



UNIVERSITY OF
TORONTO

**UNIVERSITY ADVANCEMENT
PERFORMANCE INDICATORS**

FY 2015–2016

BOUNDLESS



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**TOWARDS A
NEW HORIZON OF
EXCELLENCE AND IMPACT**

THANK YOU



In the five years since we publicly launched the Boundless campaign, we have witnessed a remarkable surge in alumni engagement and philanthropic support, as a result of a shared belief in the University of Toronto's limitless potential to transform the lives of students, elevate social well-being and prosperity, and advance knowledge and understanding across the globe.

During FY 2015–2016, we received \$233,119,364 in philanthropic gifts and grants from 21,353 donors. Transformational gifts made during the year are now boosting management education and research, supporting up-and-coming faculty in the fields of applied science and engineering, and furthering the University's innovation agenda through advanced computing and big data analytics. We also set new records for annual giving and gift planning.

This tide of support has coincided with new levels of alumni engagement, with more than 89,000 alumni participating in U of T programs worldwide during the past year alone. Highlights included record attendance at Spring Reunion, innovative new programs for young alumni, and extraordinary growth in alumni volunteerism. In fact, more than 10,000 alumni now serve the University as volunteers, including some 4,200 mentors who are providing invaluable advice to students as they prepare for success after graduation.

Thanks to this outstanding support and engagement, the Boundless campaign surpassed

its historic goal of \$2 billion raised, just two short months after the end of the fiscal year. This is a first in Canadian philanthropy, and places U of T among just 31 universities worldwide that have raised \$2 billion or more in a fundraising campaign.

Thousands of alumni and friends from around the world contributed to this unprecedented achievement, and we are deeply grateful for the confidence they have placed in our institution to address the most important issues of our time.

Building on our success and momentum to date, the University has decided to expand the Boundless campaign goal to \$2.4 billion, with the unanimous support of U of T's Principals and Deans Advisory Group and volunteer campaign leadership. The campaign expansion will advance the University's Three Priorities and fund emerging initiatives across each of our campuses.

We know that this vision is achievable, thanks to the unwavering support of our community of donors, alumni and friends. Working together, we will propel U of T to a new horizon of excellence and impact.

Sincerely,



David Palmer
Vice President, Advancement



ALUMNI ENGAGEMENT



In FY 2015–2016, a remarkable 89,115 alumni and students participated in U of T programs and events in the Toronto region and around the world.

Alumni Relations builds communities and connections, deepens alumni and volunteer involvement, brings alumni and students together, promotes lifelong learning, and plays an active role in supporting the University's Three Priorities of leveraging our urban locations more fully, strengthening key international partnerships, and re-imagining and reinventing undergraduate education.

Through a diverse range of programming, Alumni Relations presents U of T as a lifetime resource for ideas, networks, connections and support. During the year, we expanded our program offerings here and abroad, tailoring them to the needs of our graduates wherever they live and whatever their stage of life. These efforts have inspired greater alumni pride and affinity at home and internationally, as well as record participation at our events and programs.

Spring Reunion 2016 was the most successful yet, with more than 8,400 alumni registrants and 150 divisional and flagship events across our three campuses. Events such as the 50th Anniversary Ceremony, Stress-Free Degree lectures, SHAKER, LGBTQ Spring Soirée, the annual BBQ and the new Kids' Passport program provided alumni with meaningful opportunities to reconnect with our community and learn more about U of T's pioneering research and teaching.

During the year, more than 2,800 alumni attended our U of T in Your Neighbourhood series, which gives graduates a chance to engage with our leading faculty members through lectures and roundtables on important issues and ideas. We also expanded our offering of Massive Online Open Courses (MOOCs) specifically tailored to alumni. By delivering compelling and relevant content to our alumni, these programs help enhance U of T's contributions to the intellectual and cultural life of our city-region.

Alumni Relations also continued to support the University's priority of strengthening international partnerships in key markets. During the year, we held 138 events in 42 cities worldwide, drawing more than 6,500 attendees. This included a series of Leadership Roundtables where President Meric Gertler and Chancellor Michael Wilson discussed the University's priorities with alumni. The U of T Where You Are series further supported the University's international partnerships priority by providing alumni worldwide the opportunity to hear from our faculty on a variety of critical subjects.

Alumni programming advanced the University's priority of reimagining undergraduate education during FY 2015–2016 by creating hands-on opportunities for students to plan their careers and develop professional networks. The SHAKER program, for example, expanded to include more educational and professional development opportunities for young alumni. We also partnered with Student Life and the divisions to deliver the Backpack to Briefcase (B2B) program and the Next Steps Conference—two innovative initiatives that help students navigate the transition from university to professional life. In our mentorship programs, we witnessed significant growth, with more than 4,200 alumni volunteers now serving as mentors to students.

Altogether, Alumni Relations provides hundreds of diverse programs, events and volunteer opportunities to our alumni. Surveys over the past year show high rates of satisfaction among those who participated in these offerings. The following pages provide an overview of how University Advancement continues to strengthen alumni loyalty and pride, keeping our graduates engaged in the life and future of the University.

ALUMNI DEMOGRAPHICS

NUMBER OF ALUMNI

557,696

Living alumni (April 30, 2016)

GLOBAL ALUMNI DISTRIBUTION

196

Countries

NEW GRADUATES

15,684

June and November 2015 Convocations

AVERAGE AGE OF ALUMNI

50

Years

AGE DISTRIBUTION OF LIVING ALUMNI

3.2%

Less than 25
years of age

15.6%

55 to 64
years of age

20.8%

25 to 34
years of age

12.6%

65 to 74
years of age

18.8%

35 to 44
years of age

6.1%

75 to 84
years of age

17.6%

45 to 54
years of age

5.3%

85 years of age
and over



ALUMNI ENGAGEMENT



PRIDE OF ASSOCIATION

Our vision for Alumni Relations is to foster and support alumni who see themselves as proud, lifelong members of a shared community and who are invested in the future success of the University. Through our activities, we help alumni show their pride as enthusiastic ambassadors, supporters and citizens of the University. Alumni events are held in cities around the world and throughout the Greater Toronto Area, and many are hosted by affinity-based groups representing the diverse demographics of alumni. Events are just one of the many ways the University promotes pride of association. In post-event surveys, our alumni indicated a high level of satisfaction with our events:

94%

said our events fostered pride in U of T

93%

said our events created an emotional connection to U of T

94%

said our events strengthened an intellectual connection to U of T

96%

said our events increased the sense that alumni have a stake in U of T's success and achievements

85%

said our events enhanced understanding of U of T's need for support

94%

said our events created a greater sense of belonging to the U of T community



BOUNDLESS ENGAGEMENT

Engagement opportunities for alumni are not limited by geographic boundaries, age, affinity or life stage. Through our regional programming, student and young alumni events, alumni travel opportunities and various other initiatives, we provide alumni with numerous ways to connect with U of T and their own interests.

Regional Events

138

Total regional events

6,527

Attendees

42

Cities

Student and Young Alumni Events

33

Events

4,926

Attendees

341

Volunteers

Alumni Travel Program

287

Alumni and guests

38

Trips offered

53

Countries visited



VOLUNTEER IMPACT

From student career advice, speaking engagements and organizing reunions to participating in governance, alumni associations and Boundless campaign activities, alumni volunteers lend their time and talents to a broad range of projects supporting the University's highest priorities.

10,494

Alumni volunteers advanced the University's mission

150

Alumni worldwide volunteered as regional alumni representatives

85

Alumni activities were organized by volunteers at our regional branches

48

Alumni associations and groups actively promoted engagement within the University community

4,280

Mentors worked with students



DIVISIONAL EVENTS AND ENGAGEMENT

Alumni Relations works closely with divisional advancement offices within the University's colleges and faculties to facilitate alumni engagement opportunities. During FY 2015–2016, our divisional colleagues helped connect thousands of alumni, students and friends through a diverse calendar of events.

820

Divisional events were held

42,294

Alumni and friends attended



LIFELONG LEARNING

Every year, Alumni Relations organizes dynamic educational programming for alumni as part of our promise to provide our graduates with access to the wealth of research and innovative teaching taking place at U of T.

77

Academic lectures were offered to alumni

32

Divisions, faculties and colleges were represented at alumni lectures

65

Faculty members presented alumni lectures



BUILDING COMMUNITIES AND CONNECTIONS

Programs such as U of T in Your Neighbourhood and Spring Reunion, as well as various affinity-based alumni groups help our alumni to pursue their passions and access the University as a lifelong resource for ideas, connections, networks and support.

2,854

Alumni and guests attended U of T in Your Neighbourhood events and lectures

20

U of T in Your Neighbourhood events were held

8,411

Alumni and guests registered for Spring Reunion (May 2016)

154

Spring Reunion events were held across our three campuses

19

Divisions, faculties and colleges participated in Spring Reunion

3,912

Alumni and guests attended events held by affinity groups, Senior Alumni Association and Soldiers' Tower Committee



BRINGING ALUMNI AND STUDENTS TOGETHER

Alumni programming is increasingly focused on connecting alumni with students in order to help them navigate the various transitions they experience as they study and prepare for professional life.

Next Steps Conference

754

Participants attended the Next Steps Conference for graduating students

97%

of respondents said Next Steps helped them feel more prepared to graduate

201

Alumni volunteers participated in the Next Steps Conference to support graduating students

Dinner with 12 Strangers (D12)

232

Students attended D12

17

D12 events were held

30

Volunteers hosted D12 events

Mentorship

4,280

Alumni mentors worked with students

23

Divisions offered mentorship programs

70

Mentorship programs helped students across the University

Student and Alumni Events

7

Event partnerships with divisions

1,654

Students opted to receive invitations to future student and alumni programming and events

FUNDRAISING PERFORMANCE



Thanks to the tremendous generosity of 21,353 donors, the Boundless campaign surpassed \$1.9 billion raised by the end of the 2015–2016 fiscal year, supporting the University’s most compelling and innovative initiatives.

Philanthropy is indispensable to attracting brilliant students and faculty, building magnificent new facilities for research and education, and launching groundbreaking academic initiatives that address some of the most pressing issues of our time. During FY 2015–2016, the University raised more than \$233 million for the University’s highest priorities, making this the fourth consecutive year that benefactions to U of T surpassed \$200 million.

This year the University has benefited from several transformational gifts, and experienced a record year for fundraising in annual giving initiatives and gift planning. U of T received \$64,333,964 in realized planned gifts and \$19,508,128 in intentions for future estate gifts. In FY 2015–2016, a landmark \$30 million gift from the estate of Joseph L. Rotman provided an extraordinary boost for the Rotman School of Management. Building on earlier generous philanthropic investments from the Rotman family, their latest benefaction has created the Rotman Catalyst Fund. This “venture fund” allows the School to nimbly support innovative faculty research projects and bold initiatives that transform management education.

Another significant estate gift received during this fiscal period is a \$20 million bequest from alumnus Erwin Edward Hart. Income from the newly created Hart Trust will fund the Percy Edward Hart and Erwin Edward Hart Professorships in the Faculty of Applied Science & Engineering,

providing support for faculty members who are in the first 10 years of their academic career.

Also this year, IBM Canada Ltd. made a \$65 million investment in the Southern Ontario Smart Computing Innovation Platform (SOSCIP), which is co-led by U of T. SOSCIP aims to bring new products and services to market by enabling academic researchers to collaborate with small and medium-sized companies using advanced computing and big data analytics. IBM’s investment has expanded SOSCIP’s partnerships and its areas of interest to now include mining, advanced manufacturing, cybersecurity and digital media. This investment was also critical in securing matching funds from the Federal Economic Development Agency for Southern Ontario.

Our Annual Giving program saw another record year in FY 2015–2016, raising \$12,219,701 from the University’s alumni and friends. This unprecedented generosity speaks to their profound belief in both the University’s programs and U of T’s ability to make a lasting difference in our world.

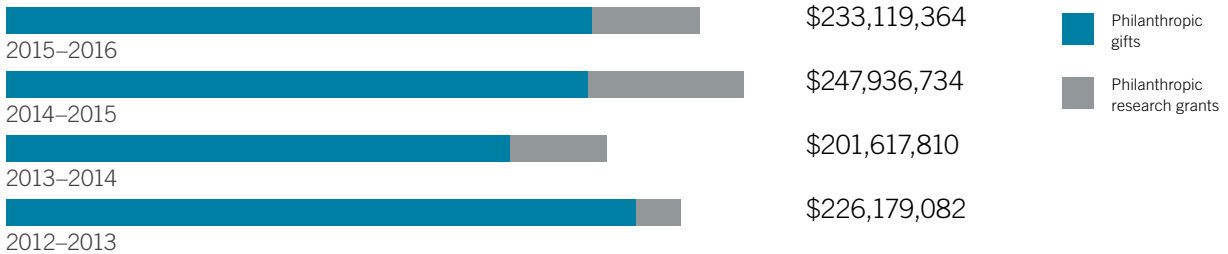
All of the gifts we have received this past year demonstrate our community’s abiding commitment to support U of T as it strives to find solutions to some of society’s most pressing issues.

The following pages provide data on our fundraising performance in FY 2015–2016.

ANNUAL FUNDRAISING PERFORMANCE

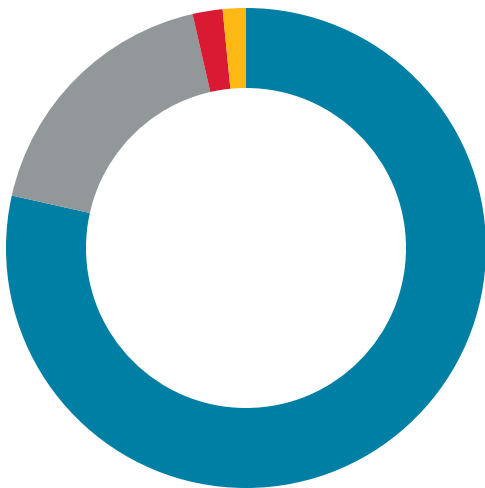
In FY 2015–2016, U of T received \$233,119,364 in philanthropic gifts (\$196,728,670) and philanthropic research grants (\$36,390,693) from individuals, foundations and corporations. This generous support from 21,353 donors is advancing research and teaching excellence across all three campuses and creating countless opportunities for students.

TOTAL GIFTS AND PLEDGES



TOTAL DONORS BY TYPE

A total of 21,353 donors supported the University in FY 2015–2016. Below is a breakdown of donors by type.



78.5%
16,764 alumni

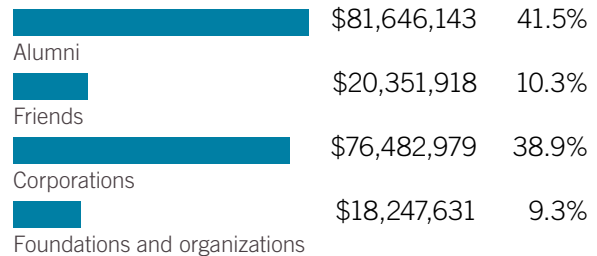
2.0%
432 corporations

17.9%
3,825 friends

1.6%
332 foundations and organizations

TOTAL GIFTS BY DONOR TYPE

In FY 2015–2016, total gifts (not including philanthropic research grants) from different donor demographics comprised:



EXPENDABLE GIFTS VS. ENDOWED GIFTS

Excludes gifts-in-kind and research grants

90%
Expendable gifts

10%
Endowed gifts

TOTAL GIFTS BY LEVEL

Last year, total gifts (not including philanthropic research grants) at different giving levels comprised:

	\$101,174,210	51.4%
Principal gifts (\$5M and up)		
	\$32,506,917	16.5%
Major gifts (\$1M to \$4.9M)		
	\$47,566,577	24.2%
Major gifts (\$25K to \$999K)		
	\$15,480,967	7.9%
Annual gifts (under \$25K)		

TOTAL GIFTS BY PRIORITY

Last year, total gifts (not including philanthropic research grants) were directed to key University priorities in the following categories:

	\$80,073,619	40.7%
Programs and research		
	\$73,139,332	37.2%
Infrastructure		
	\$38,660,019	19.7%
Student experience		
	\$4,855,700	2.5%
Faculty support		

PLANNED GIFTS

During the past three years, U of T received \$88,099,465 in realized planned gifts. During the same period, the University received 437 intentions for future estate gifts totalling \$63,497,666.

Realized Estate Gifts

2015–2016	\$64,333,964
2014–2015	\$11,340,553
2013–2014	\$12,424,948

Intentions for Future Estate Gifts

2015–2016	\$19,508,128
2014–2015	\$20,408,180
2013–2014	\$23,581,358

ANNUAL AND LEADERSHIP GIFTS

Over the past three years, Annual and Leadership Giving (gifts under \$25,000) contributed more than \$15 million per year on average towards the University's highest priorities. Our core Annual Fund, which encompasses gifts made in response to annual and leadership giving solicitations, reached \$12,219,701—a remarkable testament to the engagement and generosity of the University's alumni and friends.

Gifts Under \$25,000

	\$15,480,967
2015–2016	
	\$16,278,964
2014–2015	
	\$15,319,839
2013–2014	

Core Annual Fund

	\$12,219,701
2015–2016	
	\$12,045,251
2014–2015	
	\$11,523,033
2013–2014	

Annual Fund Average Gift Size

	\$466.21
2015–2016	
	\$452.34
2014–2015	
	\$386.91
2013–2014	

CASH RECEIVED

2015–2016	\$171,409,519
2014–2015	\$131,496,702
2013–2014	\$143,383,507
2012–2013	\$132,929,525
2011–2012	\$91,451,893

RECONCILIATION WITH AUDITED FINANCIAL STATEMENTS, FY 2014–2015

AUDITED FINANCIAL STATEMENTS

University of Toronto

Monetary gifts	\$135,709,496
Gifts-in-kind	\$6,367,328
Subtotal	\$142,076,825

Federated Universities*

University of St. Michael's College	\$2,089,087
University of Trinity College	\$6,028,950
Victoria University	\$4,913,239
Subtotal	\$13,031,276

Other Affiliated Institutions	\$603,939
Other Items**	\$15,697,479
TOTAL	\$171,409,519

UNIVERSITY ADVANCEMENT'S RETURN ON INVESTMENT

Over the past 10 years, University Advancement's cost per dollar raised has ranged from 10¢ to 25¢, with an average of 17¢—an almost sixfold return on every dollar spent. This average falls below the 35¢ threshold cost for registered charities recommended by the Canada Revenue Agency. It also falls below the midpoint of the industry-wide accepted range of 15¢ to 20¢ for large institutions of higher education.

*These figures include donations received by the University of St. Michael's College, the University of Trinity College and Victoria University.

**Other items:

Sponsorship	\$1,112,913
Externally administered gifts	\$17,937,212
Timing and other differences	-\$3,352,646
Total	\$15,697,479

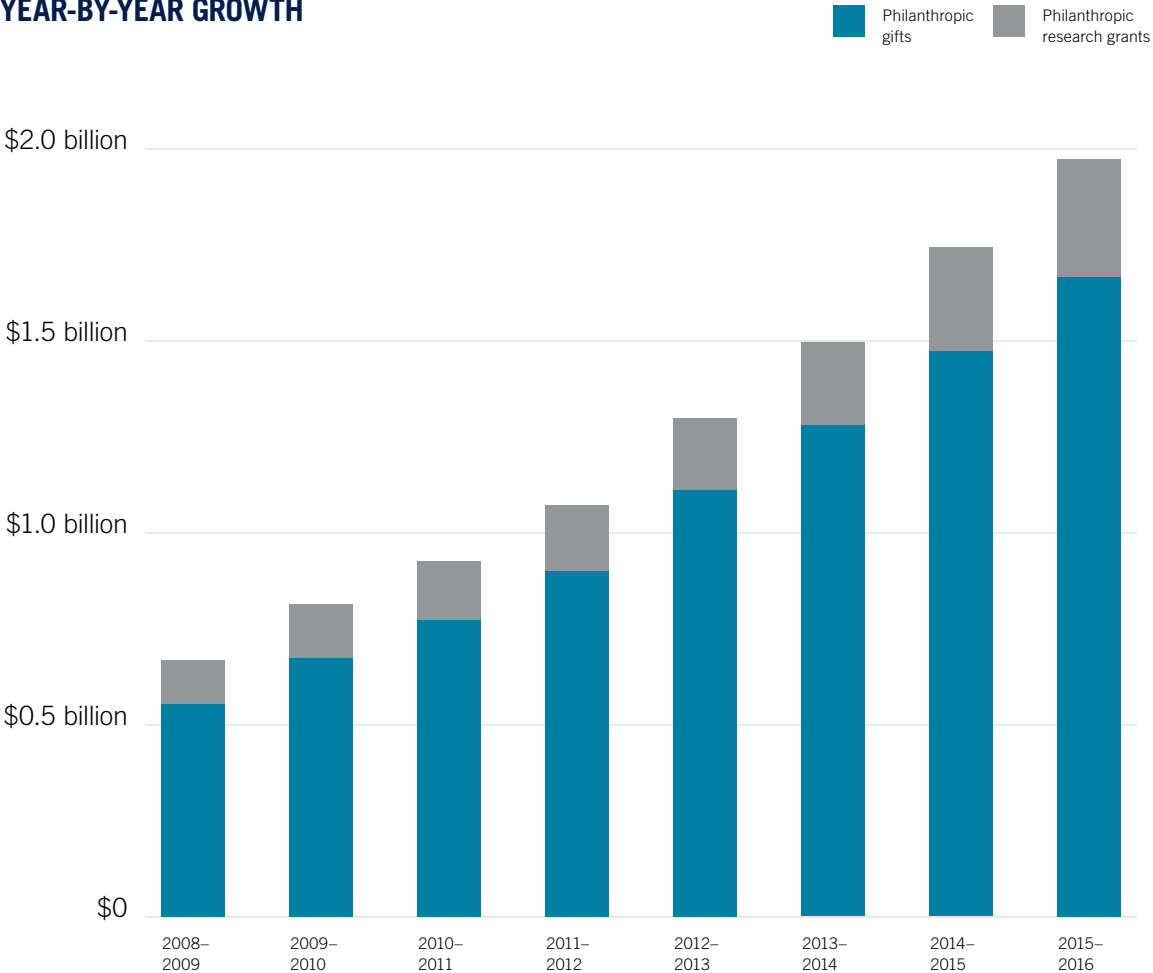
The University's audited financial statements for donations are based on cash received and do not include any future pledges or cash-received totals from the federated universities and other affiliated organizations. Accordingly, the audited financial statements for FY 2015–2016 state that the University received \$142,076,825 in donations revenue.

BOUNDLESS CAMPAIGN PERFORMANCE

By April 30, 2016, the Boundless campaign had raised \$1,990,097,698 towards its goal of \$2 billion. In June 2016, two months following the close of the fiscal year, we surpassed the \$2 billion goal itself. As 2016 drew to a close, the President announced that the campaign would be expanded, with a new goal of \$2.4 billion. This expansion will help fund critically important initiatives inspired by the University's Three Priorities of leveraging our urban locations more fully, strengthening key international partnerships, and reimagining and reinventing undergraduate education.

The numbers below represent cumulative gifts to the Boundless campaign received as of April 30, 2016.

YEAR-BY-YEAR GROWTH



TOTAL GIVING BY TYPE

Confirmed pledges	\$1,269,785,168	63.8%
Realized planned gifts	\$192,121,427	9.7%
Gifts-in-kind	\$209,779,627	10.5%
Sponsorships	\$9,050,796	0.5%
Research grants	\$309,360,681	15.5%

TOTAL GIVING BY PRIORITY AREA

Student experience	\$321,042,137	16.1%
Faculty support	\$190,358,684	9.6%
Programs and research	\$639,872,889	32.2%
Infrastructure	\$529,463,308	26.6%
Research grants	\$309,360,681	15.5%

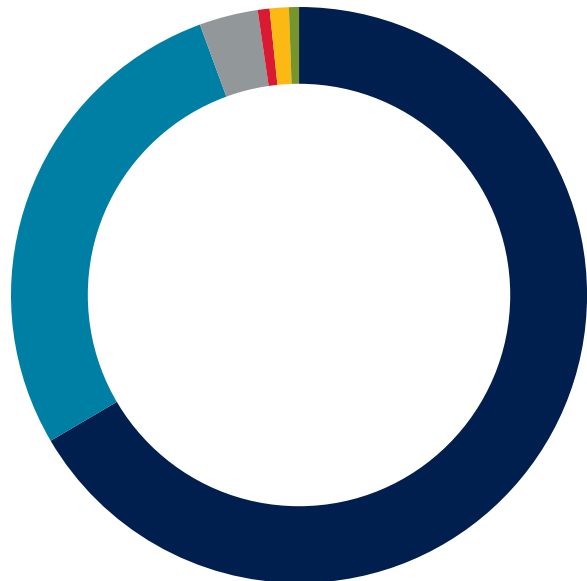
TOTAL GIFTS BY DONOR TYPE

Dollars Raised: \$1,990,097,698

Alumni	\$729,457,933
Friends	\$328,241,771
Corporations	\$261,887,468
Foundations	\$301,350,741
Organizations	\$59,799,104
Research grants	\$309,360,681

TOTAL DONORS BY TYPE

Donor Count: 89,813



EXPENDABLE GIFTS VS. ENDOWED GIFTS

Excludes gifts-in-kind and research grants

71%

Expendable gifts

29%

Endowed gifts

66.6%

62,461 alumni

27.9%

26,138 friends

3.3%

3,093 corporations

0.7%

623 foundations

1.1%

1,005 organizations

0.6%

527 research grantmakers

The Advancement Communications and Marketing team (ACM) plays an important role in supporting the University's advancement business mandate. The team develops and implements integrated marketing strategies and creative solutions, and produces a wide variety of marketing communications materials designed to lift the profile, urgency and relevance of the University of Toronto as a major destination for alumni engagement and as a national and international priority for philanthropic investment. ACM is recognized for its strategic and creative excellence and comprehensive omni-channel capability that enables University advancement teams to engage diverse audiences more meaningfully.

ACM actively collaborates with divisional partners, developing advancement communications strategies and concepts, and producing high-quality advancement communications materials. ACM's products rally our alumni, donors and friends around the University's common goals and aspirations, while setting new horizons of strategic and creative excellence that generate tangible results.

ACM services include market research, strategic planning, writing, print and web design, video production, digital and social media strategy, web development and implementation, social media community management, channel planning, production and more. The team focuses specifically on advancement audiences. Throughout the year, ACM works on hundreds of fundraising and alumni relations communications projects simultaneously and effectively. They create multiple event materials, print ads, videos, principal gift proposals, stewardship and gift planning initiatives, divisional and departmental cases for support, and event booklets and brochures. They also undertake alumni relations social media community management; direct marketing for annual giving acquisition and retention purposes; the development, ongoing maintenance and optimization of Division of University Advancement's (DUA) digital and social channels and platforms (boundless.utoronto.ca, give.utoronto.ca, alumni.utoronto.ca, alumni awards websites, springreunion.utoronto.ca, advancement.utoronto.ca, plus alumni Facebook, Twitter, LinkedIn and Instagram); email marketing for DUA and divisions; and ongoing digital content development.

During FY 2015–2016, the Advancement Communications and Marketing team delivered:



107

Proposals, cases and brochures supporting divisional priorities



1,248

Divisional customized emails and direct mail letters



150

Sets of remarks



190

Ad and banner executions



23

Videos for divisions, central advancement and student life



300+

Citations for awards such as Cressy and Arbor



130

Unique invitations, programs and cards

REACH AND IMPACT

In FY 2015–2016, after thoughtful research and extensive consultation, the creative expression of the Boundless platform was refreshed with the objective of extending and deepening our audience’s engagement, bringing our multiple stories to life in vivid and compelling ways, and lifting perception of the University’s important role and impact, locally and globally.

The revitalization of the brand included introducing a new impact-focused content-writing approach and visually arresting look and feel for the campaign across all communications platforms and communication materials centrally and divisionally. ACM also developed and executed a tri-campus advancement communications initiative featuring diverse impact stories from various divisions with a strong focus on the University’s Three Priorities. This communications initiative was fully integrated, strategically leveraging print, digital and social media channels centrally and divisionally. The campaign website was also redesigned to adhere to the new creative principles and to best practices in digital user experience. This thoughtful effort resulted in a 33 per cent increase in total web sessions from over the year

before, and a 50 per cent increase in page views. The team has also begun a complete overhaul of the alumni website, to be completed in FY 2016–2017.

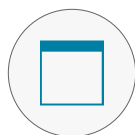
In addition, the click-through rates and open rates for our e-newsletters, *News@UofT* and the campaign newsletter, remain well above the industry standard. *News@UofT* was opened by 27 per cent of recipients and 6.2 per cent clicked on a link. The campaign newsletter was opened by 37 per cent of recipients and 37 per cent clicked on a link.

As U of T’s alumni audience becomes more global, social media becomes an increasingly important communication tool. In FY 2015–2016, our digital team made 1,741 social media posts, and received mentions, retweets and likes from an array of influential alumni, from Roberta Bondar to John Tory to Measha Brueggergosman. Shares, comments and clicks on our Facebook posts increased 14-fold, while we more than quadrupled our Instagram followers. Our LinkedIn posts garnered more than 11 million impressions.



8,201,314

Messages sent to our alumni and friends



1,741

Social media posts



382,323

Click-throughs



145,351

Likes, comments and shares on social media posts



16,222,112

Impressions from social media posts

ADVANCEMENT AWARDS

University Advancement and its divisional partners won eight Canadian and North American awards for writing, design, programming and events in FY 2015–2016.

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION (CASE)

- GOLD: *UofTMed* (Robert Sibley Magazine of the Year)
- SILVER: CEIE Groundbreaking Event (Design — Invitations)
- BRONZE: Young Alumni SHAKER Expansion (Special Constituencies Programming)
- PLATINUM FINALIST: Backpack to Briefcase Mentorship Program (Best Practices in Alumni Relations)

CANADIAN COUNCIL FOR ADVANCEMENT OF EDUCATION (CCAEE)

- SILVER: *News@UofT* (Best Online Publication)
- BRONZE: University of Toronto (Hong Kong) Foundation 20th Anniversary Gala (Best Special Event)
- SILVER: Stress-Free Degree Lecture Series (Best Alumni Event)
- BRONZE: CEIE Graffiti Installation (Best Community Outreach Initiative)

CONCLUSION

In a time of uncertainty throughout much of the world, the University of Toronto is immensely fortunate to be located in a city and country that are deeply committed to the principles of openness, tolerance and inclusion. Our community of students, faculty, alumni and supporters reflects this outlook and believes that, by working together, we can build a more prosperous, sustainable and compassionate future.

The campaign's expanded goal of \$2.4 billion will allow U of T to build on this momentum and fund critically important initiatives inspired by the University's Three Priorities of leveraging our urban locations more fully, strengthening key international partnerships and reimagining and reinventing undergraduate education. The expansion will

advance the most compelling ideas and initiatives emerging across the University, amplify our global impact and ensure that students of all backgrounds have access to the best education.

Our lofty aspirations express our optimism not only for a better U of T, but also for a better world—a world improved by the leaders we are preparing, the ideas we are generating, the knowledge we are disseminating and the breakthroughs and innovations happening daily across our three campuses. We are immensely grateful for the vision and confidence shown by our community, and know that with the unwavering support of such a dedicated group of individuals, the University will continue its great work to create a brighter tomorrow for Canadians and people everywhere.

Designed and written by:

University Advancement
Communications and Marketing
21 King's College Circle
Toronto ON M5S 3J3



UNIVERSITY OF
TORONTO

BOUNDLESS