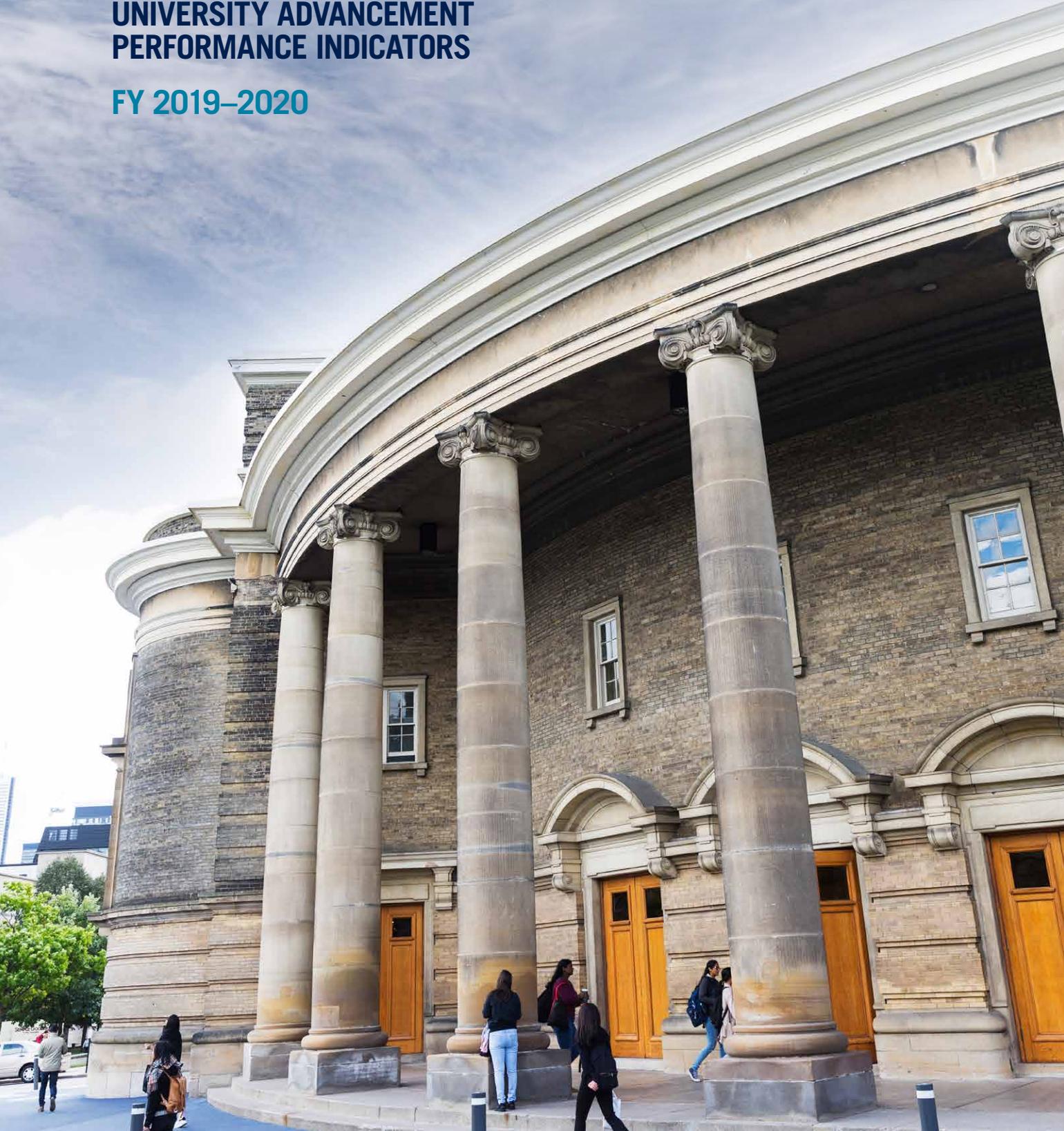




UNIVERSITY OF  
TORONTO

## UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS

FY 2019–2020



**FY 2019–2020:  
MAY 1, 2019 TO APRIL 30, 2020**

---

**MESSAGE FROM DAVID PALMER 3**

---

**ALUMNI ENGAGEMENT 5**

---

**FUNDRAISING RESULTS 13**

---

**BRAND HUB 19**

---

**LOOKING AHEAD 21**





Students from across the University mingle in the quad during the annual Explore Hart House event in September 2019, where new and returning students can discover everything Hart House has to offer. An integral part of our cultural landscape, Hart House was a gift to the University from the Massey Foundation and celebrated its 100th birthday last year.



Clockwise from top left: Students take part in a moment of silence for Flight PS752; Andrea Jade Johns received the 2019 President's Award for Outstanding Indigenous Student, recognizing her advocacy for Indigenous language revitalization; the #StayHomeHub, launched in response to the COVID-19 pandemic, offers workouts, webinars, lectures, events and more to alumni around the world; once completed, the Landmark Project will transform the St. George campus into a greener and more accessible setting, with a network of pedestrian-friendly spaces; a U of T student gears up for an unprecedented academic experience in 2020; student volunteers help attendees at a record-breaking Alumni Reunion 2019.

At its core, the University of Toronto is a strong, compassionate and resilient community. During this past year, we have witnessed no small measure of adversity and disruption, but also incredible acts of kindness, solidarity and hope.

In January, we were devastated by the loss of eight community members in the downing of Ukrainian Flight PS752 in Tehran. Shortly after, COVID-19 upended our day-to-day lives. Our researchers, clinicians, students and entrepreneurs quickly pivoted to address the pandemic, while the University took extraordinary steps to move all classes, programs and events online to protect the health of our community.

Our alumni and friends responded to these crises with an outpouring of support. Hundreds of donors supported the Iranian Student Memorial Scholarship Fund, and almost 1,300 contributed to critical COVID-19 research, as well as to students financially affected by the pandemic.

Throughout the year, our alumni engaged with the University by volunteering, mentoring students, participating in events and programs, and supporting fundraising appeals. More than 50,000 alumni connected with U of T, including some 16,000 who engaged with us for the first time. When the pandemic hit, advancement staff in Alumni Relations and Brand Hub collaborated to create a suite of online offerings in the #StayHomeHub to keep alumni informed, healthy and connected while staying home.

High levels of alumni and donor engagement helped secure another remarkable year for

fundraising. Despite the lockdown and economic downturn, we ended the fiscal year with \$236.2 million raised for the University's highest priorities from almost 20,000 individuals and organizations around the world. This includes support for a new chair in Indigenous social work, scholarships for medical students from marginalized backgrounds, programs promoting student mental health, and a new building integrating sustainability into the very fabric of Trinity College.

Donations also continued to pour in for the Landmark Project—the most significant revitalization of U of T's heritage green spaces in more than a century. The project will make the St. George campus-core more beautiful and accessible, while accelerating U of T's ambitious climate action goals. The University recently began construction on Landmark, thanks to the support of almost 3,000 alumni and friends.

Landmark is a gift from us today to the University of tomorrow. It's a testament to our resiliency, optimism and faith in a better future. Once we complete Landmark, we will have a stunning new campus environment to enjoy together. It will be a symbol of a community that continues to strive and flourish—even in the toughest times.

Sincerely,



David Palmer  
Vice-President, Advancement



In 2019, Alumni family events were increasingly popular and included, among other offerings, an outing to Canada's Wonderland, a performance at Young People's Theatre, and interactive STEM activities with U of T researchers at Alumni Reunion.

# ALUMNI ENGAGEMENT

Our alumni broadly see U of T as a place to strengthen their networks and friendships, and regard U of T experts as credible sources during times of crisis.

Alumni engagement at U of T continues to grow year after year. During 2019–2020, 51,282 alumni attended events, volunteered, mentored students or made bequests, gifts or pledges. This includes 16,884 alumni who engaged with their alma mater for the first time since the start of the Boundless campaign.

The University met and exceeded alumni engagement targets both centrally and divisionally. We had another record-breaking year for attendance at Alumni Reunion 2019, with more than 10,000 registrations at 131 events hosted by 25 divisions. This strong level of engagement carried on throughout the year thanks to robust alumni programming and outreach.

Alumni Relations also continued to work closely with the Office of the Vice-President, International on strategic initiatives around the world. The University's International Leadership Councils, for example, are enlisting some of our most influential alumni to help U of T build partnerships with industries and institutions across Europe, Asia and the United States. Similarly, Alumni Relations collaborated with the Office of Student Recruitment to help drive the recruitment of new students in key national and international markets.

When the COVID-19 pandemic hit in March of this year, Alumni Relations and divisions had to cancel almost 50 planned alumni events and subsequently

shifted exclusively to online programming.

In just a few weeks, Alumni Relations, Brand Hub and University-wide partners launched the #StayHomeHub—a new digital platform that hosts diverse content from across the University for alumni to access easily. The year-end strength of alumni engagement benefited both from our ability to pivot quickly, as well as our long-term efforts to showcase U of T as a place where alumni can come together to learn, grow and connect.

The new digital hub offers professional development, mentoring opportunities, social events like alumni trivia night, and massive online courses on how to stay healthy while staying at home. The registrations for some digital offerings have been tremendous—for example, the Managing Your Mental Health During COVID-19 course launched in April with 5,939 registrants from around the world. For many alumni, the University is a more vital resource than ever before.

Instilling pride, building communities of interest and giving alumni more reasons to engage with U of T are guiding principles for Alumni Relations. As the University prepares for its next campaign, we have set an ambitious goal: one million instances of alumni engagement, involving at least 225,000 unique alumni. Based on the current levels of engagement and the strength of our global community, we are confident we can meet this bold target.

# ALUMNI DEMOGRAPHICS

## NUMBER OF ALUMNI

615,213

Living alumni (May 2020)

## GLOBAL ALUMNI DISTRIBUTION

196

Countries and territories

## NEW GRADUATES

17,990

June and November 2019 Convocations

## AVERAGE AGE OF ALUMNI

51

Years

## AGE DISTRIBUTION OF LIVING ALUMNI

3.2%

Under 25 years of age

14.4%

55 to 64 years of age

20.4%

25 to 34 years of age

12.7%

65 to 74 years of age

18.2%

35 to 44 years of age

6.6%

75 to 84 years of age

15.6%

45 to 54 years of age

5.7%

85 years of age and older



3.1% age not available

## LIFE STAGE DISTRIBUTION OF LIVING ALUMNI

Tracking alumni by age allows us to create meaningful programming for those in different life stages—from young people who have recently graduated, to established professionals, to retirees and lifelong volunteers.

23.6%

**Young**

Under 35 years of age

33.8%

**Established**

35 to 54 years of age

39.4%

**Encore**

55 years of age plus

3.1%

**Age not available**

# ALUMNI ATTITUDES ABOUT U OF T

Last year the University of Toronto conducted its second Alumni Attitude Study, soliciting feedback from alumni around the world. The study aimed to understand how alumni feel about U of T and how they prefer to engage with us, so we can provide the best possible alumni experience. Results across the board showed a lift in alumni perception over the 2015 survey, including a 17% increase in the number of respondents who rate their perception of U of T as “Excellent.” Overall, the alumni we surveyed have positive perceptions of the University, are glad they chose U of T as a student, and are proud to be U of T alumni.

## WHAT IS YOUR CURRENT OPINION OF U OF T?



**89%** rate their decision to attend U of T as either “**good**” or “**great**.”



Regardless of campus of enrolment (UTM, St. George or UTSC), alumni consistently have a “**good**” or “**excellent**” opinion of their alma mater.



**95%** of respondent alumni outside of Canada have either a “**good**” or “**excellent**” opinion of U of T.

## WHICH ACTIVITIES MOST INFLUENCE YOUR LEVEL OF ENGAGEMENT WITH U OF T?



Reading U of T Magazine, meeting with friends from U of T, and receiving invitations to U of T activities influence engagement with the University the most.



Reading the Magazine was more important among older alumni, while networking and meeting U of T friends were important for younger alumni.



Across ages and geography, receiving invitations to U of T events was consistently important.

# ALUMNI ENGAGEMENT

## TOTAL NUMBER OF UNIVERSITY-WIDE ENGAGED ALUMNI

16,884

Newly engaged alumni

14,320

Newly engaged through events

1,635

Newly engaged as volunteers

1,736

Newly engaged through gifts and pledges

51,282

University-wide engaged alumni (both new and continuing)

## NUMBER OF ALUMNI ENGAGED BY DIVISION OF UNIVERSITY ADVANCEMENT (DUA)\*

7,694

DUA newly engaged alumni

6,611

DUA newly engaged through events

666

DUA newly engaged as volunteers

562

DUA newly engaged through gifts and pledges

22,715

DUA engaged alumni (both new and continuing)

\* Each year, the DUA operates an ambitious, centrally-organized alumni engagement program, which extends and supports what our faculties, colleges and campuses do individually.

## NEWLY ENGAGED ALUMNI BY LIFE STAGE (UNIVERSITY-WIDE)

7,492

**Young Alumni**

Under 35 years of age

3,507

**Encore Alumni**

55 years of age plus

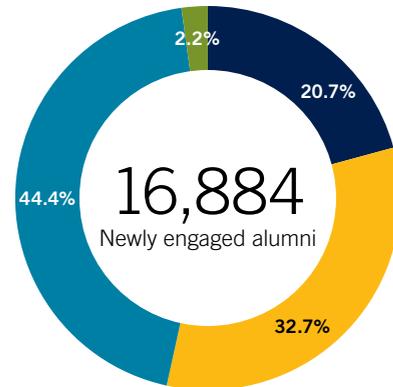
5,514

**Established Alumni**

35 to 54 years of age

371

**Age not available**



## TOTAL ENGAGED ALUMNI BY LIFE STAGE (UNIVERSITY-WIDE)

15,132

**Young Alumni**

Under 35 years of age

19,970

**Encore Alumni**

55 years of age plus

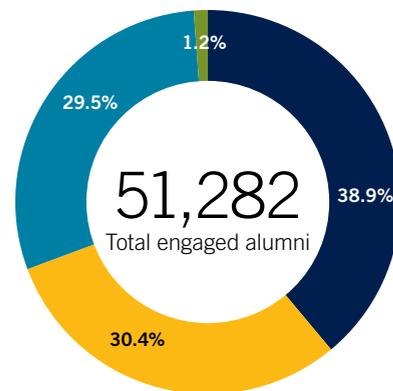
15,578

**Established Alumni**

35 to 54 years of age

602

**Age not available**



## PARTICIPATION RATES OF ALL LIVING ALUMNI

10.4%

of 145,485

**Young Alumni**

7.5%

of 207,987

**Established Alumni**

8.2%

of 242,556

**Encore Alumni**

3.1%

of 19,185

**Age not available**

## ENGAGEMENT BY TYPE

4,819

Engaged alumni who are also donors

8,975

Alumni who engaged through monetary support only

37,488

Alumni who engaged but were not donors in FY 2019–2020



## 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.

9,868

Total engaged  
(University-wide)

1,635

Newly engaged  
(University-wide)

### Alumni volunteers by volunteer group type\*

4,054

Alumni Relations

2,971

Other

2,867

Mentor

596

Governance

283

Development

351

Advisory

191

Regional alumni  
representatives

\*Alumni may volunteer in multiple categories.



## BRINGING ALUMNI AND STUDENTS TOGETHER

Alumni programming is increasingly focused on introducing students to alumni who can help them make the transition from their studies to their professional lives.

### Mentorship (University-wide)

2,867

Alumni mentors worked  
with students

22

Divisions with mentorship  
programs

47

Mentorship programs helped  
students across the University

### Online mentoring (Ten Thousand Coffees)

8,590

Users of the mentorship  
platform across many divisions

1,489

New alumni  
and student users

21%

Growth rate of alumni  
and student users

### Student recruitment or student recruitment activities managed by DUA or assisted by DUA

191

Alumni student  
recruitment volunteers

241

Students engaged by alumni  
recruitment volunteers



## PRIDE OF ASSOCIATION

Our vision for Alumni Relations is to foster and support alumni who are invested in the future success of the University. Through our activities, we give our alumni the opportunity to show their pride as enthusiastic ambassadors, supporters and citizens of the University. We hold alumni events in cities around the world and throughout the Greater Toronto Area, and help affinity-based groups host events that cater to 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:

91%

said our events fostered pride in U of T

91%

said our events created an emotional connection to U of T

91%

said our events strengthened an intellectual connection to U of T

87%

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

87%

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

93%

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



## LIFELONG LEARNING

Every year, Alumni Relations organizes dynamic educational programming that provides our graduates with access to the leading-edge research and innovative teaching taking place at U of T.

### Alumni Reunion Stress-free Degrees

1,778

Alumni registrants

23

Events

### SHAKER ED for young alumni

191

Alumni registrants

### Massive Open Online Course (MOOC)

3,868

Alumni registrants (2019)

### U of T In Your Neighbourhood (UTN)

1,727

Alumni registrants

11

Events

### Senior Alumni Lecture Series

919

Alumni registrants

23

Events

### U of T Where You Are (UTW)

530

Alumni registrants

9

Events

### Faculty Presenters

46

At all DUA-hosted alumni events



---

## BUILDING COMMUNITIES

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

### Alumni event attendees and registrants

8,661

Regional event attendees  
and registrants

146

Regional events

20

Countries visited

45

Cities visited

---

10,405

Alumni Reunion  
registrants

131

Alumni Reunion  
events across all  
campuses

25

Divisions  
participating in  
Alumni Reunion

---

191

Regional alumni  
representatives

84

Alumni activities  
organized by  
regional volunteers

---

4,657

Affinity group  
event attendees

38

Affinity Travel  
Program trips

252

Affinity Travel  
Program participants



On January 8, 2020, eight members of the U of T community, including six students, were killed when Flight PS752 was shot down. The University of Toronto, together with community leaders, established the Iranian Student Memorial Scholarship Fund, which helps honour those victims from our community. Since then, the fund has received support from people around the world who are helping create scholarships, both for students from Iran and for anyone pursuing Iranian studies.

# FUNDRAISING RESULTS

U of T's multidisciplinary strengths enable our donors to foster social and scientific change in the areas they care most about.

When the COVID-19 pandemic was declared in the final months of our 2019–2020 fiscal year, we knew that its impact—social isolation, challenges for our health care system and economic disruption—would affect every facet of our society. Less anticipated was the deepened appreciation of the value of community and connection. And while our fundraising results were not immune to the pandemic's impact, our intensely loyal donor community continues to see the University as a priority and a partner in addressing important global causes.

The pandemic, for example, spurred our donors to support the COVID-19 Action Fund and the COVID-19 Emergency Student Bursary Fund, which have boosted urgent research and support for students facing unexpected costs due to the pandemic. We've raised a total of \$13.4 million for these funds, including a \$10 million gift from the Temerty Foundation and a \$1 million gift from Dr. Michael Wu. An especially inspiring aspect of these appeals is that 45% of the nearly 1,300 supporters were new donors.

The University received more than \$236 million in gifts and grants from 19,915 donors last year. And although we fell slightly short of our goal, we still experienced a strong year. Notable among our achievements is that despite the temporary closure of our call centre and other disruptions to spring solicitation activity, our Annual and Leadership Giving program met 95% of its goal—and ended the year one million dollars above its five-year average.

U of T's breadth and depth create myriad opportunities for donors to help address the challenges of our times. For example, a range of donors supported initiatives promoting social justice and equality. The Mastercard Impact Fund's

\$2.7 million support for the Reach Alliance is helping U of T students investigate social services among the world's most vulnerable people. The new Lee Wu Kee Ming Chair in Indigenous Social Work at Factor-Inwentash is benefiting from \$1.2 million from the Wofoo Trust. And the Hold'em for Life Charity Challenge provided \$16.4 million toward cancer research—a gift that also supports medical students from marginalized backgrounds.

Sustainability has emerged as an important focus for many donors. This past year, Brian and Joannah Lawson made a \$10 million gift in support of an ambitious initiative designed to integrate sustainability across Trinity College, from an innovative new building, to research and classroom opportunities, to the creation of food.

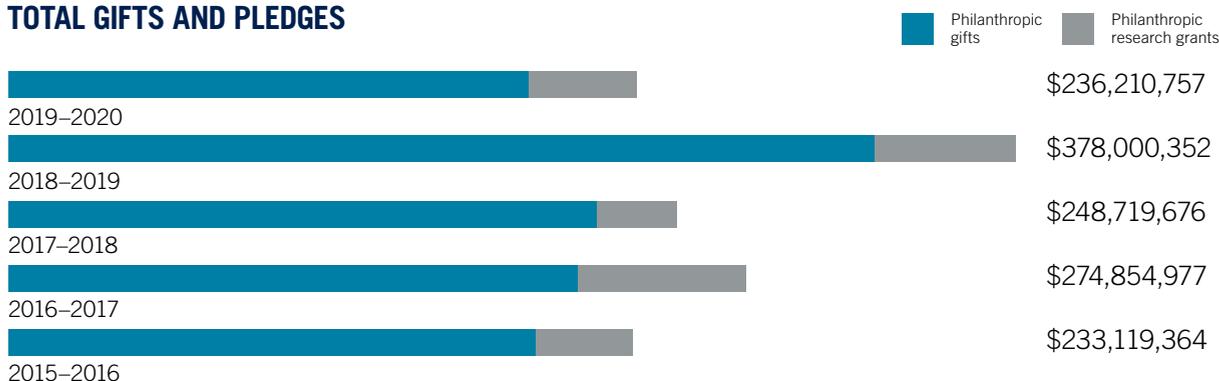
Our donors are also deepening our understanding of how artificial intelligence can deliver a more just and inclusive world. A \$5 million gift from BMO Financial Group will help researchers learn how technology is transforming culture and the arts. This builds upon last year's record-breaking \$100 million gift from Gerald Schwartz and Heather Reisman to the Schwartz Reisman Institute for Technology and Society, which is deepening our knowledge of what it means to be human by integrating research across traditional boundaries.

As the strongest and most diverse community of donors in the country, our supporters have countless areas they are passionate about—and they increasingly see the University of Toronto as the best place to enact change in Canada. Their continuous support, during both good and difficult times, is strengthening U of T's role as Canada's most important institution of teaching, research, knowledge and social change.

# ANNUAL FUNDRAISING PERFORMANCE

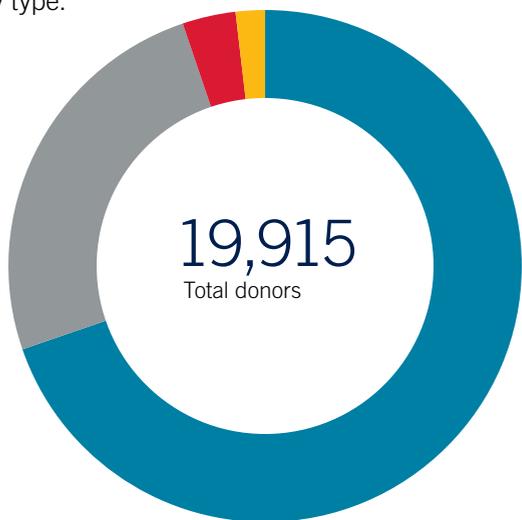
In FY 2019–2020, U of T received \$236,210,757 in philanthropic gifts (\$196,520,326) and philanthropic research grants (\$39,690,430) from individuals, foundations and corporations. This generous support from our 19,915 donors is advancing research and teaching excellence across all three campuses and creating countless opportunities for students.

## TOTAL GIFTS AND PLEDGES



## TOTAL DONORS BY TYPE

A total of 19,915 donors supported the University in FY 2019–2020. Below is a breakdown of donors by type.



**69.7%**  
13,885 alumni

**3.4%**  
669 corporations

**25.1%**  
4,994 friends

**1.8%**  
367 foundations and organizations

## TOTAL GIFTS BY DONOR TYPE

In FY 2019–2020, total gifts (not including philanthropic research grants) from 19,915 different donors included the following demographics:



## EXPENDABLE GIFTS VS. ENDOWED GIFTS

Excludes gifts-in-kind and research grants

**82%**  
Expendable gifts

**18%**  
Endowed gifts

## TOTAL GIFTS BY LEVEL

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

	\$71,200,000	30.1%
Principal gifts (\$5M and up)		
	\$38,204,044	16.2%
Major gifts (\$1M to \$4.9M)		
	\$55,208,606	23.4%
Major gifts (\$25K to \$999K)		
	\$19,897,479	8.4%
Annual gifts (under \$25K)		
	\$12,010,198	5.1%
Bequest intentions		
	\$39,690,431	16.8%
Philanthropic research grants		

## TOTAL GIFTS BY PRIORITY

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

	\$121,062,806	51.3%
Programs and research		
	\$25,664,901	10.9%
Infrastructure		
	\$21,117,376	8.9%
Student experience		
	\$16,665,046	7.1%
Faculty support		
	\$12,010,198	5.1%
Bequest intentions		
	\$39,690,431	16.8%
Philanthropic research grants		

## PLANNED GIFTS

During the past three years, U of T received **\$51,235,381** in realized planned gifts. During the same period, 355 alumni and friends of the University signalled their intention to leave a legacy to the university.

### Realized Estate Gifts

2019–2020	\$12,958,334
2018–2019	\$18,813,831
2017–2018	\$19,463,216

### Intentions for Future Estate Gifts

2019–2020	\$25,103,325
2018–2019	\$31,581,441
2017–2018	\$36,433,698

## ANNUAL AND LEADERSHIP GIFTS

Over the past three years, Annual and Leadership Giving (gifts under \$25,000) contributed more than **\$19.7 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 \$14,373,216.

### Gifts under \$25,000

2019–2020	\$19,958,701
2018–2019	\$20,451,971
2017–2018	\$18,696,808

### Core Annual Fund

2019–2020	\$14,373,216
2018–2019	\$15,081,792
2017–2018	\$13,836,599

### Annual Fund average gift size

2019–2020	\$447.12
2018–2019	\$458.39
2017–2018	\$423.22

## CASH RECEIVED

2019–2020	\$158,313,189
2018–2019	\$171,442,740
2017–2018	\$180,947,299
2016–2017	\$157,514,853
2015–2016	\$171,409,519

## RECONCILIATION WITH AUDITED FINANCIAL STATEMENTS, FY 2019–2020

### AUDITED FINANCIAL STATEMENTS

#### University of Toronto

Monetary gifts	\$113,899,912
Gifts-in-kind	\$5,761,130
<b>Subtotal</b>	<b>\$119,661,042</b>

#### Federated Universities\*

University of St. Michael's College	\$4,814,800
University of Trinity College	\$6,401,745
Victoria University	\$3,706,897
<b>Subtotal</b>	<b>\$14,923,441</b>

Other Affiliated Institutions	<b>\$1,838,498</b>
Other Items**	<b>\$21,890,208</b>
<b>TOTAL</b>	<b>\$158,313,189</b>

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

\*\*Other items:

Sponsorship	\$3,079,897
Externally administered gifts	\$16,404,980
Timing and other differences	\$2,405,330
<b>Total</b>	<b>\$21,890,208</b>

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 2019–2020 show that the University received \$141,620,429 in donation revenue.

## UNIVERSITY ADVANCEMENT'S RETURN ON INVESTMENT

For FY 2019–2020, University Advancement's cost per dollar of funding raised was 19.2¢. Over the past 10 years, Advancement's average cost per dollar raised has been 17.3¢. 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.



Future  
artz Reisma  
at the Unive

Schwartz Reim  
UNIVERS

Philanthropist and business leader Heather Reisman breaks ground at the Schwartz Reisman Innovation Centre in November, 2019. The centre is supported by a \$100-million investment from Heather Reisman and Gerald Schwartz (fiscal year 2018–2019), the largest donation in U of T's history. It will anchor U of T's cluster of world-leading artificial intelligence scientists and biomedical experts and advance U of T's standing as a global innovation powerhouse. Their gift also supported the establishment of the Schwartz Reisman Institute for Technology and Society.



Thousands of alumni and their families returned to campus during Alumni Reunion 2019. Branding, communications and marketing were coordinated by Brand Hub in partnership with divisions across the University. Events facilitated by Brand Hub included an oak leaf wall (seen in background) where alumni left messages and memories about their time at U of T.

# BRAND HUB

By strengthening U of T's profile and reputation, Brand Hub helps engage alumni and donors in the University's vision and mission.

Established in 2019, Brand Hub oversees the University's brand strategy, brand architecture and brand governance, and leads multichannel marketing campaigns. As part of University Advancement and University of Toronto Communications, Brand Hub is a fully integrated marketing communications team that collaborates with all of U of T's colleges, faculties and campuses. Through its work, the unit strives to enrich and support divisional objectives and storytelling while capitalizing on their unique connection with the U of T brand at large.

Brand Hub services include brand strategy, insights generation, visual identity, creative strategy, content strategy, digital strategy, design, editorial, media planning and buying, and performance monitoring. Brand Hub also manages the relationship with U of T's agency of record — McCann Worldgroup Canada.

Last year, Brand Hub's digital team implemented new tracking features that assess how online content translates into support for U of T priorities. By implementing similar industry best practices in user experience, advertising and social media, we are helping the University to transition its alumni, fundraising and marketing services to the new digital-first reality.

Brand Hub's highlights from fiscal year 2019–2020 include:

## **University-wide brand strategy**

Brand Hub began a broad consultative process with key stakeholders to establish a new brand platform for the entire University. The platform, which launches in 2021, will capture U of T's unique vision, mission, values and personality, and help

crystalize the critical role U of T plays within Toronto, across Canada and throughout the world at large. The work will shape future reputational campaigns and inform the messaging and communications strategy for alumni engagement, fundraising and the University's next campaign.

## **Strategic content for fundraising priorities**

Brand Hub developed cases, proposals and other strategic content for several key fundraising priorities, including the Landmark Project, Trinity College's revitalization plans, the BMO Lab for Creative Research in the Arts, Performance, Emerging Technologies and Artificial Intelligence, and the COVID-19 Action Fund.

## **Alumni Relations**

Working closely with Alumni Relations, Brand Hub plays a key part in supporting the University's alumni engagement goals locally and internationally. This past year, Brand Hub continued to provide strategic, creative, digital and content support to Alumni Reunion—the University's flagship alumni event. This work has contributed to year-over-year growth in registrations and engagement. Brand Hub also played a pivotal role in helping move Alumni programming online through the new #StayHomeHub.

## **Annual and Leadership Giving**

Brand Hub worked alongside the Annual and Leadership Giving team to deliver compelling direct mail campaigns, including proposal-style mailings, digital advertising and more. Brand Hub also helped craft special appeals for the COVID-19 research fund and student bursaries. Together, these initiatives helped U of T post one of its best years for annual and leadership giving.

## Stewardship

Brand Hub collaborated with the Stewardship team to develop a new digital experience for members of the Chancellors' Circle of Benefactors—the University's recognition society for top donors. This included upgrades to the Chancellors' Circle of Benefactors website, a digital welcome package for new members and online briefings with U of T thought leaders along with the Chancellor and President. Brand Hub also led the communications strategy for important gift announcements, groundbreakings, anniversaries and other donor celebrations.

## Multichannel communications for University-wide initiatives

Brand Hub mounted several multichannel campaigns for strategic initiatives across the University this past year. Here are a few examples:

### Innovation and Entrepreneurship Campaign

Brand Hub developed an integrated marketing and communications campaign to promote University of Toronto Entrepreneurship at the international 2019 Collision Conference. Building on a successful 2018 marketing effort, the 2019 campaign yielded a 180% increase in total impressions, a 226% increase in social media engagement, and a 266% increase in visitors to the campaign's landing page.

## Insulin 100

Brand Hub developed a brand platform and multichannel strategy for celebrating and leveraging the 100th anniversary of the discovery of insulin at U of T. This foundational work includes core positioning, a logo, content strategy and other elements that will help us tell a consistent and compelling story about this game-changing innovation and discovery forged by U of T and its partner hospitals.

## Schwartz Reisman Institute for Technology and Society

Brand Hub developed the institute's strategic positioning, visual identity and creative platform, with an emphasis on the Schwartz Reisman Institute's digital and social channels.

## Global Education

Working with the Office of the Vice-President International, Brand Hub developed and tested a "global education" value proposition with high school students from across Canada and the United States. This quantitative research is informing how U of T communicates its unique offerings and global perspective to prospective students.

## Brand identity, guidelines and governance

Throughout the year, Brand Hub provided ongoing strategic direction, templates and other assets such as logos, visual identity and style guides to divisions across our three campuses. These services help divisions meet their objectives while amplifying the University's brand.

Key statistics from DUA's many digital initiatives include:



556,288

Social media followers across channels  
(11.7% increase over prior year)



146%

Increase in content-engagement by  
digital users (likes, clicks, comments)



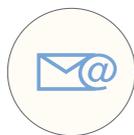
1,114,519

Pageviews of  
[alumni.utoronto.ca](http://alumni.utoronto.ca)



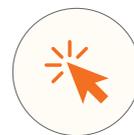
416,250

Pageviews of  
[boundless.utoronto.ca](http://boundless.utoronto.ca)



2,000

Approx. emails sent, supporting  
divisions University-wide



53%

Click-through rate for News@UofT  
(industry benchmark is 24%)

# LOOKING AHEAD

We know that the economic impact of COVID-19 will have an effect on University support in the short term — but we remain unwaveringly confident in our long-term aspirations. When we look at philanthropic support of North American institutions over the past 40 years, we see how quickly philanthropy bounces back after economic downturns.

Indeed, the University of Toronto community has, throughout its history, stepped up when times got tough. From the University College fire, to the World Wars, to the SARS pandemic, we came together to rebuild, to support each other and to lift our community to new heights.

The University is currently planning its next campaign, one that will help celebrate our bicentennial. Building toward this, we are conducting extensive consultations with our academic and community leadership to develop our strategy, messaging, volunteer bodies and the priorities that will lift us to the next level of global success.

Fortunately, our volunteers and supporters are there to help our researchers and students lead the way. Indeed, they have always partnered with us in navigating and succeeding in new, global paradigms. We will be looking to our donors and volunteers for their continued support as we prepare for the University's next chapter.



UNIVERSITY OF  
**TORONTO**

**BOUNDLESS**