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# A. University of Toronto Communications Strategic Plan 2017-2018

# University of Toronto Communications: Strategic Plan, 2017-18

## Introduction

In 2015, President Meric Gertler set out to transform marketing and communications at U of T by creating an integrated institutional portfolio with a clear mandate: to raise the university's profile on a global stage.

University of Toronto Communications is now entering its third year.

In Years 1 and 2, the UTC leadership team scrutinized and evaluated all aspects of the portfolio's work. We redesigned the organizational structure and rewrote every job description. We redesigned our recruiting process and invited colleagues from other divisions to help us hire the best candidates. We now have a team that is over 70% new since 2015.

We examined all our channels, products and services, and brought new rigour to the ways we measure and report on our results.

We instilled a new sense of energy and urgency in our work with colleagues in other divisions, and we have worked to understand more deeply the business of the other portfolios so that we can provide the best possible communications strategy and service.

At the end of Year 2, we are well along the path toward our goal of raising the university's profile with its most important audiences. We've achieved higher than ever volumes of positive earned, owned, paid and shared coverage, and we've established strong relationships across divisions and faculties and across the sector.

As we enter Year 3, we are now ready to take the next steps toward establishing the University of Toronto as one of the world's best-known and respected public research-intensive universities.

In Year 3, we propose six objectives to help us achieve this goal:

1. The creation of the University of Toronto brand hub
2. A strategy for raising the profile of the President
3. The realignment of the content hub to support the brand hub
4. A communications and marketing plan for supporting the university's global engagement
5. The second stage of the U of T internal communications project
6. A talent management strategy for U of T communications staff and experiential learning pilot project for U of T students

## The University of Toronto brand hub

The creation of the U of T brand hub is the next logical step in our work to build an institution-wide communications and marketing team that supports and enhances the profile of the university.

For more than a decade, the university has struggled to create a unified brand that communicates the true value of the institution. UTC is now positioned to integrate and lead the university's brand building work, by forming a hub – analogous to the content hub – to provide service and support to other divisions.

The new hub will be responsible for the creation of a brand that inspires loyalty, builds affinity and influences how people think and feel about the University of Toronto. Strategic brand management processes and services will enable colleagues to achieve (with even greater success) their recruiting, relationship and philanthropic goals. These services will include (1) brand research and message testing, (2) marketing planning, and (3) marketing services. In 2017-18 the brand hub will lead the selection and management of an Agency of Record for creative services, provide media buying strategy and coordination, and undertake brand health research and message testing.

To begin, the brand hub will work with a core group of external-facing divisions, including OSR, Student Life, DUA, Continuing Studies, the Office of the VPI, the Office of the VPRI, UTM and UTSC. In 2018-19, and with the guidance of SVP, we will explore an expansion of the core brand group to include select Faculties.

### METRICS:

- Listening tour with stakeholders on the three campuses for input and advice on the structure and mandate of the hub
- Creation of the new brand hub structure
- Recruitment of the Executive Director
- Creation of the team: hiring a Knowledge and Insights Strategist and Media Buying Strategist; integration of existing Brand Marketing staff
- Formation of the Core Brand Group (anticipated to include OSR, Student Life, DUA, Continuing Studies, Offices of VPI and VPRI, UTM, UTSC)
- Review and integration of existing marketing activities
- Completion of the first brand equity study and benchmarks
- Initial development work on the next U of T brand campaign

## Presidential profile

Over the past two years, the President has achieved a high level of positive earned media coverage and, since March 2016, published five editorials. We will continue working to boost the President's public presence through earned media coverage, with greater emphasis this year on international outlets.

We also propose a strategy for increasing his role as one of the most important public representatives of the university's brand. The shape and scope of this project will depend on the president's goals for his second term; objectives and metrics would be set in consultation with the president.

### METRICS:

- Review and evaluation of the public profile of presidents at peer institutions
- Create and execute a strategic plan with targets and benchmarks

- Establish internal and external advisory groups on communications and marketing, chaired by the Vice-President, Communications

### Next steps for the content hub

In 2016-17, we assembled the content hub: one team that includes U of T News, the Bulletin, media relations, the institutional social media channels, and photography and videography. We wanted to break down silos and create greater collaboration, momentum and efficiency in our storytelling. I am pleased to report that it has been a great success. Every channel in the hub has seen great gains in year-over-year results and the team has exceeded every metric we set last year. Earned media stories about U of T have increased 357%; the U of T News team has published 36% more stories and drawn 15% more unique page views; video production is up more than 50%; and the audiences for our social channels are up between 20% (Facebook) and 49% (Instagram). Perhaps equally significant, we have built strong and productive relationships with communications teams across the three campuses, in large part through the weekly content meeting and through my regular meetings with the communications leaders from the seven largest faculties (the G7).

In the coming year, we have three goals for the content hub. First: in the spirit of the “three campuses; one university” approach to U of T storytelling, we will expand our integration efforts to build closer and more formal relationships with the communications teams at UTM and UTSC. Second, we will (as described in the next section) focus more resources on finding and promoting the best stories about U of T’s global impact. Third, we will align the content hub with the brand hub: our storytelling will be the engine that powers the work of the brand hub and helps bring to life U of T’s brand attributes.

### METRICS

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Integration of UTM team with the UTC content hub</li> <li>• Organizational structure and mandate for the UTM hub</li> <li>• [in discussion] Develop a dotted line relationship from UTSC communications team to UTC</li> <li>• Ongoing relationship development with media outlets and reporters</li> <li>• Ongoing media training of university leadership</li> <li>• 20% increase in earned media placements</li> <li>• Placement of 10 editorials by university leaders</li> <li>• Creation of an alumni relations communications plan</li> </ul> | <ul style="list-style-type: none"> <li>• Individual communications plans (earned, owned, shared, paid) to support each of the three priorities</li> <li>• Audit and review of university-wide social media activity</li> <li>• Social media strategy that consolidates channels with similar audiences and evaluates new channels, with the goal of piloting one new channel</li> <li>• 10% growth in Facebook and Instagram followers; 5% growth in Twitter followers</li> <li>• 10% growth in unique page views at utoronto.ca</li> <li>• 5% growth in Bulletin Brief readership</li> <li>• Redesign of U of T Magazine (print and digital) and the U of T Magazine website</li> <li>• Review of the 20+ university magazines</li> </ul> |
|---|--|

## Going global: communications support

U of T's new International portfolio has an ambitious plan for enhancing the university's global competitiveness, increasing its global impact on the world's most pressing challenges, and providing students with intercultural learning experiences that broaden and deepen their global fluency. UTC will deploy both the brand hub and content hub to support these goals. In 2017-18, we will focus our support in four areas:

1. Develop and execute an inaugural global communications and marketing strategy that positions the University of Toronto as a "reach" school for prospective international students and for domestic students seeking a globally inflected education, and a first-choice partner for academic and research collaborations and global corporate investment.
2. Develop and support communications staff across the university to contribute to the university's international engagement efforts through storytelling that illustrates U of T's global impact. (We have seen strong results from a similar effort to work with Faculty communicators to find and tell stories that support the Three Priorities.)
3. Conduct, in collaboration with OSR, targeted international marketing campaigns in support of international recruitment goals.
4. Undertake brand health research in agreed-upon global markets and use the results to guide future reputation and brand strategies in those markets.

## METRICS

- Create activity targets and expectations for the new Global Media Relations Strategist
- Develop relationships with senior journalists at leading international publications
- Develop and place in top international outlets at least two op-ed pieces from academic administrators or key thought leaders
- Develop and execute the global communications and marketing strategy
- Place 30 stories about U of T research, people, initiatives and trends in key international outlets (including the New York Times, WSJ, Washington Post, Financial Times, the Economist, the Times of India, BBC, the Guardian)

## Internal communications

Stronger internal communications channels and practices are important supports for the university's research and teaching missions and for the brand. In Year One we created the Provost's Digest to help the vice-presidential portfolios communicate with academic administrators. In Year Two we launched the Bulletin Brief, a shorter, more frequent staff and faculty newsletter with content tailored more strategically for internal audiences, and the daily Top Stories digest of the best earned media placements, sent to senior administrators and academic leaders. We also proposed membership and terms of reference for a working group on internal communications that will begin meeting this month.

In the coming year, the working group will complete an audit of existing internal communications channels and tools and a needs assessment. We will work with the Vice-President, Human Resources & Equity and the Provost to determine how best to structure the relationship between their communications teams and UTC. And we will continue to support the creation of new processes for issues management and crisis communications.

## METRICS

- Audit of existing channels and tools
- Internal communications needs assessment
- Closer integration of HR&E and Provostial communications and UTC
- Support for creation and roll-out of Issues Management framework
- Support for completion and roll-out of crisis communications framework

## Talent development and experiential learning

The 2014 review of communications and marketing identified a large, dispersed and decentralized community of communications and marketing staff at U of T. We propose this year to map that community, measure its capacity, and outline a program for addressing skills gaps so that this group can more effectively fulfil the overall mandate of communications at the university. We saw the pent up demand for learning and networking at the first U of T communications Field Day in February, when close to 200 communications and marketing staff gathered for a day of case studies, instruction and guest presentations.

At the same time, we have an opportunity – and an obligation – to explore ways for communications staff to share their skills and knowledge with U of T students.

In 2017-18, we will work on a three-part talent development strategy.

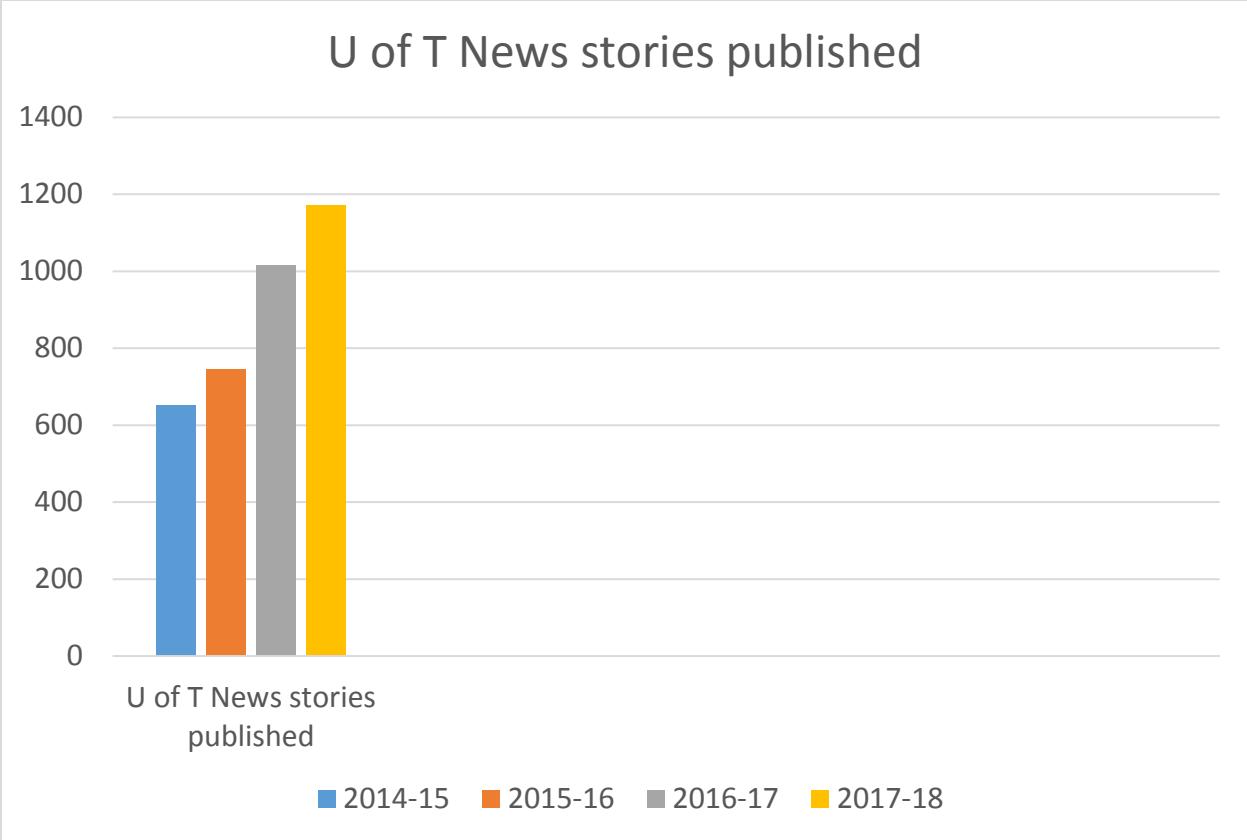
1. For UTC staff: Managers will be responsible for professional development plans for every staff member, and for identifying ways for their teams to deepen and broaden their knowledge of the university.
2. For U of T communications staff: We will pilot a “communications college” that brings together communications professionals by area of speciality for skills development and knowledge sharing. We will also continue to work with Human Resources & Equity to improve the bank of job descriptions for communications roles.
3. For U of T students: We will pilot an in-house communications and marketing agency to provide work-integrated learning opportunities to students.

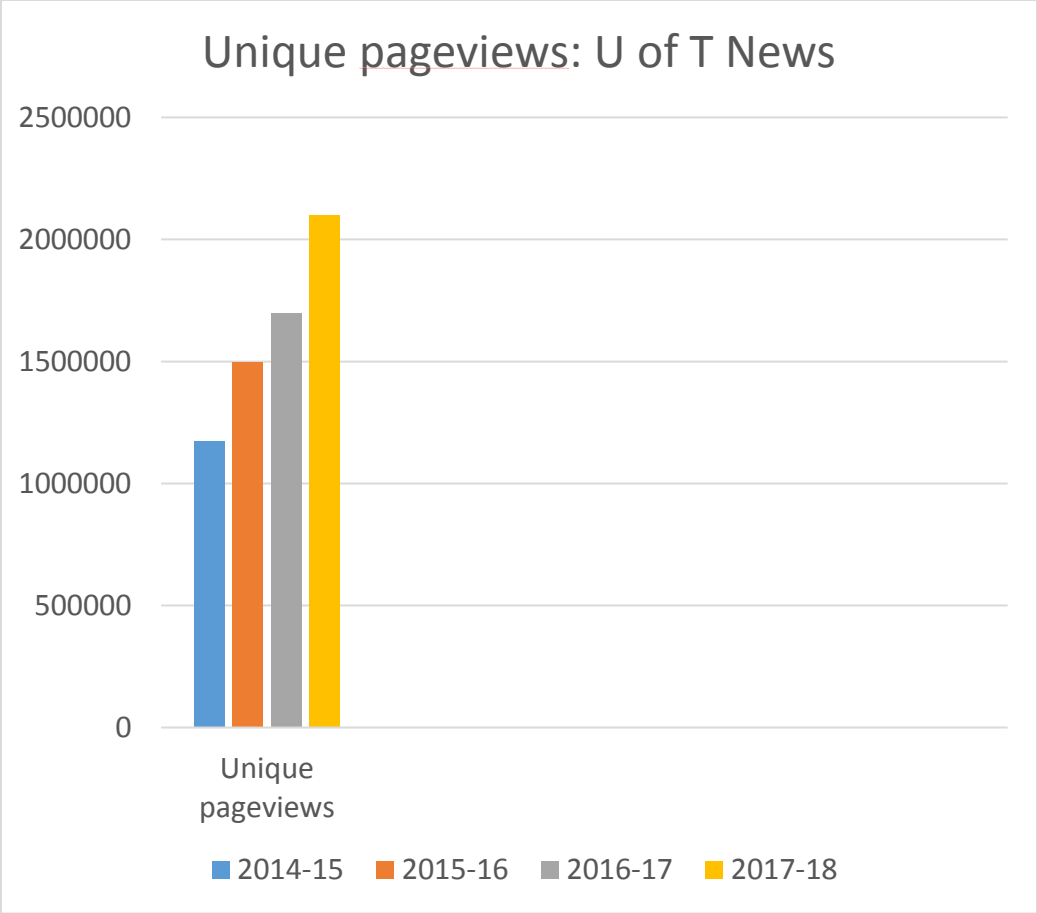
## METRICS

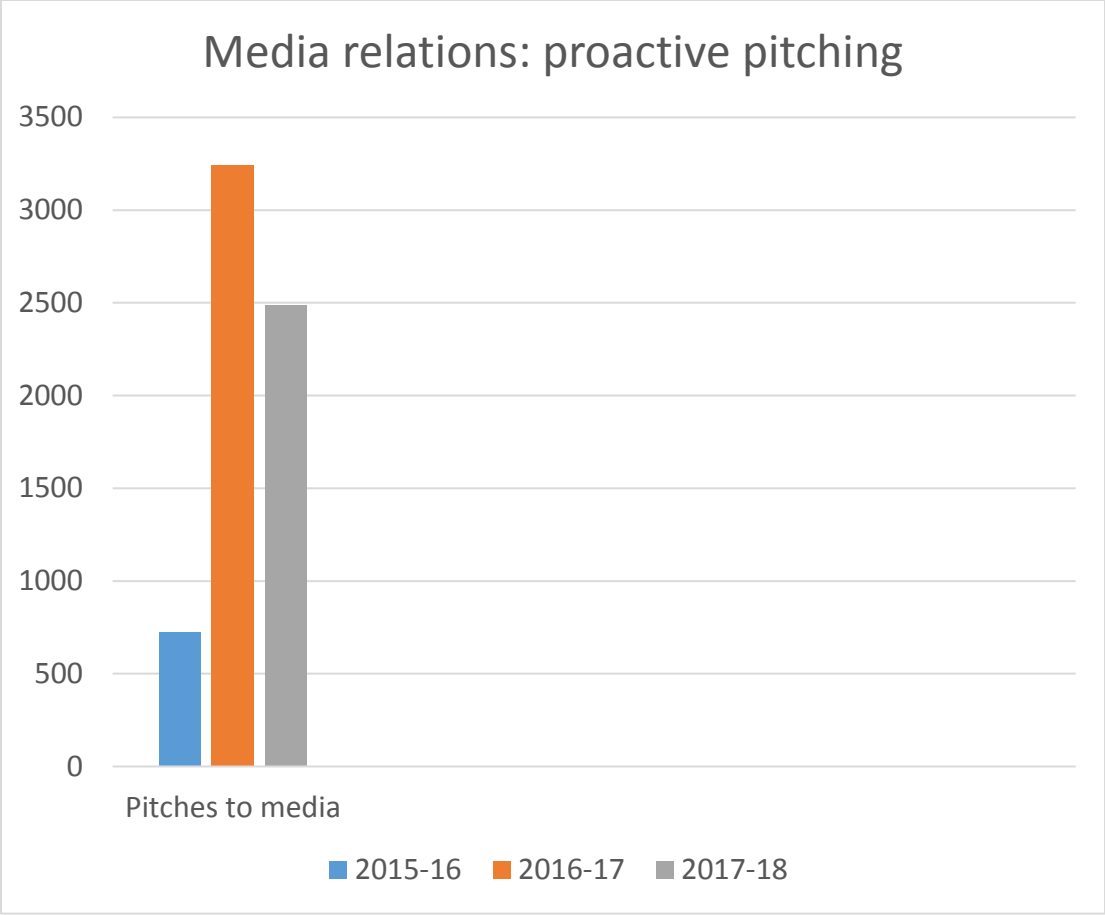
- Mandate letters for every member of the Management Team (MT) – Executive Directors; Directors
- Monthly goal-setting and evaluations, an formal reviews of goals and objectives each quarter for all MT members
- Monthly all-staff town hall meetings; bi-annual staff surveys (December/July)
- Monthly “Teach Each Other” lunch-and-learn sessions for sharing expertise among teams
- Training and development plans for each staff member
- “Communications College” strategy and plan
- Student experiential learning strategy & plan

## B. Metrics: U of T News and Media

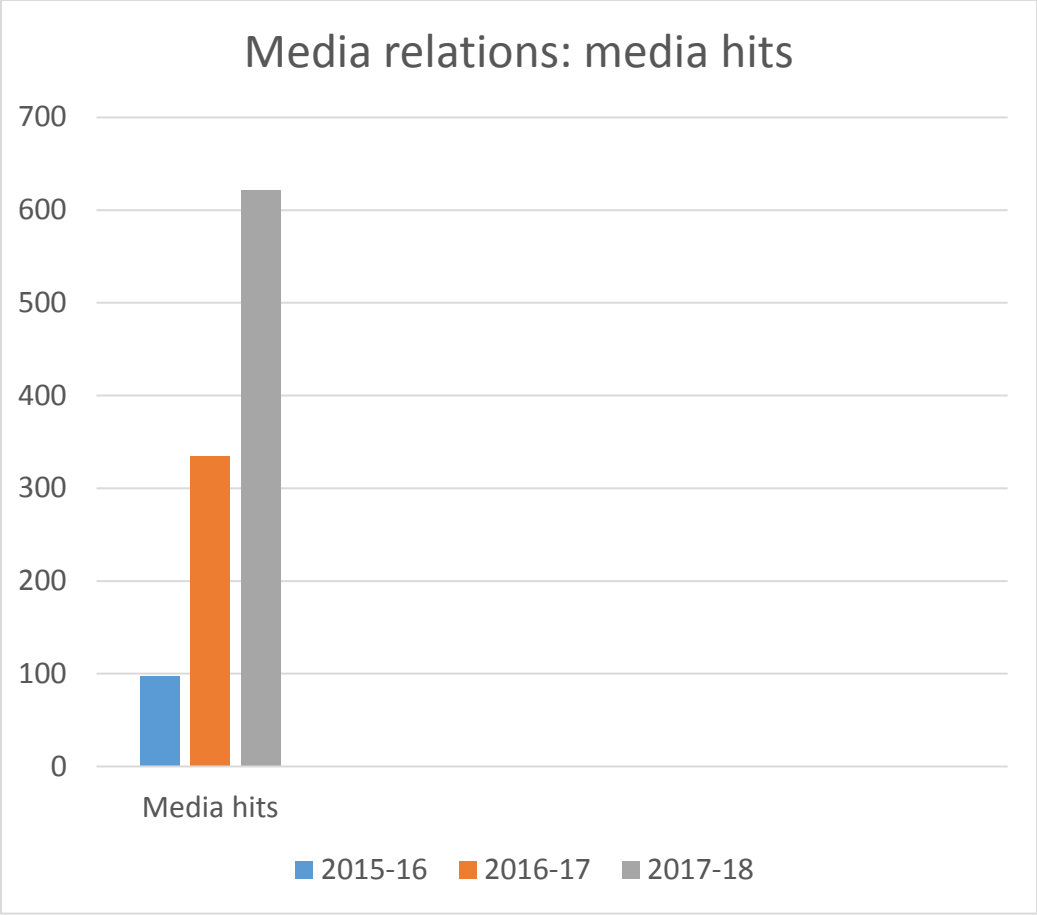








\*This was not being tracked in 2014-15.



\*This was not being tracked in 2014-15.

## C. UTC Products with Readership and Open Rates

# UTC Products with Readership and Open Rates:

Product	Audience	Distribution (as of June 11)
Bulletin Brief	Faculty and staff – average open rate: 23%	32,355
In the Media: Today’s Top U of T Stories	Alumni Council Leaders – open rate: 30.6%  U of T Governors – open rate: 46.1%  PDAD&C – open rate: 39.9%  General Distribution – open rate: 47.6%	748
Published Today at U of T News	PDAD&C; general subscribers – open rate: 40.1%	673

Please note that according to MailChimp, a marketing automation platform, the industry standard open rate is **21.31%**. This is an average of the open rates for newsletters related to education and training, media and publishing, and public relations.

## D. Cormex Annual Report

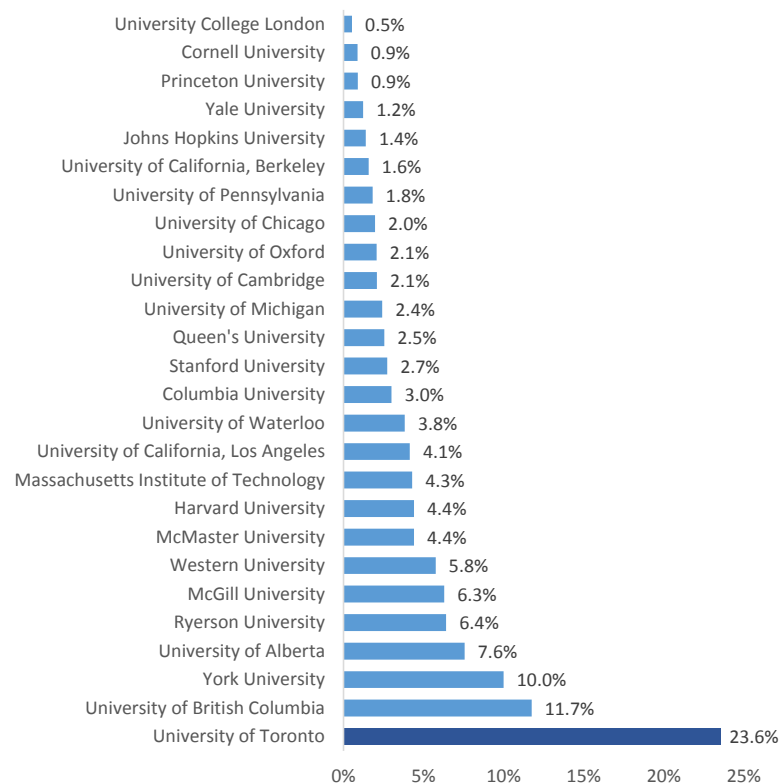
# Share of news media exposure by top universities

1 April 2017 – 30 April 2018

U of T was the most visible university in Canada among major print/digital outlets, over the last thirteen months, garnering roughly twice the media profile of York and UBC, and almost four times that of Ryerson and McGill.

UBC ranked second, led by research news and commentary that tended to focus on Western Canadian issues, including pipelines and BC politics.

York ran a close third, with coverage peaking in the summer with the Rogers Cup and the sexual assault trial involving two York University students as well as more recent coverage related to its new subway stop.



N=59964. Based on coverage within a sample of 66 Canadian print and digital outlets between 1 April 2017 – 30 April 2018. Percentage share based on estimated audience reach per news item from Vividata and Comscore, weighted by prominence of mention on a five-point scale. As more than one university may be mentioned in a news item, percentages do not add to 100.



## E. Samples of Breaking News Experts (BNE) and Resulting Coverage

# Samples of Breaking News Experts (BNE) and Resulting Coverage

## 1. U of T Experts: Zuckerberg Responds, Progress Toronto, World Water Day

### **Experts for Thursday, March 22, 2018**

#### **Zuckerberg Responds to Data Breach**

David Soberman, Professor of Marketing at the Rotman School of Management and the Canadian National Chair of Strategic Marketing

Expertise: **How the Facebook data leak resonates with users of social media**

Tel: (416) 978-5445

Email: [david.soberman@rotman.utoronto.ca](mailto:david.soberman@rotman.utoronto.ca)

Ashton Anderson, Assistant Professor in the Department of Computer Science and at U of T Scarborough

Expertise: **Data mining, Social networks**

Tel: (416) 946-5714, (416) 287-7252

Email: [ashton@cs.toronto.edu](mailto:ashton@cs.toronto.edu), [ashton.anderson@utoronto.ca](mailto:ashton.anderson@utoronto.ca)

Alex Hanna, Assistant Professor at the Institute of Communication, Culture, Information and Technology at U of T Mississauga and in the Faculty of Information

Expertise: **Significance of data people share on social media, Zuckerberg apology: too little, too late?**

Tel: (416) 828-5393

Email: [alex.hanna@utoronto.ca](mailto:alex.hanna@utoronto.ca)

Megan Boler, Professor at the Ontario Institute for Studies in Education

Expertise: **#deletefacebook, Public response to the scandal**

Tel: (416) 978-1231

Email: [megan.boler@utoronto.ca](mailto:megan.boler@utoronto.ca)

Jacob Hirsh, Assistant Professor of Organizational Behaviour and Human Resource Management

Expertise: **Can analyze the use of behavioral profiles generated by data social media**

Tel: 905-569-5792

Email: [jacob.hirsh@utoronto.ca](mailto:jacob.hirsh@utoronto.ca)

Donna Papagosta, Instructor at Ontario Institute for Studies in Education

Expertise: **Movement encouraging users to delete their Facebook profiles**

Email: [Donna.Papagosta@utoronto.ca](mailto:Donna.Papagosta@utoronto.ca)

#### **New Political Group Progress Toronto Launches**

Christo Aivalis, Social Sciences and Humanities Research Council Postdoctoral Fellow in the Department

of History

Expertise: **Progress Toronto: will this make an impact on the Toronto political landscape?**

Mobile: +1 (613) 929-4550

Email: [Christoaivalis@gmail.com](mailto:Christoaivalis@gmail.com) (In Kingston, available via FaceTime and Skype)

#### **Senate Votes on Cannabis Legalization**

Nelson Wiseman, Professor of Political Science and Director of Canadian Studies Program

Expertise: **Next steps for the legislation**

Tel: (416) 978-3336 (checks messages regularly – prefers phone contact)

Email: [nelson.wiseman@utoronto.ca](mailto:nelson.wiseman@utoronto.ca)

Benedikt Fischer, Professor in the Department of Psychiatry

Expertise: **Cannabis legalization**

Tel: (416) 535-8501

Email: [benedikt.fischer@camh.ca](mailto:benedikt.fischer@camh.ca) - Please cc' Sean O'Malley, Media Relations at CAMH on all requests  
[Sean.OMalley@camh.ca](mailto:Sean.OMalley@camh.ca)

Akwasi Owusu-Bempah, Assistant Professor of Sociology at U of T Mississauga

Expertise: **What do officials need to consider about cannabis legislation?**

Tel: (647) 261-6138

Email: [a.o.bempah@mail.utoronto.ca](mailto:a.o.bempah@mail.utoronto.ca)

#### **U.S. Drops Auto-Content Proposal in NAFTA Talks**

William Mitchell, Professor of Strategic Management at Rotman

Expertise: **Canadian auto industry, What are the obstacles that remain?**

Tel: (416) 978-3253, (919) 428-3892

Email: [william.mitchell@Rotman.utoronto.ca](mailto:william.mitchell@Rotman.utoronto.ca)

Walid Hejazi, Associate Professor at the Rotman School of Management

Expertise: **Reasons for optimism that a deal is close**

Tel: (416) 946-7042

Email: [hejazi@rotman.utoronto.ca](mailto:hejazi@rotman.utoronto.ca)

#### **World Water Day**

Joseph Desloges, Professor in Department of Geography and Planning and Principal of Woodsworth College

Expertise: **River processes and flooding**

Mobile: (416) 523-6032

Email: [joseph.desloges@utoronto.ca](mailto:joseph.desloges@utoronto.ca)

Miriam Diamond, Professor in Department of Earth Sciences

Expertise: **Water pollution, Toxic chemicals, Climate change**

Tel: (416) 978-1586

Email: [miriam.diamond@utoronto.ca](mailto:miriam.diamond@utoronto.ca)

Jennifer Drake, Assistant Professor in the Department of Civil Engineering  
Expertise: **Stormwater management, Infrastructure of cities and towns**  
Tel: 416-301-7303  
Email: [jenn.drake@utoronto.ca](mailto:jenn.drake@utoronto.ca)

Bharat Punjabi, Research Fellow at the Global Cities Institute at the University of Toronto  
Expertise: **Water policy and governance in large Indian mega regions, Indian Water crisis**  
Email: [bpunjabi20@gmail.com](mailto:bpunjabi20@gmail.com) (Not available for broadcast - Available after 2 pm)  
[\\*\\*See U of T News Q&A: India's water crisis: what Canada and India can learn from each other](#)

Mandy Meriano, Associate Professor, Teaching Stream in Environmental Science at U of T Scarborough  
Expertise: **Urban water management, Issues facing Cape Town**  
Tel: (416) 208-2775  
Email: [mmeriano@utsc.utoronto.ca](mailto:mmeriano@utsc.utoronto.ca) (Has not specified broadcast availability)

### **Coverage from BNEs on the Facebook data breach in March 2018**

- Megan Boler, Rotman School of Management's David Soberman and Alex Hanna of UTM and the Faculty of Information remark on the repercussions of the Facebook scandal.  
[\(CBC Radio: Metro Morning\)](#) [\(Toronto Star\)](#) [\(CP24\)](#) [\(Global News\)](#) [\(Huffington Post\)](#)
- UTM and the Faculty of Information's Alex Hanna, Rotman School of Management's David Soberman and OISE's Megan Boler talk about the Facebook privacy breach.  
[\(CBC News: The National\)](#) [\(CTV News Channel\)](#) [\(City News\)](#) [\(CTV\)](#) [\(CP24\)](#) [\(Radio Canada International\)](#) [All in a Day \(Ottawa\)](#) [Up To Speed \(Manitoba\)](#)
- UTM's Jacob Hirsh and Alex Hanna of UTM and the Faculty of Information analyze the use of behavioral profiles generated by data social media.  
[\(Globe and Mail\)](#) [\(Global News\)](#)
- OISE's Megan Boler calls for oversight around political parties' data harvesting  
[CTV News](#) [Toronto Star \(Online\)](#), [National Post](#), [Globalnews.ca \(Online\)](#), [Vancouver Sun](#), [Metro News \(Online\)](#), [Ottawa Citizen](#), [Hamilton Spectator](#), [News 1130 \(Online\)](#), [Montreal Gazette](#), [Waterloo Region Record](#), [680 News \(Online\)](#), [Kingston Whig-Standard](#), [CityNews \(Online\)](#), [Lethbridge Herald](#), [Leader-Post](#), [Sudbury Star](#), [570 News \(Online\)](#), [Soo Today \(Online\)](#), [Peterborough Examiner](#), [660 News \(Online\)](#), [Sudbury \(Online\)](#), [Victoria Times-Colonist \(Online\)](#), [Bay Today \(North Bay\) \(Online\)](#), [Brandon Sun \(Online\)](#), [The Daily Courier \(Online\)](#)
- Donna Papagosta talks about a movement encouraging users to delete their Facebook profiles, following the company's massive privacy breach. [Here and Now \(Toronto - Radio\)](#)

## 2. U of T Experts: Toronto Van Attack Aftermath, Tim Hortons Rebrand, NAFTA

### **Experts for Wednesday, April 25, 2018**

#### **Understanding the Toronto Attack**

Judith Taylor, Professor in Department of Sociology and in the Women and Gender Studies Institute

Expertise: **Understanding ‘incel’, Former professor at UCSB where similar incident took place, one of whom this assailant appears to have modelled himself after, Misogyny**

Mobile: (647) 703-5696, Office: (416) 946-5720 or (416) 978-5238

Email: [jtaylor@chass.utoronto.ca](mailto:jtaylor@chass.utoronto.ca)

James Cantor, Associate Professor in the Department of Psychiatry at the Faculty of Medicine, Editor-in-Chief of *Sexual Abuse: A Journal of Research and Treatment*

Expertise: **Atypical sexual behaviour, The need for research on human sexuality and its problems, Can discuss ‘incel’ but little information is available**

Tel: (416) 831-4541

Email: [james.cantor@camh.ca](mailto:james.cantor@camh.ca)

Jooyoung Lee, Assistant Professor of Sociology

Expertise: **Homicidal motivations, Aftermath of tragedy**

Mobile: (416) 402-5191 (text preferred)

Email: [jooy.lee@utoronto.ca](mailto:jooy.lee@utoronto.ca)

Paul Hess, Associate Professor in the Department of Geography and Planning

Expertise: **Pedestrian environments and design, Protecting pedestrians from violent attacks**

Tel: (416) 978-4955

Email: [hess@geog.utoronto.ca](mailto:hess@geog.utoronto.ca)

Mark Sterling, Director of the Master of Urban Design Program at the Daniels Faculty of Architecture, Landscape and Design

Expertise: **Urban design and public safety**

Tel: (416) 995-6177

Email: [mark.sterling@daniels.utoronto.ca](mailto:mark.sterling@daniels.utoronto.ca)

Walter Callaghan, PhD student in Medical Anthropology

Expertise: **PTSD, Psychological distress, Trauma, Former military medic who can comment on aftermath for survivors, witnesses and first responders**

Email: [w.callaghan@mail.utoronto.ca](mailto:w.callaghan@mail.utoronto.ca) (email first to coordinate interviews)

Lin Fang, Associate Professor at the Factor-Inwentash Faculty of Social Work

Expertise: **Children and adolescent mental health, Talking to your children about traumatic events**

Tel: (416) 946-5084

Email: [lin.fang@utoronto.ca](mailto:lin.fang@utoronto.ca)

Steve Joordens, Professor of Psychology at U of T Scarborough

Expertise: **Dealing with trauma, Grieving process, Public resonance of tragedy**

Tel: (416) 287-7469, (416) 287-1794 or text to Mobile: (647) 391-2141

Email: [joordens@utsc.utoronto.ca](mailto:joordens@utsc.utoronto.ca) (prefers text)

Scot Wortley, Associate Professor of Criminology

Expertise: **Policing, Police response in yesterday’s attack, Arresting officer’s restraint being praised**

Mobile (647) 289-4119

Email: [scot.wortley@utoronto.ca](mailto:scot.wortley@utoronto.ca)

**[\\*\\*Please read U of T News story: police officer's conduct in Toronto van attack](#)**

Erick Laming, PhD candidate in Criminology  
Expertise: **Policing, Police de-escalation, Textbook example**  
Tel: (647) 458-4894  
Email: [erick.laming@mail.utoronto.ca](mailto:erick.laming@mail.utoronto.ca) (on a train briefly this afternoon but available)

Jeffrey Dvorkin, Lecturer and Director of the Journalism Program at U of T Scarborough  
Expertise: **Media coverage of the tragedy, How should media cover grief?**  
Tel: (647) 401-5330  
Email: [jeffrey.dvorkin@utoronto.ca](mailto:jeffrey.dvorkin@utoronto.ca)

### **Restaurant Brands Announces Plan to Revamp Tim Hortons**

David Soberman, Professor of Marketing at the Rotman School of Management and the Canadian National Chair of Strategic Marketing  
Expertise: **Retail industry in Canada, Impact on the Tim Horton brand and their bottom line**  
Tel: (416) 978-5445  
Email: [david.soberman@rotman.utoronto.ca](mailto:david.soberman@rotman.utoronto.ca)

Christo Aivalis, Social Sciences and Humanities Research Council Postdoctoral Fellow in the Department of History  
Expertise: **Canadian labour history, Key issues in the recent Tim Horton minimum wage controversy – will a rebrand help?**  
Mobile: (613) 929-4550  
Email: [Christoaivalis@gmail.com](mailto:Christoaivalis@gmail.com) (In Kingston – available via Facetime or Skype)

### **NAFTA Talks Continue in Washington**

Walid Hejazi, Associate Professor at the Rotman School of Management  
Expertise: **NAFTA talks hit critical stage, can a deal be reached this week**  
Tel: (416) 946-7042  
Email: [hejazi@rotman.utoronto.ca](mailto:hejazi@rotman.utoronto.ca)

William Mitchell, Professor of Strategic Management at the Rotman School of Management  
Expertise: **NAFTA decision time, Progress on auto rules**  
Mobile: (919) 428-3892  
Email: [william.mitchell@Rotman.utoronto.ca](mailto:william.mitchell@Rotman.utoronto.ca)

### **North and South Korea to Meet April 27**

Tina J. Park, Executive Director for the Responsibility to Protect, based at the Munk School of Global Affairs  
Expertise: **Korean politics, Optimism for nuclear disarmament**  
Tel: (416) 828-2361  
Email: [park.tina@gmail.com](mailto:park.tina@gmail.com) or [executive.director@ccr2p.org](mailto:executive.director@ccr2p.org)

Steven Denney, PhD Candidate and Doctoral Fellow at the Munk School of Global Affairs  
Expertise: **What will the leaders discuss on Friday?**  
Tel: (647) 461-4109

Email: [stevencdenney@gmail.com](mailto:stevencdenney@gmail.com)

Andre Schmid, Associate Professor of History and East Asian Studies

Expertise: **Korean history, Leaders of the two Koreas have only held talks twice since the Korean War**

Mobile: (647) 523-5525

Email: [andre.schmid@utoronto.ca](mailto:andre.schmid@utoronto.ca)

### **Coverage from BNEs commenting on the Van Attack in April 2018:**

- Judith Taylor of Sociology and the Women and Gender Studies Institute joins Jooyoung Lee of Sociology and the Munk School of Global Affairs to reflect on the possible motivations behind the Toronto van attack. OISE's Bonnie Burstow explains what to expect after experiencing a tragedy and Kinesiology and Physical Education's John Cairney discusses how sports draw the community together.  
[\(TVO: The Agenda - Part 1\)](#) [\(TVO: The Agenda - Part 2\)](#) [\(TVO: The Agenda - Part 3\)](#) [\(TVO: The Agenda - Part 4\)](#) [\(City News\)](#) [\(CBC News Network\)](#) [\(Daily Mail\)](#) [\(South China Morning Post\)](#)
- OISE's Bonnie Burstow and Medical Anthropology PhD candidate Walter Callaghan discuss post-traumatic stress.  
[\(CTV\)](#) [\(CBC\)](#)
- Sociology's Judith Taylor analyzes the online 'incel' community. Political Science's Nelson Wiseman examines Canadian self-identity in the context of these kinds of incidents.  
[\(CBC\)](#) [\(CTV News\)](#) [\(680 News\)](#) [\(CTV News Channel\)](#) [\(CBC News Network\)](#) [\(South China Morning Post\)](#) [\(The Japan Times\)](#) [\(Boston Globe - paywall\)](#) [\(CBC News Network\)](#) [\(Daily Mail\)](#) [\(South China Morning Post\)](#)
- Jeffrey Dvorkin of UTSC remarks on media coverage following the Toronto attack.  
[\(CTV\)](#) [\(680 News\)](#) [\(City News\)](#)
- Medical Anthropology PhD candidate Walter Callaghan talks about the psychological impact of a tragedy like the Toronto van attack.  
[\(CBC Radio News\)](#)
- Steve Joordens of UTSC explains approaches to healing from the Toronto van attack.  
[\(CBC\)](#)

## 3. U of T Experts: G20 Hamburg Summit, North Korea Tensions, Khadr Reaction

### **Experts for Wednesday, July 5, 2017**

#### **World Leaders Prepare for G20 Hamburg Summit**

John Kirton, Professor of International Relations, Director of G8 Research Group and Co-director of G20 Research Group at the Munk School of Global Affairs

Expertise: **What to expect from this G20: issues, hot topics and common ground**

Email: [john.kirton@utoronto.ca](mailto:john.kirton@utoronto.ca) and cc' [G20@utoronto.ca](mailto:G20@utoronto.ca) (you can also text or What'sApp Madeline Koch, Executive Director of the G20 group at (416) 418-9532)

**\*\*In Germany on a +6 hour time change**

Jennifer Jenkins, Associate Professor, Canada Research Chair in Modern German History Department of History

Expertise: **Modern German History, German – U.S. Relations, Current tense points**

Mobile: (416) 522-2371

email: [jl.jenkins@utoronto.ca](mailto:jl.jenkins@utoronto.ca)

Lynette Ong, Associate Professor of Political Science and at Asian Institute, Munk School of Global Affairs

Expertise: **Politics of China, Germany and China pledge new cooperation ahead of G20**

Email: [Lynette.Ong@utoronto.ca](mailto:Lynette.Ong@utoronto.ca)

Ryan Hurl, Assistant Professor of Political Science at U of T Scarborough

Expertise: **U.S. relationship with its allies**

Tel: (647) 466-0054

Email: [rhurl@utsc.utoronto.ca](mailto:rhurl@utsc.utoronto.ca) (not available for on-camera interviews)

Robert Bothwell, Professor of Canadian History and International Relations at the Munk School of Global Affairs

Expertise: **Trudeau at the G20, Where can Canada find common ground?**

Tel: (416) 946-8948

Email: [bothwell@chass.utoronto.ca](mailto:bothwell@chass.utoronto.ca)

Aurel Braun, Professor of Political Science at U of T Mississauga and at the Munk School of Global Affairs

Expertise: **U.S. - Russian relations, What to expect from Trump's 1:1 with Putin**

Tel: (416) 787-3702

Email: [abraun@chass.utoronto.ca](mailto:abraun@chass.utoronto.ca)

Sophie Barnett, Co-Chair - G20 Research Group

Expertise: **What to expect from this G20**

Email: [sophie.barnett@utoronto.ca](mailto:sophie.barnett@utoronto.ca)

Seva Gunitsky, Assistant Professor of Political Science and at the Centre for European, Russian and Eurasian Studies

Expertise: **Great power rivalry, Russia - U.S. relations**

Cell: (437) 345-0499

Email: [s.gunitsky@utoronto.ca](mailto:s.gunitsky@utoronto.ca)

### **U.S. and South Korea Conduct Missile Drills in Response to ICBM Threat**

Tina J. Park, PhD Candidate and Executive Director for the Responsibility to Protect, based at the Munk School of Global Affairs

Expertise: **North Korean – U.S. tensions, What are the potential outcomes**

Tel: (416) 828-2361

Email: [park.tina@gmail.com](mailto:park.tina@gmail.com) or [executive.director@ccr2p.org](mailto:executive.director@ccr2p.org)

**\*\* in Korea on a +13 hour time change – please email**

Steven Denney, PhD Candidate and Doctoral Fellow at the Munk School of Global Affairs

Expertise: **Korean politics, North Korean aggression, Is China really able to deescalate tensions**

Tel: (647) 461-4109



Email: [stevencdenney@gmail.com](mailto:stevencdenney@gmail.com)

**\*\* in Korea on a +13 hour time change – please email or text as he is only available by phone during waking hours in Korea.**

Andre Schmid, Associate Professor of History and East Asian Studies

Expertise: **History of North-South Korea**

Moblie: (647) 523-5525

Email: [andre.schmid@utoronto.ca](mailto:andre.schmid@utoronto.ca) (email best)

### **Reaction to Omar Khadr's Settlement**

Carmen Cheung, Professor of Global Practice and Executive Director of the Global Justice Lab at the Munk School of Global Affairs

Expertise: **Civil liberties, Was this the right decision?**

Tel: (416) 946-0409

Email: [carmenk.cheung@utoronto.ca](mailto:carmenk.cheung@utoronto.ca) (email best – not available for television today)

Audrey Macklin, Professor and Chair in Human Rights Law

Expertise: **Human rights, Worked on the Khadar case**

Tel: (647) 403-5170

Email: [audrey.macklin@utoronto.ca](mailto:audrey.macklin@utoronto.ca)

Nelson Wiseman, Professor of Political Science and Director of Canadian Studies Program

Expertise: **Why is this decision splitting Canadians**

Tel: (416) 978-3336 (prefers phone - checks messages regularly)

Email: [nelson.wiseman@utoronto.ca](mailto:nelson.wiseman@utoronto.ca)

### **Coverage from BNEs commenting on the G20 Hamburg Summit in July 2017**

- Historian Jennifer Jenkins explains German public sentiment and protesting ahead of the G20 in Hamburg.  
[\(CTV News - clip does not play on mobile\)](#)
- Political scientist Seva Gunitsky gives insight into why Ukraine is a dividing issue for Canada and Russia. [\(Toronto Star\)](#)
- Julia Kulik of the Munk School of Global Affairs' G8 Research Group explains why people protest at events like the G20 summit in Hamburg.  
[\(Global News\)](#)
- Munk School of Global Affairs' John Kirton and Julia Kulik analyze the atmosphere and outcomes of the G20 summit.  
[\(CBC\)](#) [\(BBC\)](#) [\(Globe and Mail\)](#) [\(Globe and Mail\)](#) [\(CTV Newschannel - clip does not play on mobile\)](#) [\(Bloomberg Markets: Canada - clip does not play on mobile\)](#) [\(CBC Radio - clip does not play on mobile\)](#)
- Munk School of Global Affairs' John Kirton continues to discuss the G20 summit in Hamburg and predicts that climate change will be the dividing issue of these talks.  
[\(CBC News Network - clip does not play on mobile\)](#) [\(Deutschland\)](#) [\(CBC Radio - clip does not play on mobile\)](#) [\(CTV News - clip does not play on mobile\)](#)

## F. Paid Advertising Summary and Samples

# Paid Advertising Summary and Samples

## ***Total paid media placements from May 2017-April 2018: 59***

- June 2017 Convocation Transit Shelter Ads (13 placements)
- June 2017 Canada 150-Digital ads on Globe and Mail's hub (1 placement)
- June 2017 Pearson Scholarship (2 placements)
  - Full page ad in Globe and Mail
  - Full page ad in Hill Times
- October 2017 Sustainability (with Engineering)1/2 page print ad in Globe and Mail (1 placement)
- October 2017 Gairdner award (with Sick Kids) –full page print ad in Globe and Mail (1 placement)
- October/November 2017 U.S. and Indian Recruitment campaign (5 placements)
  - Full page ad in Times of India
  - Full page ad in Hindustan Times
  - Full page ad in New York Times
  - SEM advertising
  - Paid social advertising
- November/December 2017 Innovation & Entrepreneurship-(5 placements)
  - Full page print ad in MaRS Magazine
  - ¼ page ad in Research Infosource supplement
  - Banner ad in Research Infosource supplement
  - ½ page print ad in Globe and Mail
  - ½ page print ad in Times of India
- January-March 2018 Brand campaign (12 placements)
- February/March 2018 Innovation & Entrepreneurship-(19 placements)
  - Full page print ad in Globe and Mail
  - Multi-site digital
  - Paid social
  - Transit Shelter Ads - 16 placements

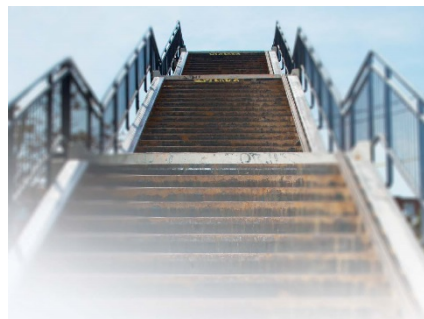


**IS PRIVACY  
A THING OF  
THE PAST?**

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FOR EVERYONE?**

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**CAN SOLAR  
PAINT POWER  
OUR WORLD?**

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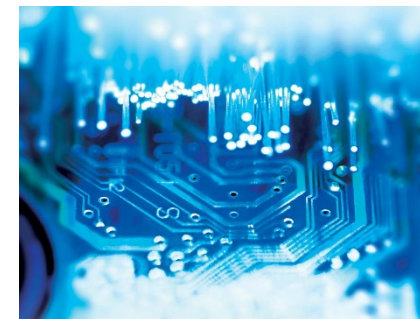


**HOW CAN WE  
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A DAMAGED  
HEART?**

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COMPUTE  
AT THE SPEED  
OF LIGHT?**

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**HOW DO  
WE SWITCH  
OFF CANCER?**

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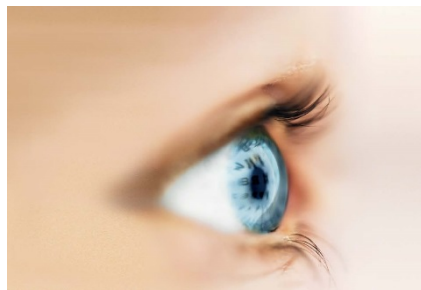


**HOW DO  
WE DEFEAT  
CYBERBULLYING?**

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**CAN STEM  
CELLS CURE  
BLINDNESS?**

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WE ADDRESS  
THE TRANSIT  
CHALLENGES  
AHEAD?**

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OF THE ENGLISH  
LANGUAGE?**

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**WHAT WILL THE DARKEST GALAXIES BRING TO LIGHT?**

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**CAN MACHINES THINK LIKE HUMANS?**

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**BOUNDLESS**



**Dr. Lewis Kay's achievement is really, really big. Because he's good at looking at what's really, really small.**

Dr. Kay, SickKids Senior Scientist and University of Toronto University Professor, is this year's Canada Gairdner International Award winner – this country's highest prize for medical discovery around the world. That's big. What's small are the protein molecules we can now investigate thanks to Dr. Kay's developments in nuclear magnetic resonance (NMR) spectroscopy. In advancing the basic science of protein structures – understanding their function and malfunction – Dr. Kay's work is paving the way for life-saving drug targeting against diseases like cancer and ALS. And, because he shares his NMR methods for free with other researchers around the world, and has mentored 60 of the most generation of researchers in this field, this Canadian scientist's impact is global.

Congratulations, Dr. Kay.





**UNIVERSITY OF TORONTO**

**MAKING A WORLD OF DIFFERENCE.**

*Left to right: Sun Chie, South Korea; Zoe Thompson, Australia; Enlika Solomon, India; Dalna Sanyal, United States.*

**A century ago, Lester B. Pearson was beginning a career at the University of Toronto that would see him become a Nobel Peace Prize Laureate, a prime minister and one of our most famous alumni.** This year, in his name, we welcome the first recipients of an important new global scholarship.

To mark Canada's birthday, the Lester B. Pearson International Scholarships, valued at \$250,000 per student over four years, will enable 150 of the world's top young minds to study at the U of T. These Pearson scholars are already making a difference. Now, they'll bring their talent and energy to one of the world's best universities, in one of its most welcoming and inclusive cities.

Beginning this fall, these students will start changing Canada and then the world.

Learn more at [utoronto.ca](http://utoronto.ca)




**BOUNDLESS**



## G. List of Communications Campaigns

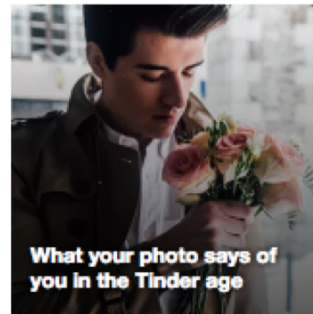
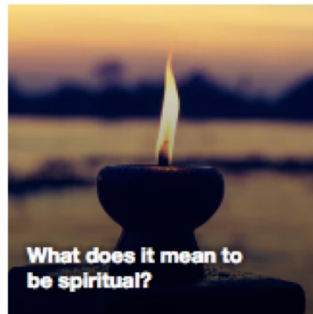
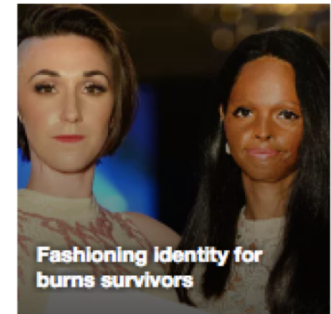
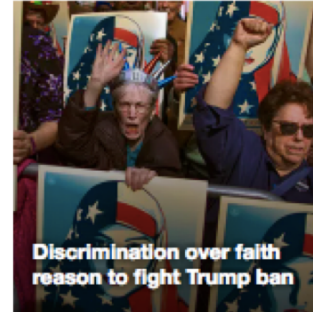
# List of Campaigns and Communications Plans for 2017-2018

- Canada 150 (year-long events)
- Pearson Scholarships (May 2017 event)
- Future Environments (May 2017 event)
- Convocation 2017 Campaign (June 2017 event)
- Alumni Impact Survey (July 2017-)
- Support for Graduate Students (August 2017)
- Back to School (September 2017)
- President's Trip to Rwanda & Ethiopia (October 2017)
- Academic Toolbox/Quercus (October 2017)
- Naylor Report Campaign & Naylor Social Media Plan (October 2017-January 2018)
- Prime Minister Trudeau in conversation with The New York Times at U of T (October 2017 event)
- Sexual Violence Education & Prevention Training (December 2017)
- Sexual Violence Climate Survey (February 2018)
- 2018 Entrepreneurship Campaign (February 2018)



# H. The Conversation Canada Annual Report

# 2017 ANNUAL PARTNER REPORT



# A MESSAGE FROM OUR CHAIR

It's with great pleasure we present our first annual report to the partners of *The Conversation Canada*.

*The Conversation Canada* was launched June 2017 and has never looked back. More than 400 articles were published – viewed millions of times across Canada and around the world through *The Conversation* global network

This unique model that combines academia and journalism has done more than give a wider exposure to Canadian research and academics.

In an age of “fake news,” *The Conversation Canada* has become a reliable source of evidence-based analyses and explanatory journalism for a public that, more than ever, is searching for trusted information.

Our first six months have been a resounding success – a success that is the result of hard work by so many.



The launch wouldn't have happened if it hadn't been for more than two years of visionary leadership by our co-founders: Professors Mary Lynn Young and Alfred Hermida of the University of British Columbia.

They are members of our small but busy Board of Directors, as is Pari Johnston, Vice-President of Public Affairs and Policy at Universities Canada. Pari has been providing regular communications and outreach to Universities Canada's 96 members on our behalf, as well as working with her impressive network of boards and government contacts to help us find new sources of funding.

A main focus of our small working board in 2018 will be assuring the organization's financial sustainability, good governance policies and practices as we transition into Year 2 from start-up mode.

Speaking of funding, none of this would be possible without the generous support of our 18 university partners, as well as grants and donations from our strategic and funding partners.

And finally, there are the people who produce the articles on a daily basis – our Editorial team led by Scott White and the hundreds of Canadian academic authors who are the very DNA of our success.

I hope you enjoy our first annual Partner Report. I'm more confident than ever it will be the first of many as *The Conversation Canada* continues to grow and prosper.

**DAVID ESTOK**

**Vice-President, Communications, University of Toronto**



# A MESSAGE FROM OUR CO-FOUNDERS

*The Conversation Canada* is an opportunity to contribute to the quality of explanatory journalism in this country — and the promise such journalism holds for democratic engagement, informed policy and media innovation.

It brings academics and experienced journalists together to share timely analysis and commentary drawing from research, evidence and insights generated by Canadian universities.

We know that research can contribute to our understanding of today's most pressing local, national and global concerns.

*The Conversation* model is based on fostering the broadest circulation of content and amplifying the impact of ideas and research. Because all articles are free to republish by the media, *The Conversation* is not only a destination site, but also serves as a distribution hub for academic knowledge.

As journalists who later took up positions as academics at a research university, we became intrigued by *The Conversation* model when we heard about its 2011 launch in Australia.

It took more than two years to bring this project to launch.

When founding *The Conversation Canada*, our main goals were to transform academic knowledge sharing, advance the quality of journalism in Canada and maximize the digital sharing of scholarly expertise.

After a successful launch, we look forward to helping *The Conversation Canada* flourish so people around the world will have greater exposure to Canadian research and expertise.



**ALFRED HERMIDA & MARY LYNN YOUNG**  
University of British Columbia's Graduate School of Journalism

Excerpted from a June 25, 2017, [article](#) in *The Conversation Canada*



# EDITOR'S REPORT

I'll admit it: a year ago, I had never heard of the term "knowledge mobilization." Now I'm part of an incredible team of editors and authors who mobilize knowledge across Canada and around the world every day.

*The Conversation Canada* has arrived at precisely the right moment – a time when traditional media is lacking the resources to provide in-depth coverage of science, technology, health and environmental issues and academia wants to expose the general public to all of the amazing research going on at Canadian universities.

In just six months, *The Conversation Canada* has made its mark on both academia and journalism. In 2017 we published more than 400 articles, highlighting the work of 500 authors.

Our articles were viewed more than five million times. The secret sauce of our "knowledge mobilization" mission is that all of our content is published under Creative Commons

licence, meaning it can be shared widely and published by media outlets around the world. Traditional and digital media have come to rely on our content on a daily basis.

*The Conversation Canada* succeeds because of the collaboration of many people.

I'd like to thank our small but dedicated team of editors who worked on *The Conversation Canada* in 2017: Vinita Srivastava (Arts/Culture & Society/Critical Race); Heather Walmsley (*Health & Medicine/Education*); Saleem Khan (*Science & Technology*); Lee-Anne Goodman (*Business & Economy/Politics*); Hannah Hoag (*Environment & Energy*) and Lisa Varano (*Audience Development*).

Thanks too to the Communications teams at all of our funding partner universities, who are a constant source of ideas and encouragement.

And of course, none of this would have been possible without the hundreds of academics and researchers who agreed to take a chance on this new model that offers the best of journalism and academia.

Our first six months were a whirlwind. But we're looking forward, not back, and are already excited about expanding our mission in 2018.



**SCOTT WHITE**  
Editor, *The Conversation Canada*



# 2017 BY THE NUMBERS

ARTICLES  
**429**

AUTHORS  
**500**



1,560  
FOLLOWERS

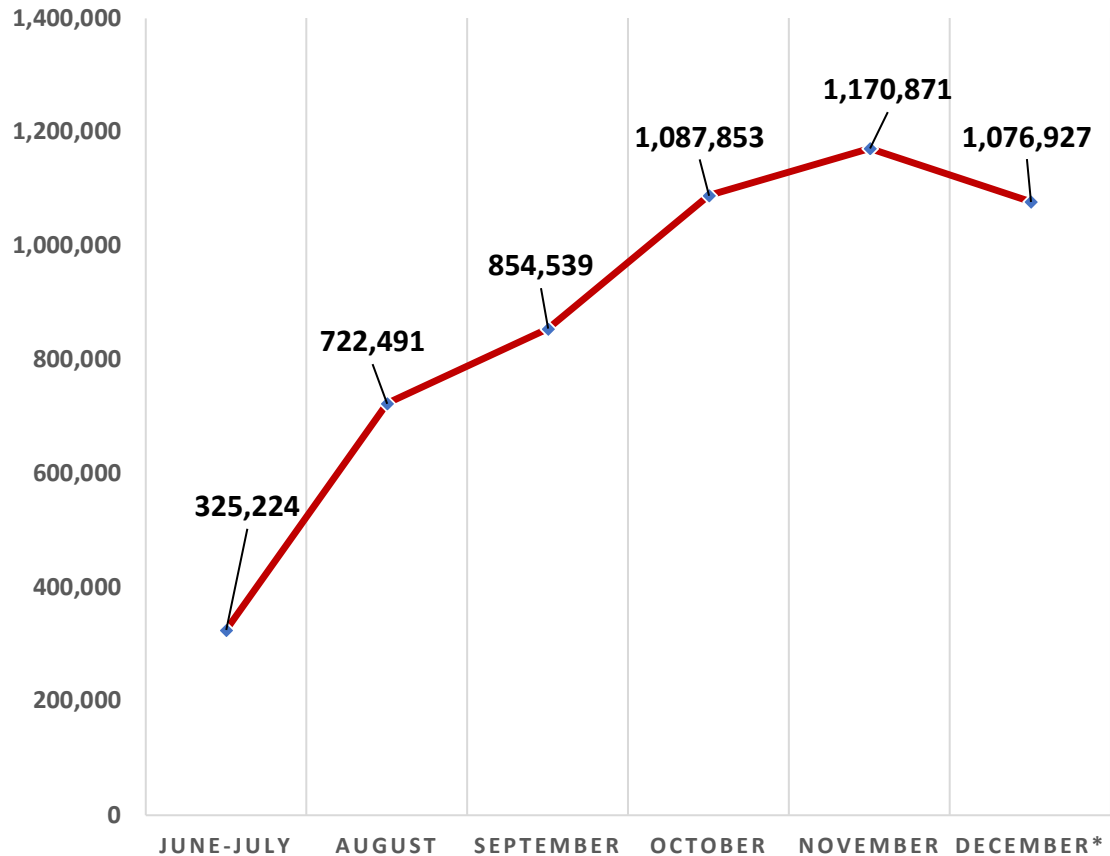


2,930  
FOLLOWERS



4,780  
SUBSCRIBERS

### 2017 MONTHLY PAGE VIEWS



\*reduced publishing schedule in December

**TOTAL VIEWS**  
**5,237,231**



# OUTREACH AND BUILDING ENGAGEMENT

The articles published by *The Conversation Canada* are the core of the relationship with our partners, but the partnership extends in many other ways.

Part of the commitment to our funding partners is to provide workshops for academics and/or communications staff. For example, Concordia University organized five separate workshops over two days with Editor Scott White in late November. More than 50 professors and early-career academics attended the workshops. Everyone was asked to come with at least one story idea to pitch. Within a few weeks, several participants had published their first articles. A number of other writing workshops were held in 2017 and many more are scheduled in the first several months of 2018.



**Editor Scott White with participants at a writing/ideas workshop at Concordia U.**

Alfred Hermida conducted a writing workshop at the Congress of the Humanities and Social Sciences in 2017 and plans are underway for a larger presence at the 2018 Congress in Regina.

Board member Pari Johnston of Universities Canada has facilitated meetings in Ottawa and Montreal with Global Affairs Canada, Canadian Heritage, Privy Council Office, senior officials from SSHRC, NSERC, CIHR, CFI, Genome Canada, Public Policy Forum, journalists from Maclean's, The Canadian Press, University Affairs, the Globe and Mail, as well as ACFAS, the Office of the Chief Scientist in Quebec, the Trudeau Foundation, the McConnell Foundation and the Chagnon Foundation.

An important part of our engagement efforts is how we work to get articles published across the country and around the world via *The Conversation* global network. *The Conversation Canada* has a dedicated Audience Development Editor, Lisa Varano, who handles social media as well as contacting publications across Canada and around the world. Every article is pitched to several different media outlets – a complement to the work done by the communications departments of our partner universities.



# REPUBLISHERS



**GLOBAL REPUBLISHERS**

**200+**

**TOTAL VIEWS VIA REPUBLISHERS**

**3,852,301**





# LA CONVERSATION CANADA

*La Conversation Canada* combine l'expertise des chercheurs et universitaires de tout le pays à l'expérience des journalistes qui connaissent l'art de rédiger des articles pertinents sur des sujets importants pour un vaste public.

Nous sommes engagés à offrir notre contenu dans les deux langues officielles du Canada. Le lancement de notre site de langue anglaise a eu lieu en juin 2017.

Nous sommes présentement à la recherche de financement pour lancer un site de langue française qui fournira à notre audience un large éventail d'articles portant sur les travaux des chercheurs et universitaires francophones du pays.

Entretemps, *La Conversation Canada* continuera de commander des articles aux intellectuels de langue française au Canada. Ces articles paraîtront en français sur le site de notre partenaire international *The Conversation France* et seront traduits en anglais ici.



# FROM OUR AUTHORS

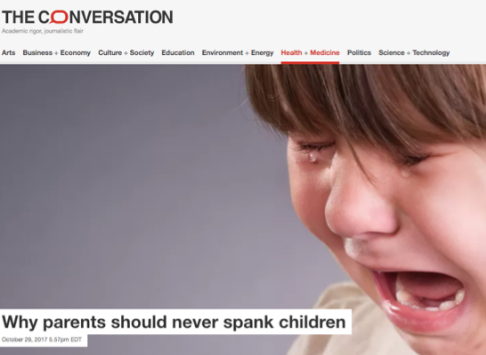


“This summer I wrote a tongue-in-cheek piece on killing fruit flies from a fruit fly scientist’s perspective. Fortunately, we included some science in the piece, a little on the sense of smell and, most importantly, an introduction to why basic research is so important. The article was viewed more than 300,000 times. My take home lesson? Never miss a chance to get some good science out there – and never underestimate peoples’ frustration with flies...”

**THOMAS MERRITT**  
*Professor and Canada Research Chair, Chemistry and Biochemistry*  
**Laurentian University**

“I was motivated to write a piece for *The Conversation Canada* after a couple of my colleagues wrote articles and told me that they had had a positive experience. As an academic, it is not easy to write for the public.... Overall, it was very rewarding to share research with the public in this format.”

**MEADOW SCHROEDER**  
*Assistant Professor of Education*  
**University of Calgary**



“This has proven to be an excellent way to share knowledge with readers who may not otherwise have learned about our special issue or the important and novel work being conducted in the field. Our article has been read over 150,000 times. It has also generated a lot of discussion on the issue. It has proven to be an excellent way to share knowledge.”

**TRACIE O. AFIFI**  
*Assistant Professor*  
**University of Manitoba**

**ELISA ROMANO**  
*Professor of Child Psychology*  
**University of Ottawa**



# OUR PARTNERS

## UNIVERSITY PARTNERS



## STRATEGIC PARTNERS



“*The Conversation Canada* is a much-needed new journalism model that connects academics to the broader public in a really user-friendly and easy way. So often, there is a disconnect between academic research and getting it into a wider public where the knowledge can actually get used. At the Lawson Foundation, we always strive for better knowledge mobilization by our grantees. *The Conversation Canada* is the perfect communications vehicle to make this happen. They really are filling a gap that will provide the public with evidence-based analysis and journalism on a variety of societal issues of importance to Canadians.”

**MARCEL LAUZIÈRE**  
 President & CEO,  
 The Lawson Foundation



## FUNDING PARTNERS



## MEDIA PARTNERS



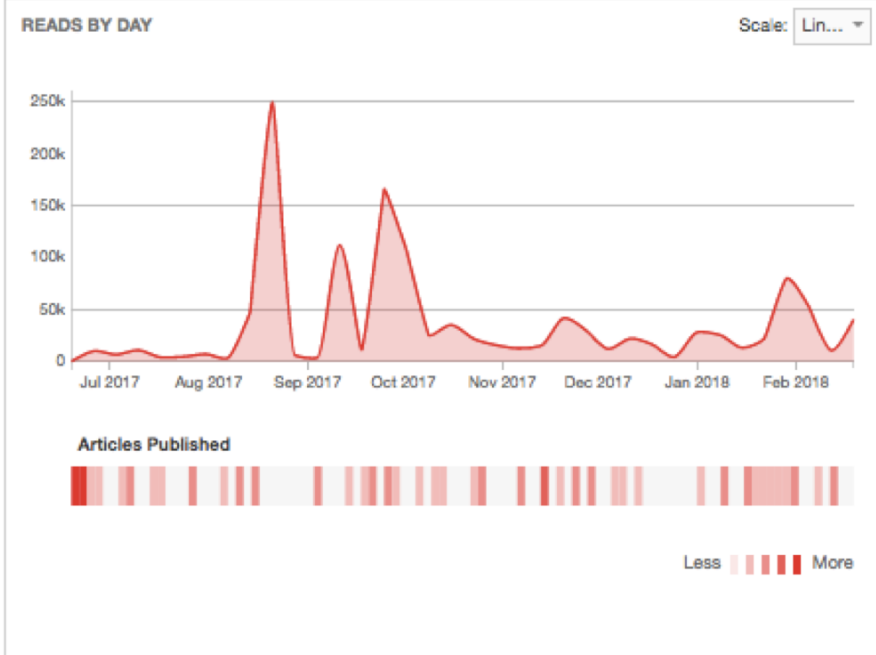
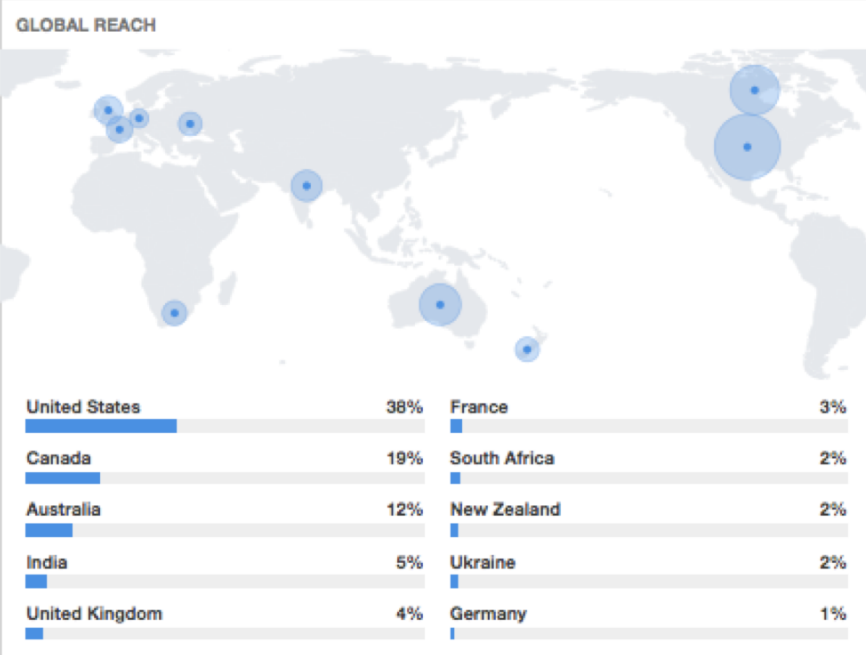
Dashboard

University of Toronto [\(switch\)](#)



- Summary
- Articles
- Authors
- Publishers
- Global
- Compare

25 June 2017 – 25 February 2018



# CONTACT INFORMATION

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**Board member:** Mary Lynn Young  
**Email:** [marylynn.young@ubc.ca](mailto:marylynn.young@ubc.ca)

**Board member:** Alfred Hermida  
**Email:** [alfred.hermida@ubc.ca](mailto:alfred.hermida@ubc.ca)

**Board member:** Pari Johnston  
**Email:** [pjohnston@univcan.ca](mailto:pjohnston@univcan.ca)

# I. The Conversation Canada 2018 Results

# THE CONVERSATION CANADA: 2018 RESULTS

- U of T is a founding member of the Conversation Canada, launched June 2017
- The site brings together academics and journalistic editors to provide the public with an independent source of news and views
- In 2018, the site published 977 articles and garnered 16.2M pageviews
  - Two-thirds of pageviews came from outside Canada, including 33% from the US
  - 43% of pageviews came from articles republished in other publications – including Maclean's, CNN, Huffington Post, World Economic Forum, National Post, Business Insider
- U of T participation:
  - 72 U of T authors published 99 articles
  - U of T articles earned 1.75M pageviews
  - 76% of U of T authors' pageviews came from outside Canada



## 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

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.

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

# I. Brand Health Study: Summary





**The Strategic Counsel**

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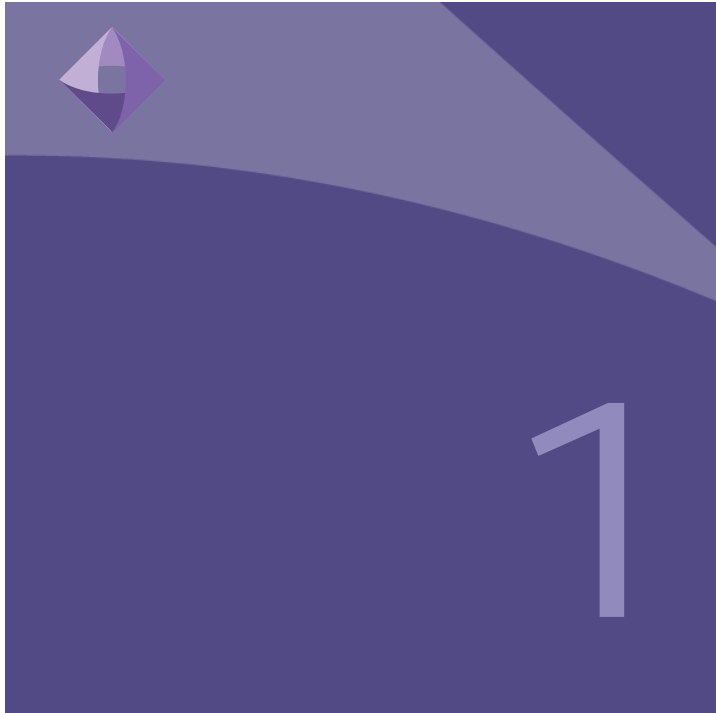
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A PRESENTATION TO  
UNIVERSITY OF TORONTO

## BRAND HEALTH STUDY Summary of Brand Health Research Results

November 7, 2018



## RESEARCH DESIGN AND OBJECTIVES

# Research Design

This document summarizes the results of an online survey of internal and external stakeholders of the university.

Surveying was undertaken between October 3<sup>rd</sup> and November 12<sup>th</sup>, 2017.

The internal and external stakeholders surveyed and the sample sizes achieved are as follows:

INTERNAL		EXTERNAL	
	n=		n=
Undergraduate students	4766	Potential undergraduates	508
Graduate students	3297	Potential and actual graduate students	501
Alumni	2674	General public/influencers	1762
Faculty	172	Business leaders	262
Staff	543		

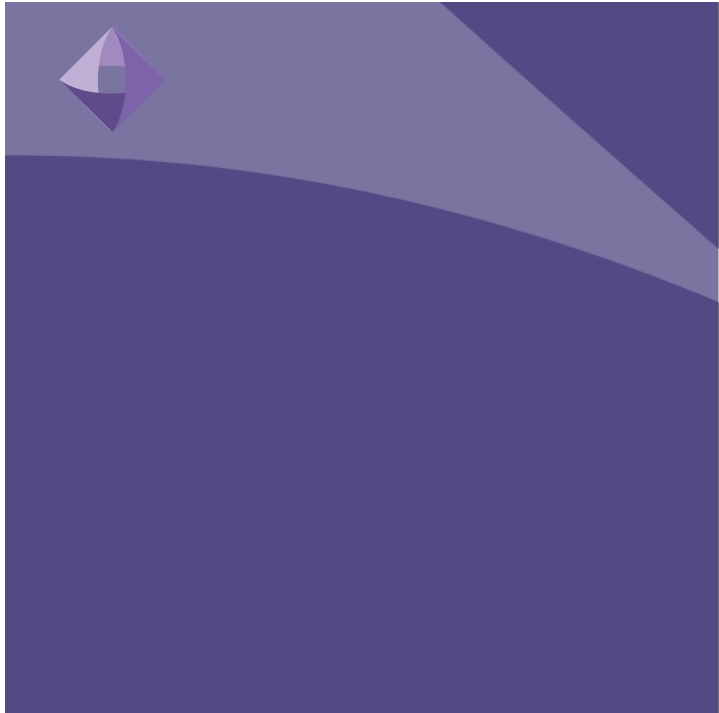
- For the external stakeholders, please note the following definitions:
  - Potential undergraduates: Grade 12 high school students planning to apply to university
  - Potential and actual graduate students: 3<sup>rd</sup> and 4<sup>th</sup> year undergraduate students planning on applying to graduate school and students enrolled in a graduate program
  - General public/influencers: University undergraduate degree and above
  - Business leaders: organizations of 10+ employees at the VP-level or above (including owners)
- For the external stakeholders, quotas were set for each the GTA, balance of Ontario and balance of Canada. The data has subsequently been weighted to reflect the distribution of the population across the country.
- The total internal and external percentages are calculated as an average. That is, adding together the percentage for each question and dividing by the number of stakeholders asked that question.

## Research Objectives



The primary purpose of this research is to provide UTC and other U of T decision-makers with a set of tools that can be used to assist the university in effectively managing its brand in order to achieve university priorities.

- More specifically, the objectives of the research are as follows:
  - Identify and establish a baseline set of measures of overall and specific perceptions/attributes associated with the University, across key stakeholder groups;
  - Determine the extent to which U of T can legitimately ‘own’ specific attributes;
  - Identify areas for potential reputational growth across these shared attributes; and
  - Evaluate “Boundless” in terms of awareness and with what it is associated.



## KEY THEMES

# Key Themes

01

OVERALL  
REPUTATION

02

ALUMNI AS  
BRAND  
AMBASSADORS

03

KEY ATTRIBUTES  
OF REPUTATION

04

STUDENTS AND  
THEIR ISSUES

05

PERSONALITY  
NOW

06

PREFERRED  
PERSONALITY

07

BOUNDLESS

# 01

## OVERALL REPUTATION

### Is there a need to strengthen the U of T's reputation outside of the GTA and across the country as Canada's global university?

U of T's strong reputation as the leading university in Canada is largely restricted to the GTA. In fact, outside of the GTA, McGill has as strong a reputation.



# 01

## OVERALL REPUTATION

### OVERALL REPUTATION OF INSTITUTIONS

	INTERNAL AND EXTERNAL STAKEHOLDERS	
	External	Internal
<b>% Outstanding ("7" on a 7-point scale)</b>	3033	11452
	%	%
Harvard University	78	84
University of Oxford	65	75
University of Toronto	34	40
McGill University	38	19
University of California Berkeley	27	36
University of Waterloo	20	10
University of British Columbia	19	9
University College London	9	15
University of Chicago	8	13
York University	8	1
Ryerson University	7	2
National University of Singapore	6	6

### GENERAL PUBLIC/INFLUENCERS BY REGION

University	Total	GTA	Bal. ON	Quebec	Bal. Canada
U of T	34%	41%	36%	27%	32%
McGill	37%	33%	35%	46%	36%

Q20. (External) (Internal) To the best of your knowledge, how would you rate the overall reputation of each of the following institutions?  
 Base: Total sample



# 02

## ALUMNI AS BRAND AMBASSADORS

Alumni are generally positive about the University and can be a key asset. Finding ways to use alumni to spread U of T messages can be a further way of communicating about the U of T.

However, there are challenges.



# 02

## ALUMNI AS BRAND AMBASSADORS

### On the positive side:

- They are proud to be associated with the U of T (53% strongly agree, 90% agree)
- They believe it has a great reputation (46% say outstanding)
- Half (50%) say they have a “very” positive impression
- Half (55%) are “very” satisfied with outcome of completing a degree at the U of T

#### **BUT:**

While half agree they feel very connected to the U of T, only 10% “strongly” agree

While half agree they feel valued by the U of T, only 14% ‘strongly agree

The NPS for alumni recommending U of T for undergraduate studies is a relatively low +27

One third agree the U of T is a “cold and unfriendly place for students

#### **AND:**

In most cases the most recent graduates (2011 on) are the least positive

- Only 66% would chose to complete a degree again at the U of T, compared with 82% among alumni from 2001 and prior)
- Only 31% say they are ‘very’ satisfied with the outcome of completing a degree at the U of T

These attitudes may act as a barrier for this group as brand ambassadors

# 03

KEY  
ATTRIBUTES  
OF  
REPUTATION

Internal audiences have very clear perceptions about the U of T's reputational strengths – world leading research/specialization, top public funded university, well-known achievements, attracts global talent to the GTA, and diversity.

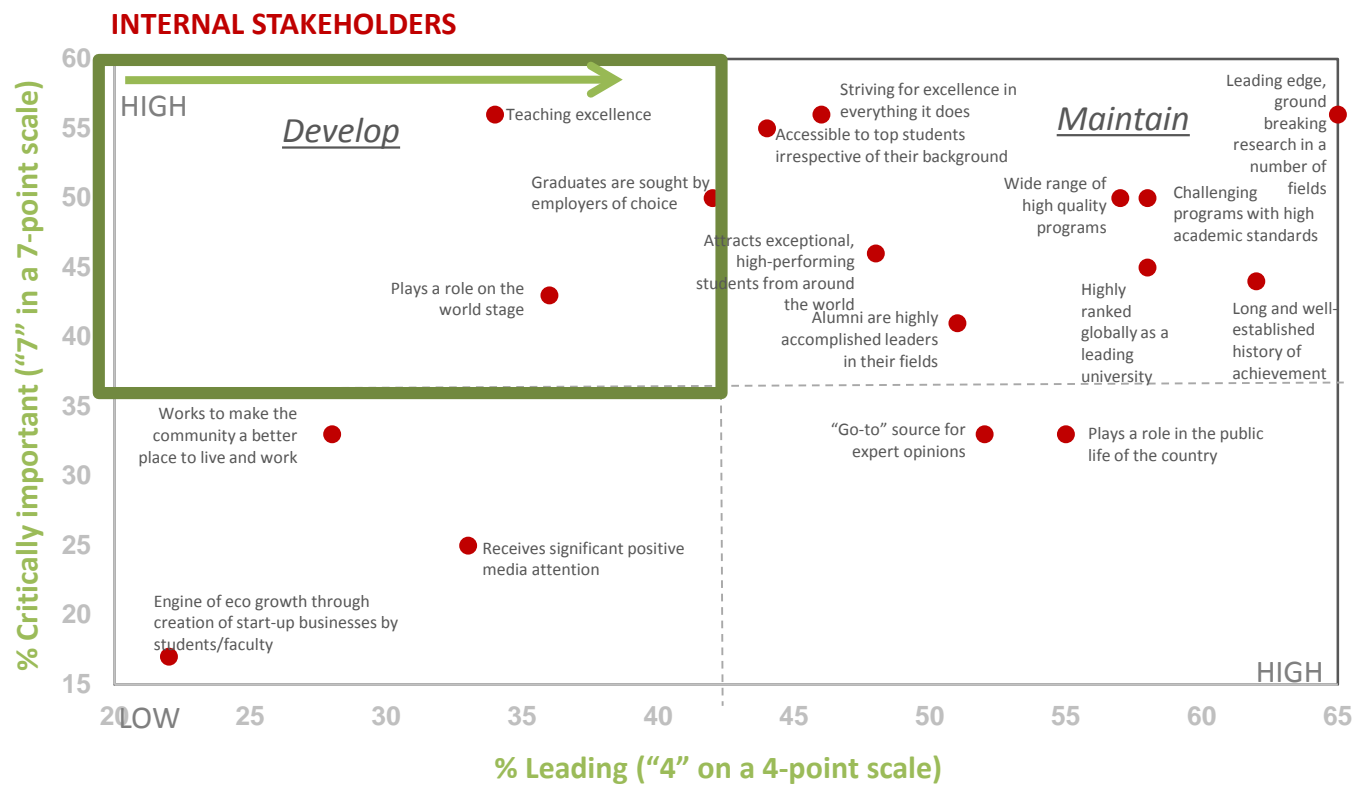
Given the perceptions and convictions of internal stakeholders, U of T's communications can't venture too far from these core beliefs.

Not surprisingly, external audiences' perceptions are much more ambiguous.

# 03

## KEY ATTRIBUTES OF REPUTATION

RELATIONSHIP BETWEEN THE IMPORTANCE OF KEY ATTRIBUTES FOR A UNIVERSITY'S OVERALL REPUTATION AND PERCEPTIONS OF THE EXTENT TO WHICH THE U OF T IS "LEADING" COMPARED WITH OTHER UNIVERSITIES.



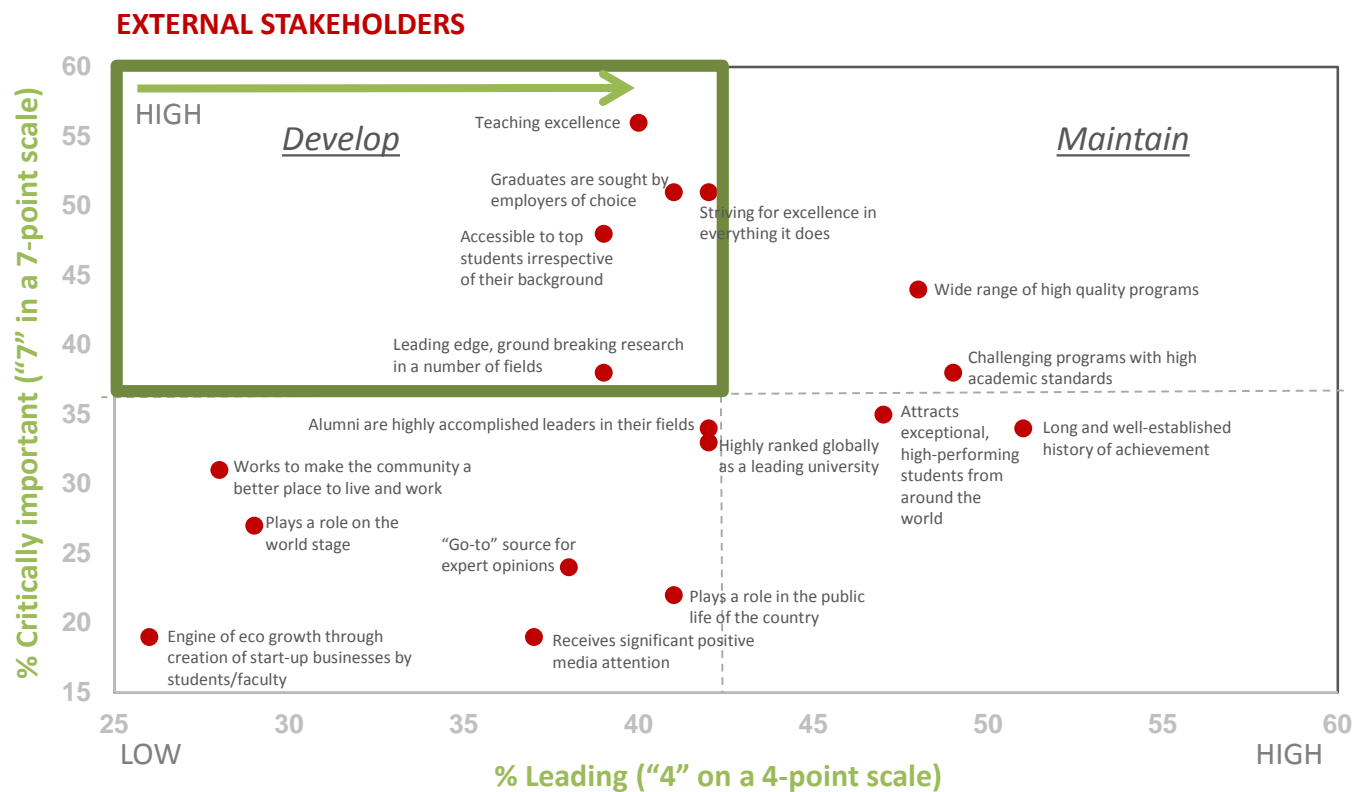
Q19. (External) (Internal) In your view, how important or unimportant is each of the following for a university's overall reputation?  
 Base: Total sample

Q22. (External) (Internal) Compared to other universities, how would you rate the University of Toronto on each of the following dimensions? Please respond based on your overall impressions, even if you feel you do not hold a well-informed opinion.  
 Base: Total sample

# 03

## KEY ATTRIBUTES OF REPUTATION

RELATIONSHIP BETWEEN THE IMPORTANCE OF KEY ATTRIBUTES FOR A UNIVERSITY'S OVERALL REPUTATION AND PERCEPTIONS OF THE EXTENT TO WHICH THE U OF T IS "LEADING" COMPARED WITH OTHER UNIVERSITIES.



Q19. (External) (Internal) In your view, how important or unimportant is each of the following for a university's overall reputation?  
 Base: Total sample

Q22. (External) (Internal) Compared to other universities, how would you rate the University of Toronto on each of the following dimensions? Please respond based on your overall impressions, even if you feel you do not hold a well-informed opinion.  
 Base: Total sample

# 04

## STUDENTS AND THEIR ISSUES

Both internal and external audiences are united in their perception that the biggest brand vulnerability is about student experience and outcomes.

This vulnerability goes well beyond the mandate and purpose of communications.



# 04

## STUDENTS AND THEIR ISSUES

### Strengths:

Pride in being associated with the U of T (85% of undergrads agree and 39% 'strongly')

Recognition that the U of T has a great reputation, 38% say 'outstanding'

### **BUT:**

Only 23% of undergrads and 27% of graduate students have a "very" positive impression of the U of T  
Only 66% of undergrads would choose again to complete a degree at the U of T and 58% among 4<sup>th</sup> year undergrads

Although 77% of undergrads are satisfied with their program, only 17% say they are "very" satisfied.  
UTSC/UTM have stronger ratings than UT St George.

### **WHY?**

Only half agree they feel connected with the U of T and only 8% agree 'strongly'

Less than half (44%) say they feel valued

40% agree the U of T is a "cold and unfriendly place"

Only half agree that the U of T "cares" about students

# 05

## PERSONALITY NOW

‘Prestigious’, ‘diversity’, and ‘influential’ are key current personality characteristics of the U of T. To some extent, it is viewed as ‘globally focused’ and ‘innovative’.

There are some negative perceptions about U of T – ‘bureaucratic’, ‘elitist’, ‘conservative’, and ‘slow moving’. These perceptions need to be countered by a much bolder communications on creating the ‘U of T of the future’.





# 06

## PREFERRED PERSONALITY

Internal audiences see the ‘U of T of the future’ as: ‘visionary’, ‘innovative’, ‘society relevance’, ‘globally focused’, ‘creative’ and ‘influential’.

The good news is that U of T is already to some extent viewed as ‘influential’, ‘global’, and ‘innovative’. These perceptions can be strengthened.

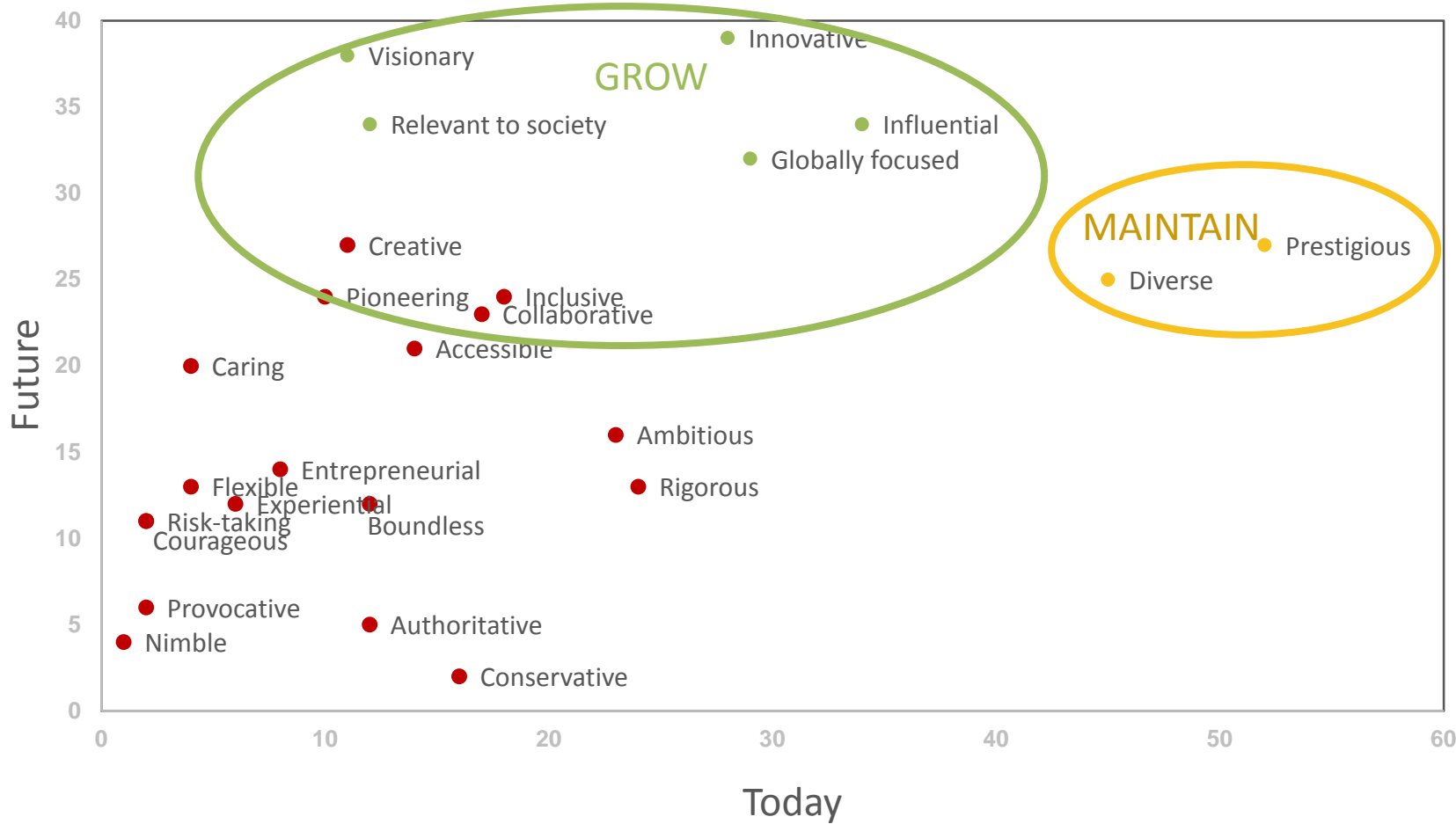
For U of T, ‘diversity’ and ‘prestigious’ are table stakes attributes which the University already owns.

- Visionary —
- Innovative —
- Society Relevance —
- Globally Focused —
- Creative —
- Influential —

# 06

## PREFERRED PERSONALITY

INTERNAL STAKEHOLDERS: BEST DESCRIPTION OF THE UNIVERSITY OF TORONTO TODAY AND OF THE FUTURE



# 07

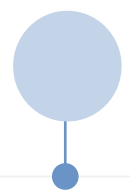
## BOUNDLESS

‘Boundless’ association with U of T is well known among internal audiences, particularly those on campus.

While this tagline is more associated with fundraising by internal audiences – although undergrads are more likely to associate it with university research and U of T as a whole, there is nothing in the research to suggest that it could not be more broadly used externally.

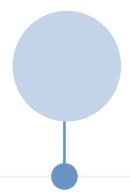
**BOUNDLESS**

# Overall Conclusion



## Prime Brand Message

- World leading research/specialization
- Top public funded university
- Well-known achievements
- Attracts global talent to the GTA
- Diversity



## Brand Personality

Innovative, Visionary, Society  
Relevance, Influential, Globally focused



## Brand Objective

- Canada's Global University