

Designed and written by:

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



UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS

FY 2014–2015

BOUNDLESS



BOUNDLESS





1935
(80th Anniversary)

A BANNER YEAR	2	ADVANCEMENT COMMUNICATIONS AND MARKETING	17
ALUMNI ENGAGEMENT	4	REACH AND IMPACT U OF T MAGAZINE	19
ALUMNI DEMOGRAPHICS	6		
ALUMNI ENGAGEMENT	7	ADVANCEMENT AWARDS	19
FUNDRAISING PERFORMANCE	10	CONCLUSION	20
ANNUAL FUNDRAISING PERFORMANCE	12		
BOUNDLESS CAMPAIGN PERFORMANCE	15		

A BANNER YEAR

BOUNDLESS

FAMILY

FIELD



University of Toronto President Meric Gertler moderating the Innovation and Entrepreneurship Panel part of an event held in November 2014 celebrating the Boundless campaign surpassing the \$1.5 billion mark.



The largest monetary gift in Canadian history, record-breaking attendance at Spring Reunion and other alumni events, a rising tide of support for the Annual Fund, the Presidents' Circle and the King's College Circle

Heritage Society, and extraordinary gifts to regenerative medicine, Indigenous health and education, public policy, student innovation and entrepreneurship, and cinema studies—these are just some of the hallmarks of a groundbreaking year for the University of Toronto.

During FY 2014–2015, we set new fundraising records for the University and for higher education in Canada. In November 2014, we celebrated surpassing the \$1.5-billion milestone for the Boundless campaign. Then, just five months later, we reached a year-end campaign total of \$1.75 billion, thanks to a record \$248 million raised during the fiscal year.

Our alumni and friends are lifting the global profile of the University and bolstering the success of Boundless. University of Toronto graduates are our ambassadors at home and

out in the world, and we strive to keep them engaged with the University at all stages of their lives. To that end, we continually improve our programs and services to inspire pride of association and appreciation of the University's mission and impact. In return, our alumni are turning out in record numbers as participants, donors, volunteers and mentors.

While many milestones lie ahead for Boundless and we cannot take our eyes off the finish line, we are buoyed by this unprecedented level of support. In this report, we present the key performance indicators for alumni relations, fundraising and advancement communications and marketing, each of which reflects the leadership and generosity of our donors, alumni and friends. Together, we are preparing the leaders of tomorrow, fuelling the discovery of knowledge, and making a positive impact in our community and around the world.

Sincerely,

David Palmer
Vice President, Advancement

ALUMNI ENGAGEMENT

A record 90,188 alumni and students participated in alumni programming and events during FY 2014–2015, making it a banner year for alumni pride and engagement.

Through a diverse range of programming, Alumni Relations builds communities and connections, deepens alumni and volunteer involvement, brings alumni and students together, promotes lifelong learning, and encourages support and guidance for the University's top priorities and initiatives.

During FY 2014–2015, Alumni Relations worked closely with divisional and volunteer partners to expand and deliver meaningful engagement opportunities for alumni in Toronto and around the world. Through our programs, initiatives and events, we supported the University's priorities of leveraging U of T's location within one of the world's most dynamic urban regions, strengthening international partnerships, and reinventing undergraduate education to prepare our students for lifelong success.

Our annual Spring Reunion celebrations provided thousands of alumni with the chance to reconnect with old friends and make new ones, as well as learn about some of the most exciting research unfolding at U of T. More than 7,000 alumni and friends turned out for a record 146 Spring Reunion events held across our three campuses. Highlights included the LGBTQ Spring Soirée, the SHAKER for Young Alumni event, Stress-Free Degree Lectures, the 50th Anniversary Ceremony and the annual BBQ. Post-event surveys indicated a high degree of pride in and affinity with U of T.

During the year, thousands of alumni also welcomed the opportunity to engage with U of T

faculty members and fellow graduates through U of T in Your Neighbourhood, our popular lecture series featuring some of U of T's top minds discussing contemporary ideas, issues and challenges. Many of our divisional partners also hosted "salons" and guest lectures, bringing a greater profile to U of T research among our alumni and surrounding communities.

FY 2014–2015 was also a strong year for connecting with our global community of alumni. More than 6,000 alumni attended some 150 events held in 40 cities around the globe. Moreover, our efforts to align our programming with the University's international priorities have galvanized alumni interest and support in China, the United States, Israel, Hong Kong and South Korea.

Similarly, we experienced significant growth in alumni programming focused on connecting U of T graduates with students. Last year, more than 11,000 alumni volunteered their time and talent to nurture the next generation of U of T leaders through programs such as the Next Steps Conference and the Backpack to Briefcase program. These efforts are helping enrich the undergraduate experience and prepare students for life after graduation.

The following pages provide an overview of the many tangible ways University Advancement is strengthening alumni loyalty and pride and offering our graduates hundreds of diverse programs, events and volunteer opportunities to remain invested in the future of the University.

More than 7,000 alumni reconnected during Spring Reunion 2015.

ALUMNI DEMOGRAPHICS

NUMBER OF ALUMNI

542,814

Living alumni (April 30, 2015)

GLOBAL ALUMNI DISTRIBUTION

193

Countries

NEW GRADUATES

15,001

June and November 2014 Convocations

AVERAGE AGE OF ALUMNI

48

Years

AGE DISTRIBUTION OF LIVING ALUMNI

3.7%

Less than 25 years of age

14.8%

55 to 64 years of age

22.8%

25 to 34 years of age

9.8%

65 to 74 years of age

20.9%

35 to 44 years of age

4.9%

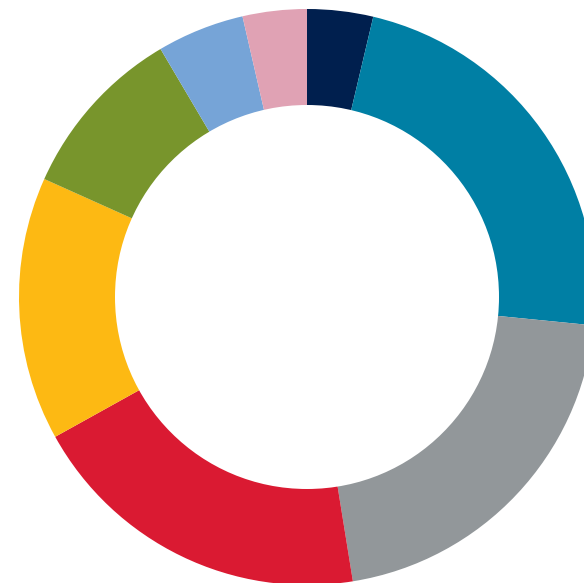
75 to 84 years of age

19.5%

45 to 54 years of age

3.6%

85 or more years of age



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 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:

92%

said our events fostered pride in U of T

93%

said our events created emotional connection to U of T

93%

said our events strengthened intellectual connection to U of T

91%

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

90%

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

89%

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 the boundaries of geography, 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:

152

Total regional events

6,326

Attendees

40

Cities

Student and Young Alumni Events:

32

Events

3,413

Attendees

310

Volunteers

Alumni Travel Program:

323

Alumni and guests

56

Countries



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.

11,363

Alumni volunteers advanced the University's mission

206

Alumni volunteered as regional alumni representatives worldwide

92

Alumni activities were organized by volunteers at our regional branches

51

Alumni associations and groups actively promoted engagement within the University community

2,490

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 2014–2015, our divisional colleagues helped connect thousands of alumni, students and friends through a diverse calendar of events.

866

Divisional events were held

47,165

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.

82

Academic lectures were offered to alumni

36

Divisions, faculties and colleges were represented at alumni lectures

70

Faculty members presented alumni lectures



BUILDING COMMUNITIES AND CONNECTIONS

Programs such as U of T in Your Neighbourhood, Spring Reunion and 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.

2,512

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

28

U of T in Your Neighbourhood events were held

7,443*

Alumni and guests registered for Spring Reunion
*June 2015

146

Spring Reunion events were held across our three campuses

22

Divisions, faculties and colleges participated in Spring Reunion

2,493

Alumni and guests attended events held by affinity-based groups such as the LGBTQ, African, Chinese, Indian, Senior and Finance groups, and Soldiers' Tower



BRINGING ALUMNI AND STUDENTS TOGETHER

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

Next Steps Conference:

572

Participants attended the Next Steps Conference for graduating students

147

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

94%

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

Dinner with 12 Strangers (D12):

347

Students attended D12

19

D12 events were held

34

Volunteers hosted D12 events

Mentorship:

2,490

Alumni mentors worked with students

23

Divisions offered mentorship programs

36

Mentorship programs helped students across the University

FUNDRAISING PERFORMANCE

BOUNDLESS

Thanks to the generous support of more than 23,000 donors, U of T received a landmark \$247,936,734 in philanthropic gifts and grants during FY 2014–2015—the most in our history.

Private giving plays an increasingly vital role in the life of the University, providing that critical “margin of excellence” that allows our academic leadership to go beyond budget lines to support the most promising students, attract star faculty and ensure that the best ideas flourish and have a chance to make a positive impact on the world.

FY 2014–2015 was an extraordinary year for philanthropy at the University. With \$247,936,734 in new philanthropic gifts and grants, we exceeded all previous records for annual fundraising at U of T and brought ourselves ever closer to our goal of raising a historic \$2 billion for the University through the Boundless campaign.

More impressive still are the great stories behind these gifts and the confidence alumni and friends have demonstrated in the University’s ability to transform society for the better.

The Rogers family, for instance, helped us create the Ted Rogers Centre for Heart Research through an unprecedented donation of \$130 million to U of T, the Hospital for Sick Children and the University Health Network. The gift, which is the largest monetary gift ever made to a Canadian health-care initiative, will help us develop life-saving regenerative therapies and dramatically reduce hospitalization for heart failure over the next decade.

Michael (MD 1984) and Amira (MA 2004) Dan, who were concerned about the well-documented gap in health care for Indigenous people, came forward with a \$10 million benefaction to establish the Waakebiness-Bryce Institute for Indigenous Health at the Dalla Lana School of Public Health. The institute will help U of T

students and researchers collaborate more closely with First Nations, Inuit and Métis people to create effective solutions for Indigenous health.

These are just two prominent examples of the many thousands of gifts we received during the year from thoughtful alumni and donors at every level of giving.

Gifts to our Annual Fund reached \$12,045,251—the highest level of support for the fund in its history. This tide of generosity is providing scholarships to thousands of students and supporting important research, teaching and discovery. It is also a wonderful measure of alumni and donor engagement and support for the University’s highest priorities.

Our Boundless Promise Program, which matches donations of \$25,000 or more in support of needs-based awards, continued to receive broad support. Since launching in 2012, the program has raised \$13.9 million from 886 donors across 17 divisions and created 128 awards. This vital funding is upholding the University’s commitment to providing students with an excellent and accessible education.

All told, 23,438 donors made gifts to the University during FY 2014–2015. This remarkable outpouring of generosity is helping find solutions to a wide range of global challenges. From groundbreaking humanities research to building Canada’s innovation economy, our donors and alumni are drawn to U of T’s enormous capacity to address issues of urgency and relevance in our society and societies around the world.

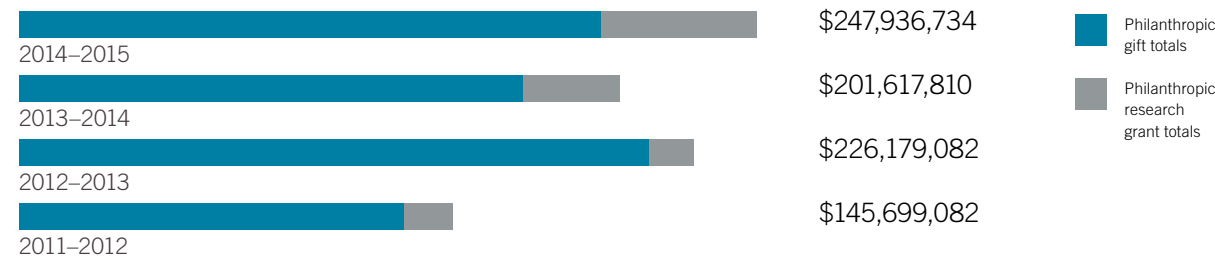
The following pages provide data on our fundraising performance in FY 2014–2015.

University of Toronto President Meric Gertler speaking at the Boundless campaign’s \$1.5 billion milestone event.

ANNUAL FUNDRAISING PERFORMANCE

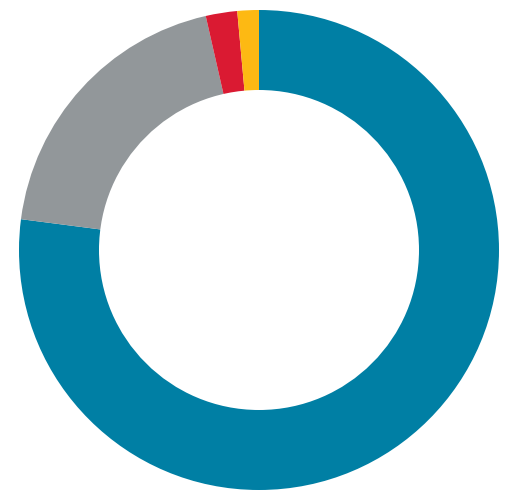
In FY 2014–2015, U of T received an unprecedented \$247,936,734 in philanthropic gifts (\$194,861,342) and philanthropic research grants (\$53,075,392) from individuals, foundations and corporations. This generous support from 23,438 donors is advancing research and teaching excellence across all three campuses and creating countless opportunities for students.

TOTAL GIFTS AND PLEDGES



TOTAL DONORS BY TYPE

A total of 23,438 donors supported the University in FY 2014–2015. Below is a breakdown of donors by type.



77.1%
18,059 alumni

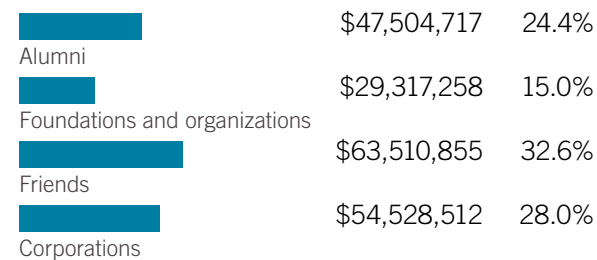
19.4%
4,544 friends

2.1%
496 corporations

1.4%
339 foundations and organizations

TOTAL GIFTS BY DONOR TYPE

In FY 2014–2015, total gifts (not including philanthropic research grants) from different donor demographics included:



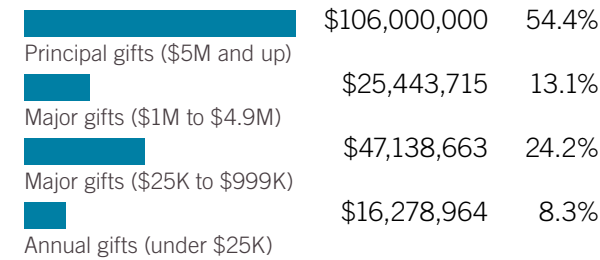
EXPENDABLE GIFTS VS. ENDOWED GIFTS

Excludes gifts-in-kind and research grants



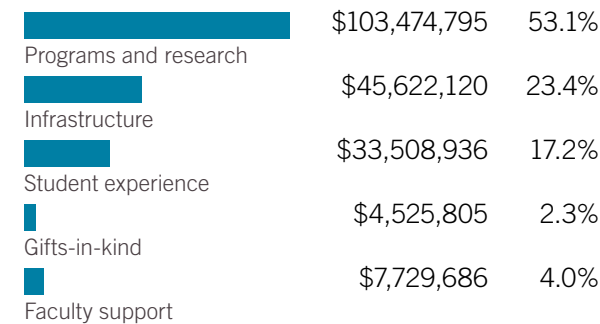
TOTAL GIFTS BY LEVEL

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



TOTAL GIFTS BY PRIORITY

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



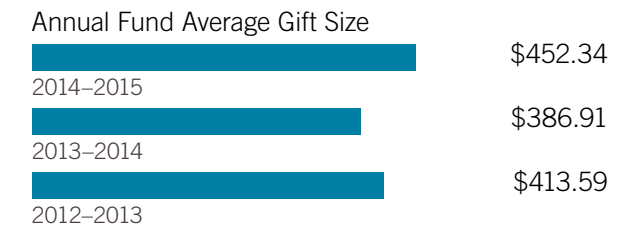
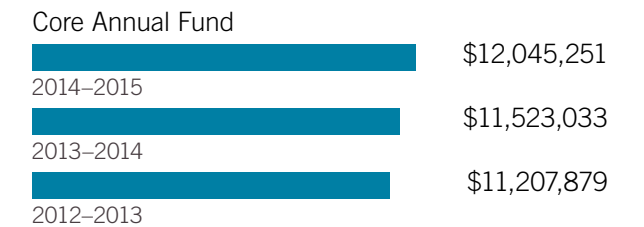
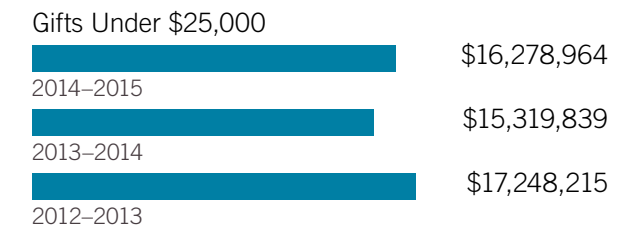
PLANNED GIFTS

During the past three years, U of T received \$33,896,226 in realized planned gifts. During the same period, the University received 425 intentions for future estate gifts totalling \$63,673,888.

Category	Year	Total
Realized Estate Gifts	2014–2015	\$11,340,553
	2013–2014	\$12,424,948
	2012–2013	\$10,130,725
Intentions for Future Estate Gifts	2014–2015	\$20,408,180
	2013–2014	\$23,581,358
	2012–2013	\$19,684,350

ANNUAL AND LEADERSHIP GIFTS

Over the past three years, Annual and Leadership Giving (gifts under \$25,000) contributed more than \$16 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 \$12,045,251 — a new milestone of support and generosity from the University's alumni and friends.



CASH RECEIVED

2014–2015	\$131,496,702
2013–2014	\$143,383,507
2012–2013	\$132,929,525
2011–2012	\$91,451,893
2010–2011	\$91,657,992

RECONCILIATION WITH AUDITED FINANCIAL STATEMENTS, FY 2014–2015

AUDITED FINANCIAL STATEMENTS

University of Toronto	
Monetary gifts	\$114,420,873
Gifts-in-kind	\$3,879,661
Subtotal	\$118,300,534

Federated Universities*

University of St. Michael's College	\$2,545,181
University of Trinity College	\$4,988,693
Victoria University	\$6,218,939
Subtotal	\$13,752,812

Other Affiliated Institutions	\$395,330
Other Items**	-\$951,974
TOTAL	\$131,496,702

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

**Other items:	
Sponsorship	\$1,143,572
Timing and other differences	-\$2,095,546
Total	-\$951,974

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 2014–2015 state that the University received \$118,300,534 in donations revenue.

ADVANCEMENT RETURN ON INVESTMENT

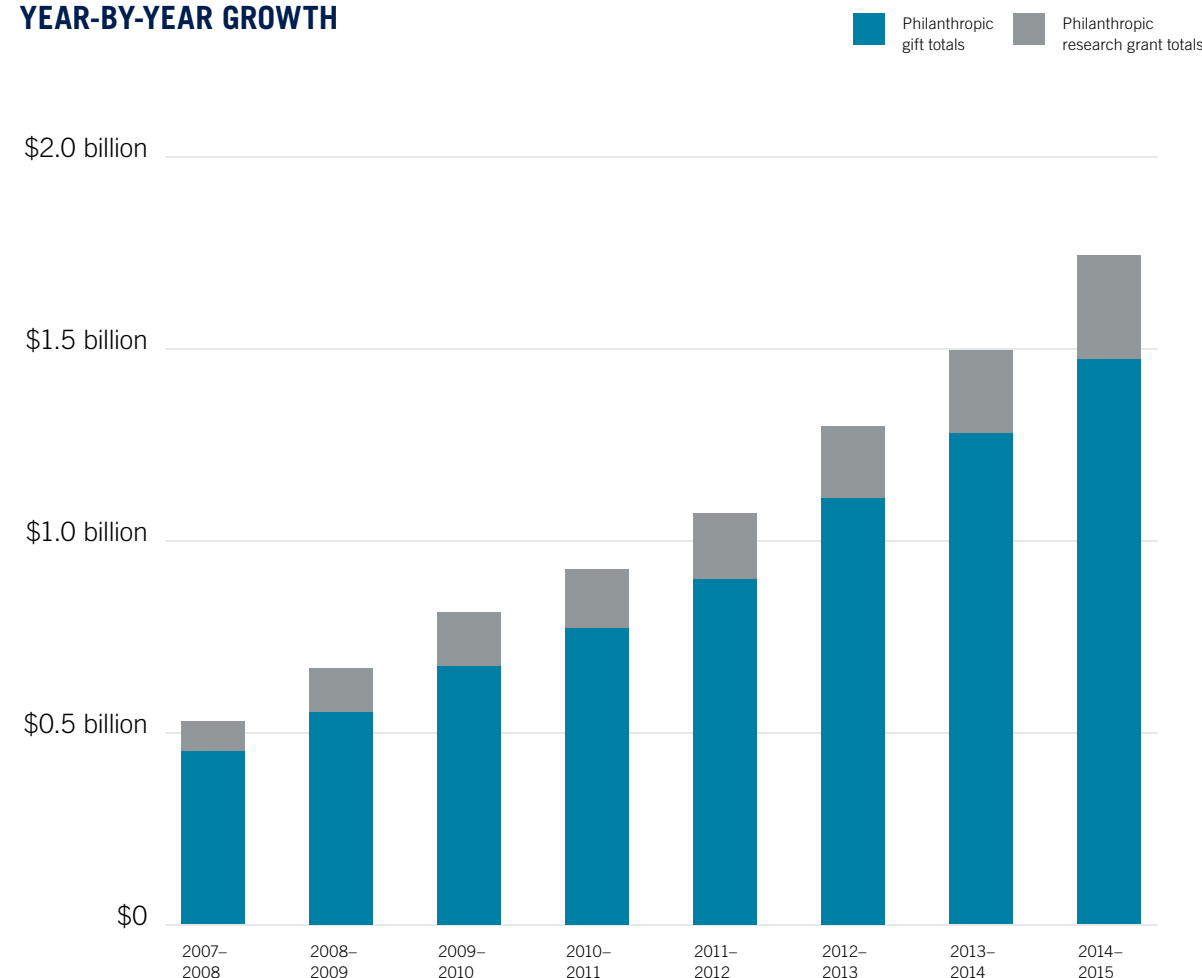
Over the past 10 years, University Advancement's cost per dollar raised has ranged from 8¢ to 23¢, with an average of 16.5¢—more than a sixfold return on every dollar spent.

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.

BOUNDLESS CAMPAIGN PERFORMANCE

By April 30, 2015, Boundless: The Campaign for the University of Toronto had raised \$1,754,978,072 towards its \$2-billion goal, setting a new benchmark for philanthropic campaigns at U of T and in Canada. In FY 2014–2015, campaign contributions totalled \$247,936,734, including \$194,861,342 in new gifts and \$53,075,392 in new grants. The numbers below represent cumulative gifts during the Boundless campaign.

YEAR-BY-YEAR GROWTH



TOTAL GIVING BY TYPE

Confirmed pledges	\$1,202,820,489	68.5%
Realized planned gifts	\$132,044,490	7.5%
Gifts-in-kind	\$138,897,890	7.9%
Sponsorships	\$8,245,217	0.5%
Research grants	\$272,969,987	15.6%

TOTAL GIVING BY PRIORITY AREA

Student experience	\$281,657,981	16.0%
Faculty support	\$177,670,095	10.1%
Programs and research	\$563,731,750	32.1%
Infrastructure	\$458,948,259	26.2%
Research grants	\$272,969,987	15.6%

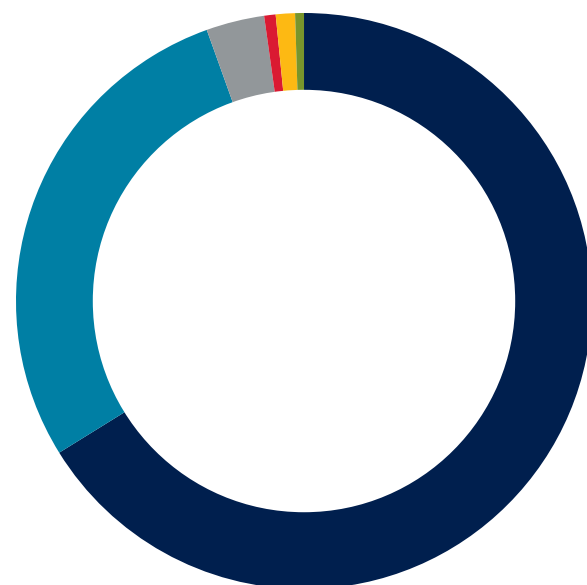
TOTAL GIFTS BY DONOR TYPE

Dollars Raised: \$1,754,978,072

Alumni	\$691,048,561
Friends	\$263,761,193
Corporations	\$185,438,055
Foundations	\$285,299,607
Organizations	\$56,460,669
Research grants	\$272,969,987

TOTAL DONORS BY TYPE

Donors Count: 89,813



EXPENDABLE GIFTS VS. ENDOWED GIFTS

Excludes gifts-in-kind and research grants

70%
Expendable gifts

30%
Endowed gifts

66.2%
59,431 alumni

28.3%
25,458 friends

3.3%
2,936 corporations

0.6%
576 foundations

1.1%
967 organizations

0.5%
445 research grants

ADVANCEMENT COMMUNICATIONS AND MARKETING



Working with its divisional partners, Advancement Communications and Marketing helped inspire new levels of engagement and support through thoughtful communication strategies and compelling storytelling.

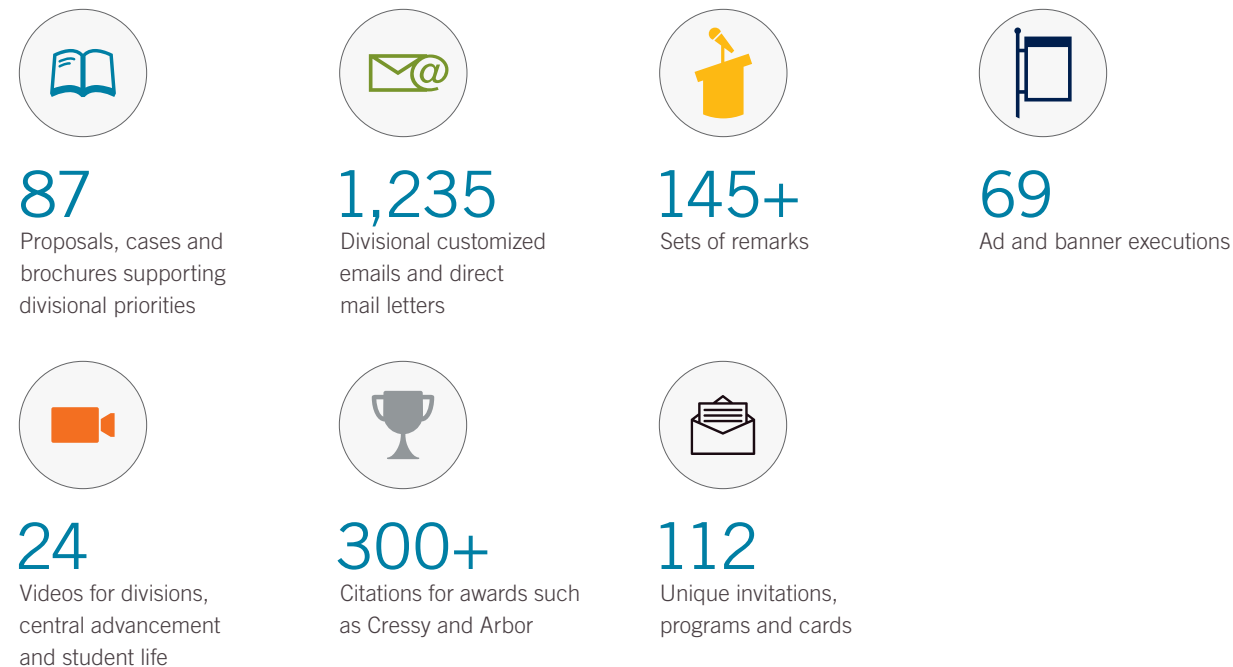
The Advancement Communications and Marketing (ACM) team develops and implements brand marketing strategies and integrated communications that help lift the profile, urgency and relevance of the University of Toronto as a major destination for alumni engagement and as a national and international priority for philanthropic investment. Collaborating strategically with our divisional partners, ACM produces high-quality creative materials to help create positive impressions of the University and celebrate the incredible accomplishments of our diverse community.

Through its work, ACM supports University Advancement's strategic mandates while setting new standards for campaign marketing and communications. Indeed, ACM's work is consistently recognized with top honours

from national and international associations of advancement professionals.

Our team takes an integrated and collaborative approach to communications and marketing that makes use of both traditional and digital communications. Our in-house marketing and communications team works with divisional and central university partners to develop content that inspires heightened engagement and greater understanding of the University's mission and objectives. Our services include marketing research, strategic planning, writing, design, video production, digital development and more. Through targeted communication efforts, ACM rallies internal and external constituents around the University's common goals and aspirations, and delivers a compelling narrative about the impact of our global community on the issues we care about.

During FY 2014–2015, the Advancement Communications and Marketing team delivered:



REACH AND IMPACT

Our use of digital media to communicate with our various audiences and constituencies continues to grow apace. During FY 2014–2015, we sent more than eight million messages via e-newsletters, emails, evites and other forms of digital communication to alumni, friends and donors. This led to 449,825 click-throughs and 935,132 total sessions on advancement websites.

News@UofT, our flagship e-newsletter for alumni, was redesigned to support readability across a range of different devices, and these changes helped us achieve an average 28 per cent open rate and four per cent click-through rate, which are above industry benchmarks. We also launched a separate version of News@UofT, specifically targeted at

donors and friends, that resulted in an exceptional 42 per cent open rate and 7.9 per cent click-through rate. Our Campaign Newsletter continued to perform exceptionally well, with a 44 per cent open rate and 27 per cent click-through rate.

Our Advancement Communications and Marketing team also made major upgrades to the Spring Reunion and Alumni Travel websites, making it easier to find information and register for events and trips. We also implemented a social media strategy for Spring Reunion to increase event engagement. Our alumni made 530 posts to Twitter and Instagram, which reached 146,447 people in their personal networks. Our Spring Reunion teaser video received 17,572 views on social media.



8 million+

Messages sent to our alumni and friends



449,825

Click-throughs



935,132

Total sessions on advancement websites

U OF T MAGAZINE

U of T Magazine won Gold and Silver for Best Writing from the Canadian Council for the Advancement of Education (CCAIE). Over the past 10 years, U of T Magazine has received 51 awards from CCAIE and the Council for the Advancement and Support of Education (CASE). These include seven awards in the category of Best Magazine, and nine gold, 24 silver and 18 bronze awards for writing and design. Also in the past decade, the magazine has been nominated for five National Magazine Awards—a rare honour for a university-based magazine.

ADVANCEMENT AWARDS

In FY 2014–2015, University Advancement and its divisional partners earned both national and North American awards for writing, design and development events.

CCAIE

- GOLD: Goldring Centre for High Performance Sport Opening Events (Best Development Event)
- GOLD: Follow a Student (Best Fundraising Initiative)
- GOLD: *The Future as We See It* (Best Writing)
- SILVER: *Changed by War* (Best Writing)

CASE

- GOLD: *DIG Archaeology: Invest in the Future of Archaeology at U of T* (Individual Fundraising Publication)

CONCLUSION

While it is impossible to predict what the world will look like 50 or 100 years from now, we know it will be fundamentally different from today; and we can be sure that many of the differences will be driven by the research, technology and innovation being produced at institutions such as the University of Toronto.

Few universities in the world offer a higher concentration of talented teachers, researchers and students than U of T. Our breadth and depth foster the critical thinking, innovation and creativity needed to tackle timeless questions and address critical global challenges. Our faculty and researchers are among the most productive and inventive in the world—responsible for many of the most profound and groundbreaking discoveries

of our time. We attract the best and brightest students, and our alumni occupy leadership positions in every walk of life worldwide.

Our alumni and supporters play a critical role in maintaining this tradition of excellence and global impact. They are the lifeblood of the University, and their leadership and generosity help us sustain U of T's commitment to accessible education and world-class research. Looking ahead, we still have important work to do, particularly as we continue the Boundless campaign. Together, we will bring our shared vision of the University to life and ensure U of T continues to develop the knowledge and leadership Canada needs to address global challenges and thrive in a borderless world.