

# BOUNDLESS

University Advancement  
Performance Indicators  
2011–2012

# Alumni engagement FY 2011-12

## Number of Alumni

500,840

Living Alumni

## New Graduates

15,096

June and November 2011 Convocations

## Number of Countries

182

## Gender of Alumni

51.6%

Female

48.4%

Male

## Age Distribution of Living Alumni

3.7%

Less than 25 years

15.5%

55 to 64 years

20.4%

25 to 34 years

9.5%

65 to 74 years

19.5%

35 to 44 years

5.7%

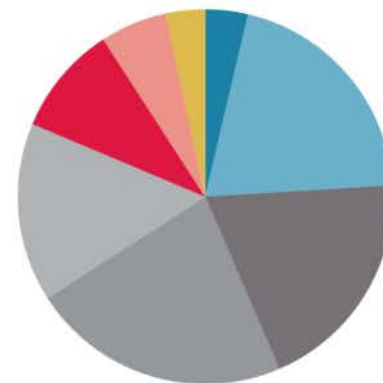
75 to 84 years

22.4%

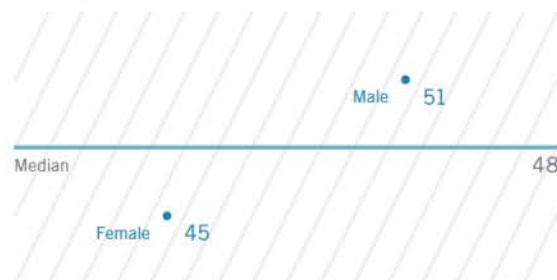
45 to 54 years

3.3%

85 years +



## Average Age of Alumni



# Alumni engagement FY 2011-12

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## Regional Events

The University of Toronto connects with alumni through regional events held in cities around the world. The events provide alumni with an opportunity to hear from leading U of T researchers and prominent alumni and celebrate their pride of association with U of T.

117

alumni events abroad

96%

of attendees said the events met or exceeded expectations

94%

of attendees said the events fostered pride in U of T

88%

of attendees said the events fostered an emotional connection to U of T

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## Shaker

1,119

young alumni attended Shaker events

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## Spring Reunion

109

events

5,279

registrants

73%

of attendees said they are likely to attend other U of T events

74%

of attendees already support U of T or are likely to respond positively to future appeals

60%

of attendees understand U of T's need for support

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## Alumni Travel

356

alumni visited 46 countries

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## Divisional Alumni Engagement

580

events were held by divisions

33,901

alumni and friends attended divisional events

5,300

alumni volunteered their time and talents for a range of projects, including book sales, student career advice, speaking engagements, alumni association participation, organizing reunions and Boundless campaign related activities

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## Mentorship

750

mentors worked with students across 21 University divisions

# Alumni engagement FY 2011-12

## Cressy Awards

183

recipients in 2012

2,608

recipients to date

## Arbor Awards

92

recipients in 2012

1,892

recipients to date

## Senior Alumni Association

500

senior alumni and friends  
attended lifelong learning lectures

525

volunteer hours provided to the University

## Advancement Awards

### Canadian Council for the Advancement of Education: Prix d'Excellence 2012

**Silver:** Best Magazine, *U of T Magazine*

**Silver:** Best Fundraising Case Statement & Campaign Materials, *Boundless: The Campaign for the University of Toronto*

**Silver:** Best Brochure, Newsletter or Flyer, *Successful Societies and Global Fluency*

**Bronze:** Best Writing – English, "The Debut," *U of T Magazine*

### CASE District II Accolades Awards 2012

**Gold:** Best Practices in Alumni Relations, *Hire Power: Strategies for finding and keeping work*, University of Toronto Scarborough

**Honorable Mention:** Magazines, *U of T Magazine*

**Gold:** Best Article, "The Aviator," *U of T Magazine*

**Bronze:** Best Article, "Understanding Autism," *U of T Magazine*

### Case Circle of Excellence Awards

**Silver:** Magazine (Circulations of 75,000 and Greater), *U of T Magazine*

## U of T Magazine Awards

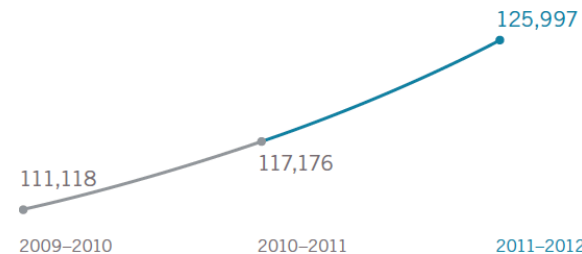
U of T Magazine continues to be recognized for communication excellence. In 2011–12, the magazine won "Best Magazine" honours from all three major higher-education award groups—the Canadian Council for the Advancement of Education (CCAEE), the Council for Advancement and Support of Education (CASE), and CASE District II. This marks the third year in a row that U of T Magazine has received honours in this category. The magazine was also recognized for writing, with one gold and two bronze awards and an honourable mention.

U of T Magazine is sent quarterly to alumni, friends, faculty and staff of the University of Toronto. In 2011–12, the University distributed 1.26 million copies.

## Affinity Programs

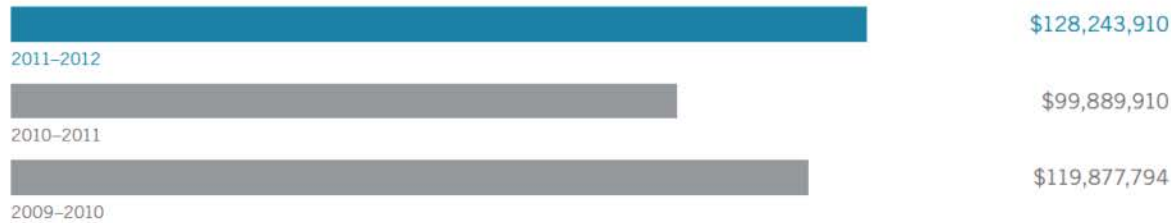
Working with external partners, University Advancement offers a broad range of products, services and affinity programs to alumni, faculty, staff and students. These programs include wealth management, insurance, as well as alumni travel activities and convocation services. Revenue generated from these partnerships supports student activities, the University of Toronto Alumni Association, as well as alumni events and programs.

### Number of Affinity Client Accounts



# Fundraising performance FY 2011-12

## Total Gifts and Pledges



## Expendable vs. Endowed

Excludes gifts in-kind

76%

Expendable

24%

Endowed

## Donor Count

81%

21,309 Alumni

2%

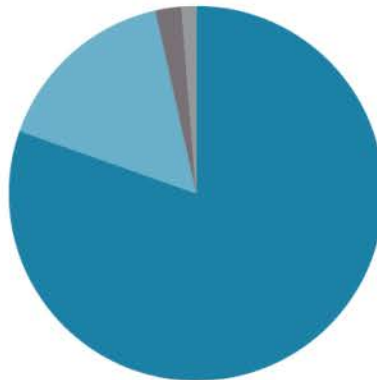
593 Corporations

16%

4,264 Friends

1%

336 Foundations & Organizations



## Planned Gifts

### Intentions for Future Estate Gifts

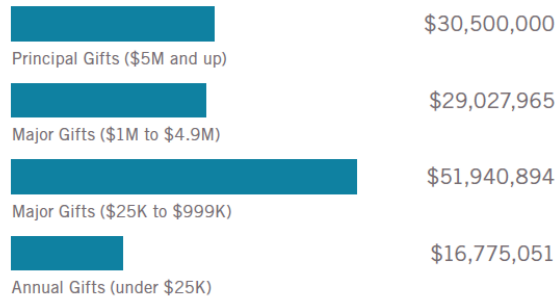


### Realized Estate Gifts

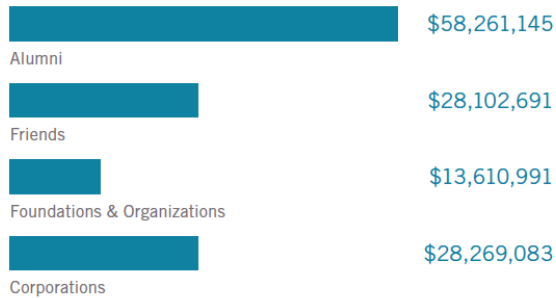


# Fundraising performance FY 2011-12

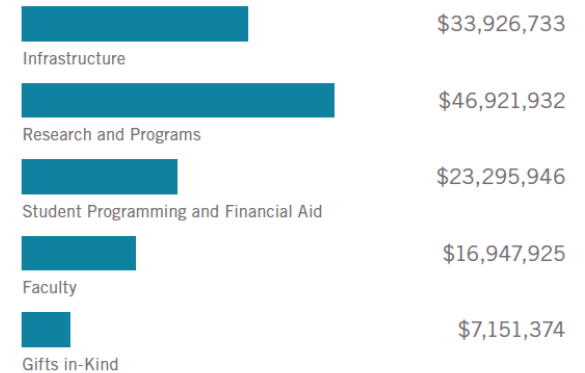
## Giving by Level



## Giving by Source



## Giving by Area



## Annual and Leadership Giving

Annual and Leadership Giving refers to all gifts under \$25,000. An important subset of this amount is gifts made in response to annual and leadership solicitations as this is an indicator of the success of the University's fundraising efforts to large numbers of alumni and friends through mail, email, telephone, online and personal contact.

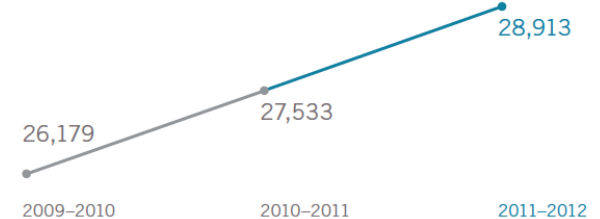
### Gifts up to \$25,000



### Annual and Leadership Solicitation



### Annual and Leadership Solicitation: Pledge Count



IMAGINATION COMMUNITY RESEARCH  
SOLUTIONS IMPACT GENEROSITY IDEAS PROGRESS DEDICATION CONNECTIONS SPIRIT INGENUITY  
EMPATHY LEADERSHIP DISCOVERY POTENTIAL

# BOUNDLESS

A Year in Review  
2011–2012

VISION GENEROSITY LEGACY COLLABORATION CREATIVITY EXPERTISE COMMITMENT SCOPE DETERMINATION COMMUNITY INSIGHT PASSION DESIGN GROWTH CULTURE  
INTEGRITY HOPE ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
OPPORTUNITY PERCEPTION HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
PERCEPTION HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
DETERMINATION OPTIMISM COURAGE SERVICE DESIGN HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
IDEAS DEMOCRACY NARRATIVE INNOVATION DREAMS PROMISE



# BOUNDLESS: A Year in Review 2011-2012

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2011.11

## Launching Boundless

On November 20, 2011, nearly 1,000 alumni, friends, students, faculty and staff gathered under the lights of Convocation Hall to launch Boundless: the Campaign for the University of Toronto.

At its core, the event was a celebration of the University's community—both its tradition of leadership, past and present, and its potential to enhance that extraordinary legacy for future generations.

President David Naylor (MD 1978), in his keynote address, spoke about the "confluence of talent, imagination, dedication and generosity" that built the University into a place of global relevance and impact. He spoke of the talented professors, supported by their students and staff, who developed insulin, discovered stem cells, reinvented literary criticism, theorized modern media and the digital age, and pioneered in fields as diverse as organ transplantation and computer graphics. He also acknowledged the remarkable scope of U of T's alumni community, noting "there is no continent nor any walk of life where Toronto alumni are not in leadership roles."

Building on this foundation of excellence and impact, President Naylor highlighted the ways in which U of T

is addressing the global challenges of health care, energy efficiency, the fight against poverty and the development of sustainable cities—all critical priorities for the Boundless campaign.

The event also showcased the remarkable talents of students. Student performers gave a one-hour concert prior to the formal program, which included a Latin jazz combo, taiko drumming, opera singers and other ensembles. Boundless, the campaign theme, was introduced in a special video showcasing alumni, faculty and students, with a special score composed by Kevin Liu, a student in the Faculty of Music. Recent Faculty of Music graduate Aaron Tsang (BMus 2007, MMus 2009) composed the opening fanfare especially for the occasion.

The public launch was a watershed moment, rallying our community around a common vision for U of T's role and aspirations, and celebrating its global impact and leadership of its alumni, students, faculty, staff and supporters. The occasion generated palpable momentum for the campaign, instilled pride and conviction among our constituents, conveyed the urgency and relevance of our priorities and highlighted the vital importance of alumni involvement.

Professor Gillian MacKay of the Faculty of Music conducts student brass musicians in a fanfare during the launch of the Boundless campaign at Convocation Hall.

# Alumni and friends engagement since launch

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Divisional events

580

Alumni & friends

33,901

Spring Reunion

5,279

Alumni events worldwide

117

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Alumni mentors

750

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Campaign events

27

New campaign cabinet members

150

Total cabinet members

250+

The first-ever University-wide mentor recognition reception took place on October 29, 2012, at the Faculty Club. More than 750 mentors from 21 divisions across the University were invited. Alumni Relations and the University of Toronto Alumni Association (UTAA) hosted and David Naylor (MD 1978) thanked the mentors on behalf of the University.

Encouraging mentorship is one of the key initiatives of the UTAA. Along with the UTAA, Alumni Relations and Student Life are working together to encourage alumni to participate as mentors, developing educational training and support materials for them. UTAA President Matt Chapman (MBA 2000) said the association has worked over the past year to enhance mentorship programs, including holding workshops to discuss issues such as attracting and retaining mentors. The UTAA has a new website that lists all the mentoring programs.

Mentors at the reception received a pin in the shape of an acorn, an iconic U of T symbol. Acorns only appear on fully mature oak trees, and thus represent the potential that mentors cultivate and encourage. Some of the mentors at the event said it was the first time they had been in the same room as other mentors and that it really made a difference to know that U of T recognized their efforts.



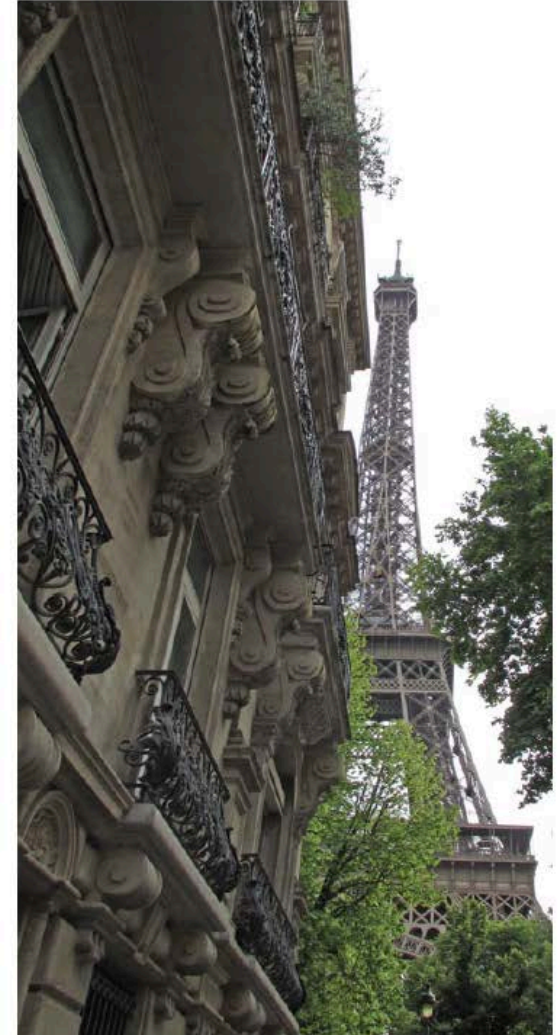
27.06.12  
-28.06.12

## Springtime in Paris

International philanthropist Dr. **Helen Vari** (Hon. LHD 2011) convened a two-day series of events for U of T alumni in Europe, including a dinner for 100 people at her home in Paris, a private tour of the National Museum of the Legion of Honour and a reception at the Canadian Embassy in Paris.

Alumni traveled from Austria, Canada, England, France, Greece, Hungary, Italy, Scotland, Switzerland and the United States to attend the events, reconnect with their alma mater and hear about the University's progress.

The Hon. David Peterson (LLB 1967; Hon. LLD 1994), together with his wife Shelley Peterson, attended the events. The trip was Peterson's last official trip as chancellor of U of T, after six years of remarkable service. The Legion of Honour tour had special resonance for Peterson, who is a knight of the Order of the Legion of Honour of France, and Vari, who was recently made an officer of the Legion of Honour in a ceremony at her Toronto home.



12.11.12

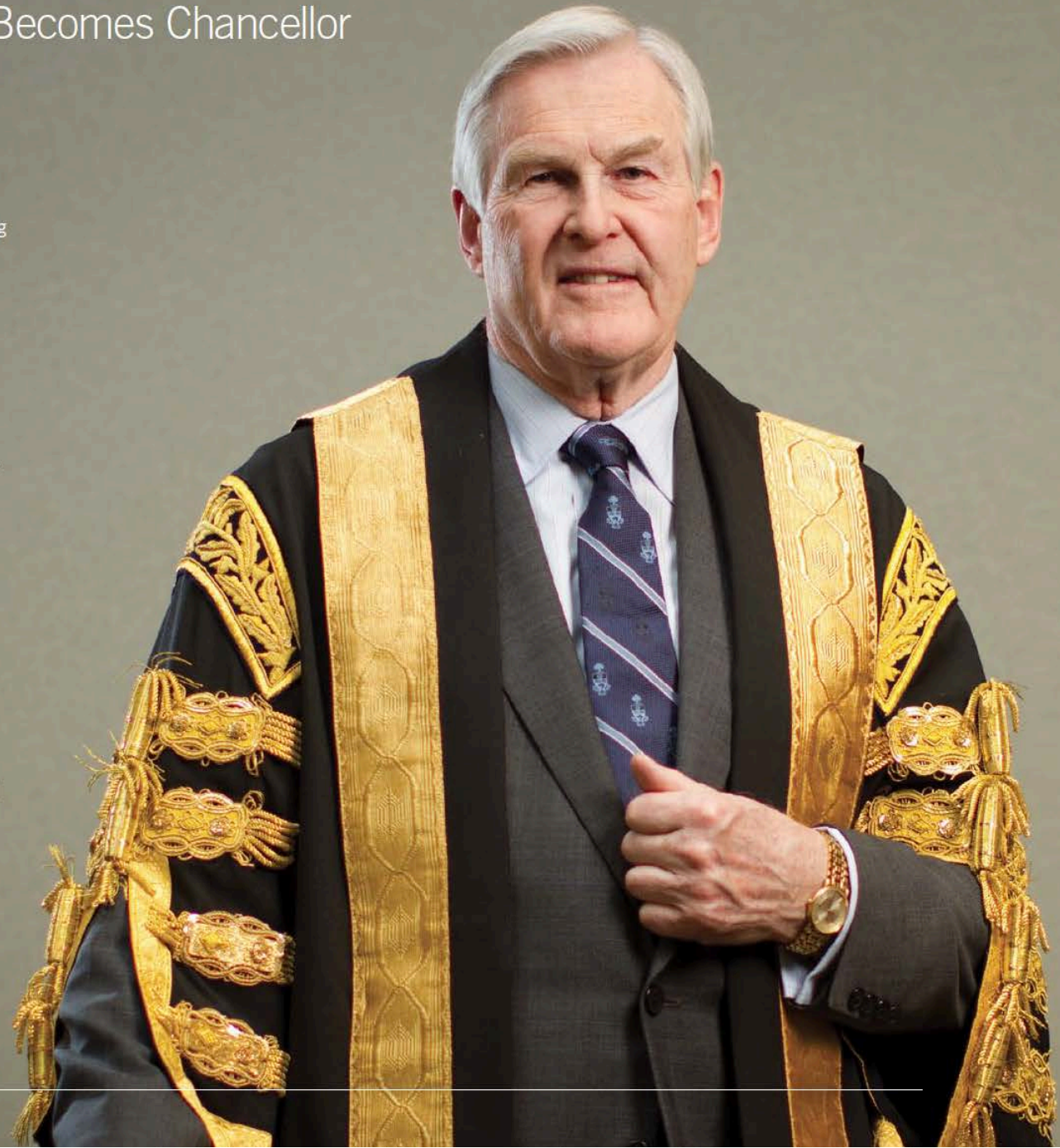
## Michael Wilson Becomes Chancellor

The Honourable Michael Wilson (BA 1959 TRIN; Hon. LLD 1994) was installed as the 33<sup>rd</sup> Chancellor of the University of Toronto on November 12, 2012, succeeding the Honourable David Peterson (LLB 1967; Hon. LLD 1994), who served for six years. Wilson began his term by presiding over his first convocation that day.

At a special welcome reception at Hart House on November 21, 2012, hundreds of alumni and friends warmly celebrated Wilson's appointment. President David Naylor (MD 1978) said "Even by the standards of his illustrious predecessors, Michael Wilson is brilliantly suited to represent this University, at home and abroad."

Wilson is a former federal minister of finance and Canadian ambassador to the United States. He said "it is hard to think of anything more inspiring" than to speak on behalf of the University and its community of students, faculty and alumni. Wilson is the ceremonial head of University of Toronto Alumni.

UTAA President Matt Chapman (MBA 2000) said the association, which elects the chancellor, went through a rigorous process before choosing Wilson. When the call for nominations went out, it stated that the ideal candidate would be a distinguished person with a record of demonstrated excellence in his or her field and in service to the community. Those qualifications, he said, fit Wilson to a tee.



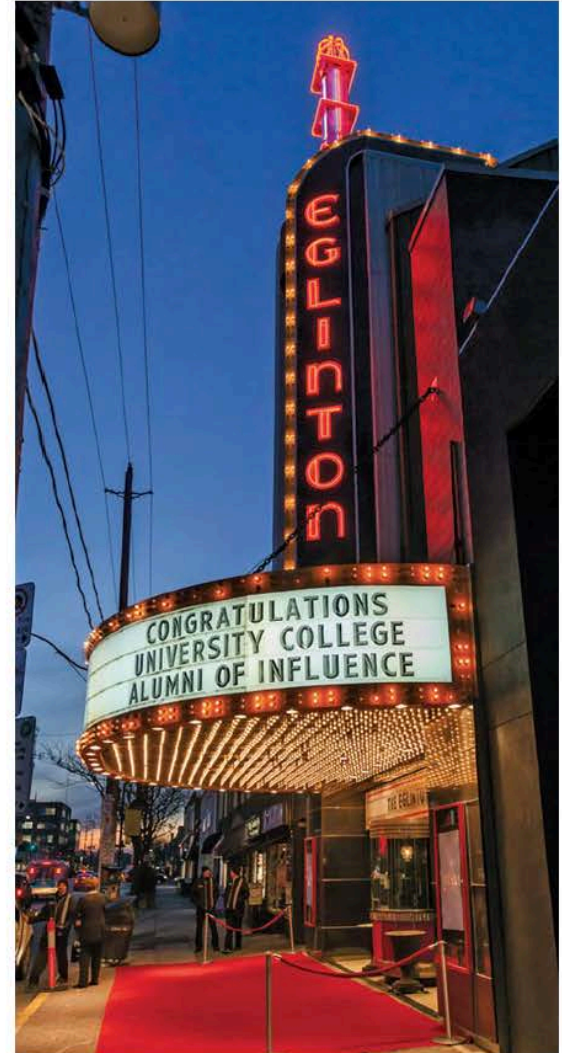
## 15.11.12 University College's Alumni of Influence

On November 15, 2012, the founding college of U of T focused on 100 of its most distinguished graduates of recent times by bestowing the first annual UC Alumni of Influence awards at the Eglinton Grand in Toronto.

Nearly 400 guests, including 58 of the 100, descended on the art-deco theatre for the event. Among them were HIV/AIDS crusader Dr. Stephen Lewis (BA 1959 UC; Hon. LLD 1991) and his wife, journalist Michele Landsberg (BA 1962 UC; Hon. LLD 2008); computing pioneer Calvin Carl Gotlieb (BA 1942 UC; MSc 1945; PhD 1947; Hon. DSc 1996); Supreme Court Justice Rosalie Abella (BA 1967 UC; LLB 1970; Hon. LLD 1990); prominent economist David A. Rosenberg (BA 1983 UC); and contemporary artist Charles Pachter (BA 1964 UC; Hon. LLD 2010). Alumni speakers included Treasury Board President, the Honourable Tony Clement (BA 1983 UC; LLB 1986), U of T President David Naylor (MD 1978) and UC Principal Donald Ainslie.

As well as a testament to the loyalty of UC alumni, the evening was an occasion to unveil renderings of a proposed revitalization of the University College building, which include improvements to the beautiful East Hall and West Hall as well as the Quadrangle and Croft Chapter House. Standards of accessibility throughout the college are to be raised to a level in keeping with UC's tradition of openness.

The UC campaign will be about programming as well as infrastructure. Late in November Principal Ainslie announced an anonymous gift of \$4 million to UC to establish the Richard Charles Lee Chair in Chinese Canadian Studies.



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# CAMPAIGN PROGRESS

DREAMS  
HOPE  
THINKING  
ENERGY  
IMAGINATION  
COURAGE  
INGENUITY  
LEADERSHIP  
VISION  
IDEAS

# BOUNDLESS

THE CAMPAIGN FOR THE UNIVERSITY OF TORONTO

NOVEMBER/DECEMBER 2012 EXCLUSIVE

A NEWSLETTER FOR OUR CAMPAIGN COMMUNITY



## BOUNDLESSMOMENTUM

On November 20, 2012, the Boundless Campaign celebrated the anniversary of its public launch, capping a very busy fall season of divisional and regional campaign events, cabinet meetings and announcements. As of this anniversary, the campaign has reached \$1.18 billion towards its \$2 billion goal—a remarkable outpouring of vital support for faculty, programs, new buildings and, most critically, tens of thousands of U of T students. The University's divisions have taken full advantage of the launch period to mount their own campaign events, communicating powerful visions of innovation and growth, providing new pathways for volunteer engagement, and enhancing alumni pride and affinity. All told, more than 7,000 alumni and friends attended campaign events over the past year, and 150 new members have joined campaign cabinets.

[READ MORE](#)

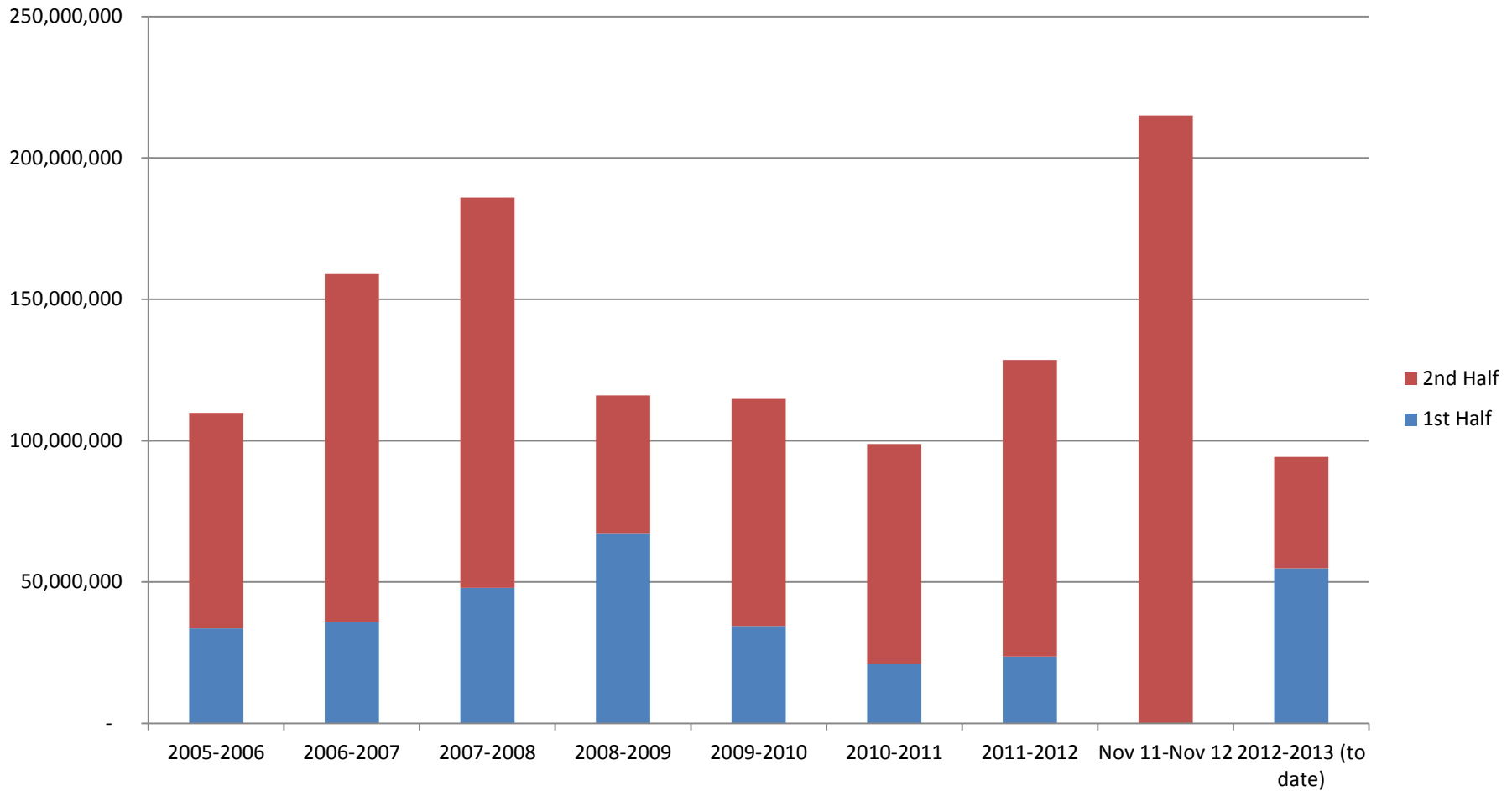


# Campaign Progress Since Launch

\$966 million	@ Launch, Nov 20, 2011
\$1.0 billion	@ January 31, 2012
\$1.1 billion	@ August 31, 2012
\$1.18 billion	@ Nov 20, 2012
<b>\$215 million</b>	<b>@ Nov 20/11-Nov 20/12</b>
<b>\$1.185 billion</b>	<b>@ today</b>
25,330 donors	since Nov 20 2011

Some exciting gifts yet to be announced

# Campaign Progress Since Launch: Comparative Periods



# Campaign Progress Since Launch

\$10m	3	gifts totalling	\$47.7 million
\$5m	3	gifts totalling	\$15.5 million
\$1m	35	gifts totalling	\$57.1 million
\$100k	174	gifts totalling	\$47.9 million
\$25k	339	gifts totalling	\$15.2million
\$1k	3,350	gifts totalling	\$15.2 million
<\$1k	many	gifts totalling	\$4.2 million
Grants	84	gifts totalling	\$12.5 million
		Total:	\$215 million

# Campaign Progress Since Launch

A campaign environment that is:

- Providing a license to ask
- Accelerating gift decisions
- Galvanizing volunteer interest
- Fostering engagement and commitment
- Systematically raising sights, internally & externally
- Lifting all fundraising programs
- Lifting and focusing the brand



There are few starker contrasts in our University, than that between the University's renowned Faculty of Law—known throughout North America for its excellence and scholarship, high standards and extraordinary graduates—and the Faculty's severely constrained facilities. For decades, the Faculty of Law has grappled with the challenge of increased enrolment, with more students, more faculty and more activities than Flavelle House, Falconer Hall and its southern extensions could productively contain.

As a result, the Faculty has made facilities renewal the centerpiece of Law's campaign, with a brilliant and enabling new complex designed by Toronto architectural firm Hariri Pontarini, combining the original mansions

with a new wing of bright classrooms, modern offices and soaring common spaces bathed in natural light.

Recognizing this urgency, and the critical leadership role that the Faculty's alumni and scholars have played toward the practice of law and jurisprudence in this country, Law alumni and their firms have responded with extraordinary generosity. Announced just days after the main Boundless launch, the Law campaign has, since November 2012, raised \$32.5 million toward its \$36 million private sector goal for the new building.

To date, 17 law firms have given to the building campaign, including precedent setting contributions from Torys LLP and Osler, Hoskin and Harcourt LLP.

Their contributions represent a new benchmark for Canadian law firm giving. Notable individual donors include Hal Jackman (BA 1953 VIC, LLB 1956; Hon. LL.D. 1993), David Asper (LLM 2007) and John Schumacher (BA 1975 SMC).

By rallying alumni pride and generosity, the Faculty of Law Renewal Campaign will increase usable area in the school by 50 per cent, including lecture halls of 110, 75 and 50 seats and a 210-seat moot court. The modernized Bora Laskin Law Library will be united with Philosopher's Walk. In both magnitude and quality, the project will create a superb forum for learning, teaching, research and debate.

### A Landmark Contribution

One of the University's most generous benefactors, the Honourable Henry N. R. "Hal" Jackman has made the largest donation ever to the law school, \$10 million.

This former lieutenant-governor of Ontario and former U of T chancellor has been a stalwart friend of higher learning for more than half a century. His donation of \$30 million towards the establishment of U of T's Jackman Humanities Institute was the largest gift to the

humanities ever received by a Canadian university. As a champion of the arts, Jackman has served on many boards and directed grants to more than 200 arts and educational organizations through the Hal Jackman Foundation.

This new gift of \$10 million to name the Jackman Law Building has helped close the gap on the resources necessary to begin construction in summer 2013.

This latest gift is in addition to the \$1 million donation Jackman made at the time of the launch of the Faculty of Law Renewal Campaign, which will commemorate the legacy of Lord Watson and Viscount Haldane – two members of the British Judicial Committee of the Privy Council, who, in the 1890s and early 20<sup>th</sup> century, ruled on several influential decisions that determined the relationship and division of powers between the federal government and the provinces in Canada.

# Support by Gift Amount – Campaign

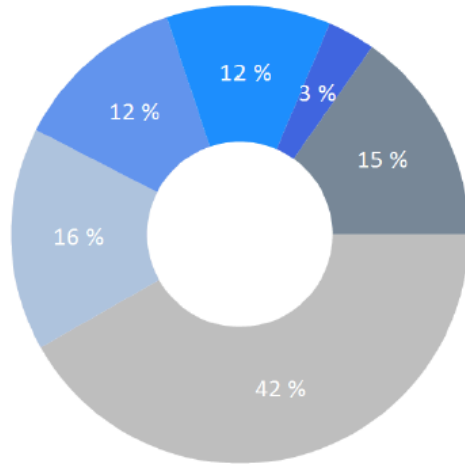
Gift Level	\$ Raised	% Raised	Cumulative \$	Donors	% Donors	Pledges	% Pledges
<b>\$5,000,000+</b>	\$ 352,177,418	30%	\$ 352,177,418	25	0.03%	29	0.01%
<b>\$1,000,000 - \$4,999,999</b>	\$ 248,587,207	21%	\$ 600,764,625	126	0.1%	135	0.1%
sub-total	\$ 600,764,625	51%		151	0.2%	164	0.1%
<b>\$100,000 - \$999,999</b>	\$ 210,757,614	18%	\$ 811,522,239	644	0.7%	872	0.4%
<b>\$25,000 - \$99,999</b>	\$ 80,778,116	7%	\$ 892,300,355	1,266	1.5%	1,880	0.8%
sub-total	\$ 291,535,730	25%		1,910	2.2%	2,752	1.2%
<b>\$1,000 - \$24,999</b>	\$ 86,654,442	7%	\$ 978,954,797	11,536	13.4%	24,233	10.1%
<b>&lt; \$1,000</b>	\$ 26,031,821	2%	\$ 1,004,986,618	72,302	83.8%	210,673	88.1%
<b>Research Grants</b>	\$ 180,433,682	15%	\$ 1,185,420,300	373	0.4%	1,327	0.6%
<b>Campaign Total</b>	<b>\$ 1,185,420,300</b>	<b>100%</b>	<b>\$ 1,185,420,300</b>	<b>86,272</b>	<b>100%</b>	<b>239,149</b>	<b>100%</b>

# Support by Gift Amount – Last 12 Months

Gift Level	\$ Raised	% Raised	Cumulative \$	Donors	% Donors	Pledges	% Pledges
<b>\$5,000,000+</b>	\$ 63,289,427	29%	\$ 63,289,427	6	0.02%	6	0.02%
<b>\$1,000,000 - \$4,999,999</b>	\$ 57,063,104	27%	\$ 120,352,531	35	0.1%	38	0.1%
sub-total	\$ 120,352,531	56%		41	0.1%	44	0.1%
<b>\$100,000 - \$999,999</b>	\$ 47,897,993	22%	\$ 168,250,524	174	0.6%	181	0.5%
<b>\$25,000 - \$99,999</b>	\$ 15,163,246	7%	\$ 183,413,770	339	1.2%	354	0.9%
sub-total	\$ 63,061,239	29%		513	1.8%	535	1.4%
<b>\$1,000 - \$24,999</b>	\$ 15,230,345	7%	\$ 198,644,116	3,350	11.8%	4,004	10.7%
<b>&lt; \$1,000</b>	\$ 4,174,327	2%	\$ 202,818,443	24,466	86.0%	32,577	87.4%
<b>Research Grants</b>	\$ 12,448,438	6%	\$ 215,266,881	84	0.3%	132	0.4%
<b>Total</b>	<b>\$ 215,266,881</b>	<b>100%</b>	<b>\$ 215,266,881</b>	<b>28,454</b>	<b>100%</b>	<b>37,292</b>	<b>100%</b>

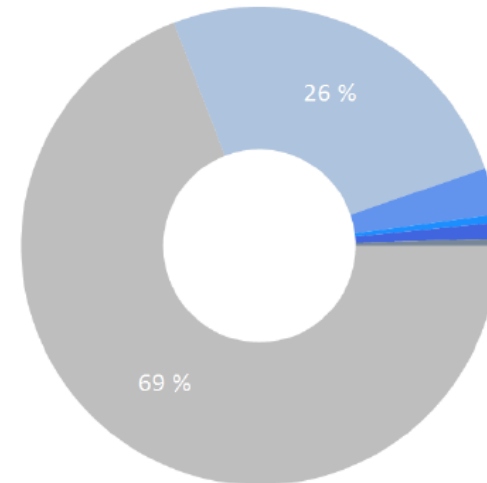


# % of Support by Source



Alumni	\$495,305,854
Friends	\$186,718,285
Corporations	\$146,046,145
Foundations	\$136,808,949
Organizations	\$40,107,425
Research Grants	\$180,433,682
	<b>\$1,185,420,340</b>

# Unique donors



Alumni	54,622
Friends	20,221
Corporations	2,496
Foundations	418
Organizations	851
Research Grants	373
	<b>78,981</b>

# Campaign Progress To Date

## Amount Raised by Gift Type

<b>Gift Type</b>	<b>\$ Received</b>	<b>%</b>
Confirmed Pledges	\$901,974,748	76.1 %
Realized Planned Gifts	\$99,067,384	8.4 %
Sponsorship	\$3,944,526	0.3 %
<b>Subtotal Gifts</b>	<b>\$1,004,986,658</b>	<b>84.8 %</b>
<b>Subtotal Grants</b>	<b>\$180,433,682</b>	<b>15.2 %</b>
<b>Total</b>	<b>\$1,185,420,340</b>	<b>100.0 %</b>

# Campaign Progress To Date

## Amount Raised by Priority Area

<b>Gift Type</b>	<b>\$ Received</b>	<b>%</b>
Student Experience	\$198,136,761	16.7 %
Faculty Support	\$147,150,038	12.4 %
Programs and Research	\$328,019,557	27.7 %
Infrastructure	\$331,680,302	28.0 %
<b>Subtotal Gifts</b>	<b>\$1,004,986,658</b>	<b>84.8 %</b>
<b>Subtotal Grants</b>	<b>\$180,433,682</b>	<b>15.2 %</b>
<b>Total</b>	<b>\$1,185,420,340</b>	<b>100.0 %</b>

# Divisional campaign progress

## Boundless campaign total

Division Name	Total Campaign Support	Goal/Estimate	% Received
Applied Science and Engineering	\$83,167,287	\$200,000,000	41.6 %
Arts & Science	\$172,131,707	\$250,000,000	68.9 %
Bloomberg Faculty of Nursing	\$16,137,549	\$25,000,000	64.6 %
Daniels Faculty of AL&D	\$17,897,091	\$42,000,000	42.6 %
Dentistry	\$9,934,544	\$18,000,000	55.2 %
Factor—Inwentash Faculty of Social Work	\$20,318,963	\$25,000,000	81.3 %
Faculty of Information	\$5,749,161	\$7,500,000	76.7 %
Forestry	\$3,085,885	-	-
Graduate Studies	\$1,251,247	-	-
Hart House	\$2,557,535	-	-
Innis College	\$1,418,624	\$5,000,000	28.4 %
Kinesiology and Physical Education	\$35,106,075	\$58,000,000	60.5 %
Law <sup>1</sup>	\$49,926,653	\$50,000,000	99.9 %
Leslie Dan Faculty of Pharmacy	\$14,600,328	\$40,000,000	36.5 %
Library (GIKs)	\$102,022,092	\$100,000,000	102.0 %
Library (Non-GIKs)	\$35,471,550	\$65,000,000	54.6 %

Division Name	Total Campaign Support	Goal/Estimate	% Received
Medicine	\$262,912,819	\$500,000,000	52.6 %
Music <sup>2</sup>	\$10,179,912	\$30,000,000	33.9 %
New College	\$4,658,718	\$6,000,000	77.6 %
OISE/UT <sup>3</sup>	\$20,078,296	\$27,000,000	74.4 %
Rotman School of Management	\$80,199,275	\$140,000,000	57.3 %
School of Continuing Studies <sup>4</sup>	\$4,847,475	\$7,000,000	69.2 %
Student Awards	\$42,457,336	\$50,000,000	84.9 %
Trinity College <sup>5</sup>	\$34,691,812	\$60,000,000	57.8 %
U of T at Mississauga	\$28,353,893	\$60,000,000	47.3 %
U of T at Scarborough	\$13,890,258	\$35,000,000	39.7 %
University College	\$16,452,070	\$40,000,000	41.1 %
University of St Michael's College	\$23,277,200	\$50,000,000	46.6 %
Victoria University	\$39,628,073	\$60,000,000	66.0 %
Woodsworth College	\$2,937,679	\$7,000,000	42.0 %
Other	\$30,079,192	\$42,500,000	70.8 %
<b>Total</b>	<b>\$1,185,420,300</b>	<b>\$2,000,000,000</b>	<b>59.3 %</b>

<sup>1</sup> LAW: \$33M raised-to-date on \$3g further refinement <sup>4</sup> SCS: Estimated Revenue during campaign period <sup>5</sup> TRINITY.

# Divisional campaign progress

## Post-launch total

Division Name	Total Campaign Support	Goal/Estimate	% Received
Applied Science and Engineering	\$20,460,311	\$200,000,000	10.2 %
Arts & Science	\$27,023,378	\$250,000,000	10.8 %
Bloomberg Faculty of Nursing	\$897,161	\$25,000,000	3.6 %
Daniels Faculty of AL&D	\$1,395,761	\$42,000,000	3.3 %
Dentistry	\$1,720,301	\$18,000,000	9.6 %
Factor—Inwentash Faculty of Social Work	\$921,819	\$25,000,000	3.7 %
Faculty of Information	\$90,455	\$7,500,000	1.2 %
Forestry	\$121,247	-	-
Graduate Studies	\$87,893	-	-
Hart House	\$388,133	-	-
Innis College	\$263,935	\$5,000,000	5.3 %
Kinesiology and Physical Education	\$1,824,381	\$58,000,000	3.1 %
Law <sup>1</sup>	\$25,114,317	\$50,000,000	50.2 %
Leslie Dan Faculty of Pharmacy	\$2,409,882	\$40,000,000	6.0 %
Library (GIKs)	\$4,573,796	\$100,000,000	4.6 %
Library (Non-GIKs)	\$778,877	\$65,000,000	1.2 %

Division Name	Total Campaign Support	Goal/Estimate	% Received
Medicine	\$35,273,960	\$500,000,000	7.1 %
Music <sup>2</sup>	\$1,337,529	\$30,000,000	4.5 %
New College	\$1,313,612	\$6,000,000	21.9 %
OISE/UT <sup>3</sup>	\$2,807,593	\$27,000,000	10.4 %
Rotman School of Management	\$19,730,331	\$140,000,000	14.1 %
School of Continuing Studies <sup>4</sup>	\$124,000	\$7,000,000	1.8 %
Student Awards	\$26,121,333	\$50,000,000	52.2 %
Trinity College <sup>5</sup>	\$2,392,693	\$60,000,000	4.0 %
U of T at Mississauga	\$3,512,811	\$60,000,000	5.9 %
U of T at Scarborough	\$6,344,144	\$35,000,000	18.1 %
University College	\$4,188,376	\$40,000,000	10.5 %
University of St Michael's College	\$3,036,335	\$50,000,000	6.1 %
Victoria University	\$5,417,397	\$60,000,000	9.0 %
Woodsworth College	\$442,240	\$7,000,000	6.3 %
Other	\$15,152,880	\$42,500,000	35.7 %
<b>Total</b>	<b>\$215,266,881</b>	<b>\$2,000,000,000</b>	<b>10.8 %</b>

<sup>1</sup> LAW: \$33M raised-to-date on \$3ing further refinement <sup>4</sup> SCS: Estimated Revenue during campaign period <sup>5</sup> TRINITY

# Cabinet Membership

November, 2011	95
December, 2012	247
New cabinet members recruited since launch	152
Contributions by cabinet members to date	\$230m
Percentage of the total raised to date	19%

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# CAMPAIGN OUTLOOK

# Current Solicitations in Progress

	Since Launch	Fiscal Year to-date
Recorded Gifts	\$ 215,266,881	\$ 94,270,165
Verbal Commitment	\$ 34,242,781	\$ 34,242,781
<b>Committed Total</b>	<b>\$ 249,509,662</b>	<b>\$ 128,512,946</b>
Decision Pending	\$ 93,709,875	\$ 93,709,875
Proposal Development	\$ 74,144,500	\$ 74,144,500
Ask in Progress	\$ 63,526,000	\$ 63,526,000
<b>Solicitations in Progress</b>	<b>\$ 231,380,375</b>	<b>\$ 231,380,375</b>



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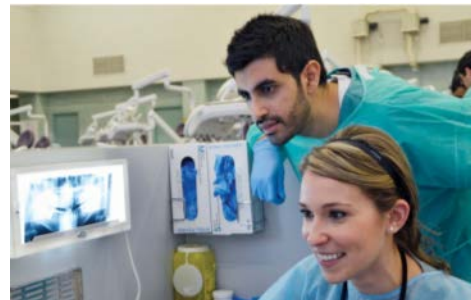
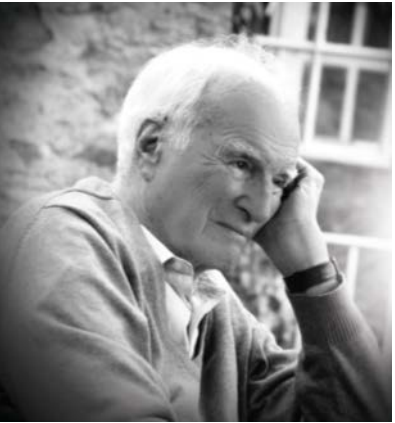
# Campaign priorities

- All fundraising is done in service to approved academic initiatives
- New academic initiatives continue to develop in departmental and divisional plans, and are regularly sent to provost's office for approval, prior to addition to funding priorities

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# What is this campaign about?

Major new research programs into the defining issues of our times—issues that are increasingly complex and global, often cutting across borders of disciplines, nations, heritage, modes of thinking.



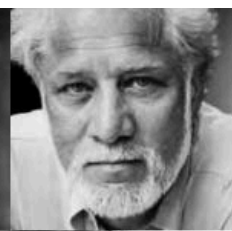
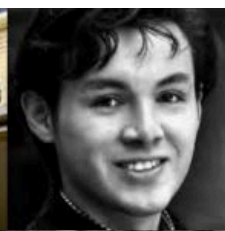
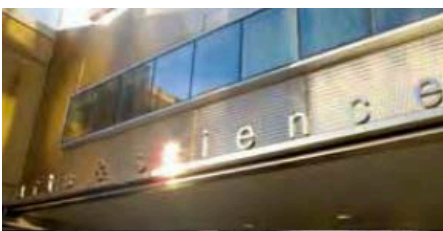
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**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**

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# What is this campaign about?

New programs that prepare students for leadership in an increasingly complex and global environment, ethically grounded with strong critical, analytical, and evaluative skills.



**BOUNDLESSENGAGEMENT  
BOUNDLESSCOMMUNITY**

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# What is this campaign about?

Attracting and supporting the best and brightest students from Canada and around the world, regardless of means.

# BOUNDLESS PROMISE

A NEW MATCHING INITIATIVE  
FOR NEEDS-BASED AWARDS



## MAINTAINING ACCESS AND OPPORTUNITY FOR ALL

The University of Toronto has a strong track record for supporting students with financial need. Just under half of our undergraduate students receive bursaries or loans from the provincial government to help fund their education. Based on their financial need, U of T provides thousands of these students with additional bursaries, reducing the amount they pay to earn an undergraduate degree. However, if government support continues to fall, U of T will struggle to maintain this level of support for students.

Public universities must remain accessible to all talented students. Philanthropic support for undergraduate education has never been more important. Donors ensure that students of the highest caliber are able to attend one of the world's best universities regardless of their financial circumstances.

Funding student needs-based awards connects our alumni and friends to today's students and tomorrow's leaders. The benefits of student financial aid are both immediate and long-term, measured by what the recipients accomplish during their studies and also by what they give back to their professions and communities throughout their lives.

**34%**  
GROWTH  
IN DEMAND  
EXPECTED BY  
2017 FOR NEEDS-  
BASED AWARDS

A commitment to student aid is a vote of confidence in the rising generation of Canadians. Once they graduate, unburdened by heavy debt, these bright young people will be poised to make the world a better place. By establishing a needs-based award at U of T, you can help ensure these young people live up to their Boundless promise—today and into the future.

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# What is this campaign about?

Renewing the next generation of superstar faculty whose ideas and discoveries will propel the world through the 21st century.





Prof. Patrick Gunning  
Cancer Researcher

**BOUNDLESSDEDICATION**



Prof. Soo Min Toh  
Cultural Diversity Expert

**BOUNDLESSPROGRESS**



Rumeet Toor '06  
Global Education Champion

**BOUNDLESSPROMISE**



Prof. Kathi Wilson  
Health Geographer

**BOUNDLESSCOMMUNITY**



Eugenia Duodu '10  
Medicinal Chemist

**BOUNDLESSRESEARCH**



Prof. Josée Johnston  
Food Sociologist

**BOUNDLESSSOLUTIONS**



# Tomorrow's innovators

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# What is this campaign about?

Spectacular capital projects enabling necessary growth and transformation—facilities that create the best possible environment for learning, discovery, and innovation to take place.



**BOUNDLESSENGAGEMENT**  
**BOUNDLESSCOMMITMENT**



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**BOUNDLESSENGAGEMENT**  
**BOUNDLESSCOMMITMENT**

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# What is this campaign about?

Vibrant east and west campuses, increasingly the cultural and intellectual hearts of the eastern and western GTA.



**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**



THE CAMPAIGN FOR THE  
UNIVERSITY OF TORONTO  
MISSISSAUGA

**BOUNDLESSENGAGEMENT**  
**BOUNDLESSCOMMITMENT**

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# What is this campaign about?

New initiatives that internationalize our student experience, student body, curricula, and research, and that extend our collaborative networks with institutions in Asia, South America, the U.S., and Europe.





# BOUNDLESS HORIZONS

## CELEBRATING OUR ASIA-PACIFIC COMMUNITY



**ONLOOKER**  
Hitting  
the Town

# FACES



William Doo  
and Simon Ho



Maisy Ho



Alan and Michelle Chan



Karina and Patrick Fung



Joyce and Ted Lee

## School Spirit

**WHAT**  
University of  
Toronto gala  
dinner  
**WHERE**  
W Hong Kong  
**WHEN** 13.10.2012

  
FOR MORE  
PICTURES, VISIT  
[HONGKONGTATLER.COM](http://HONGKONGTATLER.COM)

IN 1903, SWAT CHUAN YIN BECAME THE first student from China to graduate from the **UNIVERSITY OF TORONTO**. Today, the university boasts more than 11,000 alumni from Hong Kong. The university hosted a gala dinner at the W Hong Kong on October 13 to celebrate the launch of Boundless: The Campaign for the University of Toronto, which aims to strengthen the school's Asia-Pacific ties. Many distinguished alumni were in attendance, including Daisy Ho and Patsy Ho. For more on the university, see our Business story on p.196.

Josephine and  
Clement Lau



David Naylor  
and John Witt



David Palmer and  
Tsui Lap-chee

**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**

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# What is this campaign about?

A narrative that captures the global leadership and impact of our world wide community of alumni, faculty, students, staff, and donors.



**BOUNDLESS**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR THE UNIVERSITY OF TORONTO

**BOUNDLESSPOTENTIAL**

UNIVERSITY OF TORONTO  
PREPARING GLOBAL CITIZENS

**BOUNDLESSREACH**

UNIVERSITY OF TORONTO  
FACULTY OF LAW

**BUILDING THE FUTURE**  
The New Faculty of Law

**BOUNDLESSPOTENTIAL**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR DISTRICTS AT THE UNIVERSITY OF TORONTO

**BOUNDLESSCREATIVITY**

UNIVERSITY OF TORONTO  
The Campaign for University of Toronto Engineering

Medical Studies at The University of Toronto

**ADVANCING GLOBAL KNOWLEDGE AND HISTORICAL UNDERSTANDING**

UNIVERSITY OF TORONTO  
BOUNDLESSINDUARY

**BOUNDLESSKNOWLEDGE**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR THE FACULTY OF INFORMATION

**BOUNDLESS:OMNIAITY**

UNIVERSITY OF TORONTO  
Connecting to Our Past, Building Our Future

**BOUNDLESSIMPACT**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR THE FACULTY OF MEDICINE

**BOUNDLESS HORIZONS**  
CELEBRATING OUR ASIA-PACIFIC COMMUNITY

UNIVERSITY OF TORONTO

**BOUNDLESSCONNECTIONS**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR NEW COLLEGE

**IMAGINATION UNBOUND**

VICTORIA UNIVERSITY

**BOUNDLESS**

UNIVERSITY OF TORONTO  
FRASER MUSTARD INSTITUTE FOR HUMAN DEVELOPMENT

**BOUNDLESSPROMISE**

BLOOMBERG FACULTY OF MEDICINE

**BOUNDLESSCOMMUNITY**

UNIVERSITY OF TORONTO  
The Campaign for the University of Toronto Scarborough

**BOUNDLESSVISION**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR THE UNIVERSITY OF TORONTO Scarborough

**BOUNDLESSEDCATION**

UNIVERSITY OF TORONTO  
RENEWING OUR HERITAGE  
UNIVERSITY COLLEGE

**BOUNDLESSINNOVATION**

UNIVERSITY OF TORONTO  
THE CAMPAIGN FOR THE UNIVERSITY OF TORONTO MISSISSAUGA

**BOUNDLESSPOSSIBILITIES**

UNIVERSITY OF TORONTO  
Campaign Leadership at the Factor-Inwentash Faculty of Social Work

**BOUNDLESSENGAGEMENT**  
**BOUNDLESSCOMMITMENT**



# What is this campaign about?

A compelling campaign narrative that has rallied internal and external constituents around a common vision for U of T's role and aspirations

- Asserts our global excellence and impact
- Allows for emotional pull and resonance, personal identification—our stories in our own voices
- Communicates urgency around unique challenges or opportunities
- Compellingly presents academic priorities
- Drives consistency and impact in communications channels
- Lifts perception of diverse, complex institution as priority

The Boundless theme has its own special resonance with students, who are drawn to its values of openness, inclusiveness and optimism, and what it says about their own potential for contributing to a better world. At June Convocation, graduates produced more than 500 personalized digital Boundless Banners, featuring a portrait with customized wording articulating their own future goals and aspirations.

This was a new element of Convocation Plaza, a marquee gathering place for graduates and their guests following their convocation ceremony. Open throughout convocation, the venue serves as a welcoming space and offers new graduates an opportunity to learn about the myriad benefits and alumni programming available to U of T alumni as well as the many opportunities to stay engaged with the University after graduation.

The experience of Convocation is a special bond uniting all U of T alumni. A joyful celebration and time-honoured tradition steeped in rituals dating back to medieval times, the event marks the culmination of years of hard work as well as an important rite of passage, which for U of T students, means becoming members of a global alumni community over half-a million strong.





**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**



More than 5,000 people at Varsity Stadium, wearing special glasses, looked up in awe on an early evening in June, witnessing a once-in-a-lifetime event—the transit of Venus across the sun.

Students, faculty, alumni and other amateur astronomers watched as a small black dot crept across the sun. Venus makes its visible trek across the sun twice a century, eight years apart. The last one was in 2004 and it means the next pair will not happen until 2117 and 2125.

There have been only seven transits of Venus since the invention of the telescope in 1610. In the 1700s and 1800s, the transits gave astronomers their first accurate measurements of the distance to the sun. Today, transits are used to find planets orbiting stars other than the sun.

In addition to the glasses, U of T provided solar telescopes, door prizes and astronomers to answer questions. The event was organized by Alumni Relations, the Dunlap Institute for Astronomy and Astrophysics, the Institute for the History & Philosophy of Science and Technology and the Faculty of Arts & Science.

Alumni Relations produced 3,000 “Boundless Vision” glasses for distribution at Spring Reunion headquarters, Varsity Stadium and regional events. Dunlap produced 43,000 for distribution across Canada.





## COMMUNITY CELEBRATION PROGRAM

SEPTEMBER 29<sup>TH</sup> 2012  
ST. MICHAEL'S COLLEGE CAMPUS QUAD

3:00 PM–6:00 PM **COMMUNITY FAIR**

4:00 PM–4:30 PM **ENTERTAINMENT**  
with *Back of the Room*  
Centre Stage

4:30 PM–5:00 PM **BOUNDLESS COMMUNITY LAUNCH**  
Centre Stage

Hugh MacKinnon BT1  
Chair of the College  
Prof. Anne Anderson, csl  
President & Vice-Chancellor  
Mike Cowan  
President of the Student Union  
Andy Lubirsky 719  
Chair of the Alumni Association Board  
The Honourable Michael H. Wilson  
Chancellor of the University of Toronto

5:00 PM–6:00 PM **160<sup>TH</sup> ANNIVERSARY CAKE CUTTING & COMMUNITY BBQ**

5:15 PM–6:00 PM **ENTERTAINMENT**  
with *Back of the Room*  
Centre Stage

**CAMPAIGN ADVISORY COMMITTEE**  
TIMOTHY CRAWFORD COLLINS, Archdeacon of Toronto, Chancellor  
HUGH MACKINNON BT1, Chairman & CEO, Beaver Creek, College  
PROF. ANNE ANDERSON, csl, President & Vice-Chancellor  
FRAN DOMENICO PIETROPALO 711, Vice-President (Academic) & Principal  
ANDY LUBIRSKY 719, Chair, Alumni Association Board  
MIKE COWAN, President, Student Union  
BENNY DUBETT, Executive Director, Alumni Affairs & Development

UNIVERSITY OF ST. MICHAEL'S COLLEGE  
IN THE UNIVERSITY OF TORONTO

## PLEASE JOIN US

Professor Marie Gerlier  
Dean, Faculty of Arts & Science  
University of Toronto

Invite you and your guest to the launch of the Campaign for the Faculty of Arts & Science.

We will gather with benefactors, volunteers, faculty and our 2011 scholarship recipients to celebrate the extraordinary impact of philanthropy on our students, the Faculty's excellence and our aspirations for leadership and global impact.

UNIVERSITY OF TORONTO  
FACULTY OF ARTS & SCIENCE

## YOU ARE INVITED

UNIVERSITY OF TORONTO'S LAUNCH TO CELEBRATE OUR UNITY AND THE GLOBAL IMPACT OF LEARNING AND RESEARCH

11:2. 6:30 pm to midnight  
Kawloon Station, Hong Kong

(reservations only)  
Friday, September 28  
availability or dietary requirements.

CAD \$6,400	HK \$50,000
CAD \$3,800	HK \$30,000
CAD \$1,000	HK \$8,000
CAD \$195	HK \$1,500
CAD \$130	HK \$1,000

UNIVERSITY OF TORONTO

BOUNDLESS CELEBRATION

## A CELEBRATION FOR THE FUTURE OF NURSING

Professor Sioban Nelson  
Dean, the Lawrence S. Bloomberg Faculty of Nursing  
University of Toronto

cordially invites you to the Annual Student Awards Ceremony and the launch of the Campaign for the Bloomberg Faculty of Nursing.

We will gather with benefactors, volunteers, faculty and students to celebrate the extraordinary impact of philanthropy on our teaching and research, our innovative collaboration with health care partners, and our aspirations for global impact.

BLOOMBERG  
LAWRENCE S. BLOOMBERG  
FACULTY OF NURSING  
UNIVERSITY OF TORONTO

## WHAT KIND OF ENGINEERING WILL WE EXPLORE ON SEPTEMBER 15<sup>TH</sup>?

You're invited to an Afternoon of Engineering Innovation

An Afternoon of Engineering Innovation

## PROGRAM OF EVENTS

UNIVERSITY OF TORONTO  
FACULTY OF ENGINEERING

BOUNDLESS INNOVATION



**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**

# Lifting Other Giving Programs




**UNIVERSITY OF TORONTO**  
FACULTY OF KINESIOLOGY & PHYSICAL EDUCATION

12,000 square feet of strength and conditioning areas, double the size of our sport medicine clinic, house a 2,000 seat basketball and volleyball court, and provide much needed sport science support for coaches, clinicians, and athletes. Your gift makes a difference. Give today!

Founding Benefactors: Donors of \$1,000 or more will have their name permanently displayed on a donor wall at the Golden Centre.

You can help change the history of Canadian sport. Leave your legacy as one of the founding supporters of the Golden Centre for High Performance Sport. Or renew your support for our academic programs, scholarships, and varsity teams.

Contact Robin Campbell by phone at 416-977-5357 or at robin.campbell@utoronto.ca. You can also give online at <https://donate.utoronto.ca/goldking>.



**BOUNDLESS LEGACY**

"For me, this scholarship meant time for research, community work, sports — the whole undergrad experience."

**SACHIN KUMAR**  
Pursuing his MSc in Molecular Genetics

**LEAVE A GIFT IN YOUR WILL AND HELP CHANGE A STUDENT'S LIFE.**  
It's one way to support the campaign for the University of Toronto while ensuring the brightest potential of future academic life. Canada will be a healthier place when you support future student workers like Sachin.

To find out more, contact michela.edwards@utoronto.ca, 416-978-3846 or give.utoronto.ca

**UNIVERSITY OF TORONTO**



**BOUNDLESS LEGACY**

"My friends and family can attest to the joy I am experiencing in the Master of Social Work program, thanks to this assistance."

**DANIEL BROCK**  
Work, Certificate, 2012

**LEAVE A GIFT IN YOUR WILL AND HELP CHANGE A STUDENT'S LIFE.**  
Join our unprecedented campaign for the University of Toronto by including a gift to your will. It's one way to help us achieve the extraordinary potential of tomorrow's students like Daniel. Canada will be a healthier place when you support future student workers like him.

To find out more, contact michela.edwards@utoronto.ca, 416-978-3846 or give.utoronto.ca

**UNIVERSITY OF TORONTO**



**BOUNDLESS LEGACY**

"Because of this scholarship, all I have to think about is being a student."

**KATHERINE KIM**  
Pursuing a Master's Degree

**LEAVE A GIFT IN YOUR WILL AND HELP CHANGE A STUDENT'S LIFE.**  
By including the University of Toronto in your will, you can be part of an unprecedented campaign to nurture the boundless potential of ensuring students like Katherine. Thanks to a gift from your will, she was able to finish her degree and go on to grad school.

To find out more, contact michela.edwards@utoronto.ca, 416-978-3846 or give.utoronto.ca

**UNIVERSITY OF TORONTO**



**BOUNDLESS LEGACY**


"Law school is a full-time commitment. The Ivy Maymier scholarship lets me give it my full-time attention."

**IVAY MAYMIER**  
JD Candidate, 2013

By including a gift to the University of Toronto in your will, you can be part of an unprecedented campaign to nurture the boundless potential of ensuring students like Ivay. Canada will be a healthier place when you support future student workers like her.

For more information, contact michela.edwards@utoronto.ca, 416-978-3846 or give.utoronto.ca

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**BOUNDLESS IMPACT**

"The undergraduate fellowship I received put me in an intellectual climate that I couldn't get anywhere else, one that makes me want to contribute to our understanding of the human experience."

Edward Bacal, Art History, 2011

Your gift matters. Please give again.

Your leadership support of the Faculty of Arts & Science ensures that we can respond quickly to the emerging needs of our students and faculty. Please make a leadership gift today by completing this form or visit <https://donate.utoronto.ca/artsandscience>. Thank you!

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**LEADING THE WAY**

**LEADERSHIP GIVING**

**OPPORTUNITY** **HOPE** **REACH** **PROMISE** **ENERGY** **GENEROSITY** **COLLABORATION** **COMMUNICATION** **EXPLORATION** **COMMUNITY** **INNOVATION** **COURAGE** **PROGRESS** **EXPRESSION** **DEMOCRACY** **LEGACY** **RESEARCH** **IMAGINATION**

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**LAST YEAR, ONLY 38% OF REQUESTED STUDENT CLUB FUNDING WAS FULFILLED**

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**BOUNDLESS ENGAGEMENT**  
**BOUNDLESS COMMITMENT**



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# CORE VALUES

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# Accessible excellence

- The University of Toronto is one of the last-standing globally-excellent universities that remains comparatively accessible to both domestic and international students
- Students benefit from all campaign priorities
- Ensuring access and opportunity is the largest fundraising priority for the campaign pillar of “preparing global citizens”

# What drives philanthropy in our setting?

- Driven by the opportunity to make a difference
- Desire to address a singular challenge
- Belief in education as upstream from all other causes
- Belief in the importance of excellence in advanced research and the University's teaching and research missions
- Desire to connect what we do on a daily basis to the impact education has in fostering more successful societies, a healthier and more prosperous Canada, and the creation of the better world for this and subsequent generations.

IMAGINATION COMMUNITY RESEARCH  
SOLUTIONS IMPACT GENEROSITY IDEAS PROGRESS DEDICATION CONNECTIONS SPIRIT INGENUITY  
EMPATHY LEADERSHIP DISCOVERY POTENTIAL

# BOUNDLESS

A Year in Review  
2011–2012

VISION GENEROSITY LEGACY COLLABORATION CREATIVITY EXPERTISE COMMITMENT SCOPE DETERMINATION COMMUNITY INSIGHT PASSION DESIGN GROWTH CULTURE  
INTEGRITY HOPE ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
OPPORTUNITY PERCEPTION HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
PERCEPTION HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
DETERMINATION OPTIMISM COURAGE SERVICE DESIGN HOPE COMMITMENT ENTERPRISE COMPASSION INQUIRY ENERGY PASSION DESIGN GROWTH CULTURE  
IDEAS DEMOCRACY NARRATIVE INNOVATION DREAMS PROMISE

