

A REPORT TO THE COMMUNITY

ON THE PROGRESS OF THE UNIVERSITY OF TORONTO



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CHANCELLOR'S FOREWORD

Since our founding in 1827, in each generation the University of Toronto has made an immense impact for the good of countless individuals and of our society. Our predecessors laid strong foundations on which we are building towards a third century of excellence, as Canada's leading institution of advanced research and research-intensive education, and as one of the greatest universities in the world.

As Chancellor, shortly I will join the new chair of the Governing Council, Judy Goldring, in the installation of Meric Gertler as the 16th president of the University of Toronto. This is a time of excitement and confidence in what we are capable of achieving together.

In that spirit, the following is a report on the remarkable progress of the University of Toronto since 2005, under David Naylor's leadership as president. This report was conceived in a spirit of accountability to all those on whom we depend for our success – our university governors, faculty, staff, students, and alumni; our volunteers and donors; our government partners; taxpayers and the wider community. It is intended, not as an exhaustive summary, but as a concise review of selected highlights in the advancement of our core missions.

As the scope of this report makes clear, that advancement is due to countless individuals who have contributed their time, expertise, and resources to every facet of the University's life and work. Our shared accomplishments are all the more impressive when we consider the context in which we operate.

Our government partners have made many wise investments to support post-secondary research and education. The federal government has protected funding envelopes for the granting councils, and partnered with provinces to help renew our research infrastructure, as a key part of recent stimulus programs. Ontario has invested in an unprecedented expansion of graduate student enrolment, and in spite of severe fiscal pressures has protected much of its research funding envelope.

However, significant challenges remain. Fiscal pressures on governments have made sound, long-term policymaking more difficult. Per-student government funding in Ontario remains the lowest in Canada. Some policies on the federal and provincial levels have impeded the global competitiveness of Canadian universities. Popular pressure on universities to shift from well-rounded education to job-specific training has intensified, a change which would undermine our unique and crucial contributions to society and to the knowledge economy.

The fact that we have made such progress in a difficult environment

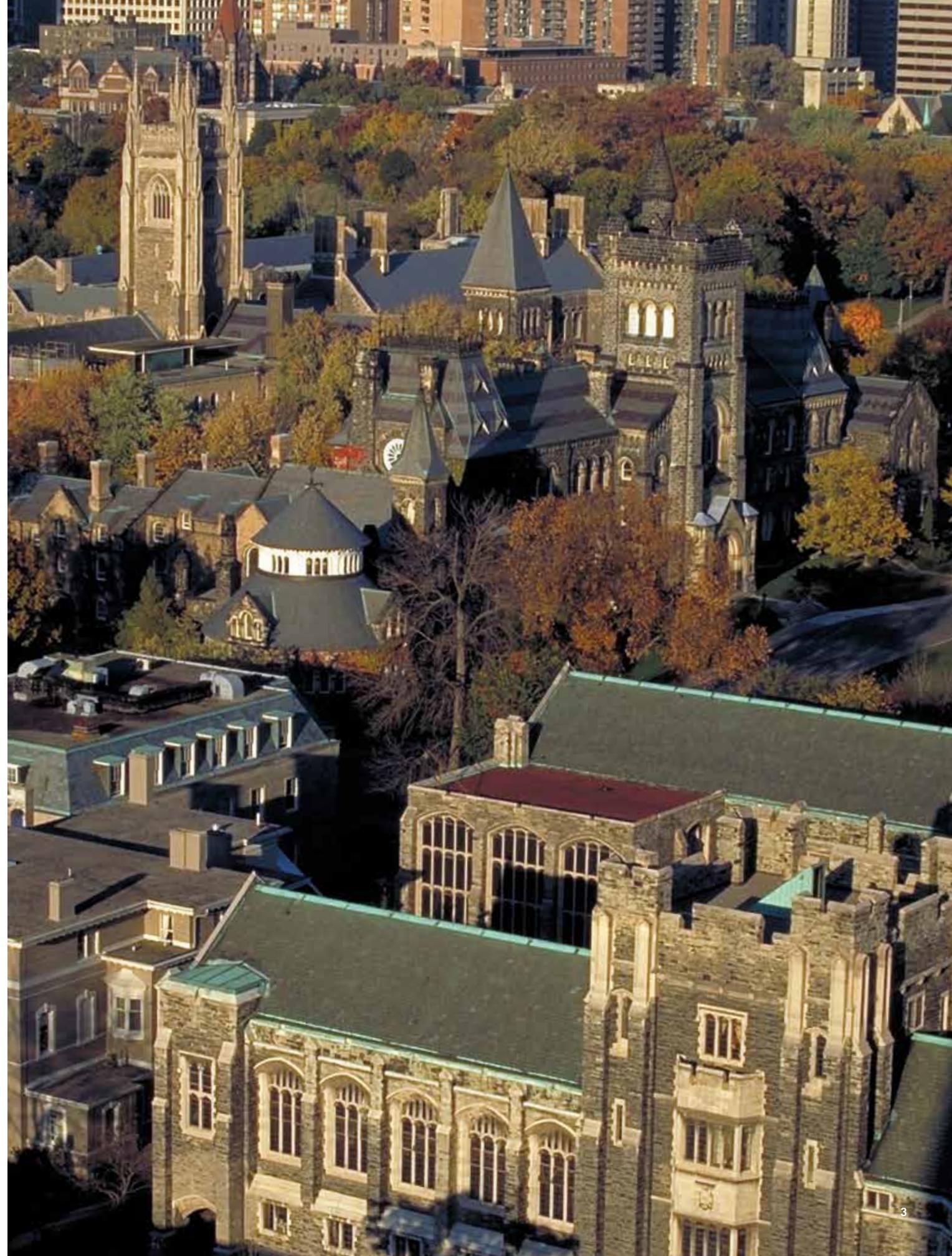


is a testament to the adaptability and determination of the University of Toronto community. It is also a very encouraging sign of our potential. A recovering economy would facilitate the building of a stronger long-term public-policy framework, and would help all sectors, including the post-secondary sector, to flourish in an increasingly competitive, globalized world.

Few things are more important to the future of our great country than our capacity to generate new knowledge, to apply existing and new knowledge to solve the complex global problems we face, and, above all, to educate successive generations of leaders and citizens in every field of human endeavour. With our outstanding new president, and with the vision and generosity of our faculty, staff, students, alumni, friends, and partners, we have every reason to be confident in the future of the University of Toronto.

The Honourable Michael H. Wilson
P.C., C.C., LL.D.
Chancellor of the University of Toronto

OCTOBER 2013



THE EDUCATIONAL MISSION AND STUDENT EXPERIENCE

THE UNIVERSITY OF TORONTO offers students opportunities to learn from and work with world-leading scholars and outstanding teachers in virtually every discipline. Its strength as a research-intensive university is unique in Canada and matched by only a small number of institutions around the world. The University's capacity to leverage these strengths into a research-enriched education has been tested by fiscal pressures, as well as shifts in demographics and public expectations. Nonetheless, for over a decade, and with increasing intensity since 2005, U of T's outstanding faculty and dedicated staff have worked with committed student leaders to ensure that the educational experience of students will be both challenging and rewarding, inside and outside of formal learning environments. While much remains to be done, there has been encouraging progress, as outlined in the brief and selective synopsis that follows.

THE EDUCATIONAL MISSION AND STUDENT EXPERIENCE

EMPHASIS ON TEACHING EXCELLENCE AND INNOVATION

Student Learning Experience defined by faculty, students, and staff as an institution-wide priority. By fall 2015, all courses to be evaluated for: student engagement; knowledge gained; learning environment; methods of student assessment; overall quality of experience; and institutional supports

More than 90 per cent of faculty members who have won major research distinctions are teaching undergraduates

President's Teaching Academy established in 2006. Expanded mandate for the Centre for Teaching Support and Innovation

Over 300 full-time teaching-stream faculty

Since 2005, faculty members have won six 3M National Teaching Fellowships and 12 OCUFA Teaching Awards

ENHANCED USE OF INFORMATION TECHNOLOGY

Complete overhaul of student information systems and student email

First in Canada to offer Massive Open Online Courses (MOOCs). Global enrolment in seven University of Toronto MOOCs now above 500,000, with more under development

Growing emphasis on “inverted classrooms”: lectures available online, class time dedicated to interactions with professor

New universal online course evaluation system developed with student and faculty input. Includes University-wide and customizable divisional or disciplinary elements. Hundreds of instructors have added individual questions to help them teach better

UNDERGRADUATE EXPERIENTIAL LEARNING

Major expansion of independent research courses and summer research opportunities

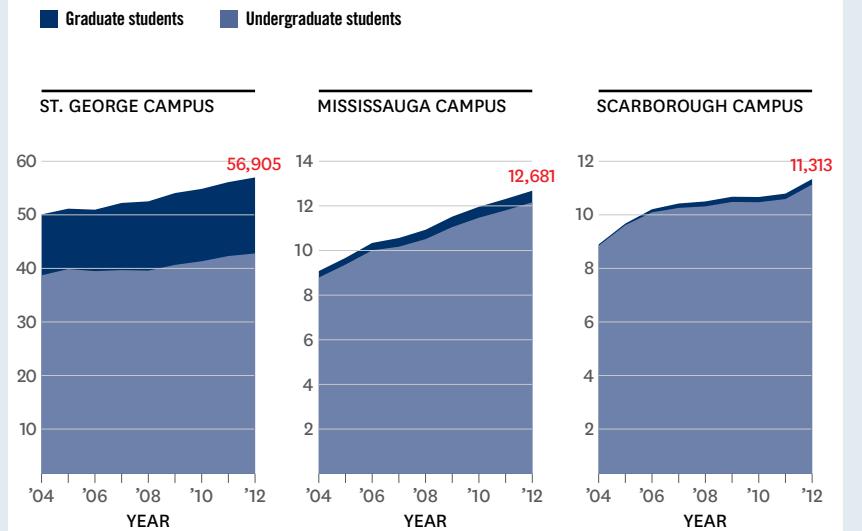
Student exchange partnerships with 140 institutions in 41 countries

Approximately 4,000 students working in community settings annually. Another 2,400 students enrolled annually in co-op programs, a professional experience year, and similar hands-on learning opportunities

ENROLMENT GROWTH

In 2012-13, 80,899 full-time and part-time students attended U of T, up 20 per cent since 2004-05. Graduate student enrolment has surged, responding to greater demand and reflecting U of T's unique strengths in research and professional education.

ENROLMENT FIGURES (IN '000s)



CURRICULUM ENHANCEMENTS

First-year foundation programs established across colleges, divisions, and campuses, with scores of undergraduate seminar courses and other personalized learning options

Many curricular changes implemented to foster life-long competencies (for example: critical thinking; effective writing and communications; problem-solving; and ethical and social reasoning)

GRADUATE INTENSIFICATION AND DIFFERENTIATION

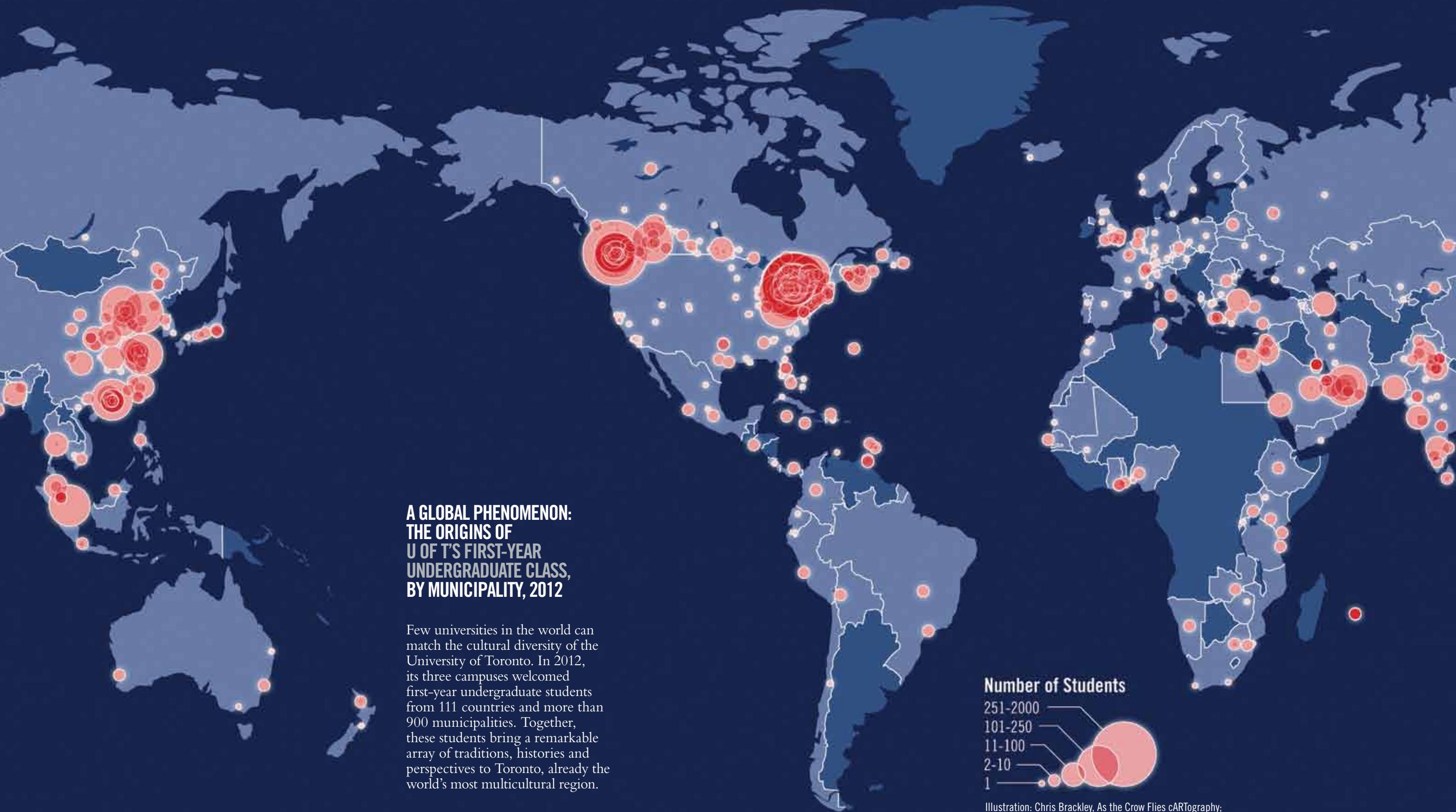
An additional 1,922 Master's students and 1,365 PhD students since 2004

U of T now educates 23 per cent of Master's students and 32 per cent of PhD students in Ontario

Periodic national surveys show continuing very high levels of satisfaction among U of T graduate and professional students

UTSC offers graduate programs in environmental sciences, conservation and climate change, and clinical psychology and brain imaging

UTM offers sector-specific professional graduate programs in biotechnology, finance and accounting, sustainability and innovation management



**A GLOBAL PHENOMENON:
THE ORIGINS OF
U OF T'S FIRST-YEAR
UNDERGRADUATE CLASS,
BY MUNICIPALITY, 2012**

Few universities in the world can match the cultural diversity of the University of Toronto. In 2012, its three campuses welcomed first-year undergraduate students from 111 countries and more than 900 municipalities. Together, these students bring a remarkable array of traditions, histories and perspectives to Toronto, already the world's most multicultural region.

Number of Students

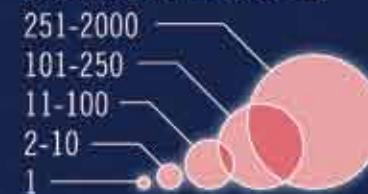


Illustration: Chris Brackley, As the Crow Flies cARTography;
Concept and research: Office of the President, 2013

ACCESSIBILITY AND FINANCIAL AID

In 2011, U of T spent \$157 million on student aid programs in various forms. An additional \$144 million was committed to graduate students for work as teaching assistants, and from external research fellowships and operating grants

Despite important enhancements to Ontario provincial student aid in 2006 and 2012, many students still face shortfalls in basic funding for their education. U of T helps fill this gap with needs-based bursaries that now reach 7,200 students, an increase of 8 per cent over 2005

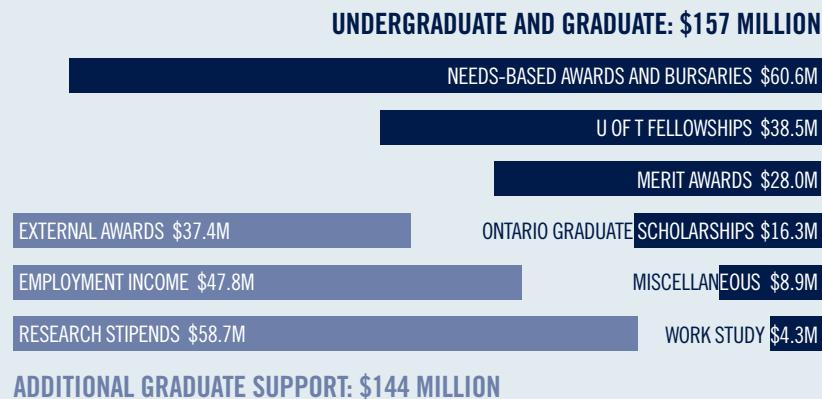
Since 2005, for every \$1 that tuition has increased per domestic undergraduate student at the University of Toronto, the University has increased its needs-based student aid by \$1.07.

About half of all full-time, domestic undergraduate students at the University of Toronto received OSAP and other non-repayable, needs-based financial assistance in 2011–12. In turn, they paid, on average, about half the regular tuition.



STUDENT ASSISTANCE 2011-2012

The University's budget for student support is derived from a number of sources—many generous benefactors, governments, and recycled tuition dollars. This support is distributed through a number of programs and initiatives.



OUTSTANDING UNDERGRADUATES

Total first-choice (domestic, first-entry) applications grew by 18 per cent from 2009 to 2102

In 2012, U of T welcomed 22 per cent of all Ontario students who graduated with averages above 95 per cent

In 2012–13, 20 per cent of first-year undergraduate registrants were international students

U of T students have won nine Rhodes Scholarships since 2005, half of Ontario's total during the same period

ATHLETICS RENAISSANCE AND EXTRACURRICULAR OPPORTUNITIES

New world-class athletics facilities on all three campuses (see also the Built Environment section of this report)

Over 10,000 students and 488 teams participate in intramural sports each year

Over 800 distinct student clubs across the three campuses

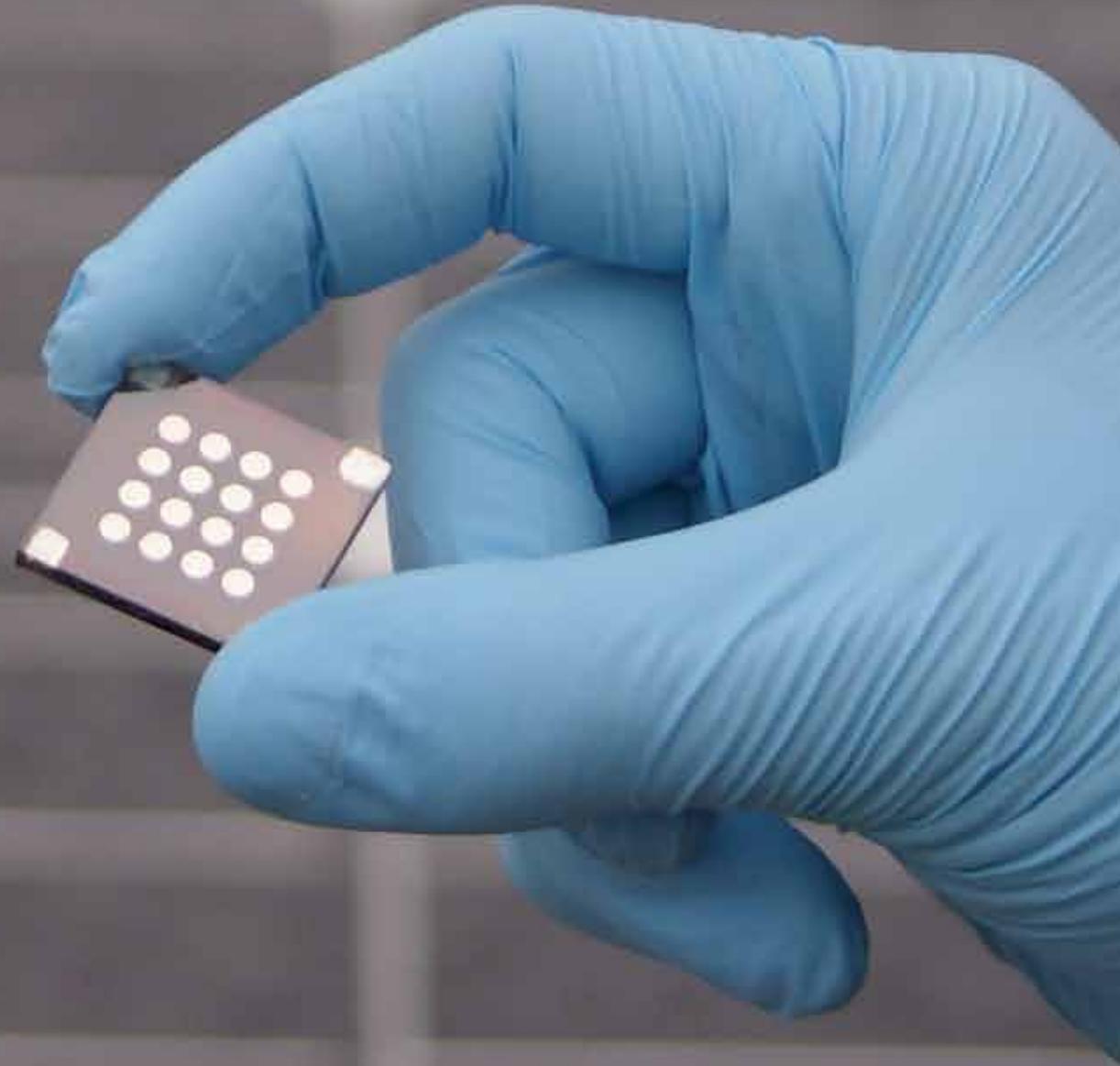
Over the past eight years, U of T's intercollegiate teams have won 45 national and provincial championships; individual athletes have won 363 national and provincial medals.



RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

THE UNIVERSITY OF TORONTO has long been our nation's strongest institution of advanced research. From Old English to cybersecurity and regenerative medicine to exo-planets, U of T faculty on our three campuses and in our partner hospitals are global leaders in fundamental and applied research, publishing more than their colleagues at any other university except Harvard. Increasingly, undergraduates have joined graduate students and post-doctoral fellows in this research enterprise, mentored by our faculty members and staff.

U of T researchers and alumni latterly have also played a major role in driving the emergence of the Toronto region as a global innovation powerhouse. They are building local, regional, and global networks of collaboration with industry, other research institutions, and academic colleagues. And they are attracting more funding, winning more honours, and making a greater positive impact on our society than ever before.



RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

CANADA'S LEADER AND A GLOBAL FORCE IN RESEARCH

Growth in total research funding, 2004-05 to 2011-12: 40 per cent, to \$1.2 billion

1st in Canada in all major disciplines in both research output and citations

2nd to Harvard among the world's universities in annual output of indexed research publications

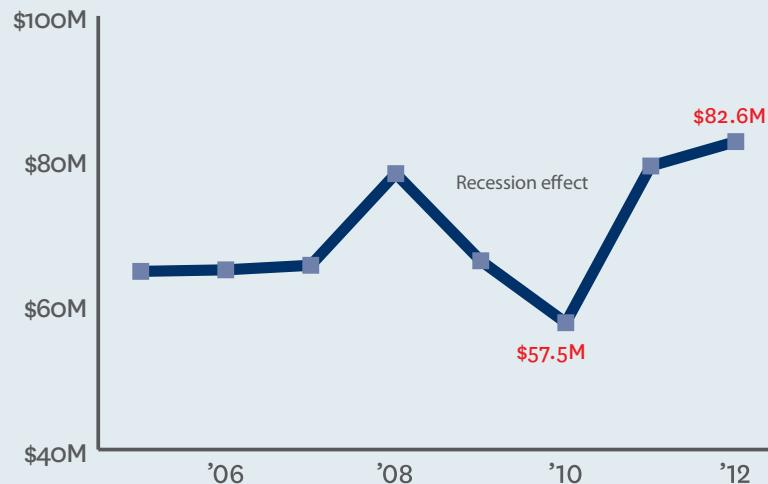
U of T and partner hospitals win over 21 per cent of funding awarded by the Canadian Institutes of Health Research (2009-12)

Between 2005 and 2013, 41 of the top 100 most highly-cited publications with an author at a Canadian institution included an author from U of T

In 2012 alone, U of T faculty, staff, and students collaborated on publications with over 8,000 institutions around the world, about double the number from 2004-05

Growing share of federal research funding. In 2013, 10 additional Canada Research Chairs secured, bringing the total to 248

RESEARCH FUNDING FROM INDUSTRIAL PARTNERS

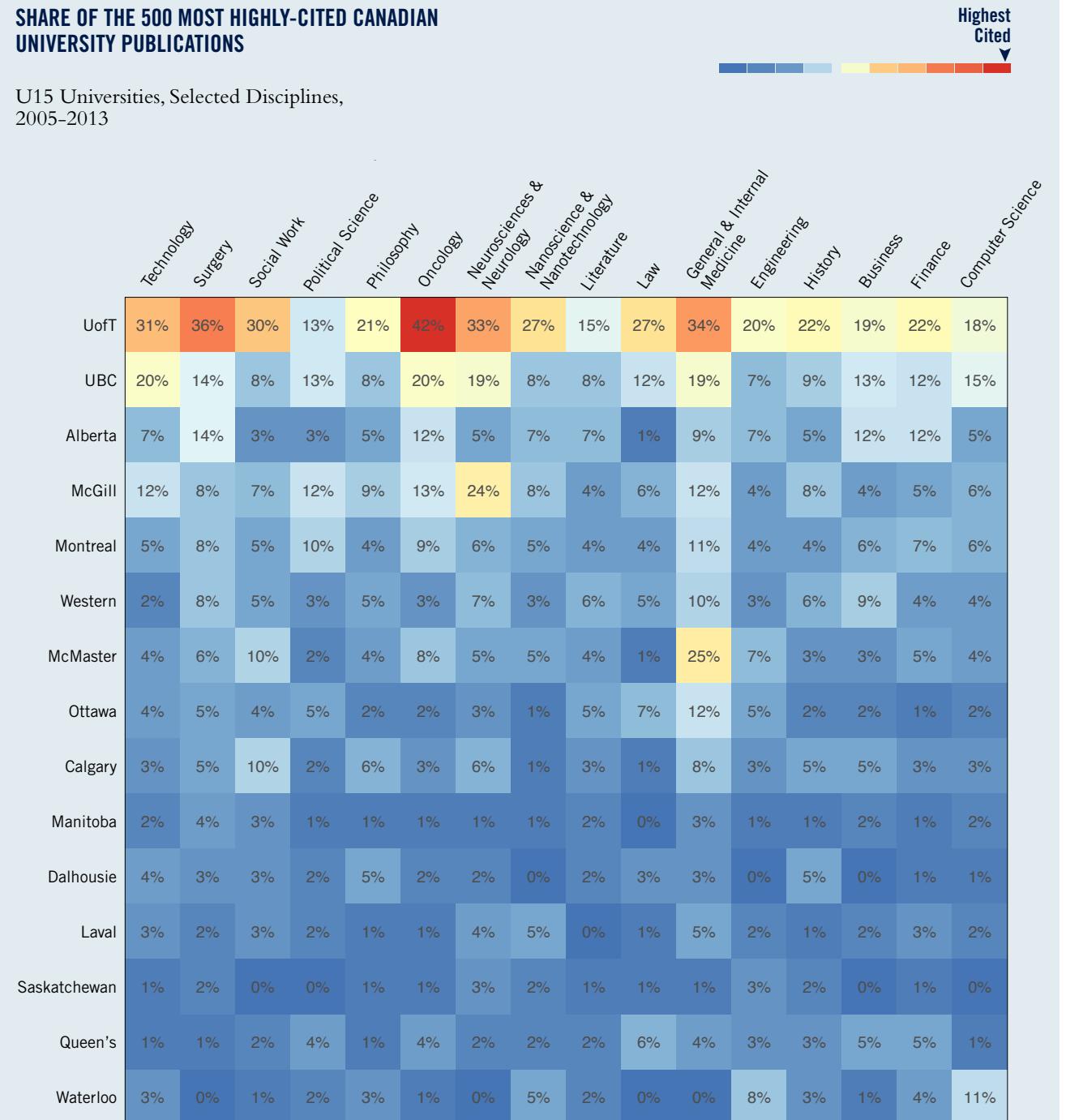


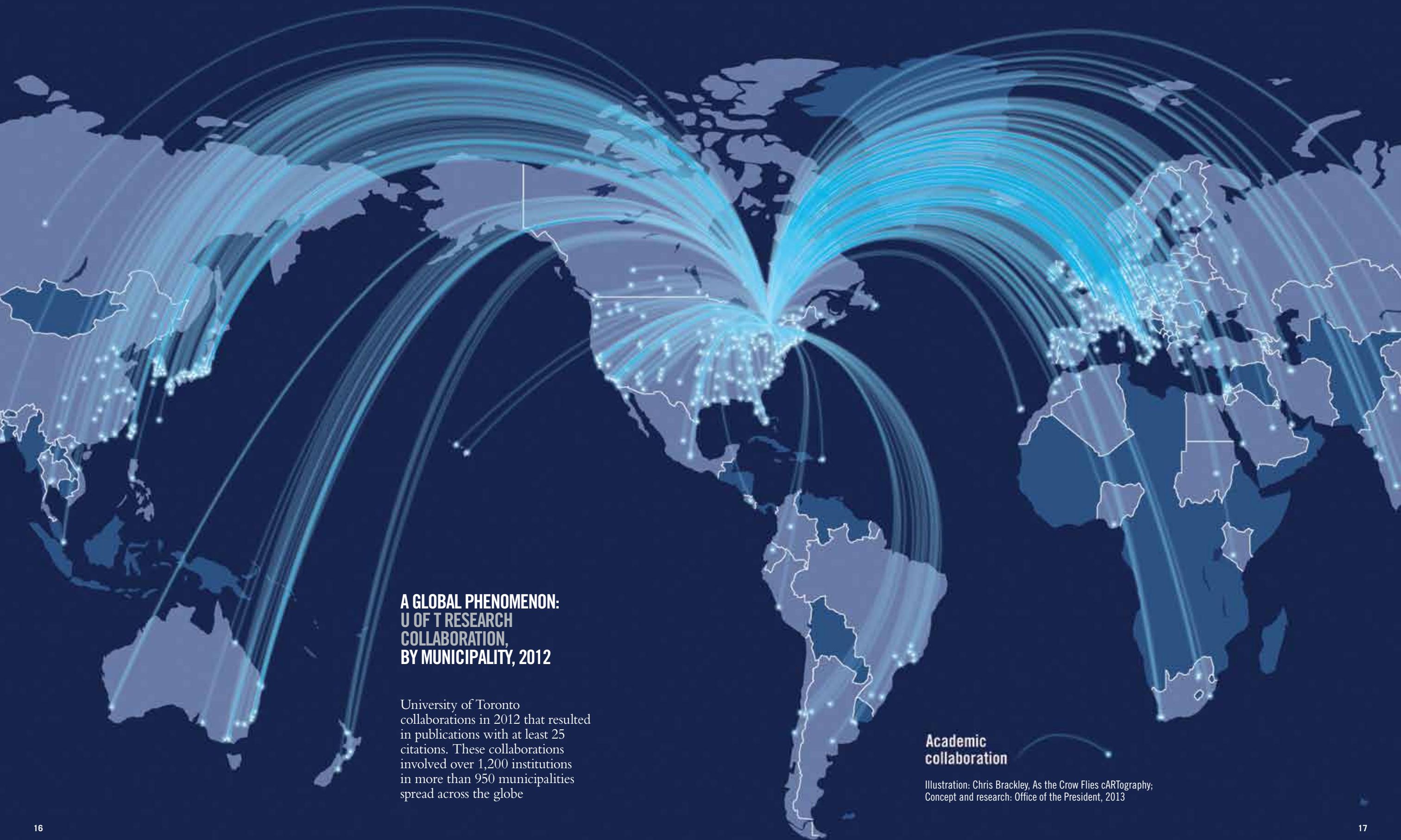
GROWTH IN RESEARCH PARTNERSHIPS

Growth in research funding from partnerships with industry and matching government support, 2004-05 to 2011-12: 10 per cent, to \$104 million (See chart for recession effect and recovery)

SHARE OF THE 500 MOST HIGHLY-CITED CANADIAN UNIVERSITY PUBLICATIONS

U15 Universities, Selected Disciplines, 2005-2013





**A GLOBAL PHENOMENON:
U OF T RESEARCH
COLLABORATION,
BY MUNICIPALITY, 2012**

University of Toronto collaborations in 2012 that resulted in publications with at least 25 citations. These collaborations involved over 1,200 institutions in more than 950 municipalities spread across the globe

**Academic
collaboration**

Illustration: Chris Brackley, As the Crow Flies cARTography;
Concept and research: Office of the President, 2013

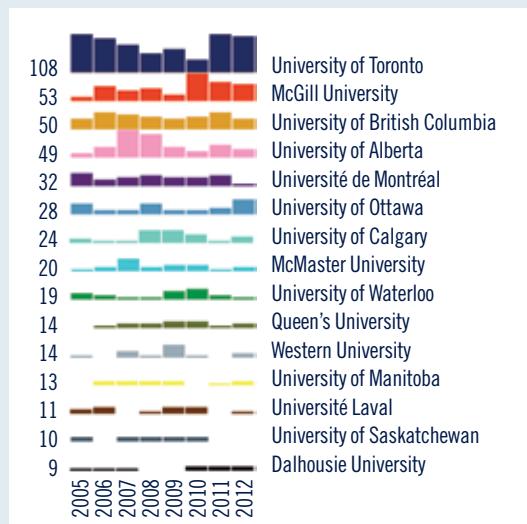
AN AWARD-WINNING PROFESSORiate

Since 2004, U of T faculty members have won 232 of the most prestigious national and international awards and honours for research, including Canada's top science and engineering prize in five of the past eight years, and the last four Steacie prizes (awarded to the top researcher in Canada under 40 years of age)

As noted above, more than 90 per cent of faculty winners of major research awards teach undergraduate courses, and new funding has been provided to support even greater engagement with undergraduate teaching by scholars in professional faculties and graduate-only divisions

NEW ROYAL SOCIETY OF CANADA FELLOWS AT U15 UNIVERSITIES, 2005-12

Since 2005, the number of scholars elected to the Royal Society of Canada from U of T has been double that of any other U15 university.



FLOURISHING ENTREPRENEURSHIP

U of T and partner hospitals have created 121 start-up companies since 2004-05

53 companies created between 2008-09 and 2010-11: 3rd-highest total in North America, and fastest rate of growth among research-intensive institutions in North America

Thousands of U of T students each year take Entrepreneurship 101 online or in person at the MaRS Centre

Repurposed Banting and Best buildings: 50,000 square feet for incubating and supporting entrepreneurship, including the Innovations and Partnerships Office, Impact Centre, Techna, and Mitacs

Over 50 entrepreneurship-focused initiatives on three campuses – for example, the Creative Destruction Lab, Design Jam & Spark, Hatchery, and UTEST, among many others

AWARDS AND HONOURS

University of Toronto faculty have won 2/3rds of the Guggenheim Fellowships for the arts awarded to Canadians, and 1/3rd of all Sloan Research Fellowships for “early-career scientists and scholars of outstanding promise” awarded to Canadians, since 2005. U of T's share of Canadian fellows of the American Association for the Advancement of Science has risen from an eighth to a third.

U of T faculty account for 8 per cent of Canada's total faculty complement and earn about 20 per cent of Canada's top academic awards and honours. When measured against international competition, where the highest standards of peer-review are practised, U of T's share rises: U of T faculty earn about 35 per cent of the top international prizes awarded to faculty members at Canadian universities.



INVENTIVE STUDENTS

Between 2005 and 2012, faculty, staff, and students at the University of Toronto and our partner hospitals have made 2,465 inventions – the highest number in Canada and 10th highest among all private and public institutions in North America.

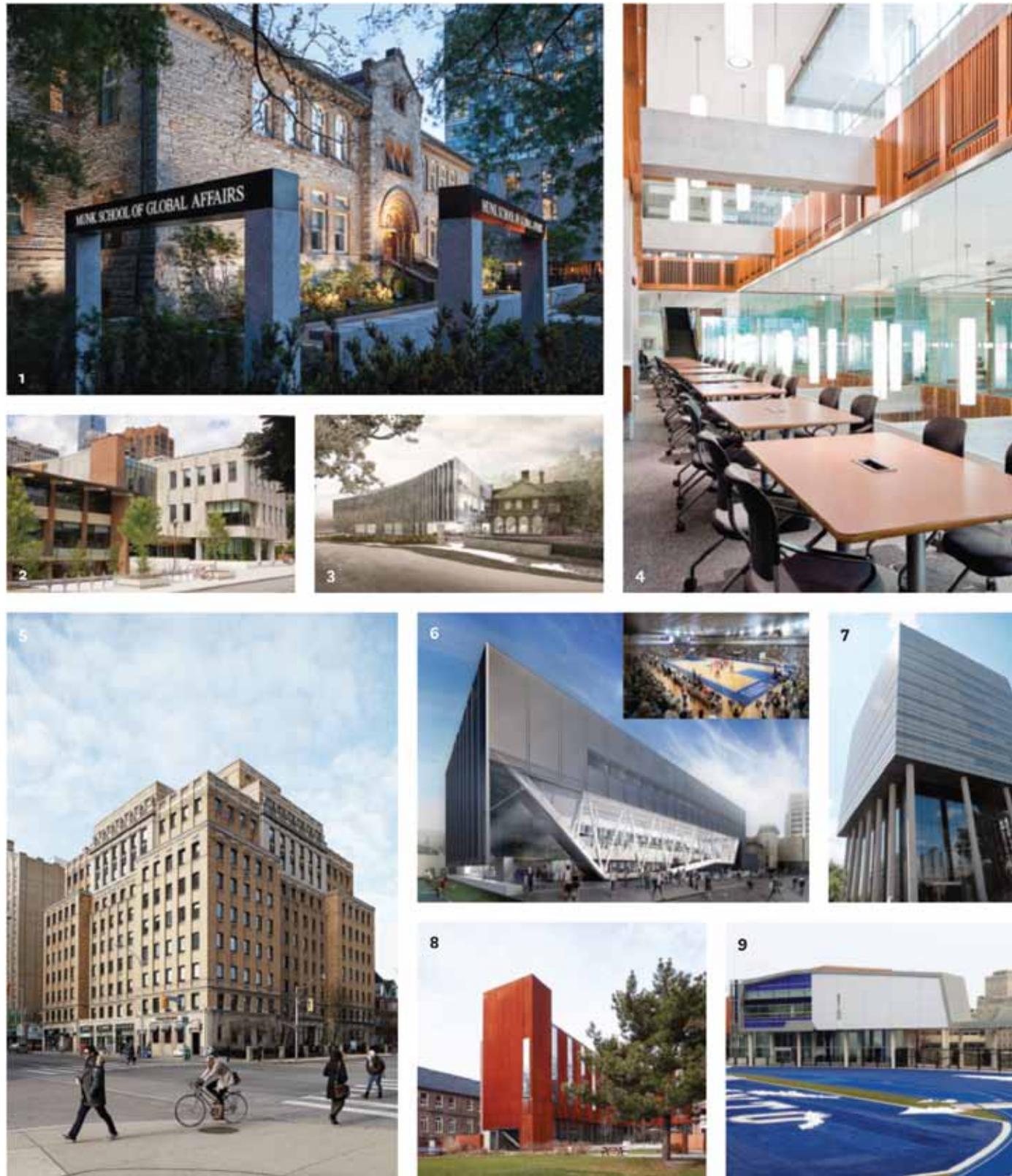
2/3rds of inventions at U of T include a student or post-doc as a co-inventor.



THE BUILT ENVIRONMENT

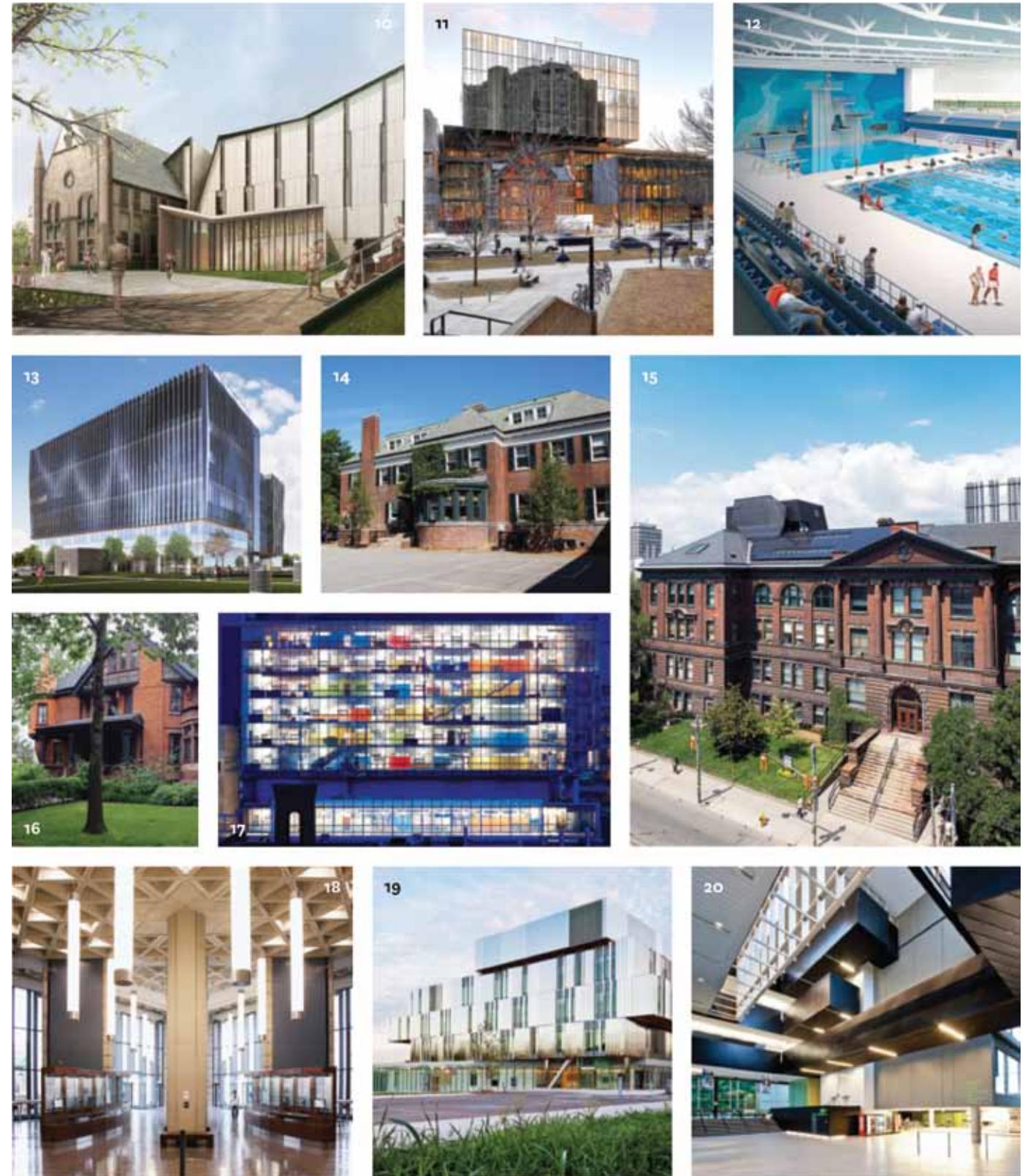
THE UNIVERSITY OF TORONTO is in the midst of a massive capital renewal. Taking into account new buildings and renovation projects since 2005, a total of 37 major building projects worth \$1.2 billion have been completed or are now underway across the three campuses. These state-of-the-art facilities (a selection of which is depicted here) have won awards for sustainability and architectural excellence. They have also addressed every dimension of the University's mission, ranging across advanced research, multi-purpose academic space, athletics and recreation facilities, libraries and student study areas, and student residences, among others.

Philanthropy has played a crucial role in making this renewal possible. U of T's visionary donors are supporting successive generations of Canada's strongest scholars and students. Support from the federal, provincial, and municipal governments has also been a key factor in many of these 37 projects – often through wise investments in post-secondary infrastructure provided during the global recession.



1 Munk School of Global Affairs 2 Goldring Student Centre, Victoria University 3 Jackman Law Building* 4 Hazel McCallion Academic Learning Centre, UTM 5 Jackman Humanities Building 6 Goldring Centre for High Performance Sport and Kimel Family Field House (inset)* 7 Leslie L. Dan Pharmacy Building 8 Max Gluskin House 9 Varsity Centre and Pavilion

*under construction or approved for groundbreaking



10 John H. Daniels Faculty of Architecture, Landscape and Design* 11 Rotman School of Management 12 Toronto Pan Am Sports Centre*, UTSC 13 Environmental Science and Chemistry Building*, UTSC 14 Dr. Eric Jackman Institute of Child Study 15 Lassonde Mining Building 16 Elmsley Place, St. Michael's College 17 Donnelly Centre for Cellular and Biomolecular Research 18 Robarts Library renovations, supported by Russell and Katherine Morrison 19 Terrence Donnelly Health Sciences Complex, UTM 20 Communication, Culture and Technology Building, UTM

*under construction or approved for groundbreaking

A GLOBAL COMMUNITY OF EXCELLENCE

THE UNIVERSITY OF TORONTO's national and international stature – and its impact on society – rests on the excellence of our global community of faculty, staff, students, alumni, and friends. Over the past eight years the foundations of that community have been strengthened considerably. Many indicators, summarized here, speak to the maturation of the University's tri-campus system. U of T has recruited brilliant new faculty and staff, while retaining the loyalty of a large number of long-standing employees. Our graduate and professional programs have long attracted excellent students. Now U of T is attracting a greater share of the highest-achieving undergraduate students and sharply increased numbers of outstanding international undergraduates. The U of T alumni community is more prominent, global, and engaged with the University than ever before. And the University has passed the two-thirds milestone in its historic \$2-billion Boundless campaign.



A GLOBAL COMMUNITY OF EXCELLENCE

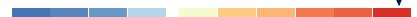
1ST IN CANADA AND TOP 20 IN THE WORLD

The University of Toronto is the highest-ranked university in Canada and among the top-ranked institutions in the world

U of T is one of only 9 universities that rank among the top 25 worldwide in all five academic disciplines measured by the QS World University Rankings

NTU - National Taiwan University
 QS - Quacquarelli Symonds
 THE - Times Higher Education
 SJT - Shanghai Jiao Tong

Highest Ranked



MAJOR INTERNATIONAL RANKINGS, 2012/2013

	NTU	QS	THE	SJT
U of T	8	17	20	28
UBC	27	49	31	40
McGill	34	21	35	58
Alberta	77	96	100+	100+
McMaster	100+	100+	92	92

CANADA'S LARGEST AND MOST CELEBRATED ALUMNI COMMUNITY

U of T's global reputation is lifted by 525,000 alumni in more than 180 countries, who occupy leadership roles in every walk of life and every discipline

Over 120,000 guests have been welcomed at U of T events in Canada and around the world over the past eight years

ECONOMIC POWERHOUSE

U of T contributes \$12 billion directly each year to the Ontario economy

U of T employs a greater number of people on its three campuses in the Toronto region than Chrysler and General Motors employ in all of Canada



EMPLOYER OF CHOICE FOR FACULTY AND STAFF

Since 2005, 1,583 individuals have been recognized for 25 years of service; 678 have been recognized for 35 years of service; and 396 have been recognized for 40 or more years of service

Since 2004-05, the University and its 23 partner bargaining units have successfully negotiated 70 collective agreements – with fewer than 10 days of work disruption for a small number of employees, and with no days of operation lost

EMPLOYER OF CHOICE

5,479 faculty and staff recruited since July 2005 from 434,237 applications from around the world.

Total faculty and staff complement has grown with enrolment expansion, remaining at proportionately similar levels.

U of T is one of Greater Toronto's Top Employers (last seven years in a row)

U of T is one of Canada's:

- Top 100 Employers for 2013 (sixth year out of eight)
- Top Family-Friendly Employers for 2013 (second time)
- Best Diversity Employers for 2013 (sixth consecutive year)
- Top Employers for Canadians Over 40 for 2013 (third consecutive year)
- Greenest Employers for 2012

INNOVATION AND PARTNERSHIPS

U of T has fundamentally restructured its approach to commercialization of inventions and ideas generated by faculty, staff, and students

New policies provide more financial incentives to inventors

The MaRS Centre provides mentorship to U of T-related businesses and social enterprises

MaRS Innovation was launched in 2008 as a new university-hospital consortium to bundle great ideas and inventions from across the Toronto region and bring them to market. It has already received a second round of major federal funding for its work

A new Innovation and Partnerships Office has been initiated to promote invention disclosures, industry partnerships, and student entrepreneurship

ONE UNIVERSITY, THREE CAMPUSES IN EVOLUTION

U of T Scarborough and U of T Mississauga have grown and changed. Each is:

- A bustling, mid-sized comprehensive campus
- Implementing new campus-level governance structures
- Integral to the social fabric and economic growth of its communities
- Offering distinctive programming, exemplified by UTSC's PhD programming in environmental science and UTM's Academy of Medicine which admits 54 MD students per year

Three new schools initiated – the Munk School of Global Affairs, the School of Public Policy and Governance, and the School of the Environment – and a new Faculty – the Dalla Lana Faculty of Public Health. These transdisciplinary units will help the University address some of the great global challenges of our time

New University-wide Budget Model, 2007-08: improved transparency and increased divisional autonomy and efficiency. Recognized with a gold medal for innovation at the Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards

St. George colleges have expanded their role as incubators for new undergraduate programming and multi-disciplinary centres, and initiated new services and facilities for commuter students

U of T's growing academic library system is ranked 3rd in North America, after Harvard and Yale

Comprehensive redesign of the University's visual identity

INVESTMENT MANAGEMENT OVERHAUL

An expert panel reviewed U of T's approach to investment management in 2009. Their recommendations led to:

- Streamlining the governance of U of T's subsidiary for asset management
- Creation of an independent blue-ribbon committee to advise on investment strategy
- Much closer oversight of risks
- Reductions of external fees
- Steady improvements in net returns relative to peers and benchmarks

BOUNDLESS CAMPAIGN

The \$2-billion Boundless campaign is the largest in Canadian history. As of September 2013 over 80,000 donors have given \$1.35 billion to U of T

These unprecedented levels of philanthropy have lifted every part of U of T and helped to keep the University open to meritorious students regardless of means

REMARKABLE GENEROSITY OF SPIRIT



79%

donated less than \$1,000

80,812

alumni and friends have made gifts to the Boundless campaign

42%

were first-time donors



1,455

scholarships and fellowships, which help U of T students reach their potential as leaders of tomorrow, have been created or enhanced through the Boundless campaign



38,000+

students have received financial aid or scholarships each year during the Boundless campaign



50+

chairs and professorships, which help professors and their students advance knowledge and make discoveries, have been supported by the Boundless campaign

Alumni and friends living in

85

countries, from Australia to Vietnam, have supported the Boundless campaign

Donors to the Boundless campaign range in age from

17 to 103



3,983

donors have made a pledge in every year of the Boundless campaign



120,000+

guests have been welcomed at U of T events in Canada and around the world since the start of Boundless



5,350

volunteers support the University of Toronto and help advance its mission



20

critically needed capital renewal projects have begun construction across our three campuses thanks to the Boundless campaign



This report, like everything else at the University of Toronto, is the product of a huge amount of collaboration and cooperation. Special thanks to: Scott Anderson, Michelle Broderick, Maya Collum, Katy Francis, Dean Hughes, Jeff Lennon, Camelia Linta, Scott Lougheed, Trevor Rodgers, Al Nausedas, José Sigouin, the staff in the President's Office, and – especially – all of the students, faculty, staff, alumni, and friends of the University of Toronto who write the stories we are privileged to tell.

For more information about anything in this report,
please visit the University of Toronto online at
www.utoronto.ca

Or better yet, please visit us in person.



UNIVERSITY OF
TORONTO

BOUNDLESS