

UNIVERSITY OF TORONTO COMMUNICATIONS

Report To Business Board

David Estok

Vice President, Communications

February 4, 2019



UNIVERSITY OF
TORONTO



BOUNDLESS

THE PRESIDENT'S CHALLENGE

“[Our goal is to] project our voice as strongly as possible in today’s challenging environment.”

- Meric Gertler, 2014

COMMUNICATIONS AT U OF T

Purpose, mandate, structure



UNIVERSITY OF TORONTO COMMUNICATIONS: OUR MANDATE

To promote, enhance, and protect the University's reputation through broader stakeholder engagement with the University's mission, both internally and externally.

THE CENTRAL TEAM: “UTC”



UTC TEAM: AN OVERVIEW

- Communications Strategy and Stakeholder Relations – led by Althea Blackburn-Evans
 - Strategic advice and planning for vice-presidential portfolios; communications campaigns
 - Issues management support
 - Internal communications
- Communications and Public Engagement – led by Erin Lemon
 - Institutional communications channels: U of T News, U of T Magazine, U of T homepage, media relations, social media, videography/ photography
 - Relationships with Faculties and Divisions
- Brand Strategy and Integrated Marketing – led by Tanya Kreinin
 - Brand and marketing for the institution as a whole
 - New role to create a Brand Hub

COMMUNICATORS ACROSS THE UNIVERSITY

Communications teams or communications leads are part of most faculties and many colleges and departments.



FOCUSING OUR WORK: THE THREE PRIORITIES

Effective communications requires choices: what do we want people to know about the University?

The three priorities help guide our communications strategies and storytelling:

1. Leverage our urban location more fully
2. Strengthen and deepen key international partnerships
3. Re-imagine and reinvent undergraduate education

FOCUSING OUR WORK: A COMMITMENT TO ONE UNIVERSITY; THREE CAMPUSES

ONE UNIVERSITY, THREE CAMPUSES



COMMUNICATIONS SERVICES AND PRODUCTS

INSTITUTIONAL CHANNELS: SHARED RESOURCES FOR THE UNIVERSITY



STRATEGIC PLANNING AND ISSUES MANAGEMENT

Uof T News

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WEEMAIL QUERCUS ACORN

FUTURE STUDENTS CURRENT STUDENTS ALUMNI



U of T has a new Smoke-Free Policy. Find out what this means for you

MORE

Campus Status 

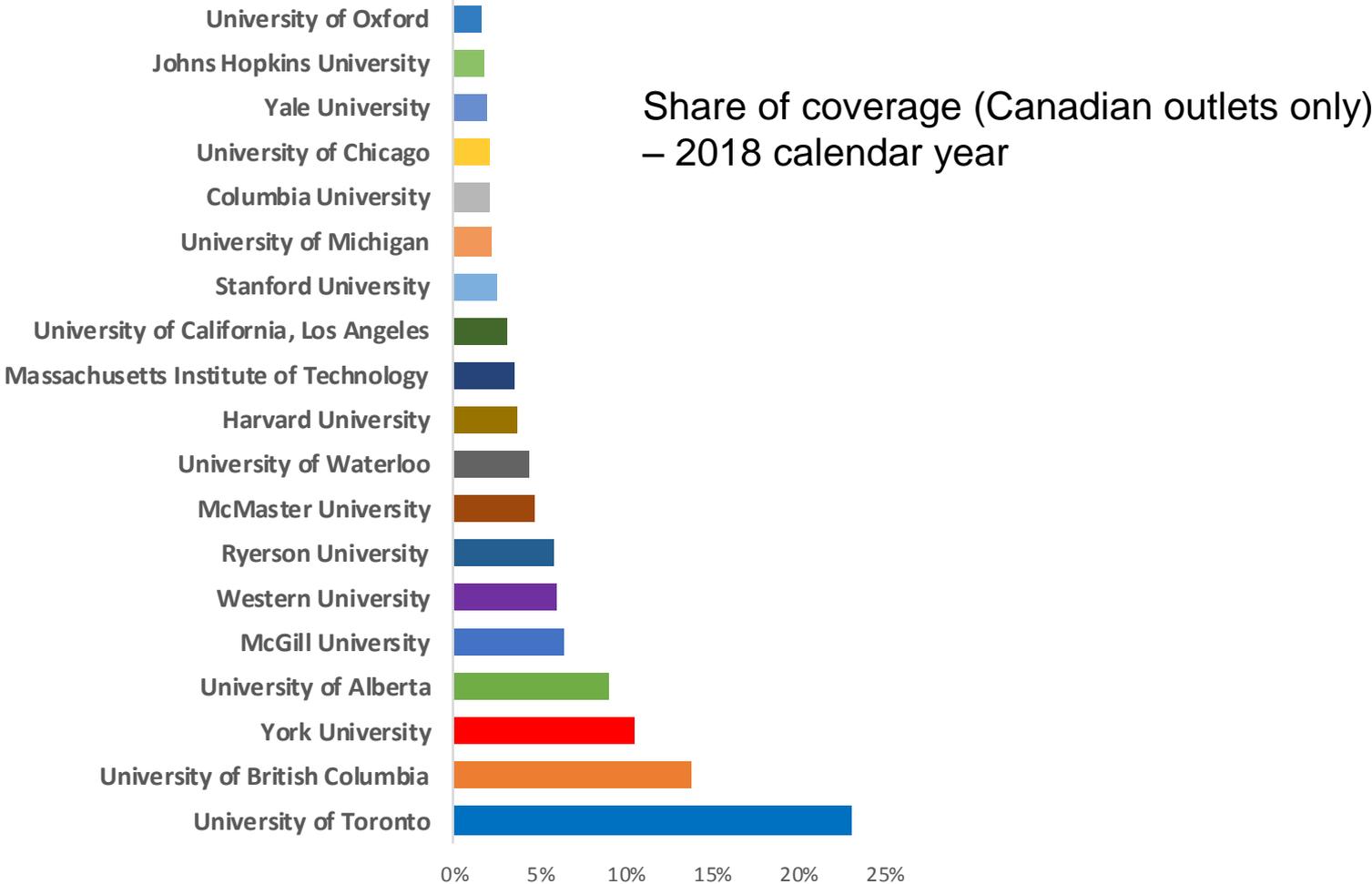


'Four corners': U of T unveils development strategy for on-campus housing, other key services

Left, a rendering of the new highrise residence at Spadina Avenue and Sussex Avenue, the first new residence built at U of T in nearly two decades; right, a rendering of the proposed innovation centre at the corner of College Street and University Avenue

November 26, 2018

MEDIA RELATIONS – RESULTS



MEDIA RELATIONS – RESULTS

- In the first full year of operation, after overhauling the team, media coverage jumped 237%, year-over-year; since then the team has continued to achieve >20% annual increases.
- U of T now consistently earns the greatest share of coverage in Canada, among the set of universities tracked.
- 3rd-party media monitoring shows that U of T has regained the media relations leadership role in Canada
 - U of T's 2018 share of voice was 23%
 - For comparison: UBC had 14%; York had 11%; Ryerson had under 10% share of voice.

A DAILY MEDIA RELATIONS PRODUCT: “TOP STORIES”

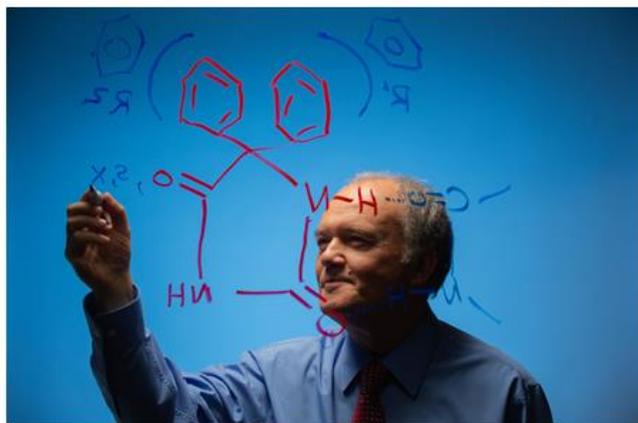
[View this email in your browser](#)



IN THE MEDIA

Today's Top U of T Stories

December 3, 2018



Krembil Magazine

Studying the potential link between dementia and domestic violence

Profile of research by Donald Weaver, chemistry professor and director of Krembil Research Institute.

[\(The Globe and Mail\)](#)

U OF T NEWS

UofT News

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U of T faculty, alumni and supporters named to Order of Canada

Latest News



Governments should focus on jobs of the future, U of T's Vivek Goel writes in the Globe and Mail



Treating brain inflammation in MS patients may start in their guts: U of T-led study



'We will have raised Canada's game': U of T's Ajay Agrawal on the Creative Destruction Lab's past, present and future



While earning a commerce degree at U of T, the Caleon twins built up a massive social media following



To find life beyond Earth, 'take off the blinkers,' says U of T's Barbara Sherwood Lollar



Amazing journeys and lyrical goodbyes: Here are U of T's top 6 videos of 2018

UofT News

FOLLOW U OF T NEWS   



Governments should focus on jobs of the future, U of T's Vivek Goel writes in the Globe and Mail

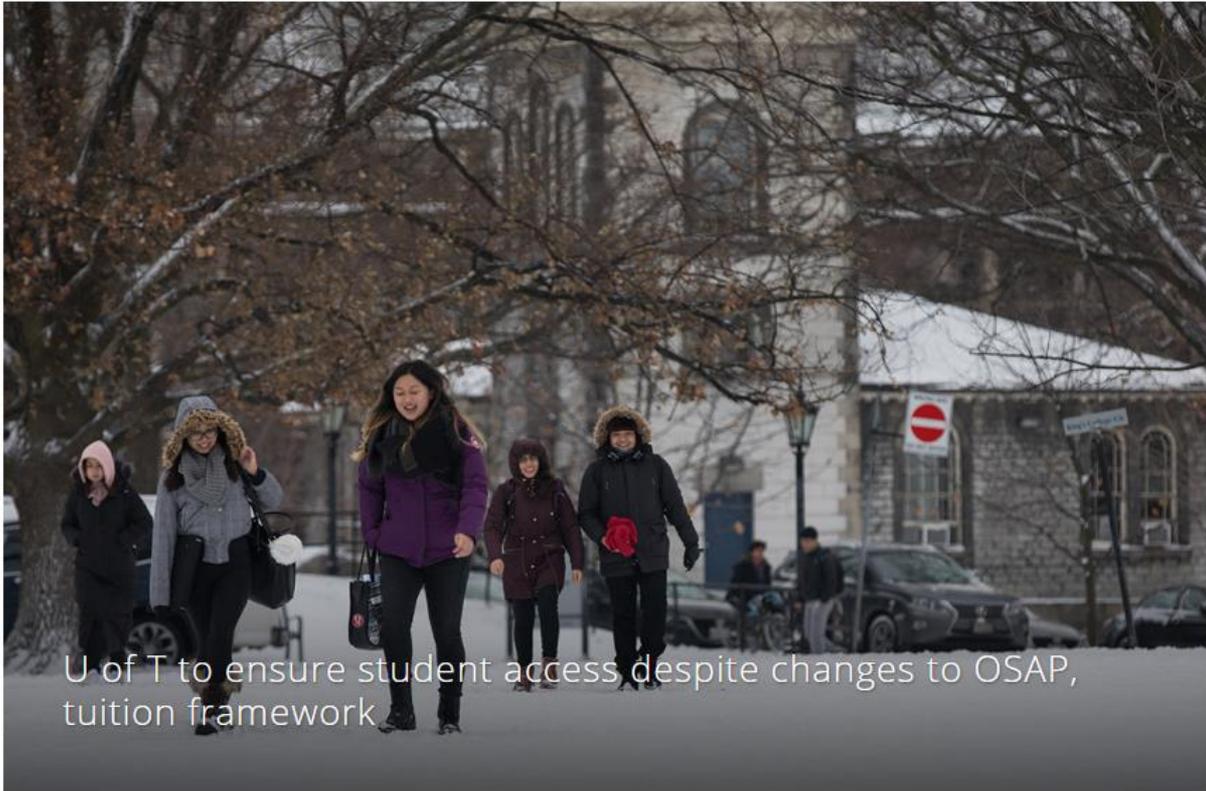


'An environment I wanted to be a part of': U of T's American students on why they headed north

BRAND JOURNALISM

U of T News

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U of T to ensure student access despite changes to OSAP, tuition framework

(photo by Laura Pedersen)

January 17, 2019

The University of Toronto is committed to maintaining its standing among the world's top academic

A DAILY U OF T NEWS PRODUCT: “PUBLISHED TODAY”



December 6, 2018



A woman lays a rose during a ceremony at U of T marking the National Day of Remembrance and Action on Violence Against Women (photo by Nick Iwanyshyn)

Published today at *U of T News*:

U of T community gathers to remember, support victims of gender-based violence

THE BULLETIN BRIEF

Nov. 23, 2018 // [Subscribe to the Bulletin Brief](#) // [View this email in your browser](#)



Nobel laureate Frederick Banting noted on the frame of his 1925 oil-on-board painting of his lab that it was done *in situ* on a late winter's night (photo by Geoffrey Vendeville)

U OF T SOCIAL MEDIA

- Largest Facebook following in Canada (426K followers), two institutional Twitter accounts (81K followers), award-winning Instagram account (80K followers)
- Total followers for institutional accounts up nearly 50% since 2015.

University of Toronto Published by Krista Boniface [?] · January 17 ·

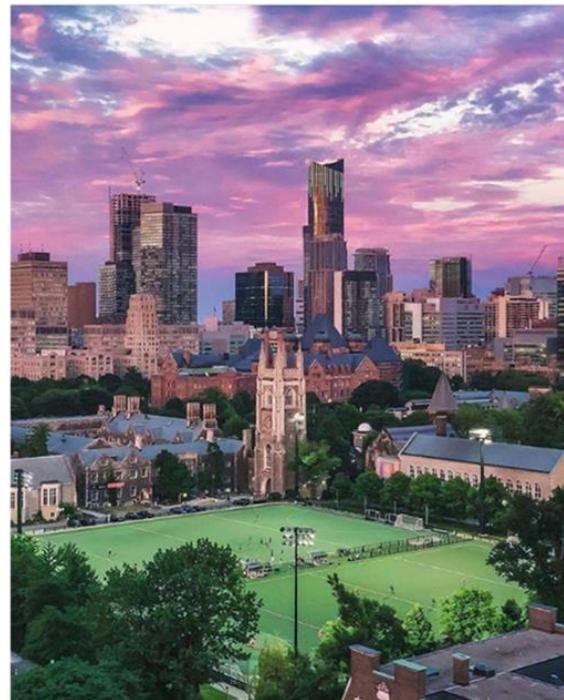
Big news! Starting in the fall of 2018, most international PhD students at the U of T will pay tuition fees equivalent to those of domestic students.



UTORONTO.CA
International PhD students at U of T to pay domestic tuition fees

201,116 People Reached 34,374 Engagements [Boost Post](#)

👍👎👏 3K 451 Comments 645 Shares



uoft University of Toronto

uoft Can you guess where this colourful haze of #UofT's back campus was taken from? 🤔

📷 by @uoftartsci #UofTCompSci and Statistical Sciences student @rolandzzj

#SummeratUofT

Load more comments

amybyi I cheated and looked at the comments.... it's Robarts! ❤️

daniel.leventis Robarts? ❤️

lucialopezr B e a u t i f u l ❤️

ella_finlay Hoping to start there in a few years!! ❤️

uoftstudentlife 😍😍😍 ❤️

uoft @simritkhabra close, but a neighbouring building! ❤️

📍 🗨️ 📌

8,291 likes

JULY 5

Add a comment... ...

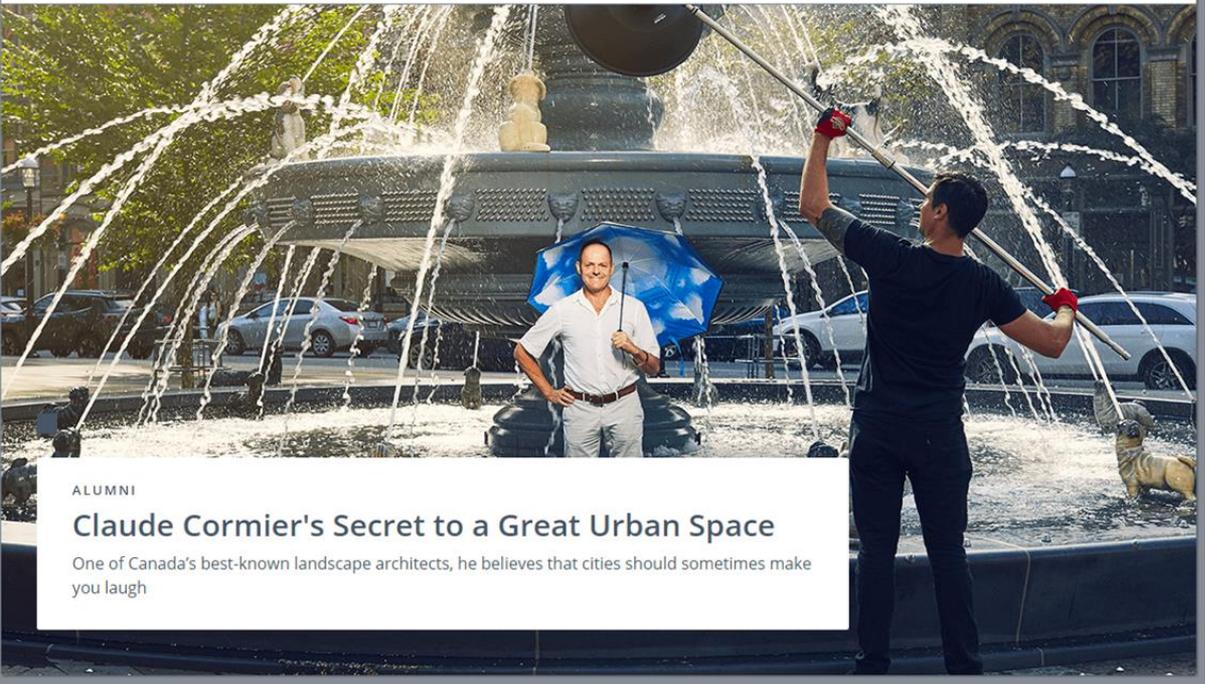
A REIMAGINED U OF T MAGAZINE REACHES 350,000 READERS, IN PRINT AND ONLINE

A “BACKSTAGE PASS” TO THE UNIVERSITY’S BRIGHTEST MINDS

University of Toronto Magazine

New look. New ideas. Read the reimagined *University of Toronto Magazine*. Our Autumn 2018 Cities issue available now.

[Explore the issue](#)



ALUMNI
Claude Cormier's Secret to a Great Urban Space
One of Canada's best-known landscape architects, he believes that cities should sometimes make you laugh

CLAUDE CORMIER'S PLAYFUL PARKS WHY THE PAY GAP PERSISTS TOWARD A CITY WITHOUT BARRIERS WHERE BRIDGEMAN FOOTBALL BEGAN STOP FEELING LIKE A FRAUD

University of Toronto Magazine
Autumn 2018



THE CITIES WE NEED
How can we make our neighbourhoods more affordable, more sustainable — and more fun?

COMMUNICATIONS CAMPAIGNS

News - GTA **TORONTO STAR**

U of T's School of Cities looks to tackle problems of growing urban centres

By GILBERT NGARO StarMetro Toronto
Tue., May 8, 2018

From affordable housing to transit and environment, Toronto and cities around the world face some big challenges, and a new initiative at the University of Toronto wants to help address some of the toughest ones.

The School of Cities, set to launch on July 1, is touted as a platform for students and academics across disciplines to engage with city builders and urban policy-makers and generate practical solutions to day-to-day challenges.



From transit to housing and other urban issues, the new School of Cities at the University of Toronto looks to help address challenges through ongoing partnerships with academics, governments and urban planners. (STAR METRO/TORONTO STAR)

University of Toronto tackles city issues with new program

ALEX BROWNE • UNIVERSITY OF TORONTO
PUBLISHED MAY 27, 2018



University of Toronto president Meric Gertler is pictured in Toronto on June 28, 2018.
GERRIT LINDNER/THE GLOBE AND MAIL

Listen FEATURED LISTEN LIVE SHOWS

Metro Morning with Matt Galloway



U of T launches School of Cities

May 4, 2018

08:06

When you're president of the country's biggest university, it's an invitation to the world. Meric Gertler, President of the University of Toronto, introduces the new School of Cities, which will bring together academic experts across disciplines to address the big problems facing Toronto, and other cities around the world.



THE CONVERSATION CANADA: 2018 RESULTS



Edition: **Canada** ▾

THE CONVERSATION

Academic rigour, journalistic flair



The urgent need for Canada to diversify its trade

November 13, 2018 6:23pm EST

Cargo containers from Asia are seen in the port of Vancouver in 2015. Canada needs to diversify its trade beyond the United States and increase our links to rapidly growing emerging market economies, particularly in Asia. (Shutterstock)

- Email
- Twitter
- Facebook
- LinkedIn

12 With the difficult renegotiation of the trade agreement with Canada's largest trading partner [now resolved](#), it's time for Canada to get serious about trade diversification.

77 The experience of renegotiating NAFTA — or USMCA as it is now called — has highlighted

Author



Tiff Macklem
Dean and Professor of Finance, Rotman Management, University of Toronto

WHAT WE'VE LEARNED

PRINCIPLES AND BEST PRACTICES

- Candour with respect: opposing views can lead to better decisions.
- Share information; don't hoard it.
- Make communication a first thought – not an afterthought.
- No surprises: “look around corners” to anticipate what may happen next.
- Build a sense of urgency on the team: start with an early-morning huddle, publish fast. Let's be first, and let's be the best!
- Accuracy builds credibility: fact-checking, quote approval, meticulous proof reading are non-negotiables.
- Process leads to outcomes: if you're not getting the outcomes you want, go back and scrutinize your processes.

UTC NEXT: BUILDING THE BRAND STRATEGY PRACTICE



LOOKING AHEAD: IMPROVING INTERNAL COMMUNICATIONS

- UTC recently recruited an Internal Communications Strategist, who will undertake an audit and needs assessment.
- U of T is the size of a small city: we need effective internal communications to carry out the work of the university.

LOOKING AHEAD: TALENT MANAGEMENT



THANK YOU!

Questions and discussion

