

2006-2007
DIVISION OF
UNIVERSITY
ADVANCEMENT

ANNUAL REPORT *to* BUSINESS BOARD



UNIVERSITY OF
TORONTO

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INTRODUCTION

The Division of University Advancement (DUA) continues to build on the annual financial success demonstrated in the years since 2003 and the completion of the last Campaign.

In 2006-2007, the University secured \$163,640,822 in cash and pledges, a 61% increase over the previous year.

The following objectives shaped DUA's efforts in 2006-2007:

- Raise \$80 million to \$100 million in support of the University's priorities;
- Build the strategic framework for the next campaign; and
- Raise the profile, increase the calibre and broaden the scope of the University's array of alumni initiatives.

DUA's financial performance continued to be exceptional in 2006-2007. We surpassed our fundraising goal by a greater margin than in any year since 2000-2001 and we made significant progress in alumni affairs, particularly in the areas of technology infrastructure, programming for young alumni and students, and volunteer outreach.

Our performance last year demonstrates our continuing capacity to support the University of Toronto in achieving its goals and fulfilling its aspirations. We will enter the next campaign from a position of strength.

It has been a privilege and pleasure to work with an outstanding team of colleagues and volunteers in the Division of University Advancement and across the whole University. I would like to offer my thanks to all of them for their support for the past two years.

RIVI FRANKLE

Past Interim Vice-President and Chief Advancement Officer

October 1, 2007

REVIEW OF 2006-2007 PERFORMANCE AGAINST OBJECTIVES

1: Continue to raise \$80-\$100 million per year in support of the University of Toronto's academic priorities.

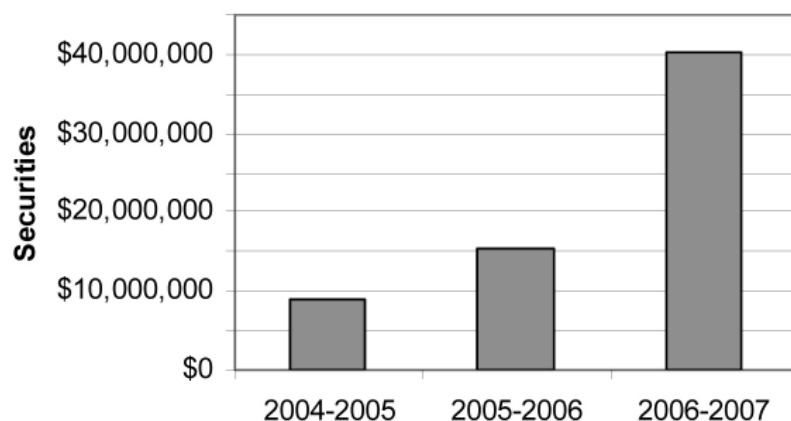
We received \$163,640,822 in new gifts and pledges this past year and saw our strongest performance since 2000-2001. The current total represents an increase of 61% over the previous year's fundraising achievement.

The revenue (monetary gifts and gifts in kind) total for the year was \$121,466,672 compared to \$88,397,297 in 2005-2006. For full details please see appendix C.

We realized more than \$24.5 million in confirmed future bequest intentions, a 6.5% increase over the previous year.

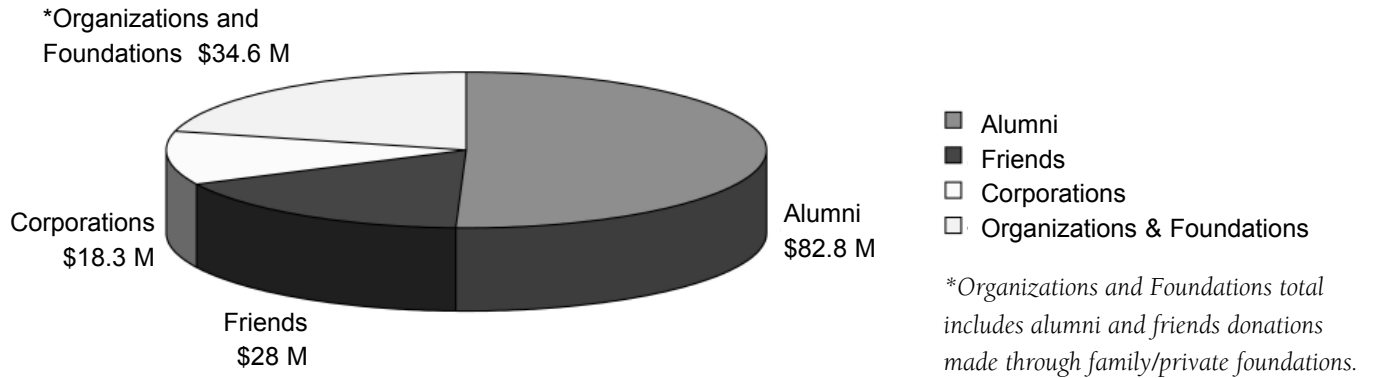
The number of the previous donors who made gifts of paid securities more than doubled to 161 with a total value of \$40,281,946 in 2006-2007 compared to \$15,439,006 in 2005-2006. We continue to benefit from recent changes to federal legislation. Due to a provision introduced in the 2006 Federal Budget, effective May 2, 2006, donors receive a donation receipt for the full appreciated value of a gift of publicly traded stock or securities and are fully exempt from paying the capital gains tax on its disposition.

SUMMARY OF PAID SECURITIES BY FISCAL YEAR



Alumni represent 83% of our donors and continue to comprise the largest proportion of both donors and dollars. More than half of last year's pledges and gifts—\$82,813,267 in 2006-2007—came from alumni.

ANNUAL FUNDRAISING ACHIEVEMENT – DONORS BY SECTOR (2006-2007)



a) Increase overall annual giving revenue by approximately 10%.

Annual gifts totalled \$12,894,771, with a substantial increase in the pledges raised through annual fund solicitations. Just over \$4 million dollars was raised through direct response phone and mail solicitations, compared with \$2.7 million the previous year, an increase of 44%. The average gift obtained through the call centre increased to \$114 last year from \$95 in 2005-2006

b) Seek to raise \$50,000 in new online giving revenue and increase our efforts to obtain corporate matching gifts.

We raised \$238,898 through online giving in 2006-2007 compared to \$247,306 in 2005-2006. The number of online donors increased from 574 in 2005-2006 to 692 in 2006-2007. We expect to achieve our goal as we enhance our capacity to increase traffic to our web site.

The number of corporate matching gifts obtained increased by 7.5%—to 273 from 254—with a total of \$132,800 received in matching funds compared to \$130,000 in 2005-2006.

c) Work with the Vice-Provost Students to design a family program solicitation with the goal of raising \$500,000.

DUA staff met with many University stakeholders to discuss the launch of a second pilot program. Concerns regarding privacy and the requirements of privacy legislation, in addition to other reservations expressed by the University's central academic leadership and Divisions, resulted in a decision to defer implementation. However, we remain optimistic that we will be able to address the privacy issues and other concerns and launch a new program in the coming year.

d) Work with the Divisional Senior Development Officers (SDOs) to develop their ongoing capacity to cultivate, solicit and steward major donors and provide special assistance to new Principals and Deans.

DUA continued to provide leadership and practical support to the Divisions in fundraising and alumni affairs in the following ways:

- Organized a "Development for Deans" workshop in October 2006;
- Offered additional workshops for Deans and Senior Academic Administrators in response to the significant number of decanal changes over the past year;
- Added three in-depth orientation sessions for Senior Academic Administrators and new Principals and Deans; and
- Continued to meet regularly with the Deans of the single department Faculties.

Ongoing monthly meetings took place with all the Divisional SDOs to set goals, provide guidance, and determine strategy. Specific emphasis was placed on the following University priority projects: the Faculty of Arts and Science (an additional gift from Chancellor Emeritus Hal Jackman), the Faculty of Nursing (the gift from Lawrence Bloomberg which resulted in the naming of the Faculty), the Faculty of Physical Education and Health (gifts to Varsity Centre-approximately \$22.2 million).

Hiring Senior Development Officers to fill Divisional vacancies and providing appropriate guidance and support to Divisions without SDOs continue to be important aspects of DUA's role. In 2006-2007, the Faculties of Dentistry, Medicine and Music, OISE/UT and the University of Toronto Scarborough made use of these DUA services.

As part of our ongoing commitment to build capacity among all advancement staff, we offered nine workshops during the year, open to all staff. Topics ranged from "Maximizing Donor Loyalty and Gift Value" to "Building Strong Alumni Communities: How Structured Networking Motivates Alumni". Approximately 130 staff members participated. In addition, more than 120 staff members attended our annual advancement conference.

More than 30 staff members have completed the monthly orientation and training program organized and administered by DUA for new advancement staff.

Specialized workshops in the areas of gift planning and major gifts also took place throughout the year.

e) Continue to support the President in his work with top prospects and donors.

More than 30 individual meetings were organized for the President in and outside the GTA.

Strategy, background materials, briefing notes and support were provided for the President's trips to Asia and to the United States (Los Angeles, San Francisco and New York).

f) Continue to identify new prospects through data mining and research.

Resources were dedicated to specific project areas such as University College, Varsity Centre, including identification of non-traditional prospects, while maintaining focus on refining the lists of the top 100 and the top 500 prospects.

We instituted "alerts" to Divisions to facilitate awareness of news concerning potential supporters.

A predictive giving model was created through which more than 850 individuals were identified as having a high or very high likelihood and capacity to give a gift of \$100,000 or more.

g) Maintain the University's intensive stewardship program.

More than 1,400 personalized donor financial reports were prepared and distributed to donors. Impact reports were sent to six of the University's largest donors.

In addition, more than 5,400 stewardship interactions were logged by development staff over the past year.

2: Build the strategic framework for the next campaign.**a) Continue to identify top prospects and potential volunteers and develop a pre-campaign program for their cultivation by the President and by the academic leadership.**

Ongoing.

b) Build the Case for Support by working with the Provost and with the Principals and Deans to complete the translation of academic priorities to campaign priorities. Work to reconcile the campaign priorities in each Division with the known prospect base as a reality check.

Ongoing. Monthly meetings with the Provost took place throughout the year during which Divisional academic priorities were reviewed.

c) Determine the need for, and make a recommendation to, the President on the selection of Campaign counsel. Finalize counting methodology, review of advancement policies and procedures, and a review of the information technology requirements of the campaign.

Working in consultation with Nicholas Offord of the Offord Group yielded the following reports:

- Organizational Development: An Option for the Future discusses a staffing model for the next campaign and includes an addendum containing potential organizational charts;

- Fundraising Performance Benchmarking: Medical Doctoral University Sector;
- Benchmarking Analysis (an expansion of the previous report);
- DUA: Campaign Options and Strategic Campaign Considerations.

Campaign counting methodology is being reviewed in conjunction with the Vice-President, Research.

A review of Advancement Policies and Procedures is ongoing and significant progress has been made. To date:

- The Policy on Naming has been updated;
- The hold back policy has been rescinded;
- The SDO Funding policy has been revised;
- A flexible endowment policy is being studied;
- The SDO Divisional model is being reviewed; and
- The Donor Financial Reports will be reviewed in 2007-2008.

An information technology review is ongoing with a decision concerning the possible replacement of the Development Information System (DIS) expected in the coming year.

With the departure of the Divisional Controller, an audit of the advancement services area took place.

Web based reporting was developed and deployed to all Divisions. This method of reporting offers advancement staff a menu of report options to which they can subscribe to assist them with tracking of performance and trends.

The migration of Trinity College data to DIS is in progress and nearing completion.

d) Develop strategies for the solicitation of a nucleus of truly transformative gifts by the President over the next few years.

The process has begun and will continue with the new Vice-President and Chief Advancement Officer.

3: Raise the profile and calibre and broaden the scope of the University's alumni initiatives.

a) Develop a new framework for the relationship between DUA and the constituency alumni staff.

- A model for collaboration between DUA and the Divisions was developed with the assistance of Larry Davies, who was seconded from Victoria College. Mr. Davies consulted with Divisions, interviewed alumni colleagues and carried out a needs assessment. He submitted recommendations by year-end 2006-2007.
 - DUA alumni staff continued to provide Divisions with advice and guidance as required.
 - DUA continued to host quarterly retreats for Alumni Development Officers (ADOs).
-

- DUA is working to establish University-wide guidelines for Alumni Development Officer's job description.

b) Systematically collect and track Divisional alumni activity on DIS in order to facilitate the University-wide analysis of results.

- DUA developed an analytical model for measuring the impact of alumni activity across the University. A significant increase in alumni event and communication information was received and tracked on the system.

c) Establish a timetable for the creation of a more appropriate location for the alumni offices on the first floor of the J. Robert S. Prichard Alumni House at 21 King's College Circle.

Renovations to the first floor are scheduled to begin in September for completion in early 2008. In preparation for the renovations, DUA staff:

- Worked with architects to outline the requirements for the new space and created drawings and a plan;
- Secured approval from the Accommodations and Facilities Directorate (AFD); and
- Achieved the support of the University of Toronto Alumni Association (UTAA), including \$200,000 from the UTAA for the project.

d) Achieve the full staff complement in alumni affairs.

Three vacant positions have been filled.

e) Focus intensively on the redevelopment of the alumni and friends webspace. By fall 2007, we will ensure that online community software has been selected and thoroughly tested in consultation with Divisional alumni staff. We will develop a marketing and promotional plan to accompany the launch of the online community. Source vendor and carry out due diligence with respect to extensive software specifications.

All of the above milestones have been reached or are in progress:

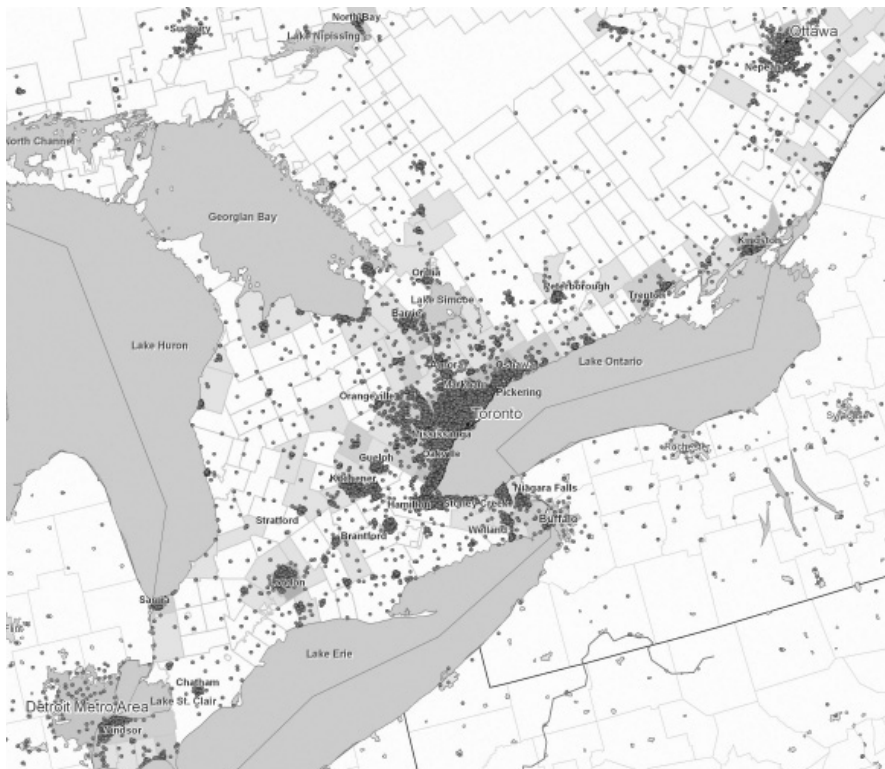
- We communicated with University stakeholders-within advancement and the broader University community-and identified the Faculty of Law, the Joseph L. Rotman School of Management, the University of Toronto at Mississauga and Victoria College as early adopters for testing.
- Staff members are in place to provide internal and external Divisional training and support.
- A comprehensive review of all existing content on central sites is in progress.
- New design templates are to be created, with final versions pending approval of the web guidelines for the University's institutional identify.
- The initial launch of the alumni and friends webspace will take place in the late fall of 2007.

f) Engage the UTAA in initiatives that will enhance its role, relationship and visibility with Divisional and other U of T alumni volunteer leaders.

DUA staff members collaborated with the UTAA on the creation of the Constituency Relations Committee. The committee's goal is to provide peer to peer professional development and training for alumni volunteer leaders. We held three professional development events for alumni volunteer leaders to which attendance increased by 30-40% on average compared to previous Council of President's events. In addition to building capacity among the alumni volunteers, this initiative has significantly improved relations between the UTAA and its constituency counterparts. In addition, three meetings were held with the alumni governors, UTAA and DUA alumni representatives to share information and examine issues.

g) Implement regional programming plan based on identification and analysis of target locations. Revitalize the regional volunteer network in support of the plan.

- Analysis of potential target locations was carried out and priority locations were determined based on key indicators, such as alumni concentration and other demographic data.
- Most of the top tier priority locations in Canada were visited during the past year with the Chancellor visiting all priority locations in Ontario.
- Global Shaker young alumni events are once again being offered to recent alumni in regional locations.
- Send-offs for students coming to U of T continue to be held in the Asia-Pacific Region.
- DUA supported and assisted OISE/UT and the Faculties of Applied Science and Engineering, Arts and Science, Law, Social Work with regional initiatives.
- A complete list of regional alumni initiatives is appended to this report.



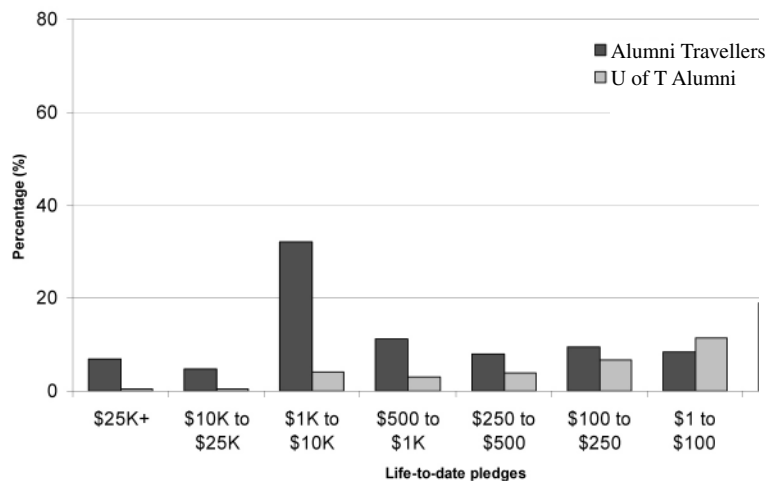
This map displays the geographic distribution of donors across southern Ontario.

h) In conjunction with our Divisional colleagues we will establish overall objectives and University-wide benchmarks for success in alumni relations.

We began to systematically collect and track Divisional alumni activity carried out by the Colleges and Faculties and will use this information for demographic and overall performance analysis. This information will serve as the foundation for performance benchmarks and trend analysis, and will inform overall objectives.

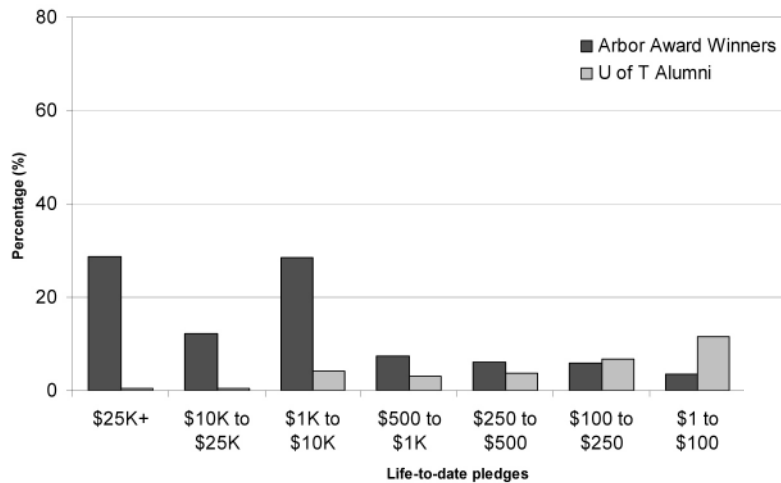
One of the positive effects of alumni engagement through University events and programs can be seen in the giving patterns of active volunteers (Arbor Award winners) and past alumni travelers who show a greater propensity to support the university compared to the less engaged alumni population. When compared to University of Toronto alumni in general, travelers are 15 times more likely to have made life to date pledges of \$25,000 or more. In addition, more than 80% of travelers are also donors to the university.

**LIFE-TO-DATE GIVING ANALYSIS
ALUMNI TRAVEL PARTICIPANTS VS. U OF T GENERAL ALUMNI
POPULATION**



This chart illustrates the giving profile of participants in our alumni travel program compared to the general body of U of T alumni. A significant percentage of our travel program participants are supporters of the University when compared to all U of T alumni. Similarly, Arbor Award winners are much more likely to give-and to give at higher levels per person-than alumni in general, as illustrated by the following chart.

LIFE-TO-DATE GIVING ANALYSIS ARBOR AWARD WINNERS VS. U OF T GENERAL ALUMNI POPULATION



This chart illustrates how the life to date giving of Arbor Award recipients compares to U of T alumni generally. This trend is also apparent when examining the likelihood of other engaged groups of alumni who have made a pledge in the last five years. Volunteers are seven times more likely to have made a pledge of support in every one of the last five years, and five times more likely to have made a pledge in four of the last five years.

i) Provide a high level of service for the alumni population at large, alumni volunteer leaders and Divisional alumni colleagues.

- Provided direction and support for those Colleges and Faculties requiring assistance with their alumni relations portfolios, including the Faculties of Applied Science and Engineering, Nursing, Pharmacy and Medicine; Innis, New and Woodsworth Colleges; and the University of Toronto Scarborough.
- Worked with the UTAA in supporting its efforts to revitalize the Council of Presidents through the Constituency Relations Committee as outlined above (see 2f above).
- Continued to enhance the services available to alumni as part of the Affinity Marketing and Licensing Unit. The number of client accounts stands at just under 64,000. We have continued to maintain the balance between promotion of commercial activities and the mandate of providing service to our alumni. Our extensive sponsorship program redistributes a significant portion of affinity revenue toward projects that support the University's priorities and mission. A comprehensive overview of the sponsorship program is appended to this report.
- Our travel program continues to provide a high quality experience for alumni travelers-321 in the last year-of whom 41% were repeat clients. This high retention rate is indicative of the program's continued success.
- We responded to a request from Computing and Networking Services (CNS) to terminate dormant utoronto e-mail accounts held by alumni. We are in the process of finalizing a proposal to provide an alternate e-mail service to alumni who wish to maintain a University of Toronto e-mail identity.
- In addition to ongoing quarterly mailings of the U of T Magazine to 275,000 addressable alumni, DUA initiated almost 1800 print and electronic communications to alumni.

j) Refocus alumni related Convocation communications to emphasize services available to recent graduates.

- Ongoing.
- Improved pre and post Convocation communications by shifting from print to the web.
- Reprised popular School of Continuing Studies discount for new graduates.
- Initiated collaboration with the career centre on programming for recent graduates.
- Initiated development of online career related information and resources for graduates who no longer qualify to use career centre. Further enhancements are planned following the launch of alumni and friends webspace.

k) Ensure alumni programming and initiatives are aligned with, and advance, the University's goals.

- Convocation Hall's 100th Anniversary event served as an alumni, donor and community event.
- DUA hosted the first gay/lesbian/queer alumni event, modeled on the successful Shaker program, with great success.

l) Take the University's current focus on the quality of the student experience into consideration in all alumni initiatives. Where and when possible, alumni initiatives will support this pre-eminent objective. Support orientation activities and other student initiatives through the pillar sponsorship fund.

- Cressy Awards continue to bring together the UTAA and the student leadership; two ceremonies were held this year (due to inclement weather) to honour the 153 recipients.
- DUA launched "Dinner with 12 Strangers" as a pilot program: U of T alumni host students, alumni and faculty members in their homes for an evening of hospitality. The program offers participants an excellent opportunity to make new friends and valuable connections. We plan to extend program to the Divisions in 2007-2008 to expand its reach.
- We secured UTAA funding and support for student orientation week in September and produced a video to bring alumni message to students and to welcome them to the University.

m) Introduce alumni programming to current students and with particular focus on students in their final year.

- DUA launched the New Grad series: two weeks of programming designed for students who are soon to graduate. The program was fully subscribed and the series will be offered again on the St. George campus. It will also be offered to new graduates at U of T at Mississauga and U of T Scarborough. Topics include financial planning, the power of image, dealing with job offers, work satisfaction and public speaking. The presenters were high profile professionals in their fields of expertise and many are alumni.

n) Facilitate the expansion of alumni mentorship programs at the Colleges, Faculties and Departments

This initiative is on hold pending the launch of the alumni and friends webspace; the program requires online component to make significant expansion feasible.

o) Contribute to the Convocation Review process to ensure that the alumni perspective is represented in the committee's deliberations.

Completed. The Executive Director of Alumni Affairs served on the committee. DUA surveyed graduates about their convocation experience as part of the review process.

p) In cooperation with the Vice-President, Human Resources and Equity, launch a new UTAA sponsored Award of Excellence to recognize outstanding staff members.

Completed. A second Chancellor's Award recipient was selected and the award was presented.

q) Explore opportunities to collaborate with the School of Continuing Studies for alumni involvement opportunities.

- Ongoing.
- Participated in collaborative initiatives with the School such as career services, cross promotion to alumni and data sharing.
- For a second consecutive year, new graduates received a discount for SCS courses; 102 recent grads took advantage of the discount offer.

r) Ensure that regional alumni initiatives are synchronized with U of T's international strategies for fundraising, student recruitment and exchanges, research opportunities and government relations, working closely with the Vice-President, University Relations and the Vice-Provost, Students.

- Ongoing. Further alignment will be realized in consultation with the Assistant Vice-President, International Relations and the Assistant Vice-President, Government, Institutional, and Community Relations. A coordinated approach is in progress for a Fall trip to China. There was collaboration with the Faculty of Arts and Science and the Vice-Provost, Students on student recruitment initiatives in Asia.
- Through the Asia-Pacific Advancement Office in Hong Kong, DUA arranged receptions and supported many locally organized alumni activities in Beijing, Hong Kong, Seoul, Shanghai, Singapore, Taipei and Tokyo over the past year. Highlights include a presidential reception in Beijing with 130 guests, a celebration dinner for the U of T (Hong Kong) Foundation's scholarship fundraising campaign, and the "U of T Bound" welcoming reception series that brought 550 students, parents and alumni together in six cities throughout the region.

s) Continue to support the President's International Alumni Council (PIAC) as it evolves into smaller working groups in support of key areas of the University's agenda.

- Supported the creation of a small PIAC group working with Victoria University.
 - Initiated discussions with Research and Government Relations about potential for PIAC involvement.
-

t) Support the University's advocacy agenda where alumni involvement is deemed to be helpful.

The Interim Vice-President and Chief Advancement Officer participated in the Strategic Advocacy Group. DUA will prepare for future advocacy efforts by identifying alumni linkages to political parties.

DIVISIONAL ALUMNI PROGRAMMING

The vast majority of alumni activity at the University of Toronto is initiated by Colleges, Faculties or special interest alumni groups. While DUA supports these activities to varying degrees - through advice, financial support (through sponsorship) or promotion, most of these initiatives are locally initiated and executed through the more than 30 advancement offices on the three campuses.

Educational Opportunities

Administered entirely by the Senior Alumni Association, the Canadian Perspectives Lecture Series, is a very successful volunteer-driven educational program. This series runs on all three campuses and is fully subscribed, with more than 500 alumni and friends participating annually.

In addition, DUA works collaboratively with the School of Continuing Studies to promote its programming to alumni.

Some 380 young alumni have registered for a free course at SCS through a collaborative effort between DUA and the School of Continuing Studies. More than 40,000 course calendars were distributed to alumni.

Communications

Divisional alumni offices continue to be very active in communicating with their alumni. Most Divisions produce and distribute a print newsletter or magazine for their alumni on a regular basis-usually quarterly. The appendices to this document provide a complete listing of all print and electronic communications distributed to alumni over the past year. DUA facilitated 246 e-communications on behalf of the Divisions. These communications generated more than 163,000 views.

Events

There continue to be a wide range of Divisional alumni events held every year. These events are distinguished by the fact that they generally reflect the unique nature of the hosting Division. For example, topics and speakers at events planned by the Faculty of Law are of interest to those in the legal profession, while college events tend to relate back to the traditions of the college, such as the Fireball, University College's annual formal. Thousands of alumni returned to our three campuses for these events.

This past year saw some new kinds of collaboration among Divisions. Innis, New and Woodsworth Colleges worked together on a joint event for the recent alumni of all three, with great success.

Very successful Centennial Celebrations took place at OISE/UT and the Faculty of Forestry, each of which generated considerable visibility among alumni and the public.

The University of Toronto at Mississauga hosted very well attended 40th anniversary celebrations and attracted thousands of alumni back to the campus along with students, faculty, staff and the general community.

Divisions continue to make progress establishing and growing mentorship programs. For example, University College has recently added mentoring to their alumni student engagement efforts.

CONCLUSION

The "Towards 2030" initiative is engaging members of the University of Toronto community in discussions of the University's future. Looking to and beyond U of T's bicentennial, we are asking ourselves how we can ensure that U of T reaches new levels of excellence. The 2030 initiative will examine and respond to that question. The response will shape and prioritize DUA's efforts and its ambitious agenda in the coming years. DUA looks forward to continuing to engage with our alumni and friends in support of the University's aspirations and strategic directions.

Appendix A

ANNUAL FUNDRAISING

ACHIEVEMENT FOR FISCAL YEAR 2006-2007

Pledges & Gifts	\$138,833,542
Realized Planned Gifts	\$14,134,445
Gifts-in-Kind	\$10,672,835
Total	\$163,640,822

Government Funds:	
OGSST	\$1,580,000
OGS	\$4,590,918
OTSS*	\$1,914,896
Total	\$8,085,814

Future Gift Intentions	\$25,973,267
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* Due to differences in the provincial government's fiscal year-end (March 31st) and the University's year-end (April 30th), \$3,995,451 of the government's 2006-2007 OTSS allocation was received by the University before April 30, 2006. This 3,995,451 was reflected in the 2005-2006 Government Funds total.

Appendix B

DIVISIONAL ANNUAL FUNDRAISING ACHIEVEMENT FOR FISCAL YEAR 2006-2007

Applied Science and Engineering	\$11,042,459
Architecture, Landscape and Design	\$1,306,112
Arts & Science	\$20,332,271
Dentistry	\$476,928
Forestry	\$738,226
General University*	\$9,932,859
Graduate Studies/Graduate Institutes & Centres	\$505,010
Hart House	\$433,196
Information Studies	\$56,832
Innis College	\$587,419
Institute of Child Study	\$712,751
Joseph L Rotman School of Management	\$25,702,572
Law	\$1,504,865
Leslie Dan Faculty of Pharmacy	\$390,932
Library	\$20,142,610
Medical Alumni Association	\$8,144
Medicine	\$9,748,601
Music	\$2,502,661
New College	\$567,301
Nursing	\$10,134,639
OISE/UT	\$132,539
Physical Education & Health	\$22,770,050
School of Continuing Studies	\$17,592
Social Work	\$563,039
Student Affairs/Services	\$133,032
Toronto School of Theology	\$1,210
Transitional Year Programme	\$75,058
Trinity College	\$4,106,564
U of T at Mississauga	\$920,212
U of T at Scarborough	\$101,859
University College	\$2,057,242
University of St Michael's College	\$5,013,855
UTS	\$185,807
Victoria University**	\$10,026,753
Woodsworth College	\$709,624
Total	\$163,640,822

*General University includes: Fields Institute, Knox College, Massey College, Research, Student Awards, President's Fund, Teaching Hospitals.

**Victoria University includes Emmanuel College.

Appendix C

RECONCILIATION BETWEEN UNIVERSITY OF TORONTO AUDITED FINANCIAL STATEMENTS & ANNUAL CASH AND GIFTS RECEIVED

May 1, 2006 - April 30, 2007

Audited Financial Statements:

Monetary Gifts	\$87,829,496	
Gifts-in-kind	17,919,088	\$105,748,584

Cash and Gifts Received:*

University of Toronto:

Monetary Gifts	\$87,829,496	
Gifts-in-kind	17,919,088	105,748,584

Federated Universities:*

University of St. Michael's College	4,597,838	
Victoria University	6,004,791	
University of Trinity College	4,311,686	14,914,315

Other Affiliated Institutions:**

University of Toronto Schools (UTS)	220,162	
Fields Institute	147,591	367,753

Other donations*** **436,019**

Total **\$121,466,672**

The above figures include payments on pledges and one time only gifts.

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

** These figures include donations received by the University of Toronto on behalf of UTS and Fields Institute.

*** These figures include the following donations received by University of Toronto but not counted in the audited financial statements:

Mellon Foundation grant	290,740
Foundation gift to Faculty of Law	274,713
Payments made directly to student in HK	7,567
Timing difference adjustments	(137,001)

Appendix D

UNIVERSITY OF TORONTO MAGAZINE

U of T is among the few Canadian universities to mail a quarterly magazine to its entire addressable alumni population. Despite significantly rising costs, DUA has maintained a commitment to regularly contact all alumni and provide them with news about their university. In addition, the Magazine generates a favourable amount of revenue through a voluntary donation program, outlined below.

Voluntary Donations to the *University of Toronto Magazine*

2006-2007		2005-2006	
Pledge Total:	\$128,690	Pledge Total:	\$107,450
Average Pledge:	\$46.69	Average Pledge:	\$43.96
Supporters:	2,749	Supporters:	2,431

Appendix E

AFFINITY & MARKETING PROGRAMS - NUMBER OF CLIENT ACCOUNTS AS OF DECEMBER 31, 2006

Partner	Affinity Program	Count
Chappell Studios	Graduation Photography	2,914
Clearsight Wealth Management	Wealth Management	144
Manulife Financial	Term Life / EHC Insurance	6,316
MBNA Canada Bank	U of T MasterCard	32,297
TD Meloche Monnex	Home / Auto Insurance	21,963
Various	U of T Alumni Travel Program	321
Total		63,955

Appendix F

NON PHILANTHROPIC REVENUE ALLOCATION

Affinity marketing programs provide alumni with competitively priced, high-quality products and services. DUA continues to expand Canada's largest non-philanthropic revenue program with 63,955 Affinity Client Accounts (as of Dec. 31, 2006). A portion of the proceeds comprises the primary operating budget of the UTAA. A percentage of affinity credit card purchases made by alumni are allocated to their "home" college or faculty which is reinvested in alumni programming.

THE PILLAR SPONSORSHIP

The Pillar Sponsorship program, funded by Affinity revenues, provides \$300,000 per year to support student and alumni activities. For the past six years, 45 to 80 projects per year ranging in size from \$1,000 - \$25,000 have been funded each year. 2007 Sponsorship projects include:

Signature Event Sponsorship

Convocation Hall's 100th Anniversary Celebrations; OISE Centennial Celebrations; Faculty of Forestry Centennial Celebrations; University of Toronto at Mississauga's 40th Anniversary Celebrations; Innis College's 40th year Celebrations; Presidents' Circle 30th Anniversary Celebrations.

Award Ceremonies

University of Toronto Spring Reunion; Northrop Frye Awards; Awards of Excellence; Arbor Awards; Gordon Cressy Awards .

Alumni Banquets

U of T Black Alumni Association Gala; Engineering Alumni Association Awards Banquet; Faculty of Dentistry Awards of Distinction Gala.

Student Experience

Faculty of Nursing: Lunch & Learn Series; UTSC Management Alumni Association: Management Apprentice Program; Peace and Conflict Studies Conference: Before the Crisis Breaks: Conflict Prevention, Crisis Management and Preventative Diplomacy in the 21st Century; Rotman International Trading Competition (RITC) 2006; Manulife Financial Lunch and Learn Series at the Rotman School of Management; Faculty of Information Science Nelson Mandela Internship Program; Gay Pride Programming; U of T Engineering Robotics Association; Only Human Dance Collective; UTASX: Astronomy and Space Exploration Society; Concrete Canoe; Concrete Toboggan; UTEK Engineering

Kompetition; Skule Night; SKULE Mentorship Program; U of T Varsity Mountain Bike Team; Formula SAE Racing; Blue Sky Solar Racing; U of T Gospel Choir's 'Gospelfest'; University College Student Mentorship Program.

The Arts

2007 - 08 Cultural Affairs Season Bringing arts and culture to UTS; Faculty of Music's 60th Anniversary Celebration of Music Education and full concert season; UTSC Doris McCarthy Gallery; University of Toronto Arts Centre; Faculty of Medicine - Earth Tones & Rhythms and Dance Production; Hart House Theatre - including film, drama and dance festivals.

Alumni Golf Tournaments

New College: Alumni & Friends Golf Tournament; Faculty of Engineering: Alumni & Friends Golf Tournament; Faculty of Pharmacy Alumni & Friends: Golf Tournament; Faculty of Physical Health and Education: Alumni Tournaments; St Michael's College: New Millennium Golf Classic.

Flights of Excellence

Provides a minimum of \$500 toward the cost of airfare for students or alumni who are involved in independently funded activities as U of T ambassadors such as World University Service of Canada or who have qualified at a national championship in order to compete in a world competition as a representative of U of T.

Appendix G

CURRENT ALUMNI COUNTS

Group	Total Count	Living Count
Graduate	433,574	381,859
Alumnus/a (non-graduate)	39,310	23,145
Diploma/Certificate Holder	20,970	16,502
Total	493,854	421,506

ALUMNI COUNTS BY PRIMARY GRADUATION YEAR DECADE

Graduation Decade	Total Count	Living Count
2000	75,061	74,993
1990	90,784	90,318
1980	80,109	79,110
1970	74,579	72,142
1960	39,898	36,344
1950	33,925	26,372
1940	27,734	14,294
1930	16,304	2,920
1920	11,176	667
1910	7,330	177
1900	4,628	81

Appendix H

DUA ALUMNI PROGRAMMING AND UNIVERSITY-WIDE REGIONAL PROGRAMMING

MAY 2006

Toronto, ON	President's International Alumni Council Assembly Dinner	May 12
Toronto, ON	President's International Alumni Council Meetings	May 13
Toronto, ON	President's International Alumni Council Reception	May 13
Shanghai, China	Shanghai U of T Alumni Summer BBQ	May 14
Hong Kong, China	UTAA May Happy Hour	May 19
Toronto, ON	Rogers Scholarship Reception	May 23
Beijing, China	U of T Dragon Boat Festival / Dim Sum Lunch	May 27
Hong Kong, China	UTAA Charity Event with Po Leung Kuk	May 28
Ottawa, ON	Ottawa Reception - National Gallery	May 29
Toronto, ON	Spring Reunion (Faculty of Arts and Science)	May 31
Hong Kong, China	U of T /UBC Dragon Boat Race at Stanley	May 31

JUNE 2006

Hong Kong, China	Young Alumni -Shaker	June 01
Vancouver, BC	Young Alumni - Shaker	June 01
London, UK	Young Alumni - Shaker	June 01
Toronto, ON	Young Alumni - Shaker	June 01
Toronto, ON	Spring Reunion 25th Anniversary Event (Central)	June 01
Toronto, ON	Spring Reunion 50th Anniversary Event (Central)	June 01
Toronto, ON	Spring Reunion Garden Party	June 02
Toronto, ON	Chancellor's Medal Ceremony	June 02
Toronto, ON	50th Anniversary Lunch	June 03
Toronto, ON	Spring Reunion Garden Party	June 03
Toronto, ON	Alumni General Meeting	June 18
Shanghai, China	U of T Shanghai Alumni Happy Hour	June 23
Hong Kong	Hong Kong Branch Event	June 27
Toronto, ON	President's Circle Garden Party	June 28
Israel	Israel Branch Event	June 29
Hong Kong, China	U of T/UBC Dragon Boat Canada Day Party	June 30

JULY 2006

Hong Kong, China	U of T Volunteer Appreciation Luncheon	July 15
Vancouver, BC	Vancouver Branch Event	July 21
Hong Kong, China	Hong Kong Branch Event	July 27
Singapore	Singapore U of T Bound	July 29
Shanghai, China	Shanghai U of T Bound	July 29

AUGUST 2006

Guangzhou, China	Guangzhou U of T Bound	August 3
Hong Kong, China	Hong Kong U of T Bound	August 5
Beijing, China	Beijing U of T Bound	August 7
Hong Kong, China	U of T (HK) Foundation Scholars Dinner	August 10

Seoul, Korea	Seoul U of T Bound	August 12
Toronto, ON	Young Alumni - Shaker	August 30
SEPTEMBER 2006		
Toronto, ON	UTAA Annual General Meeting	September 06
Toronto, ON	Arbor Awards	September 18
Hong Kong, China	Jazz Concert	September 25
Edmonton, AB	Edmonton Branch Event	September 26
Calgary, AB	Calgary Branch Event	September 27
Hong Kong, China	Hong Kong Branch Event	September 27
OCTOBER 2006		
Toronto, ON	Council of Presidents Annual Meeting	October 12
Taipei, Taiwan	U of T Alumni Happy Hour in Taipei	October 13
Tokyo, Japan	U of T all Alumni Reception	October 18
Hong Kong, China	al&d Alumni Reception	October 19
Seoul, Korea	U of T All-Alumni Happy Hour	October 20
Hong Kong, China	UTAA Happy Hour	October 27
Toronto, ON	DUA Young Alumni Programme Event	October 30
NOVEMBER 2006		
Hong Kong, China	UTAA Charity Hike - Orbis Night Hike	November 04
Toronto, ON	President's Circle Holiday Reception	November 21
Toronto, ON	Dinner With 12 Strangers Participant/Host	November 21
Hong Kong	U of T (HK) Foundation Annual General Meeting	November 28
Toronto, ON	Shaker - PUR	November 23
DECEMBER 2006		
Toronto, ON	Dinner With 12 Strangers Participant/ Host	December 05
Hong Kong, China	UTAA (HK) Happy Hour	December 15
Florida	Florida Branch Event	December 31
JANUARY 2007		
Toronto, ON	Council of Presidents Meeting	January 09
Hong Kong, China	UTAA (HK) Happy Hour	January 19
Hong Kong, China	U of T (HK) Foundation Scholarships Information	January 17
FEBRUARY 2007		
Toronto, ON	Dinner With 12 Strangers Host	February 02
Waterloo, ON	Waterloo Branch Event	February 05
Hong Kong, China	Information Session for prospective U of T students	February 07
Hong Kong, China	UTAA (HK) Valentine's Day Happy Hour	February 09
California (Los Angeles)	Southern California Branch Event	February 12
Toronto, ON	Dinner With 12 Strangers Participant	February 12
California (San Francisco)	Northern California Branch Event	February 13
London, ON	London Branch Event	February 20

Phoenix, AZ	Canadian Quad-University Event	February 25
Toronto, ON	UTAA National Scholars Dinner	February 26
Boston, MA	Boston Branch Event	February 27

MARCH 2007

Toronto, ON	Gordon Cressy Award Ceremony	March 01
Toronto, ON	Food for the Imagination Part One	March 03
Toronto, ON	Food for the Imagination Part Two	March 04
New York, NY	New York Branch Event	March 05
Hamilton, ON	Hamilton Branch Event (with Chancellor)	March 05
Hong Kong, China	UTAA (HK) Happy Hour	March 16
Vancouver, BC	Vancouver Branch Event	March 18
Toronto, ON	DUA Young Alumni Programme Event	March 23
Toronto, ON	LGBTQ (Queer) Alumni Event	March 28
Toronto, ON	Dinner With 12 Strangers	March 29

APRIL 2007

Toronto, ON	Council of President Meeting	April 10
Toronto, ON	Young Alumni - Shaker	April 12
Toronto, ON	Dinner With 12 Strangers	April 16
Whitby/Oshawa, ON	Whitby/Oshawa Branch Event with the Chancellor	April 16
Hong Kong, China	U of T (HK) Foundation Donor Recognition Dinner	April 20
Beijing, China	U of T All-Alumni reception in Beijing	April 23
Peterborough, ON	Peterborough Branch Event with the Chancellor	April 24
Vancouver, BC	Vancouver Branch Event with the President	April 24
Victoria, BC	Victoria Branch Event with the President	April 25

MAY 2007

Toronto, ON	New Graduate Programmes	May 08
Toronto, ON	Awards of Excellence	May 09
Toronto, ON	Lorraine Kimsa Theatre for Young People Event	May 12
Toronto, ON	New Graduate Programmes	May 16
Toronto, ON	New Graduate Programmes	May 17
Toronto, ON	Arbor Awards	May 18
Toronto, ON	Convocation Hall 100th Anniversary	May 31
Toronto, ON	Convocation Hall Centennial Graduation	May 31
Toronto, ON	Spring Union 25th Anniversary Event (Central)	May 31
Global	Young Alumni - Shaker - London UK, Vancouver, Hong Kong	May 31

Appendix I

DIVISIONAL ALUMNI COMMUNICATIONS

College / Faculty	Publication Name	Medium	Distribution	Frequency
A&S	idea&s	Print	4000	Semi-annually
A&S - Anthropology	Anthropology	website	website - n/a; print - 3000	Annually
A&S - ART	Department of Art News & Events	Electronic, Print	electronic - 700; print - 4000	Annually
A&S - Astronomy & Astrophysics	Astro Grad Network	Website / Email	electronic - 200	Annually
A&S - Chemistry	Distillations	Print	2500	Semi-annually
A&S - Classics	Classics	Print / Website PDF	1000	Annually
A&S - Medieval Studies	Centre for Medieval Studies	Print	1000	Annually
A&S - Computer Science	@dcs	Print	5000	Annually
A&S - Computer Science	@DCS e-Update	Electronic	2800	Quarterly
A&S - Economics	Tradeoffs	Print	3000	Annually
A&S - English	English Studies at Toronto	Print		Annually
A&S - Geography	Geoplan	Print	5600	Semi-annually
A&S - Geography	Planning Alumni Spring Social	Event	350	Annually
A&S - Geography	GeoTrips	Event	~15	Annually
A&S - Geography	Alumni News	Print		Annually
A&S - Germanic Languages & Literatures	German Studies News	Print	1000	Every two years
A&S - Institute of History and Philosophy				
A&S - Institute of History and Philosophy	IHPST Newsletter	Electronic	500	Weekly
A&S - Italian Studies	Italian Studies	Print		Annually
A&S - Linguistics	FLAUT	Passive website newsletter		Ongoing
A&S - Mathematics	Mathematics	Print	2500	Annually
A&S - Near & Middle Eastern Civilizations	NMC News	Print	700	Annually
A&S - Philosophy	Philosophy News	Print	5800	Annually
A&S - Philosophy	Noesis	Print	100	Annually
A&S - Philosophy	Mindful	Print	100	Annually
A&S - Philosophy	Letters re. events of interest	Print	100	2 to 3 times per year
A&S - Physics	Interactions	Print	2700	Annually
A&S - Political Science	Discourse	Print	3500	Semi-annually
A&S - Political Science	Fall Conversation - Event	Electronic		Annually
A&S - Religion		Print		Annually
A&S - Sociology	Sociology News	Print, Electronic	3000	Fall & Spring
A&S - Centre for Environment	Environews	Print	1000 approx.	Annually

College/ Faculty	Publication Name	Medium	Distribution	Frequency
CERES - Centre for European, Russian and Eurasian Studies	CERES NEWS	Print		Annually
A & S - Commerce	Alumni e-network	Electronic	4200	Semi-annually
A&S - Commerce	Alumni Survey	Electronic	4200	Twice
A&S - Commerce	Mentorship Program	Electronic	1300	3x per year
Asia-Pacific Advancement Office	e-Newsletter	Electronic	2000	Monthly
Jewish Studies	Jewish Studies Program	Print	3000	Annually
Munk Centre for International Studies	Munk Centre Monitor	Print		Seasonally
Dentistry	Alumni & Friends Newsletter	Electronic	2000	3x per year
Dentistry	Alumni Today Magazine	Print	7500	3x per year
Engineering	Interfaces newsletter	Print	5000	Semi-annually
Engineering	Engineering e-Newsletter	Electronic	12500	Monthly
Engineering	Civilian newsletter	Print	6000	Semi-annually
Engineering	Skulematters	Print	30000	Semi-annually
Forestry	Centennial Directory Mailing	Print	1,739	Once
Forestry	Branching Out Newsletter	Print	1,692	Semi-annually
Hart House	Hart Beat Newsletter	Print	5000	3x per year
Innis	e-vite	Electronic	1338	Once
Innis	e-vite	Electronic	1590	Once
Innis	e-vite	Electronic	1525	Once
Innis	e-newsletter	Electronic	2220	Twice
Law	e-Bulletin (listing of events)	Electronic	5124	Monthly
Law	e-Newsletter	Electronic	5124	Semi-annually
Law	Holiday Cards	Print	300	Annually
Law	Letter from Dean to Alumni	Print	6200	Annually
Law	Invitation from the Law Alumni Association to general meeting	Print	6200	Annually
Law	Nexus	Print	6200	Semi-annually
Library	University of Toronto Library Newsletter	Print	3500	Semi-annually
Library	The Halcyon Newsletter	Print	700	Semi-annually
Library	Invitation to Fisher Library Events	Print	400	7 times/year

College/ Faculty	Publication Name	Medium	Distribution	Frequency
Library	Invitation to UTL Events	Print	800	3 times/year
Medicine	Annual Report and Strategic Report	Postcard link	500	Annually
Medicine (UTM)	BMC&A Alumni News (Biomedical Communications)	Print	130	Semi-annually
Medicine	PhysioNEWS	Print	360	Semi-annually
Medicine	Ophthalmic News	Print	400	Semi-annually
Medicine	Surgical Spotlight	Print	2700	Quarterly
Medicine	Update, PT & OT Alumni Association	Print	5000	Semi-annually
Medicine	MAA Matters	Print	10000	Semi-annually
Medicine	UToronto Medicine	Print	28,000	3x per year
Music	Spring Reunion Invitation	e-vite	3979	Annually
Music	Notes Calendar of Events	Print	3979	Annually
Music	Noteworthy Alumni Newsletter	Print	3979	Annually
New	Invitations	Print	400	Annually
New	Invitations	Electronic	200	Annually
New	New College Alumni & Friends Magazine	Print	12425	Annually
New	Holiday Cards	Print	700	Annually
Nursing	Vital Connections Newsletter	Print	5000	Semi-annually
OISE	e-newsletter - institutional	Electronic	3,000	Monthly
OISE	e-newsletter - alumni	Electronic	12,000	Monthly
OISE	Centennial Lecture Series - 2006 Jackson Lecture	Electronic & Print	15,000	Annually
OISE	Annual Report	Print	5,000	Annually
OISE	Holiday Cards	Print	200	Annually
OISE	Centennial Book launch	Electronic & Print	15,000	Centennial year
OISE	Centennial Lecture Series - Teaching Excellence Panel	Electronic & Print	15,000	Centennial year
OISE	Open House & Reunion	Electronic & Print	27,000	Centennial year
OISE	Centennial Lecture Series - 2007 Jackson Lecture	Electronic & Print	17,000	Annually
OISE	Centennial Celebration Birthday Party	Electronic & Print	27,000	Centennial year
Pharmacy	Dean's Newsletter	Print		Semi-annually
PHE	e-mail updates	Electronic		Weekly (during season)
PHE	T-Holder Newsletter	Print	7000	Semi-annually
PHE	Pursuit	Print	10000	Semi-annually
Rotman	All Alumni e-mail	Electronic	5600	Monthly
Rotman	GTA Alumni e-Mail	Electronic	3800	Weekly

College/ Faculty	Publication Name	Medium	Distribution	Frequency
Rotman	e-Newsletter	Electronic	5600	Quarterly
Rotman	Various Mailings	Print	8100	Annually
Rotman	Investor's Report	Print	8100	Annually
Rotman	Rotman Magazine	Print	19000	3x per year
St. Michael's	Donor Report	Print	24000	Annually
St. Michael's	President's Appeal	Print	24000	Annually
St. Michael's	Alumni Magazine	Print	24000	Semi-annually
St. Michael's	Christmas Cards	Print		Annually
Trinity	e-Trinity	Electronic	5000	Quarterly
Trinity	Trinity Magazine	Print	13000	3x per year
Trinity	Annual Fund Brochure	Print	13000	Annually
Trinity	Donor Report	Print	13000	Annually
Trinity	Christmas Cards	Print	1000	Annually
UC	UC Magazine	Print	24500	2 issues per year
UC	e-newsletter	Electronic	3500	2 x per year
UC	Invitations	Print	10000	various
UTM	e-Newsletter	Electronic	4500	Quarterly
UTM	Magazine	Print		Semi-annually
UTSC	UTSC e-Note	Electronic	7995	Bi-monthly
UTSC	e-Invite Life After Graduation (May)	Electronic		Semi-annually
UTSC	e-Invite Principal's Installation and Leadership Event (August)	Electronic	7995	Once
UTSC	Principal's Installation	Print	1900	Once
UTSC	e-Invite MAA Golf Tournament (June)	Electronic	7995	Annually
UTSC	Annual Fund Brochure	Print		Annually
UTSC	LIVE	Print	29721	Semi-annually
UTSC	Holiday Cards	Print	110	Annually
UTSC	Chinese New Year	Print	54	Annually
UTSC	Pre-Convocation Reception & Awards Night	Print	700	Annually
Victoria	e-Newsletter	Electronic	6000	Semi-annually
Victoria	Emmanuel College Newsletter	Print	13000	Semi-annually
Victoria	VicReport	Print	23000	3x per year
Victoria	Spring Reunion Newsletter	Print		Annually
Woodsworth	e-Newsletter	Electronic	3000	Semi-annually
Woodsworth	Newsletter	Print	13000	3x per year

Appendix J

UTAA Board of Directors

President	Michael Deck
President - Elect	Harvey Botting
Vice-President, Governance	Paul Cadario
Treasurer	Carl Mitchell
Secretary	Bonnie Stern
Directors	Wendy Cecil (ex-officio) Matthew Chapman Rivi Frankle (ex -officio) Rudyard Griffiths Fred Kan Eira M. Thomas Evelyn Wong

Appendix K

ALUMNI GOVERNORS

John Badowski
Susan Eng
Jacqueline C. Orange
Timothy Reid
Marvi Ricker
Steven C. Smith
Maureen J. Somerville
B. Elizabeth Vosburgh

Appendix L REGIONAL ALUMNI CONTACTS

ACROSS CANADA

Barrie, Ontario

Donald Dowds (BASc 1953)

Calgary, Alberta

Kathleen Saddington (BA 1999 VIC)

Edmonton, Alberta

Michael O'Kane (BSc 1998 WDW, BA 2002 WDW)

Halifax, Nova Scotia

Bruce Russell (JD 1979)

Hamilton, Ontario

Tia Geminiuc (BSc 1993 UTM)

Montreal, Quebec

Susan Darlington (BLS 1970)

Muskoka / Bracebridge, Ontario

Catherine Cherry (Med 1984 OISE)

St. John's, Newfoundland

Ashley Morton (BASC 2003)

Vancouver, British Columbia

Ian O'Briain (BA 1989 UTM)

Victoria, British Columbia

Beverly Straub Watkins (BA 1967 VIC)

Windsor, Ontario

Jo Anne Foote (HBA 1996 UTSc)

Winnipeg, Manitoba

Douglas Hutchings (BA 1950 VIC)

ACROSS THE UNITED STATES

Atlanta, Georgia

Philip Roberts (BASc 1990) and
Nancy Bock (BA 1987 UTSC)

Austin, Texas

D'Arcy Salzmann (BA 1995 UC)

Chicago, Illinois

David Frankel (BA 1994 UTSC)

Denver, Colorado

Brian Matsumoto (BA 1997 UTSC)

Hawaii

Michael Brockert (MA 1989)

New York City, New York

Gary Kaufman

Northern California

Bodega Bay Area:

Mary Louise Riley (BA 1948 TRIN)

Phoenix, Arizona

Bill Aziz (BASc 1987)

Seattle, Washington

Ben Dehghan (BASc 2000)

Southern California

Susan Brauch (BA 1974 TRIN, BEd 1975 OISE)

Tucson, Arizona

David Loynd (BCom 1984 WDW)

Washington, D.C.

Jean van der Tak (BA 1948 UC)

AROUND THE WORLD

ARGENTINA

Gustavo Rochwerger (MEng 1997)

AUSTRALIA

Brisbane

Elizabeth Parker (BA 1973 WDW, MSW 1975, DEd 1991)

Melbourne

Judith Walker (BSW 1964)

Sydney

Natalie Lam (HBA UC 2004)

BERMUDA

Richard Butterfield (BA 1951 TRIN)

CHINA

Hong Kong

Hong Kong Alumni President

GiGi Pang (BA 1993 UTSC)

Beijing

Kevin Leung (BASC 1998)

Shanghai

Kevin Lam (BSC 1992 UTSC)

COSTA RICA

Francis James (BA 1997 SMC)

FRANCE

Mark Adam (BA 1985)

Jens Van Vliet (BMus 1985, BEd 1986)

GERMANY

Mary Kwok (HBSc 1995 WDW)

ISRAEL

Stephen Glazer (BA 1968 UC)

JAPAN

Shiro Kiyohara (BA 1960 UC)

Miki Tomoeda (BSc 1989 UC)

KOREA

Simon Moon (ThM 1987 SMC, MA 1989,

PhD 1996)

MACAU

Fred KC Kan (BASC 1964, JD 1967)

MAURITIUS

Jerry Ng Tin Sze (BASC 2002)

MEXICO

John Anthony Gardner (BA 1991 TRIN, MA 1993)

Ian Jarvie (BA 1993 TRIN)

Louisa Peat O'Neill (BA 1975 WDW)

NEW ZEALAND

Kimberley Powell (BA 1983 VIC)

PHILIPPINES

Francis Uy (BASC 1989)

Geraldine L. Peralta (MASc 1994, PhD 1997)

SAUDI ARABIA, BAHRAIN, QATAR,

OMAN, UNITED ARAB EMIRATES

Raj Malik (BASC 1981)

SINGAPORE

Er Kwibg Wah (BASC 1970)

Keff Tang (BSc 1986 UTSC)

Evelyn S. Wong (BSc 1972 NEW, MBA, MIR 1980)

SRI LANKA

Jean-Philippe Linteau (MSc 1996)

TAIWAN

Robert Cheng (BA 1999 UTSC)

TRINIDAD AND TOBAGO

Anthony Smart (BA 1968 UC)

Angini Mohammed (BA 1994 VIC)

TURKEY

John McKeown (ArtD 1983, BEd 1987, MA 1995)

UNITED ARAB EMIRATES

Dubai

Aseem Aziz (MASc 1990)

VIETNAM

Linh Phan (HBA 1996 INNIS)

Appendix M

UNIVERSITY OF TORONTO
HONG KONG FOUNDATION

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Mr. Benjamin T. Lee

Mr. Andrew Lo

Dr. Evelyn Man

Dr. Harry Pang

Mrs. Kim Tan

Mr. Tommy Tse

Mr. Henry Wu

Ms. Laetitia K. W. Yu

Ms. Betty Yuen

President

Ms. Rivi Frankle

Vice-President

Mr. W. G. Tad Brown

Appendix N

THE ASSOCIATES OF THE UNIVERSITY OF TORONTO, INC.

Paul M. Cadario, *President*

Kenneth D. Taylor, *Vice-President*

Tad Brown, *Vice-President and Officer*

Rivi Frankle, *Secretary and Officer*

Gary Kaufman, *Treasurer*

Ken Taylor, *Member*

Bonnie Fuller, *Member*

Ernest Goggio, *Member*

Appendix O

PRESIDENT'S INTERNATIONAL ALUMNI COUNCIL

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Mordechai Ben-Dat
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Melvin S. Cappe
Wendy M. Cecil
Agnes Chan Miling
Matthew Chapman
Tony P. Clement
Michael J. Cobden
David L. Crane
Michael C. Deck
Lindsay Duffield
Kathryn Feldman
Patrick Y. B. Fung
Blake C. Goldring
Brian H. Greenspan

Rudyard Griffiths
Daina I. Groskaufmanis
Alexander Himelfarb
Michael G. Ignatieff
Sandra L. Irving
Richard W. Ivey
Norman F. Jewison
F. Ross Johnson
Frederick K.C. Kan
Tae-Jin Kang
V. Maureen Kempston Darkes
Michael F. Kergin
Chao-Shiuan Liu
Theodore Roosevelt Malloch
Audrey M. McLaughlin
Joseph A. Medjuck
Paul Martin Meyer
David R. Miller
Carl O. Mitchell
Julie Payette
Gordon W. Perkin

John Polanyi
Poonam Puri
Ellen B. Roseman
Peter J. Sahlas
Susan Scace
Thomas H. Simpson
Anthony I. Smart
Bonnie Stern
Catherine S. Swift
Kenneth D. Taylor
Eira M. Thomas
Vaira Vike-Freiberga
Bruno J. Wall
Marni Wieshofer
Evelyn S. Wong
Rosanna Wong
Janet Yale
Philip L.K. Yeo
Hana Zalzal
Edward Zeng