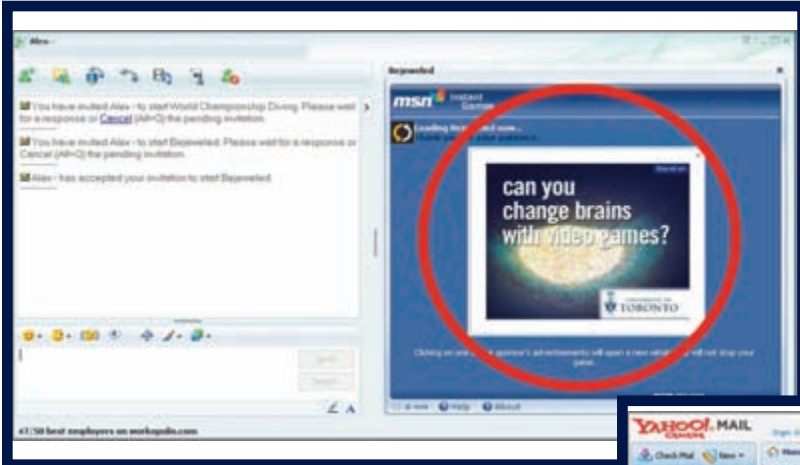
CAN YOU / YOU CAN - AN ONLINE CAMPAIGN

See Companion Report for videos

23 x 3 sec. flash ads ran from September 8, 2008 through May 31, 2009 on Internet sites.



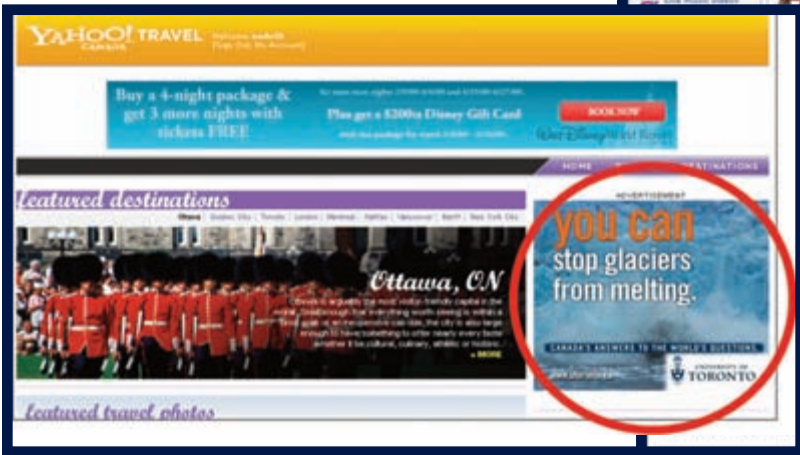
CAN YOU...?
@ MSN MESSENGER



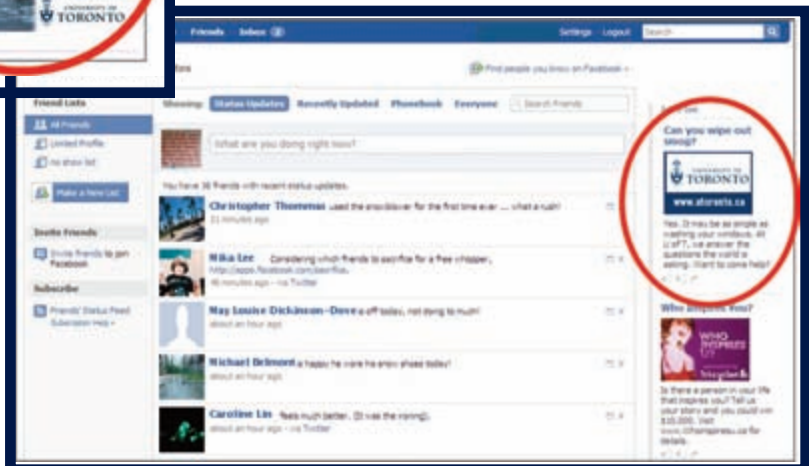
CAN YOU...?
@ YAHOO MAIL



CAN YOU...?
@ YAHOO BEHAVIOURAL TARGETED



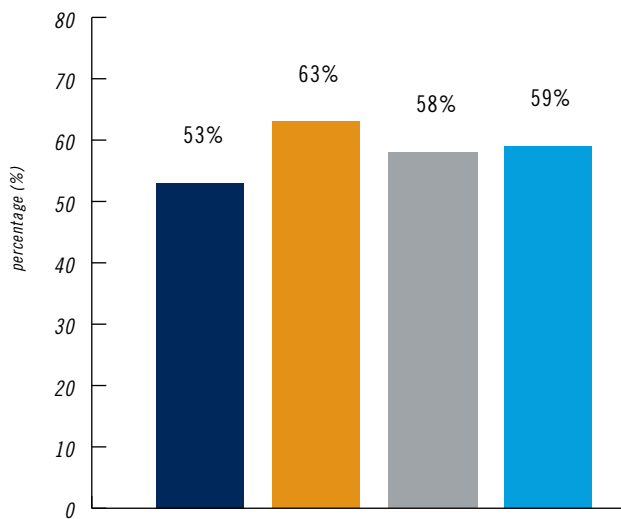
CAN YOU...?
@ FACEBOOK



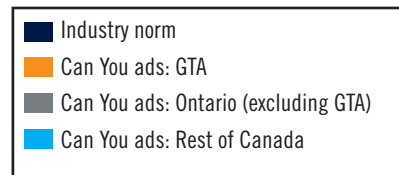
MEASURABLE RESULTS INDICATING SIGNIFICANT PROGRESS

Research was then done to measure the effectiveness of this campaign. The results show a significant success in raising the profile of the University in these targeted markets. This success translated into marked increases in applications to the University.

Ad “Stopping Power” Significantly Above the Industry Norm

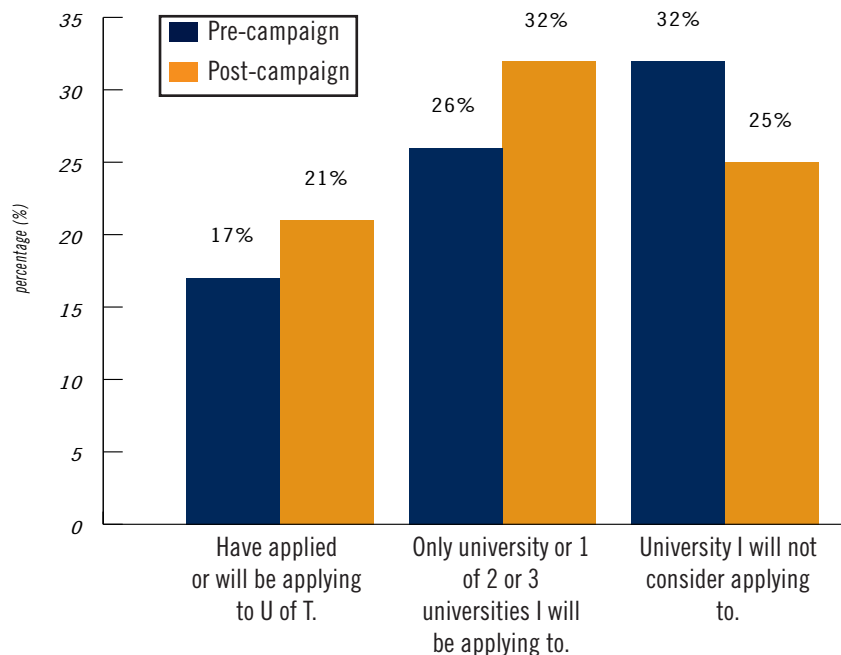


This chart indicates the positive response to the question “Would you stop and look at the Can You ads?”



Ads Significantly Boosted Intention to Apply to and Consideration of U of T

This chart shows percentage of perspective students considering and applying to U of T pre- and post-campaign.



WEB PROJECTS

See Companion Report for more

Redesign of www.utoronto.ca homepage.

Using an extensive process of internal consultation and user testing across internal and external audiences, a redeveloped www.utoronto.ca was created. The re-architected, user-friendly and dynamic website was launched on time and on budget.



VIDEOS

See Companion Report for more

A comprehensive video library was created to profile our students and faculty. These videos are being used on the website for both domestic and international audiences. The library consists of 21 faculty videos, 18 student videos, one faculty compilation video and 1 student compilation video designed to engage a wide audience - from alumni presentations - to international trips - to research presentations - to student recruitment events.

To view all the videos and download transcriptions visit www.thisisuoft.utoronto.ca/u-of-t-video-gallery.htm.



CORE UNIVERSITY VIDEO

BULLETIN AND EBULLETIN

The eBulletin platform was expanded this year to include new media: slide shows and audio. The majority of off-campus *Bulletin* subscribers now receive the eBulletin rather than the print version resulting in considerable annualized savings.

Three well-attended “Breakfasts with *the Bulletin*” were held on University’s three campuses.

March 2009:

International Year of Astr

Moderator: Professor Peter Martin, Chair, Astronomy and Astrophysics

Speakers: Professors Ray Jayawardhana and Ray Carlberg, Astronomy and Astrophysics

May 2009:

Brunc With the Bulletin at UTSC, Environmental Issues

Moderator: Professor Franco Vaccarino, UTSC Principal

Speakers: Professors George Arhonditsis, Physics and Environmental Science; Rudy Boonstra, Ecology and Evolution; John Hannigan, Sociology

Oct. 2009:

Brunc With the Bulletin at UTM, Local Food vs. Global Food

Moderator: Professor Ian Orchard, UTM Principal

Speakers: Geography professors Pierre Desrochers, Sarah Wakefield, Michael Bunce

EMERGENCY COMMUNICATIONS

In order to manage and prepare for emergency situations, University Relations created a voice messaging system to communicate with the University community. This past year, U ofT land lines were uploaded to the voice messaging system. Furthermore, the community was encouraged to register their cell phone numbers with the system. This effort resulted in more than 7,000 cell phone registrations.

Additionally, emergency protocols were created and tested for transmitting crisis communications through five mass internal communications tools.

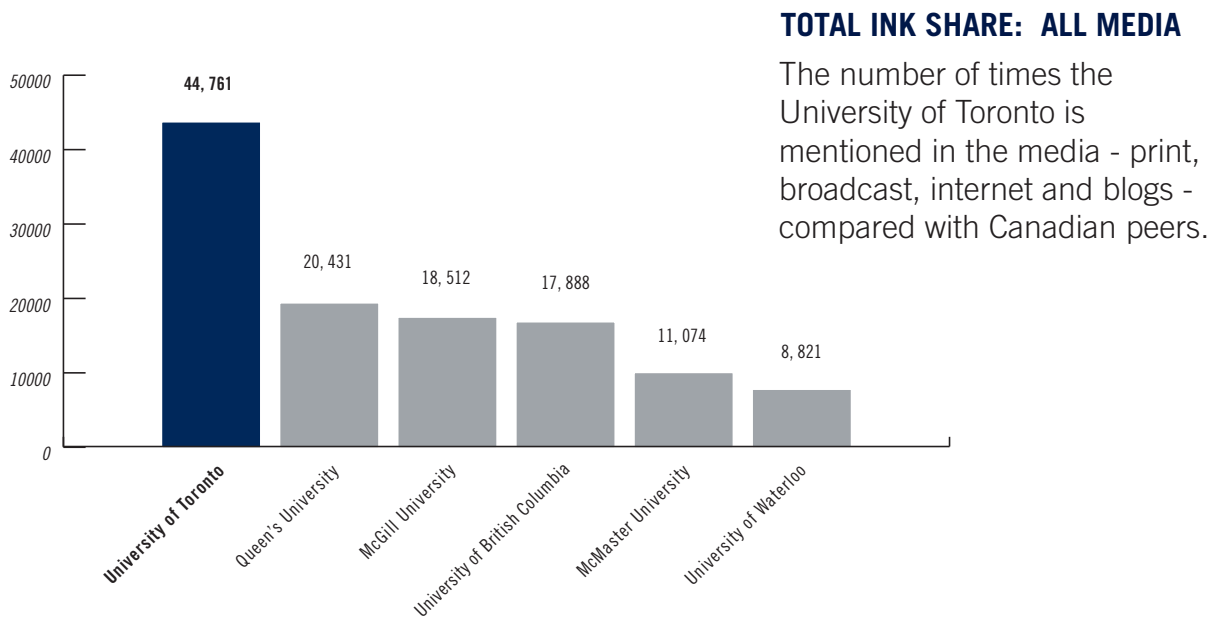
MEDIA RELATIONS

See Companion Report for samples of recent clips

University Relations managed a stream of issues, on a 24-7 basis to advance U of T's position in the media and to manage our reputation.

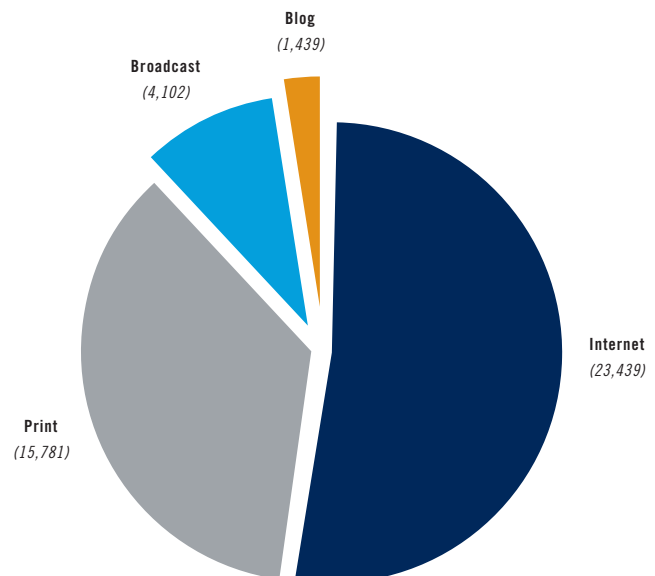
We saw an increase in profile of positive messages creating opportunities for the University nationally and internationally.

Between 10,000 and 15,000 media clips worldwide were generated, including significant coverage in the *New York Times* and the *Times of India*, as well as in the Canadian media - including *The Globe and Mail*, the *Toronto Star*, Canwest news services and the Canadian Press.



HITS BY MEDIA TYPE: JANUARY 1 - JUNE 2, 2009 (TOTAL HITS: 44,76)

The number of times the University of Toronto is mentioned in the media, nationally and internationally, segmented by media type.



MEASURING U OF T

The University of Toronto is a leader among peer Canadian universities with respect to measuring our successes and providing accountability measures. Some of our products include:

RANKINGS

The University participates in a number of ranking surveys requiring data compilation and analysis of the results. University Relations worked with a number of rankings organizations to ensure that our data was properly considered.

Recent rankings include:

Higher Education Evaluation & Accreditation Council of Taiwan, Performance Rankings of Scientific Papers for World Universities, 2009

University of Toronto: **11th**

Times Higher Education - QS World University Rankings

The University of Toronto is the world's **ninth** strongest university as judged by academics at other institutions around the world.

PERFORMANCE INDICATORS

Every year, the University measures its institution-wide performance against key goals and compares that performance to its peers. The report is an accountability tool for internal and external use.

CUDO – COMMON UNIVERSITY DATA ONTARIO

In addition to our measures reported in the Performance Indicators, the University of Toronto participates in the creation of a standardized set of data common to all Ontario universities.

MULTI-YEAR AGREEMENTS

The University is a signatory to a Multi-Year Agreement with the Government of Ontario which constitutes a key component of the overall performance and accountability relationship between the University of Toronto and the Province.



2009-2010 OBJECTIVES

- Ongoing work to secure and enhance institutional reputation and brand.
- Profile national and international public metrics.
- Implementation of the 09-10 marketing strategy.
- Continuous improvements to the www.utoronto.ca including incorporating dynamic content such as videos and ensuring a continual flow of information.

INTERNATIONAL ACTIVITIES AND OPPORTUNITIES

STRATEGIC PRIORITIES FOR INTERNATIONALIZATION

In order for the University of Toronto to recruit the highest quality students and faculty, it is important to ensure that we have a strong international profile. This past year, University Relations increased the international presence and profile of the University of Toronto through an integrated strategy and coordination of international activities. The strategy involved championing the interests of Deans, academic leaders and other faculty who have an interest in increasing their international opportunities. University Relations facilitated and established sustained collaborative programs and activities that helped to establish long-term relationships with peer institutions, industry, and governments.

KEY INITIATIVES

See Companion Report for more delegations

This year, the international initiatives included delegations to India, China and Japan and programs focusing on creating research and academic opportunities and brand awareness in key countries of interest. As a result of these initiatives, specific partnerships were fostered with peer institutions, governments and industry.

OUTGOING DELEGATIONS

Japan: April 2009 and November 2009

Planning is currently underway for symposia in Toronto and Tokyo focusing on technological, social and civil society innovation. The key areas for discussion are health/life sciences; energy and the environment; information and communications technology; and new media. These events are part of an ongoing strategy to enhance Japanese-U of T collaboration. This initiative builds upon ongoing activities at the University which celebrate the anniversary of 80 years of collaboration with Japan.



India: March 2009

President David Naylor led a delegation to Mumbai, Bangalore and Delhi to meet with industry, government, university and other leaders engaged in higher education, research and innovation.

The purpose of the visit was to raise the profile of the University of Toronto's excellence through the development of collaborative models between higher education and industry. U of T led a symposium in Delhi entitled "Accelerating Innovation: Collaborative Models."

The specific thematic areas of interest for this visit were the environment (clean technologies), health (biotech/pharmaceutical, global health) and digital media/animation.

INDIA DELEGATION RAISING PROFILE



President David Naylor, Dr. Rajiv Kumar, Director of the Indian Council for Research on International Economic Relations (ICRIER), and Dr. Amit Shovon Ray, Chair Professor of Trade, Technology and Competitiveness.

INTERNATIONAL AGREEMENTS

In 2008–2009, emphasis was put on increasing partnerships in key countries of interest to the University. Selected partnership agreements signed this year include:

China

Fudan University

India

Tata Institute for Fundamental Research (TIFR)

Indian Council for Research on International Economic Relations (ICRIER)

TERI University

Society for Participatory Research in Asia (PRIA)

Central Institute of Plastics Engineering and Technology (CIPET)

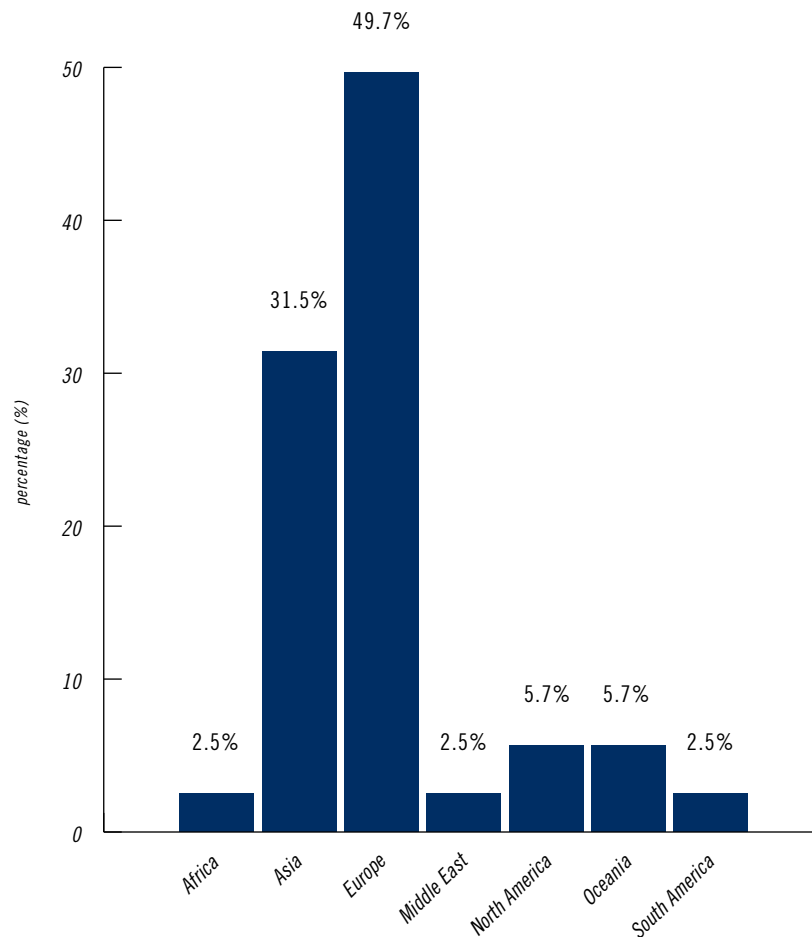
Israel

Technion Entrepreneurship Program

United Kingdom

Oxford University

INTERNATIONAL AGREEMENTS BY CONTINENT/REGION

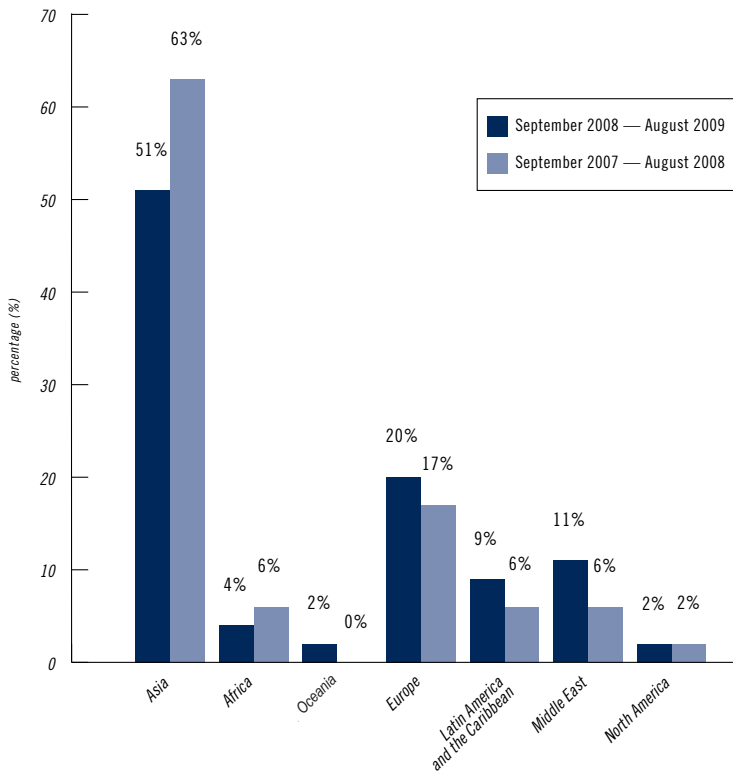


INCOMING DELEGATIONS

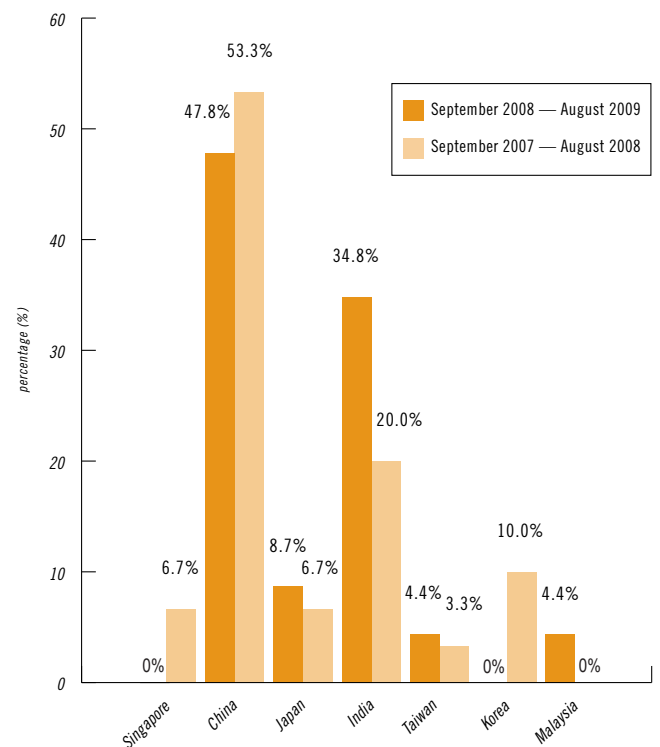
Incoming delegations are an opportunity to further our international strategy targeting the strength of our research, teaching and students.

While there was a decrease in incoming delegations from certain countries due to the economic situation, there was an increase in the breadth of delegations we received. U ofT welcomed more delegations from Australia, the Middle East, Europe, Latin America and the Caribbean. These are positive results as we hope to see broader interest in the University from global peers.

VISITING DELEGATIONS BY CONTINENT/REGION
COMPARISON OF 2007-2008 AND 2008-2009



VISITING DELEGATIONS FROM ASIA
COMPARISON OF 2007-2008 AND 2008-2009



2009-2010 OBJECTIVES

Advance U ofT's international strategy.

Increase the University of Toronto's reputation as a global leader with industry, governments and peer institutions.

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