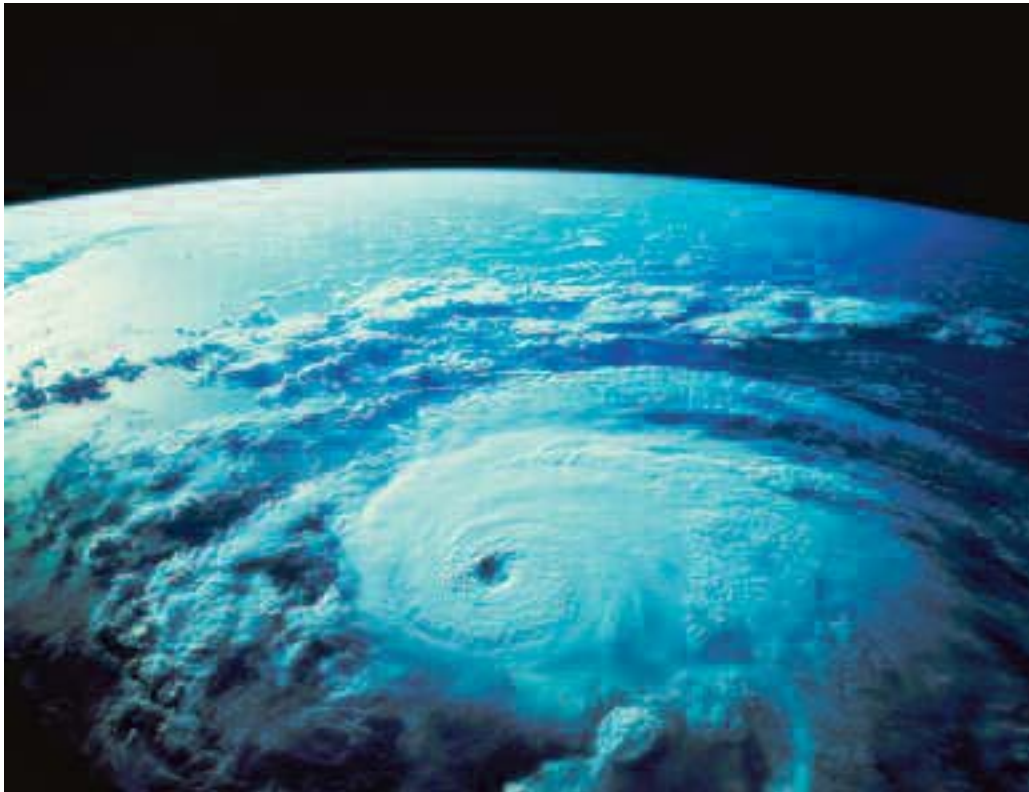


CANADA'S ANSWERS
TO THE **WORLD'S QUESTIONS**



UNIVERSITY OF
TORONTO

UNIVERSITY RELATIONS

ANNUAL REPORT

2006–2007

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VP'S MESSAGE

The position of Vice President, University Relations was approved by Governing Council in May 2006. I am pleased to present the inaugural annual report for this new office.

The integration of the three areas – Strategic Communications, International Relations, and Government, Institutional and Community Relations – has been positive. The synergies between the areas are quite evident. We have concentrated on developing new relationships and strengthening existing relationships both internally and externally.

I look forward to continuing to further the University of Toronto's presence domestically and internationally over the next year.

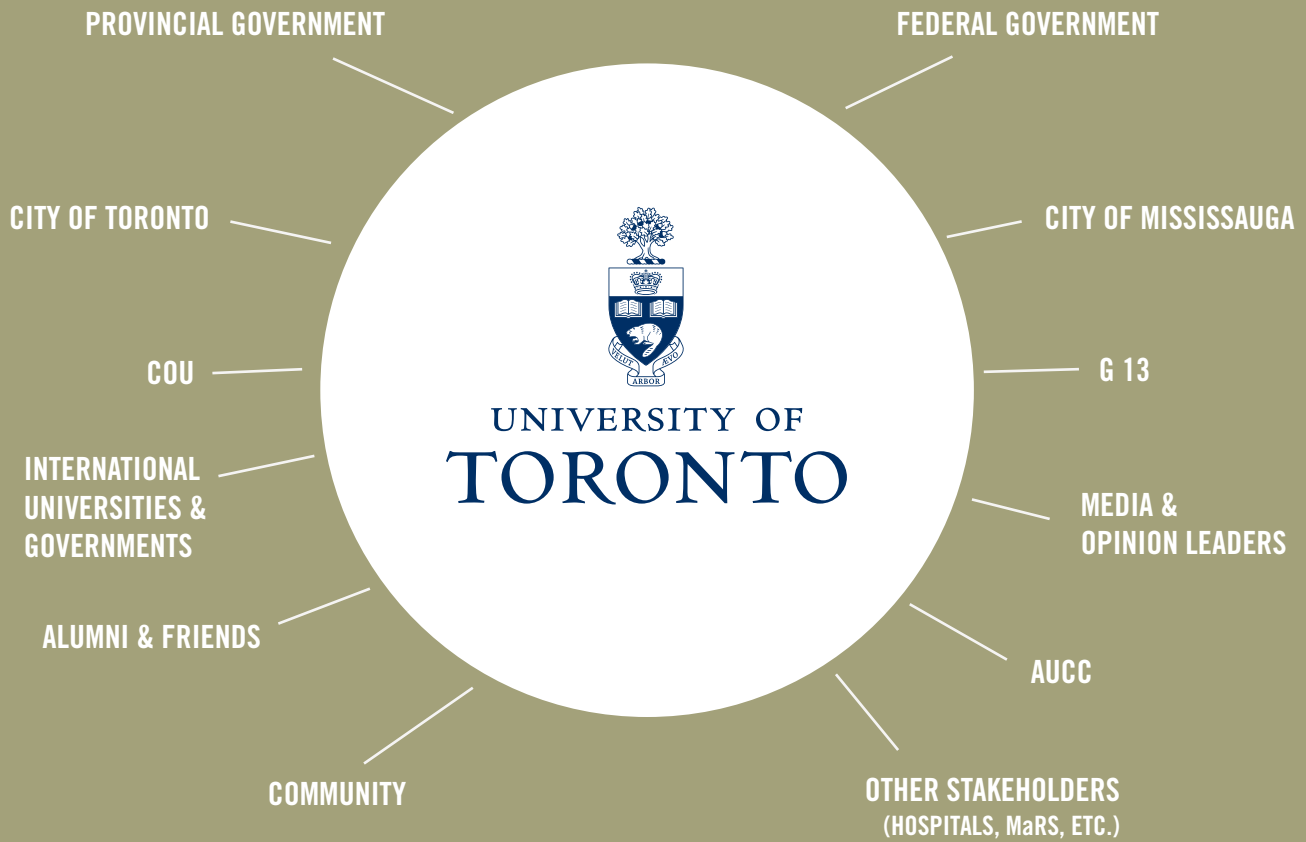
I would like to take this opportunity to thank a remarkable team of colleagues for their help in growing this new portfolio.



Judith Wolfson
Vice President
University Relations

Who are our STAKEHOLDERS?

EXTERNAL COMMUNITY



SNAPSHOTS OF THE IMPACT OF U OF T ON EXTERNAL STAKEHOLDERS

The University of Toronto's footprint is large, both in Canada and around the world. It is important that we understand the impact this substantive breadth and depth has on all stakeholders – internally, nationally and internationally – and that we steward the relationships.

MEASURING OUR IMPACT

U of T is not only Canada's leading research university; it is also Canada's largest – with more than 70,000 full and part-time students.

U of T is home to more than 6,500 international students. For many, attending the University is the first step to becoming Canadian residents.

- **We produce 16% of all undergrads in Ontario – 7% nationally**
- **We produce 28% of all graduate students in Ontario – 9% nationally**
- **We produce 38% of all PhD's in Ontario – 17% nationally**

Each year, some 9,000 U of T graduates enter the workforce.

Together with our hospital partners, U of T is the largest research entity in Canada and the third-largest in North America.

We are a partner in MaRS, where cutting-edge research, start-up companies and knowledge-based networks collaborate with industry, government and public institutions.

With 11,807 employees, U of T is one of the largest employers in the Greater Toronto Area (GTA). We are also one of the largest property developers in the GTA. Since 2000, the University has approved more than 50 capital projects, totaling approximately \$900 million. Working in partnership with the city, our neighbours and the broader community, we ensure that the appropriate input and collaboration are achieved.

U of T is a key centre for art and culture. Through participation in Doors Open Toronto and Nuit Blanche, we bring the community through our doors. Our theatres, libraries, and galleries provide venues for public enrichment.

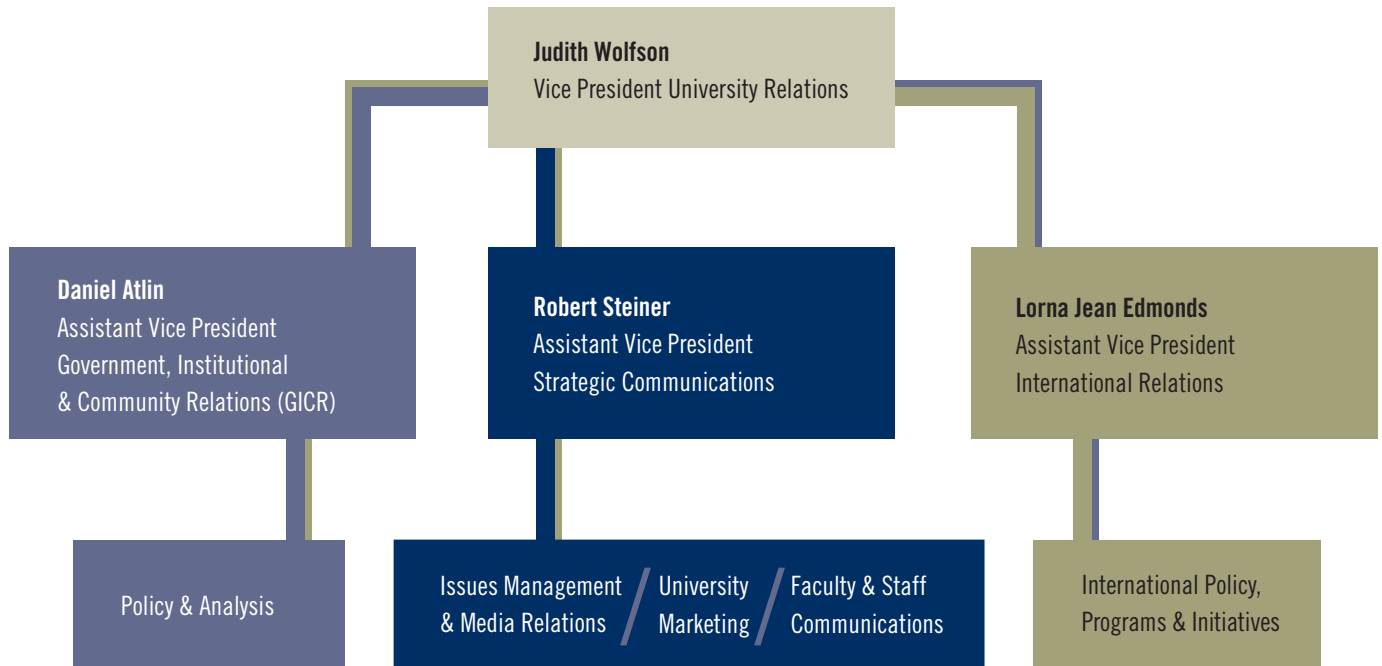
The University provides grants to the Toronto and Mississauga municipal governments to compensate for its exemption from paying municipal taxes. The 2007-2008 grants totaled \$4.78 million, or about \$75 per student. We also contribute an additional annual grant of \$600,000 to the City of Toronto in lieu of property tax on revenue-producing properties.

Our contributions to the community are numerous and range from community legal clinics and street outreach services to public dental care for those who could not afford it otherwise.

Our expertise contributes to the development of public policy at the neighboring provincial legislature, as well as federally and municipally.

University Relations

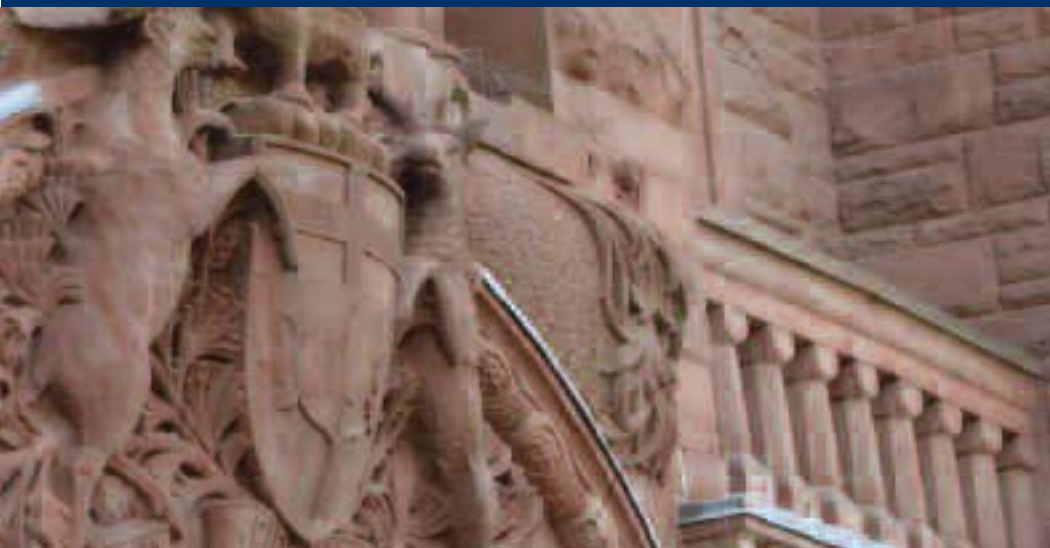
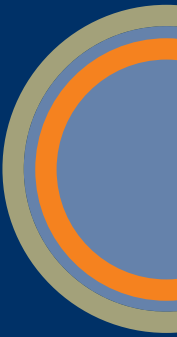
Furthering U of T's Presence Domestically and Internationally





The **Year** in **REVIEW**

THIS HAS BEEN A YEAR OF FIRSTS FOR UNIVERSITY RELATIONS AS WE SOLIDIFY OUR MISSION, SET GOALS AND BUILD A STRONG TEAM TO EXECUTE THEM SUCCESSFULLY. OUR INAUGURAL ANNUAL REPORT, THEREFORE, HIGHLIGHTS OUR INITIAL SUCCESSES AND TOUCHES ON SOME OF THE THEMES THAT WILL RECUR IN THIS DOCUMENT IN YEARS TO COME.



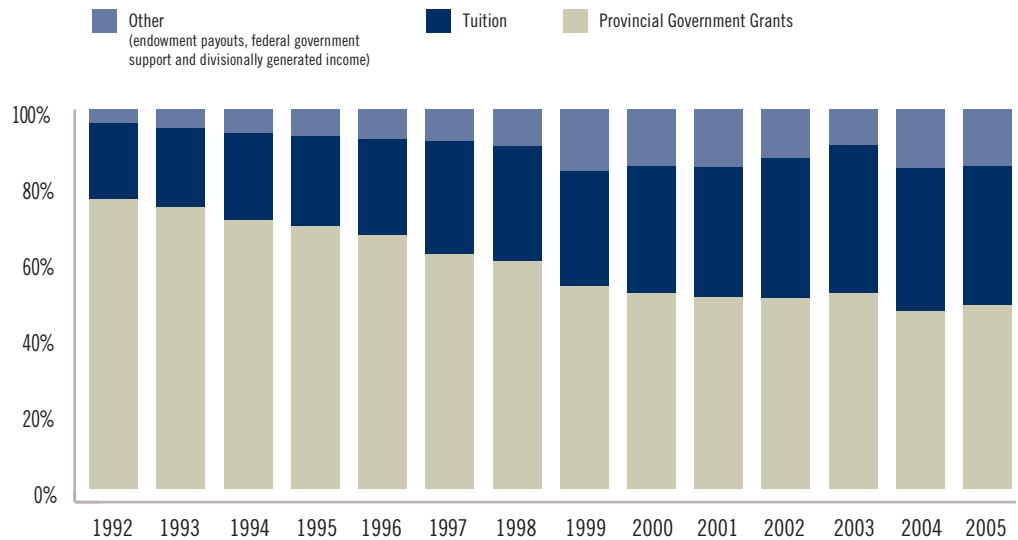
GOVERNMENT, INSTITUTIONAL and COMMUNITY Relations

The Office of Government, Institutional and Community Relations is responsible for:

- Implementation of the University’s strategic activities in relation to all levels of government, other public-sector institutions, private sector and community partners.
- Development and management of the University’s Performance Indicators, Facts and Figures and other statistical reporting requirements such as the Common University Data Ontario (CUDO).

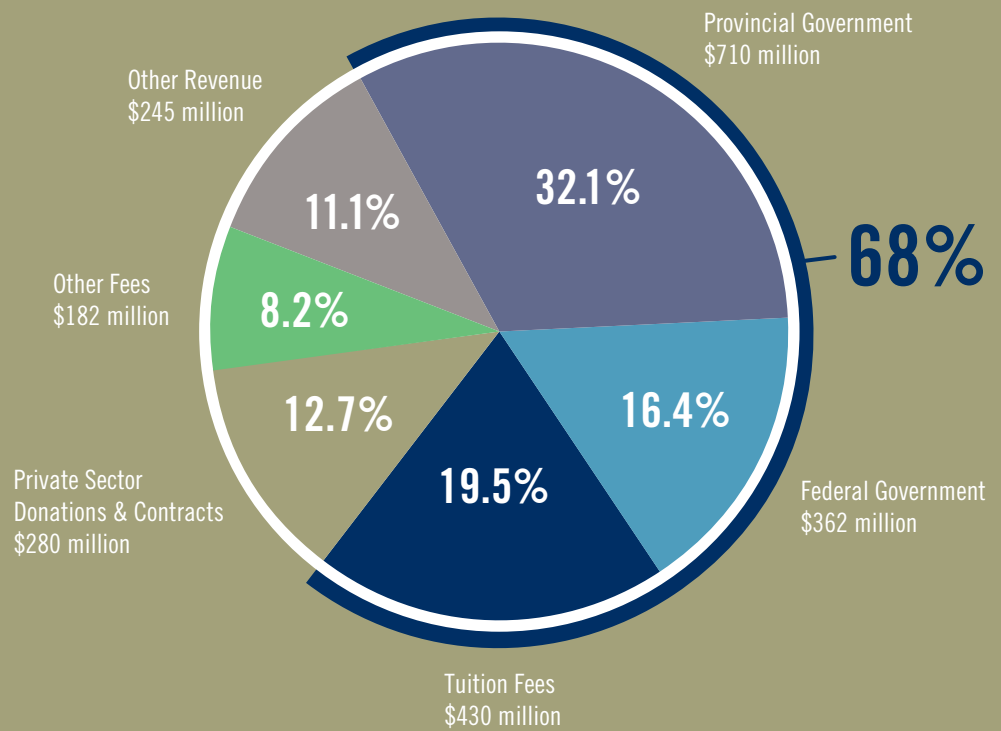
Approximately 70% of the University’s revenue is influenced by governments. The Federal Government provides over 16% in revenue related to research funding; tuition fees (19.5% of the total revenue) are set by the Provincial Government and the Province also provides 32.1% of the funding through grants. Therefore, fostering relationships and advocating on behalf of the University at both the Provincial and Federal level is key to our funding formula. Additionally, relationships and partnerships with the municipalities and other institutions are imperative to furthering the University’s presence.

University of Toronto Operating Revenue 1991-92 to 2005-06



The declining share of provincial government grants in the funding of university education. U of T’s Total Operating Revenue in 2005-2006 was \$1.157 billion.

2005-06 TOTAL U OF T REVENUE: \$2.210 BILLION



Note: "Other Revenue" includes: investment income, sales of services and products and miscellaneous.
 [Source: COFO-UO 2005-06 Data Files]
 "Other Fees" includes compulsory and non-compulsory Ancillary Fees.

This past year, the Office of Government, Institutional and Community Relations coordinated the University's efforts to determine the strategic priorities and further specific opportunities at the Federal and Provincial level. This allowed the University to benefit from specific initiatives announced in both budgets. The results of the Federal Budget impacting the University include:

Increased funding totaling \$17.5 M to

- **Tri-Council funding – \$12.9 M**
- **Indirect Cost funding – \$2.3 M**
- **Graduate Scholarships – \$2.3 M**

The Provincial budget included:

- An increase in U of T's overall share of operating grants to 19.6% (\$3 B), exceeding the previous year's share of 19.1% (\$2.68 B).
- \$54 M additional funding from the Ministry of Training, Colleges and Universities than U of T budgeted, including funds for undergraduate expansion, graduate expansion, quality funding and federal transfer funding.
- Additional money from the Ministry of Economic, Development and Trade for research in jurisdictional economic advantage and advanced research in structural genomics.

Other initiatives over the year included:

- Strategic input into the Ontario Government Ministry of Research and Innovation's (MRI) strategic plan resulting in a strengthened relationship between MRI and the University.

- Input into the Federal Science and Technology Strategy through institutional tables such as the G13 (13 largest research universities in Canada) for this central component of the federal agenda.
- Coordinating U of T representation at key Ministry of Training, Colleges and Universities tables, dealing with significant PSE policy issues including system design, GTA demand, Multi Year Agreements and other matters.

In advance of the Provincial election, the office developed advocacy materials for University stakeholders (P&D, PVP, PDADC, Governing Council). The office worked with Council of Ontario Universities to develop provincial materials and collaborated with Elections Ontario, Student Unions and the Provost's Office to address and communicate policy positions. Through this consultative approach, numerous benefits were realized including a comparative analysis of the party platforms; updated policies and procedures to deal with election campaigns on campus; stronger relationships with student groups and consistent messages shared across all university stakeholders which were delivered to candidates and key decision-makers.

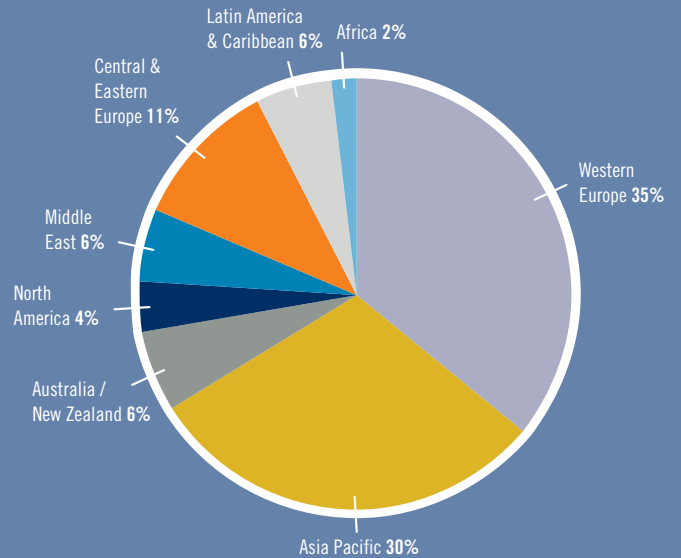
The Office of Government, Institutional and Community Relations also provided support and advice to the President and senior university administrators at more than 20 key University Association Groups (including COU, AUCC, G13) ensuring U of T contributed meaningful input on issues of financial, organizational or strategic consequences. These major strategic briefings help shape the University's approach to Graduate Funding, System Design, the Student Access Guarantee and other important issues.

INTERNATIONAL Relations

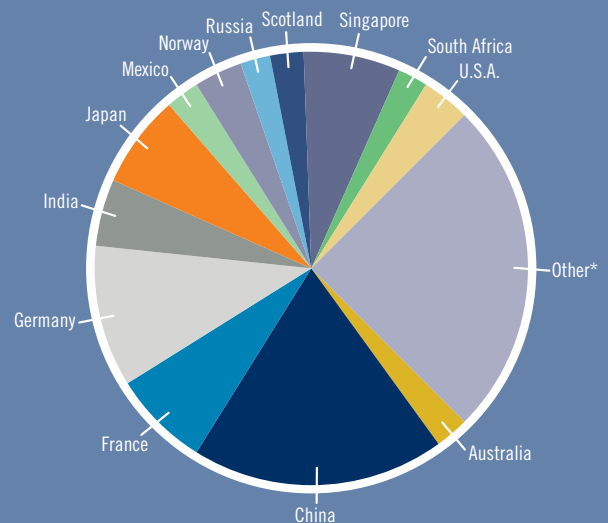
The over-arching goals of the Office of International Relations mirror the overall goals of University Relations, with an emphasis on building international relationships, strategic focus, co-ordination of activities and information sharing. The office is also responsible for hosting incoming delegations, assisting outgoing delegations and negotiating agreements with our international counterparts.

Over the past year, the International Relations office has hosted more than 85 delegations from 35 countries. Formal Agreements of Cooperation were signed including agreements with the University of Zambia and Peking University.

FORMAL AGREEMENTS OF COOPERATION WITH INTERNATIONAL INSTITUTIONS



INTERNATIONAL DELEGATIONS BY COUNTRY OF ORIGIN



* Other includes: Belgium, Brazil Brunei, Chile, Cuba, England, Grenada, Ireland, Italy, Kenya, Korea, Liberia, South Korea, Spain, Taiwan, The Netherlands, Trinidad and Tobago, Tunisia, United Kingdom, Vietnam, West Indies

IN ADDITION to the important task of building relationships with a broad range of external stakeholders, International Relations offers support to many internal departments who play a significant role in the internationalization of the University. Activities this past year focused on assessing and understanding the breadth of the University's external relationships and creating frameworks for both research and student-focused endeavors.

INDIA TRIP, JANUARY 2007

The Vice President, University Relations and the Assistant Vice President, Research were delegates on the Premier's Mission to India. The trip was an important step in building stronger relationships for the University with counterparts in India and across the province. The mission included meetings with the Canadian High Commissioner in India, the Director General of the Indian Council of Medical Research, and prominent business leaders, including representatives from Tata Consultancy Services and ESS Software Systems.

This trip also helped U of T shape its strategic vision for India. Since then, our relationship with Tata Consultancy services has been formalized.

CHINA TRIP, SPRING 2007

Following the President's trip to China in the spring of 2007, ties with Chinese universities have strengthened and deepened, paving the way for the President's delegation to China in November 2007.

CHINA DELEGATION, NOVEMBER 2007

In early November 2007, the President led a delegation to China comprised of:

Prof. David Naylor, President

Prof. Franco Vaccarino, Vice President and Principal,
University of Toronto Scarborough

Ms. Judith Wolfson, Vice President, University Relations

Dr. Chris Paige, Vice President, Research,
University Health Network

Dr. Lorna Jean Edmonds, Assistant Vice President,
International Relations

Prof. Brenda Andrews, Director, Terrence Donnelly Centre
for Cellular and Biomolecular Research

Dr. Shan Zou, Post Doctoral Fellow, Department of Chemistry
Ms. Margaret Yan, Recruitment Officer (Asian Initiatives),
University of Toronto Scarborough

The goals of the November trip to China included the following:

- Strengthen U of T's relationship with China by demonstrating institutional interest and commitment to building collaborations.
- Increase U of T's profile and ability to engage in educational and research opportunities in China.
- Improve understanding of current trends, issues, challenges and opportunities in international collaborations with China.
- Attract the next generation of world-class leaders to U of T and our partner universities in China, both existing and new for an educational or research experience.
- Identify ways to develop meaningful relationships with these universities that advance our combined objectives.
- Advance some of our current areas of collaboration.
- Look toward 2030 and the development of meaningful partnership models and strategy.

In order to accomplish these goals, the delegation arranged to:

- Meet with leadership of China's top universities, aligned research institutes and aligned health sciences centres (Fudan, Shanghai Jiao Tong, Tsinghua, Peking).
- Invite university presidents in China to visit U of T.
- Hold follow-up meetings with the international schools in Shanghai and Beijing.
- Host an alumni event in Shanghai.
- Meet with the Ministry of Science, the Chinese Academies of Science, the Chinese Scholarship Council.
- Meet with a number of the elite high schools in China whose students are part of U of T's Greenpath program.
- Meet with several industry leaders.

STRATEGIC Communications

In the past year, the Department of Strategic Communications undertook a major reorganization which, by the end of the year, had seen a re-design of almost all its jobs, and the hiring of new staff to work alongside a number of continuing staff.

The new Department is comprised of three teams. Issues Management and Media Relations, is responsible for managing relations with the media. The second team, Faculty and Staff Communications, is responsible for internal communications, particularly through the new *Bulletin* bi-monthly newspaper and the newly launched *eBulletin*, a twice-weekly e-mail publication. The third team, University Marketing, develops and oversees a sustainable, evidence-based marketing strategy for the University as a whole.



ISSUES MANAGEMENT AND MEDIA RELATIONS

ISSUES MANAGEMENT COUNSEL

The Media Relations and Issues Management team spends a major part of its time providing counsel to the senior administration on any issue that presents a risk to the reputation of the University. The team thoroughly researches the issue, then assists senior administrators in developing strategies for interactions with media, concerned stakeholders and the public at large, often handling those media relations directly; the Assistant Vice President (Strategic Communications) occasionally acts as an on-the-record spokesperson for the University itself.

In 2006–2007, the issues management team handled roughly 10 such issues each week, including these high-profile matters:

DEVELOPED
a portfolio
strategy for
mass
communications
of news and
information to
faculty and staff

- The decision to close the Hart House gun range.
- Issues relating to Freedom of Speech and anti-Israel protests by student groups.
- Campus safety in the wake of shootings at Dawson College and Virginia Tech.
- Enrollment expansion and university crowding in the GTA.
- U of T's real-estate portfolio and development plans.
- Labour relations.
- Government research funding.

The Media Relations Team actively promoted stories to news media to increase the media profile of students, faculty, staff and the programs and initiatives of U of T.

- With the University's media profile growing over the years, U of T consistently leads Canadian news media coverage, holding between one-quarter to more than one-third of share of voice among nine Canadian universities, including McGill and UBC.

- From September 2006 to end of April 2007, earned media coverage through stories featuring U of T programs, initiatives, students, faculty or administration totalled nearly \$16 million in ad value. The final total is expected to surpass \$20 million. Ad value equals the dollars we would need to spend in order to replicate the media presence that the Media Relations Team acquires.
- Introduction of a 24/7 media line, which has quickly gained recognition with journalists.

A significant part of the University's profile comes from expert commentary. The Media Relations and Issues Management team facilitated this through daily interactions with journalists, by publicizing research breakthroughs and through the continued maintenance of our directory of experts – the “blue book.” Examples include:

- Expert commentary from Professor Nelson Wiseman on Toronto's municipal election.
- U of T's announcement that locally produced food would be used in cafeterias.
- Announcement of a \$5 million donation from entrepreneur Peter Munk to the Munk Centre for International Studies, and \$1 million donation from RIM's Jim Balsille to establish the Canadian International Centre at the Munk Centre.
- Professor Rebecca Cook's comments on polygamy laws.
- Coverage of the University's empathy training course for medical students.
- Professor Peter St George-Hyslop's research on a genetic link to Alzheimer's disease.
- Lecture by former U.S. Vice President Al Gore.
- U of T's decision to divest itself of holdings in tobacco companies.
- U of T's preparations for emergencies in the wake of shootings at Virginia Tech and Dawson College.

FACULTY AND STAFF COMMUNICATIONS

The Faculty and Staff Communications team helps communicate the priorities of university administration and their impact on the daily working life of faculty and staff, while building a strong sense of community among our three campuses. This team is also responsible for the internal dimension of mass emergency communications in times of crisis.

Bulletin and eBulletin

The University's Speaking Up report, University-wide research conducted via an online survey, indicated that at least 92 per cent of all faculty and staff members of all ages regularly relied on e-mail to obtain news and information about the University of Toronto. Hence, the *eBulletin* was created. In 2006-07, a new *Bulletin* portfolio was created in response to the changing way in which our community obtains and consumes its information. The portfolio includes a new *Bulletin* newspaper and a new, twice-weekly *eBulletin* electronic newsletter.



Developed a portfolio strategy for mass communications of news and information to faculty and staff.

The *Bulletin* was redesigned, based on qualitative research on audience engagement and focus groups of faculty and staff. The new, striking design includes colour-coded issue banners, a more readable font, a table of contents and thematic coverage of University news and issues.

The Faculty and Staff Communications team is also responsible for providing daily content for the U of T homepage headlines.

WEBSPACE

A new Webspaces Working Group, was assembled at the request of the Provost. With its mix of communications and technical expertise, the group's mandate is to advise senior administration on content strategies for the U of T webspaces, to identify priority webspaces projects, and to both identify and oversee the resources to implement those projects.

The group has begun the development of a common web-policy guide for all U of T homepages at the divisional and pan-University levels – one of the first substantive policy formulation efforts undertaken at U of T using a wiki, a web-based collaborative tool used to manage and publish content.

CRISIS AND EMERGENCY COMMUNICATIONS

The Faculty and Staff Communications team has developed a new range of protocols for mass and rapid internal communications across the U of T community in the event of a crisis. These include:

- Developing initial protocols to use the social networking site Facebook as a communications medium in a crisis.
- Development of an integrated faculty and staff e-mail list.

Furthermore, the team oversaw the design and development of U of T's pandemic preparedness website.

PUBLICATIONS

The team created a number of internal publications and websites aimed at informing and engaging faculty and staff about University policy and practices. Important examples include *Measuring Up: An Overview of Performance Indicators*, and *Speaking Up: Employee Experience Survey – Summary of Results*.

UNIVERSITY MARKETING

As a strategic enabler for the University, the goal of marketing is to mobilize our various constituencies to our vision – not simply to allow our direction to be shaped by the aims of others. A marketing strategy that is disciplined, co-ordinated and sustained will assist us in other dimensions of our evolution in the years to come. Among the University's current challenges is sustaining a balance between its research focus and the experience of students, alumni and others who have a non-research relationship with U of T. A marketing culture will help us understand the viewpoints of students, alumni, families and others, ensuring we find ways to incorporate their perspectives in our own planning as much as practical and possible.

ULIFE DEVELOPMENT

ULife is a dynamic website that catalogues all the clubs, activities, work opportunities, research opportunities, sports, arts and extra-curricular activities available to U of T students on all three campuses.

ULife – designed and developed by the University Marketing team – was launched in February 2007 to promote student engagement by providing the information students need to get involved in campus life, and make the most of university. The response from students has been enthusiastic.

visit: www.ulife.utoronto.ca

The management of ULife has now been transferred to the Office of Student Life.

ADVERTISING

Since January 2007, we have run a series of ads designed to help build the University's unique position "Canada's Answers to the World's Questions". The ads have largely been tactical in nature: a response to specific events (Al Gore's visit, major donations to the University, the arrival of a key faculty member.) However, all were built on our positioning.

Our expression of this positioning will continue to evolve. The aim is always to say something that no other university in Canada could say. We aim to point out, for instance, the combination of massive breadth and leadership in our scholarly enterprise – a combination that is unique in Canada. We have started building a strong advertising identity through the consistency of our look and feel. In tandem with the new visual identity, we are presenting a strong, clear sense of U of T to our external and internal audiences.

MARKET RESEARCH

Fundamental to both our marketing strategy and the University's future, market research provides an in-depth exploration of our operating assumptions and uncovers the key insights that will form the basis of much of our future marketing endeavours.



NEW VISUAL IDENTITY

THE VISUAL IDENTITY PROJECT WAS INITIATED BY THE PRESIDENT IN THE SUMMER OF 2006 TO REFRESH THE U OF T SIGNATURE – THE CREST AND WORDMARK (THE WORDS “UNIVERSITY OF TORONTO”).

The core design is complete and features two versions of the U of T signature.

The redesign of various campus and divisional signatures to more accurately reflect the true relationship between these entities and the larger university is underway. This redesign is essential in helping external audiences understand the University and how it operates.

The implementation process is also underway. The first phase – the design of divisional signatures (administrative and academic) and core stationery templates – is scheduled to be completed by the end of 2007. The second phase – templates for key promotional materials – will be completed by spring 2008.

THE BENEFITS OF A NEW VISUAL IDENTITY INCLUDE:

- Creating a strong sense of visual cohesion for the University. Externally, people will easily recognize U of T faculty, staff, promotional materials, etc. Internally, we will have the sense that we all work for the same great organization.
- A consistency of look and feel.
- A sense of visual clarity about how U of T is organized. The relationship between U of T and UTM and UTSC, for example, is clearly one with strong offshoots from the centre.
- Improved efficiency and cost savings. We are using a new, automated online print ordering system which will greatly improve the efficiency of ordering stationery, basic promotional materials and a range of other material.



UNIVERSITY OF
TORONTO



UNIVERSITY OF
TORONTO

looking FORWARD

GOVERNMENT, INSTITUTIONAL AND COMMUNITY RELATIONS

Looking ahead to the 2007–08 year, the Office of Government, Institutional and Community Relations will focus on securing more financial support and creating an improved policy environment. Both are critical to our mission as a research-intensive university. Simply put:

- We want to **INCREASE** the pie.
- We want a **BIGGER PIECE** of the pie.
- We want **STRONGER RELATIONSHIPS**.
- We want **RECOGNITION** of our contributions.

In the next year, we will be advocating on many fronts.

Quality and Investment Strategy

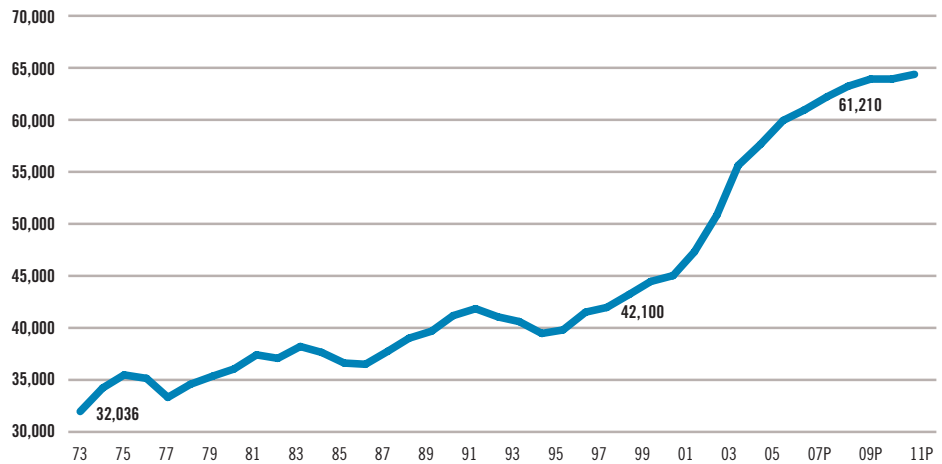
U of T needs more money for quality initiatives. Most of the additional \$6.2 million in funding made available to universities in response to the Rae Review has been directed to support enrolment growth. Yet funding for quality is imperative. The funding made available has been very welcome; it has helped universities meet significant cost pressures. However, we must recognize that a larger investment by the province is required to close the existing funding gap between Ontario and other jurisdictions in a meaningful way.

GTA Demand and System Design

Over the next 15 years, enrolment pressures will be uneven across the province. In the GTA, the demand for university undergraduate places is projected to range between 42,000 and 82,000 by 2021. Based on current enrolment patterns, U of T's share of this growth would be between 18,000 and 35,000 students.

FTE Enrolment at the University of Toronto

U of T representatives are working with the Ministry of Training Colleges and Universities and other GTA universities to refine projections and discuss possible approaches to the demand.



GRADUATE CAPITAL AND DEFERRED MAINTENANCE

Government has made a significant investment of \$550 million to support an increase of 12,000 places at the graduate level. Unfortunately, the funding is not sufficient. On the graduate side, the Council of Ontario Universities (COU) estimates that universities require \$1.9 billion. To accommodate the expected growth in undergraduate enrolment, COU estimates that between \$3.1 billion and \$5.3 billion is required by 2021.

With respect to the related issue of deferred maintenance, the University sector receives \$26.7M (UofT's share \$5M) annually to address deferred maintenance through the Ministry of Training, Colleges and Universities' Facilities Renewal Program, an amount significantly below what is needed to address the substantial deficit.

TUITION AND ANCILLARY FEE POLICY

The current Ancillary Fee Policy was established in the late 1990s. Such policies are generally based on a set of procedural rules about how an institution can set fees over and above tuition. During the past year, legal action was launched against Ontario's colleges, claiming non-compliance with the current policy. Similarly in the past year, a student group launched a legal case against U of T over procedural fairness in setting fees. The subsequent ruling by an Ontario court was in the University's favour, reaffirming the process for setting ancillary fees.

This is an appropriate time to review and revise the Ancillary Fee Policy in Ontario along with existing tuition policy.

INTERNATIONALIZATION AND INTERNATIONAL STUDENTS

Recruiting international students is an important strategy for attracting excellence to the University. Since many of these students, particularly at the graduate level, remain in Ontario after graduation, these efforts also support excellence in terms of human capital and long-term competitiveness for the province. Other jurisdictions have recognized this connection and have moved to include recruitment of international students as part of their international strategies.

Providing incentives for universities to recruit and retain international students, particularly at the graduate level, should be given serious policy consideration by the government.

RESEARCH AND INNOVATION IN THE KEY RESEARCH SECTORS

U of T has specific interests in pursuing research and innovation in the key research sectors identified by Government: green technology, health technology, pharmaceuticals, and digital media and communications technology.

The depth and breadth of our research enterprise and our partnership with the MaRS (Medical and Related Sciences) make U of T an essential element of any provincial research and innovation strategy.

MEETING THE PROVINCE'S NEEDS FOR HEALTH PROFESSIONALS

There is increased demand for MDs and other health professionals to meet the growing needs of the province's health-care system.

Further operating and capital investment is required. U of T is vital to a provincial strategy for increasing the numbers of health professionals, given its breadth of programs, size of student population, proximity to clinical placements, and collaborative relationship with major teaching hospitals and other health-care sites.

ACCOUNTABILITY AND PERFORMANCE MEASUREMENT

Since 1998, the University has published an annual Performance Indicator Report, and is a leader among Canadian institutions in the area of performance measurement. In 2006-07, along with other Ontario institutions, the University signed a Multi-year Accountability Agreement (MYAA) with the Government, which included performance measures. Also in 2006-07, U of T took a leadership position in developing common Ontario-wide university data that has been gathered in a consistent format and made available to the public to help them compare universities in terms of performance and offerings. Common University Data Ontario (CUDO) will be updated and improved each year. Universities across Canada are using CUDO to produce a similar set of common data nationally.

The data is available at:

www.cou.on.ca/_bin/relatedSites/cudo.cfm

We support the government's move to create the Higher Education Quality Council of Ontario (HEQCO) and look forward to working with the HEQCO secretariat to further demonstrate the accountability and performance of the system.

ACCOUNTABILITY AND PERFORMANCE MEASUREMENTS WILL CONTINUE TO BE REFINED AND WILL ALIGN WITH THE RESULTS OF THE TOWARDS 2030 PLANNING PROCESS.

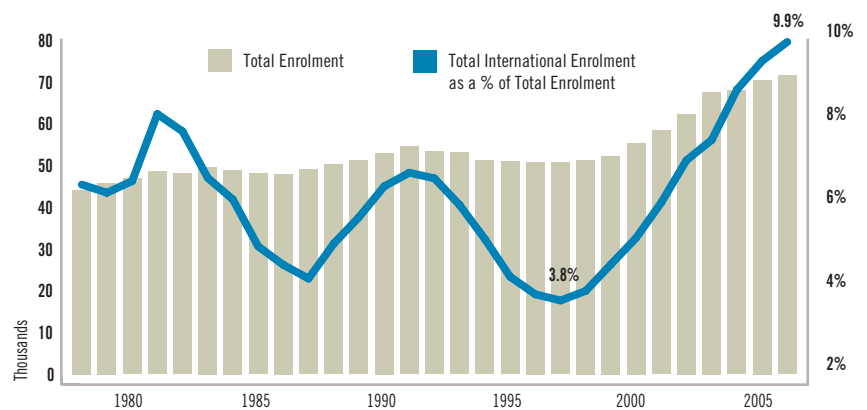


OFFICE OF INTERNATIONAL RELATIONS – LOOKING FORWARD

As a priority, the AVP, International Relations, will define U of T's strategy for international relations. The office will shape this strategy by:

- Assessing current relations with numerous international partners.
- Determining geographic and thematic strategies.
- Strengthening strategic university relations.
- Demonstrating an increased U of T presence during trips to China, Israel and India (Also see China Trip, pg. 12).
- Building upon previous contacts with stakeholders in these countries.
- Leading an International Strategy Advisory Group, which will bring together stakeholders to discuss the University's strategic role abroad.
- Working with the Strategy Advisory Group and the Office of Government, Institutional and Community Relations to advance government policy with respect to recruiting international students.

**Total Enrolment and Proportion International Enrolment:
1978-79 to 2006-07**



DEPARTMENT OF STRATEGIC COMMUNICATIONS – LOOKING FORWARD

Having completed its major re-organization, the Department will now implement strategic plans for marketing research and strategy, for media relations and for internal communications which, together, will advance the administration's priorities with the range of internal and external stakeholders. On that basis, Strategic Communications has formulated objectives for all three of its teams.

ISSUES MANAGEMENT AND MEDIA RELATIONS – FUTURE OBJECTIVES

- Build new tools that will help faculties and colleges enhance the media profile for their own academic work, including ongoing coverage of breaking research and academic programming.
- Undertake a strategic and thematic approach to story pitching, in order to build a profile for the administration's pan-University goals.
- Introduce a new media monitoring service to better capture the University's media reach in Canada and international markets.

- Will collaborate on the development of protocols and capacity to manage mass incoming telephone queries in a crisis.
- Expand domestic and international media contacts, while maintaining current strong relations with core media.
- Develop a new media website to further improve service to journalists.



STAFF AND FACULTY COMMUNICATIONS – FUTURE OBJECTIVES

BULLETIN PORTFOLIO

- Continue to develop and refine the *Bulletin* and the *eBulletin* as effective tools for mass communications with faculty and staff.

WEBSITE

- Develop and oversee implementation of the Web Content Policy Guide (to be applied to the homepage collection and to faculty and divisional websites.)
- Develop and submit recommendations for the redesign of www.utoronto.ca

PUBLICATIONS

- Increase participation in pan-University initiatives.
- Provide additional support in this area.



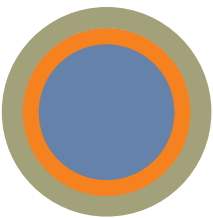
UNIVERSITY MARKETING – FUTURE OBJECTIVES

VISUAL IDENTITY IMPLEMENTATION

- Oversee the initial process of implementing the University's new visual identity across academic and administrative divisions.

QUALITATIVE AND QUANTITATIVE MARKET RESEARCH

- On a segment by segment basis, identify what drives people's decision to affiliate with a particular university.
- Test the integrity of our current market position – our positioning, our current values, our aspirational values, any advertising we have produced.
- Validate and quantify our strategic direction through qualitative research
- Determine what our current brand equity is – brand equity being the sum of all feelings, associations and memories related to the brand.



ADVERTISING

The bulk of the extended marketing strategy will be informed by research, but as we await those results, we will continue to raise the public profile of U of T's broad positioning through short-term advertising. We will produce two categories of ads. Strategic ads will promote our broad position as CANADA'S ANSWERS TO THE WORLD'S QUESTIONS. Tactical ads will run at particular times of year to focus on specific "calls to action," while integrating with the broad positioning.



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