



UNIVERSITY OF
TORONTO

**UNIVERSITY ADVANCEMENT
PERFORMANCE INDICATORS**

FY 2020–2021

**FISCAL YEAR 2020–2021:
MAY 1, 2020 TO APRIL 30, 2021**

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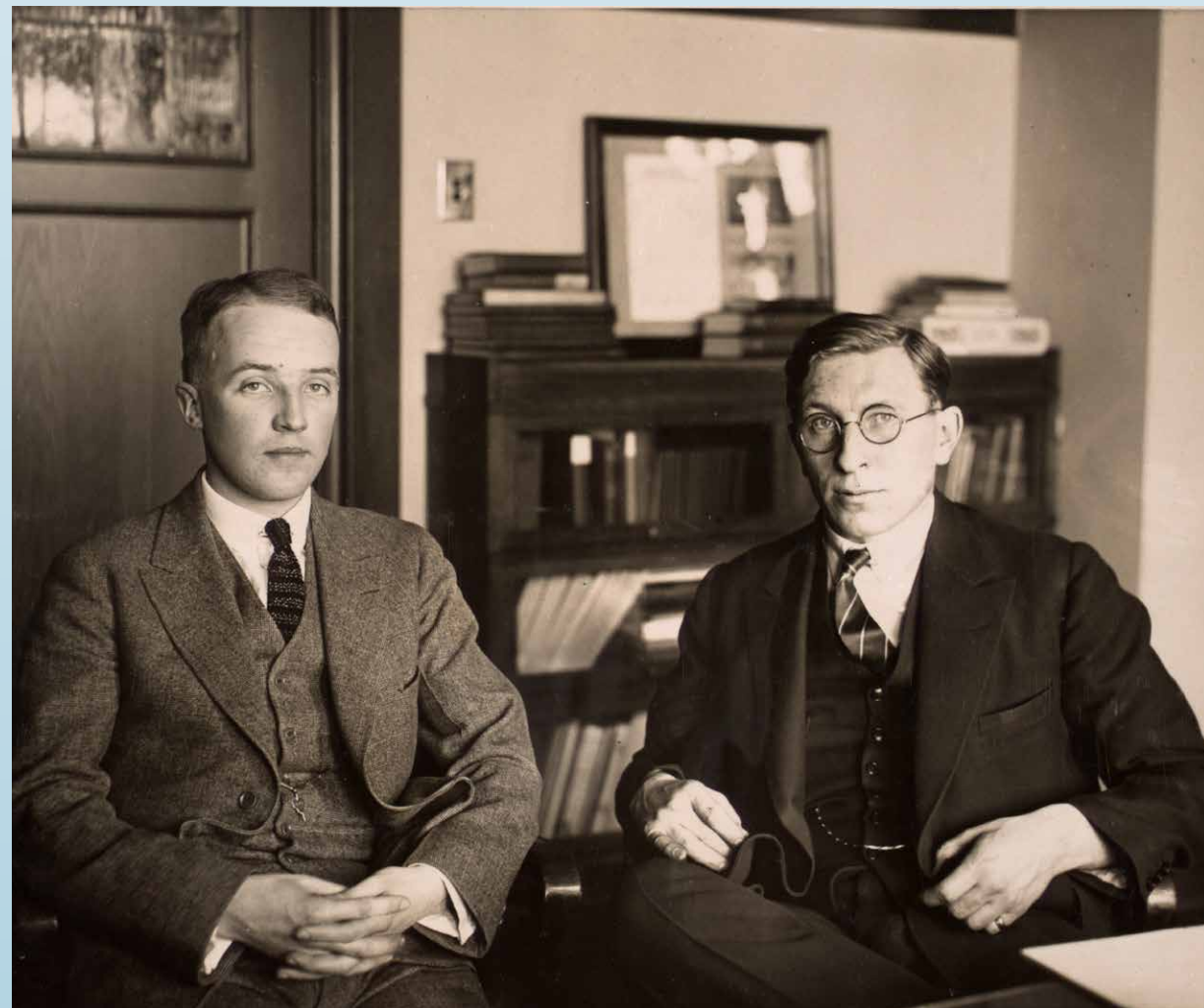
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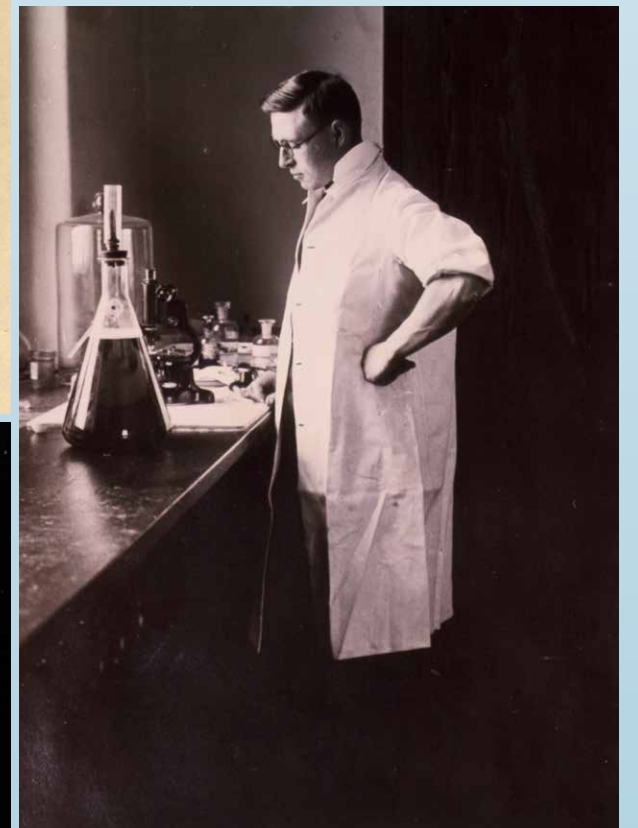
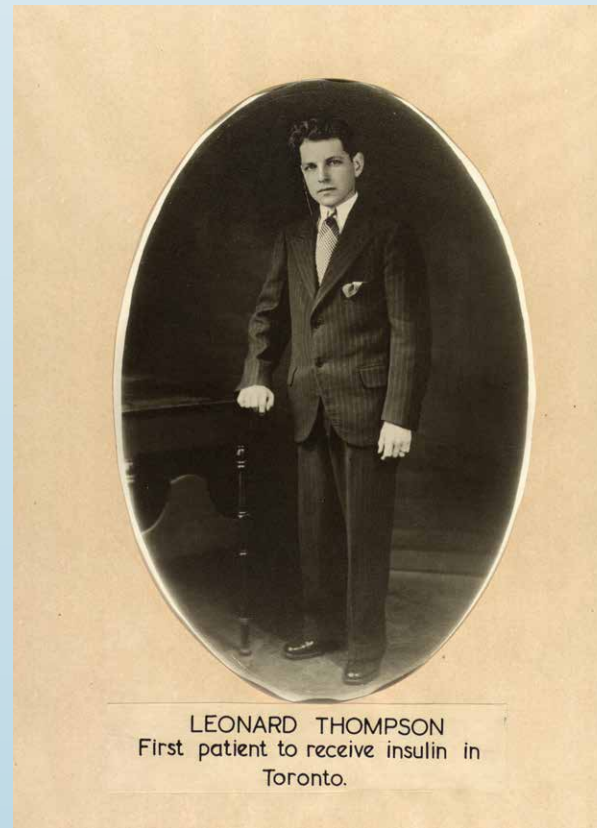
INSULIN

100

The discovery of insulin by U of T researchers 100 years ago stands as one of the most significant advances in the history of medicine. Few events have transformed the lives of so many people, so suddenly and profoundly. This past year, Brand Hub—a shared portfolio between DUA and University of Toronto Communications—helped leverage this anniversary to tell compelling stories about this game-changing innovation.



Charles Best and Frederick Banting, ca. 1924



Clockwise from top-left: Painting by Frederick Banting of the U of T lab where insulin was discovered; Connaught Laboratories, the first producer of insulin, manufactured and distributed insulin at cost and overseas; J.B. Collip, part of the team that discovered insulin, ca. 1927; early vials of insulin from 1925, produced at the Connaught Laboratories; Leonard Thompson received the world's first dose of insulin at Toronto General Hospital (now part of the University Health Network).



Clockwise from top left: The Faculty of Law announces funding from 14 law firms for 10 years for the Black Future Lawyers Fund; Prof. Laura Rosella, Dalla Lana School, is Canada Research Chair in Population Health Analytics and a member of the new Novo Nordisk Network for Healthy Populations at the University of Toronto Mississauga; the University of Toronto Scarborough completes its fundraising efforts for an endowed Chair in Tamil Studies; the new Schwartz Reisman Innovation Centre rises at College St. and Queen's Park; the Landmark campus revitalization project is underway on U of T's St. George campus; the first-ever digital Alumni Reunion takes place online in May, 2021.

Over the past fiscal year, as we faced enormous disruption brought about by the pandemic, the University of Toronto's vitally important mission took on even greater urgency and tangible impact. Many University community members—students, faculty, and alumni—played leading roles in society's response to the pandemic, including conducting research to isolate vaccine mutations, devising clinical and therapeutic innovations, providing evidence-based contributions to public health policy interventions, and directly supporting front-line workers.

Against this backdrop of upheaval and uncertainty, our loyal, supportive, and generous alumni and donors helped the University set new records for alumni engagement and fundraising results in FY 2020–21—even as we had to find new ways to connect virtually.

In total, \$445 million was raised for critically important student, teaching, research, and capital needs across our three campuses, while 57,359 alumni from 84 countries were engaged in University events, volunteerism, mentorship, and giving—remarkable new high-water marks for philanthropy and engagement.

The past fiscal year also saw an outpouring of engagement from our global community, such as the U of T Hong Kong Foundation—[celebrating its 25th anniversary](#)—and our International Leadership Councils, which include some of our most prominent international alumni. Even though we couldn't visit them in person, we took heart that our international alumni and friends were more engaged than ever before.

Fiscal year 2020–2021 also marked the announcement of the historic [\\$250 million gift](#) from the Temerty Foundation and family to the Temerty Faculty of Medicine. The largest gift in Canadian history and among the largest worldwide to a medical faculty, the Temerty Foundation donation will help drive the University's leadership as a global centre of excellence in human health and health care.

Other highlights included a \$20 million gift from Novo Nordisk to the University of Toronto Mississauga, Dalla Lana School of Public Health, and Temerty Faculty of Medicine. The gift commemorates the 100th anniversary of the discovery of insulin at U of T and establishes a living laboratory in Mississauga focused on diabetes and chronic disease prevention. We are also incredibly grateful for the broad community response to our [Toronto COVID-19 Action Fund](#), supporting immediate research needs at U of T and our hospital partners, and the [COVID-19 Bursary](#), supporting students most affected by the pandemic.

Looking ahead, we see a continuing and necessary acceleration of the University's impact on the defining challenges of our times: improving the health of individuals and populations, achieving a sustainable future, and fostering equitable and just societies. Combined with our evergreen commitment to excellence, access, and inclusion, at a scale unrivalled among other top-tier universities, U of T's research and teaching mission has never been more timely or urgent. We will launch our next comprehensive campaign later this fiscal year, pursuing academic goals and priorities that will extend the University's global leadership under this uniquely differentiating framework of inclusive excellence.

And we will do so encouraged by the inspiring example of our alumni and donors who so generously support the University with their invaluable contributions of time, energy, advice, and financial support. Thank you for everything you do to make the U of T community thrive.

Sincerely,

David Palmer
Vice-President, Advancement



Though COVID-19 prevented the U of T community from gathering in person this past Remembrance Day, our community continued its engagement through [an online ceremony](#). Together in spirit at Soldiers' Tower, we honoured those alumni, students, faculty and staff who fell in the First and Second World Wars, as well as other conflicts. Through livestreaming, our community witnessed a moving ceremony conducted by a small group of University leaders that included President Gertler and Chancellor Patten.

ALUMNI ENGAGEMENT

During fiscal year 2020–2021, our alumni sought a sense of community.

When the COVID-19 pandemic struck, U of T's Alumni Relations efforts shifted exclusively to online programming. In just a few weeks, DUA launched the [Alumni Virtual Hub](#)—a digital platform that provides easy access to diverse content from across the University. Through the Hub, alumni took advantage of University programming like never before—participating in lectures, courses and social events. Facilitated by Alumni Relations, divisions such as Hart House, the Faculty of Kinesiology and Physical Education, and OISE stepped forward with innovative health and well-being programming—for both adults and children. The Faculty of Dentistry engaged alumni to ask: When is it safe to go back to the dentist? And the Faculty of Music provided world-class entertainment with concerts that could be streamed from anywhere.

The COVID-19 pandemic underscored the mutual value proposition shared between the University of Toronto and our 630,000-strong global alumni community. While people searched for credible information during a time of great uncertainty, U of T's experts were a trusted source of knowledge. Through our Alumni Hub, they provided information on crucial topics, including how viruses spread, how to help our most vulnerable communities, how to avoid misinformation, and how to stay healthy and connected during lockdowns and physical distancing.

Alumni Relations efforts across the University also supported our newest graduates as they navigated a topsy-turvy job market, through service opportunities like LinkedIn Learning and [Ten Thousand Coffees](#). The pandemic created

unique needs, and we created new programs to meet them. For alumni with families, for example, we offered [Couch Camp](#), and collaborated with the Faculty of Arts and Science to deliver programming to families whose children were learning from home. We also planned and launched (May 26–30, 2021) an all-virtual Alumni Reunion: Home Edition, with more than 60 events and offerings available—for the first time—to alumni all over the world.

Since we have been keeping comparable records of alumni engagement, this past year we achieved a record turnout, with 57,369 engaged alumni, including 10,630 volunteers. Before the pandemic, our alumni who lived abroad had few ways to mentor or volunteer with the University. But as people adopted new technologies to attend all manner of social and professional events, we created new opportunities. One of last year's [Massive Open Online Courses](#) hosted by UTSC Professor Steve Joordens, for example, had 2,072 registrants—more than the capacity of Convocation Hall. And in May 2020, the University of Toronto Alumni Association hosted its first online AGM and had its greatest turnout ever.

Thanks to these new digital offerings, we increased our alumni engagement over the past year, which enabled 82% of divisions to achieve or exceed their engagement goals. We are now discovering new audiences and providing unexpected programming to alumni across time zones. In large part because of this digital shift, our alumni community helped us build a permanent framework for volunteer opportunities and programming. We are now adapting these new practices to develop long-term plans for even greater global alumni engagement.

ALUMNI DEMOGRAPHICS

NUMBER OF ALUMNI

631,722

Living alumni (May 2020)

GLOBAL ALUMNI DISTRIBUTION

198

Countries and territories

NEW GRADUATES

18,607

June and November 2020 Convocations

AVERAGE AGE OF ALUMNI

51

Years

AGE DISTRIBUTION OF LIVING ALUMNI

3.3%

Under 25 years of age

14.4%

55 to 64 years of age

20.5%

25 to 34 years of age

12.4%

65 to 74 years of age

18.3%

35 to 44 years of age

6.9%

75 to 84 years of age

15.4%

45 to 54 years of age

5.8%

85 years of age and older

3.0% age not available



LIFE-STAGE DISTRIBUTION OF LIVING ALUMNI

Tracking alumni by age enables 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.

23.9%

Young

Under 35 years of age

33.7%

Established

35 to 54 years of age

39.4%

Encore

55-plus years of age

3.0%

Age not available

ALUMNI ENGAGEMENT

TOTAL ENGAGED ALUMNI, UNIVERSITY-WIDE

57,369

Engaged alumni, University-wide (both new and continuing)

17,921

Newly engaged alumni

TOTAL ENGAGEMENT INSTANCES & PERCENT OF INSTANCES BY CATEGORY

104,105

Event Attendees

5,793

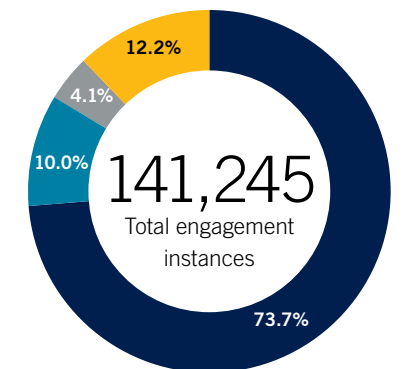
Meeting Attendees

14,109

Volunteers

17,238

Donors



TOTAL ENGAGED ALUMNI BY ACTIVITY UNIVERSITY-WIDE

42,096

Events

12,840

Gifts and Pledges

10,630

Volunteers

TOTAL ALUMNI ENGAGED BY DIVISION OF UNIVERSITY ADVANCEMENT (DUA)*

28,016

DUA engaged alumni (both new and continuing)

9,149

DUA newly engaged alumni

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

TOTAL ENGAGED ALUMNI BY LIFE STAGE (UNIVERSITY-WIDE)

16,855

Young Alumni

Under 35 years of age

21,677

Encore Alumni

55-plus years of age

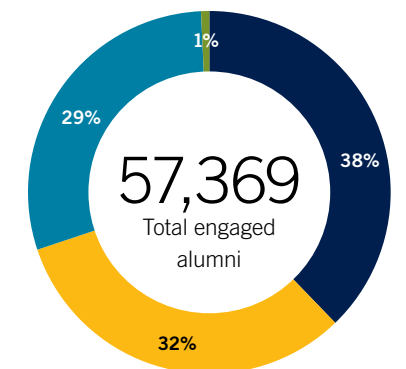
18,414

Established Alumni

35 to 54 years of age

423

Age not available



NEWLY ENGAGED ALUMNI BY LIFE STAGE (UNIVERSITY-WIDE)

8,038

Young Alumni
Under 35 years of age

3,595

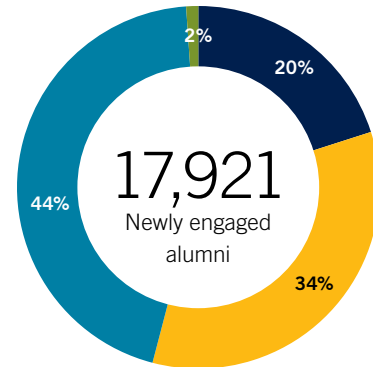
Encore Alumni
55-plus years of age

6,095

Established Alumni
35 to 54 years of age

193

Age not available



PARTICIPATION RATES OF ALL LIVING ALUMNI

11.2%

of 150,869
Young Alumni

8.7%

of 212,598
Established Alumni

8.7%

of 249,084
Encore Alumni

2.2%

of 19,171
Age not available



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)

3,262

Alumni mentors worked with students

23

Divisions with mentorship programs

49

Mentorship programs helped students across the University

Online mentoring (Ten Thousand Coffees)

11,023

Users of the mentorship platform across many divisions

2,407

New alumni and student users

28%

Growth rate of alumni and student users

Student recruitment activities managed or assisted by DUA

203

Alumni student recruitment volunteers

1,180

Students engaged by alumni recruitment volunteers



ALUMNI VIRTUAL HUB

The Virtual Hub for U of T Alumni is a one-stop engagement portal for digital resources and programs available to all alumni. The Virtual Hub harnesses the strength of U of T's alumni engagement programming, extends the reach and impact of divisional programming, and establishes a sustainable portal to promote virtual programming on an ongoing basis.

The Hub presents alumni with a wide range of diverse offerings from across the University; it broadens the capacity of divisions to reach new alumni audiences with innovative programming; and it provides a model for ongoing, accessible and collaborative alumni engagement activities and communications.

498

programs and events listed on the Hub

28

participating divisions (80% of all divisional units)

18

external University partners posted content through the Hub

Broad global engagement, with significant web traffic from:

- Canada
- United States of America
- United Kingdom
- The Netherlands
- Finland
- France
- Hong Kong



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 U of T citizens. Over the past year, our digital programs reached a record number of alumni in cities around the world, keeping them engaged with U of T and with each other—one of the many ways that we promote pride of association. The surveys completed by participants following each of our activities show that alumni have a high level of satisfaction with their University:

89%

said our events fostered pride in U of T

85%

said our events created an emotional connection to U of T

84%

said our events strengthened an intellectual connection to U of T

78%

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

69%

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

84%

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



The single-largest gift in Canadian history, from James and Louise Temerty and the Temerty Foundation, is advancing research and equity within our world-leading biomedical cluster.

In September 2020, during one of the most uncertain times of the COVID-19 pandemic, the Temerty family stepped forward with a [\\$250 million gift](#) to advance the priorities of U of T's Faculty of Medicine. The gift represents a new era for Canadian philanthropy—and for medical training, teaching and research. The Temerty family directed their support to discovery, collaboration, innovation, equity and student well-being, advancing U of T's leadership as a global centre of excellence in human health and health care. To help recognize this extraordinary benefaction, the University's Faculty of Medicine was named the Temerty Faculty of Medicine.

In the months since, this transformational gift is already fuelling advances in machine learning in medicine; biomedical research and collaboration across Toronto's health-science network; innovation, commercialization and entrepreneurship; and equity and accessibility in medical education. Soon, it will help build a state-of-the-art building for medical education and research on our St. George campus.

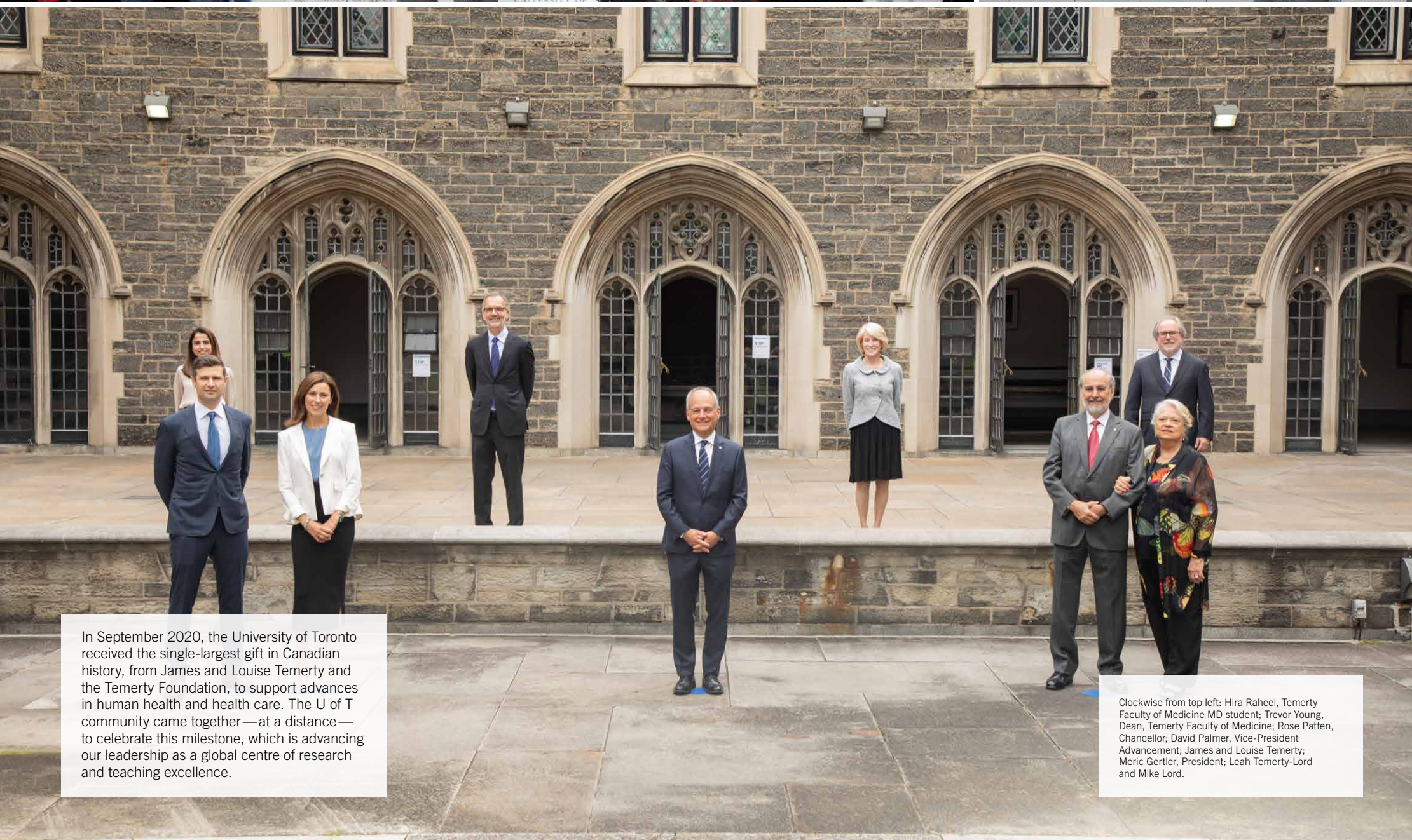
The gift included a \$10 million allocation to the Dean's COVID-19 Priority Fund, advanced in April 2020, [recognizing the urgent and emergent crisis of COVID-19](#). This support helped front-line clinical faculty members and trainees address the pandemic, and enabled researchers at U of T and partner hospitals to improve testing, accelerate vaccine research, and create better treatments and prevention strategies.

The new [Temerty Centre for AI Research and Education in Medicine](#) is helping to advance life-changing opportunities at the intersection of two of U of T's renowned research areas: artificial intelligence and medical research. In its first year, the centre already includes more than 600 members from U of T and our affiliated institutions.

Thanks to this support from the Temerty family and Temerty Foundation, the Temerty Faculty of Medicine also recently purchased a Hyperion imaging system and a [cryo-EM microscope](#), both of which will significantly advance the ability of researchers from U of T, and those across the Toronto Academic Health Science Network, to analyze proteins and investigate cancer, immune oncology and immune-mediated diseases.

The gift is also funding the [Temerty Pathway Grants](#), which support promising researchers. The first round of grants is funding researchers investigating novel ways to selectively manipulate T-cells to treat cancer; how neural stem cells become dormant in adult brains to help people recover from stroke injuries; and new strategies for generating neurons lost to injury and disease. Through the Temerty Knowledge Translation Grants, the gift is helping to fund translation of ideas from clinical settings to the real world—including building a quick, handheld COVID-19 testing device—with a second round of grants aimed at research in health inequities.

Overall, the gift from the Temerty family will support human health here in Toronto, and have research implications and practical applications for global health care. "The Temerty family's gift will touch every aspect of our programs, impacting education, research and clinical care across the region and around the globe," said President Meric Gertler during the gift announcement event. "Arriving amidst a global health crisis, the Temerty family's generosity is truly a gift of hope—hope for what we can achieve together, long after the present crisis has passed, in the comprehensive advancement of human health and health care in the Toronto region, across Canada and around the world."



In September 2020, the University of Toronto received the single-largest gift in Canadian history, from James and Louise Temerty and the Temerty Foundation, to support advances in human health and health care. The U of T community came together—at a distance—to celebrate this milestone, which is advancing our leadership as a global centre of research and teaching excellence.

Clockwise from top left: Hira Raheel, Temerty Faculty of Medicine MD student; Trevor Young, Dean, Temerty Faculty of Medicine; Rose Patten, Chancellor; David Palmer, Vice-President Advancement; James and Louise Temerty; Meric Gertler, President; Leah Temerty-Lord and Mike Lord.

FUNDRAISING RESULTS

In the midst of enormous disruption and uncertainty brought about by the pandemic, the University received a record \$445 million in annual donations from our extraordinarily generous alumni, friends, and partner organizations.

The University of Toronto is fortunate to have a large global base of supporters who are deeply invested in the University's future and our capacity to drive progress on critical global issues.

In fiscal year 2020–2021, 20,281 donors from 84 countries rallied around the University of Toronto in profound ways to address the impact of a global pandemic and myriad other vital priorities. In total, U of T received more than \$445 million in gifts and grants—a record year for giving not just for U of T but for any Canadian institution.

The 2020–2021 year was marked by a number of historic milestones, including the extraordinarily generous \$250 million gift from the Temerty Foundation and family to the University's newly renamed Temerty Faculty of Medicine. 2021 also marked the 100th anniversary of the discovery of insulin at U of T. In response, Novo Nordisk announced a \$20 million gift to build on the University's storied history and [fund new research and interventions](#) for those suffering from diabetes and chronic disease.

Broadly, donors supported a range of initiatives and causes across all disciplines. Thanks to support from close to 4,000 donors, the University of Toronto Scarborough reached its \$3 million goal to establish [an endowed Chair in Tamil Studies](#), the first of its kind in Canada. With a generous endowment of US \$6 million from Roshan Cultural Heritage Institute, the Faculty of

Arts and Science launched the [Elahé Omidyar Mir-Djalali Institute of Iranian Studies](#), which will advance interdisciplinary scholarship in Iranian Studies. And the Faculty of Engineering established the David Woods Family Scholarships with a \$1.2 million estate gift to support students in electrical engineering.

Our Annual and Leadership Giving program, representing a diverse range of donors from around the world, also remained strong, close to the record levels set before the onset of the pandemic. Through the challenges of the last year, our wide base of supporters has stayed committed and engaged.

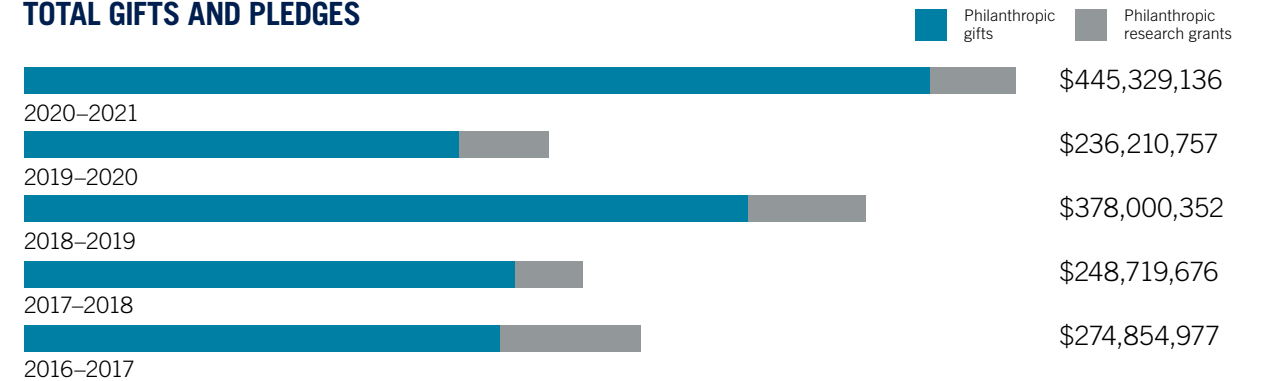
This fall, we will launch U of T's next campaign, and many of our fundraising efforts will focus on areas where U of T can have the greatest impact: improving health, fighting climate change, building prosperity, and addressing inequality. This next campaign will be the most ambitious in Canadian history. It will drive pathbreaking research and teaching in the sciences, humanities and social sciences, ignite socially responsible innovation, and help prepare our students for leadership in a changing world.

Our community of donors—the strongest and most diverse in the country—are passionate about our mission and increasingly view the University of Toronto as the best place to inspire and nurture positive change.

ANNUAL FUNDRAISING PERFORMANCE

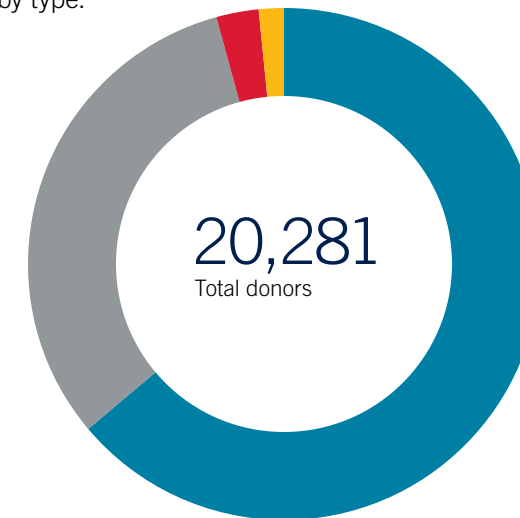
In FY 2020–2021, U of T received \$445,329,136 in philanthropic gifts (\$406,436,395) and philanthropic research grants (\$38,892,741) from individuals, foundations and corporations. This generous support from our 20,281 donors is advancing research and teaching excellence across all three campuses and creating countless opportunities for students.

TOTAL GIFTS AND PLEDGES



TOTAL DONORS BY TYPE

A total of 20,281 donors supported the University in FY 2020–2021. Below is a breakdown of donors by type:



TOTAL GIFTS BY DONOR TYPE

In FY 2020–2021, total gifts (not including philanthropic research grants) from 20,281 different donors from the following demographics:



EXPENDABLE GIFTS VERSUS 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:

Principal gifts (\$5M and up)	\$278,152,224	62.5%
Major gifts (\$1M to \$4.9M)	\$36,201,664	8.1%
Major gifts (\$25K to \$999K)	\$58,595,560	13.2%
Annual gifts (under \$25K)	\$17,522,439	3.9%
Bequest intentions	\$15,964,508	3.6%
Philanthropic research grants	\$38,892,741	8.7%

PLANNED GIFTS

Over the past three years, U of T received **\$44,726,144** in realized planned gifts. During the same period, 348 alumni and friends of the University signalled their intention to leave a legacy to the University.

Realized Estate Gifts	
2020–2021	\$12,953,979
2019–2020	\$12,958,334
2018–2019	\$18,813,831
Intentions for Future Estate Gifts	
2020–2021	\$27,301,569
2019–2020	\$25,103,325
2018–2019	\$31,581,441

TOTAL GIFTS BY PRIORITY

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

Programs and research	\$157,976,653	35.5%
Infrastructure	\$121,630,045	27.3%
Student experience	\$60,856,878	13.7%
Faculty support	\$50,008,311	11.2%
Bequest intentions	\$15,964,508	3.6%
Philanthropic research grants	\$38,892,741	8.7%

ANNUAL AND LEADERSHIP GIFTS

Over the past three years, Annual and Leadership Giving (gifts under \$25,000) contributed more than **\$19.3 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 \$14,350,256.

Gifts under \$25,000	
2020–2021	\$17,586,439
2019–2020	\$19,958,701
2018–2019	\$20,451,971
Core Annual Fund	
2020–2021	\$14,350,256
2019–2020	\$14,373,216
2018–2019	\$15,081,792
Annual Fund average gift size	
2020–2021	\$449.29
2019–2020	\$447.12
2018–2019	\$458.39

CASH RECEIVED

2020–2021	\$418,320,420
2019–2020	\$158,313,189
2018–2019	\$171,442,740
2017–2018	\$180,947,299
2016–2017	\$157,514,853

RECONCILIATION WITH AUDITED FINANCIAL STATEMENTS, FY 2020–2021

AUDITED FINANCIAL STATEMENTS

University of Toronto	
Monetary gifts	\$385,169,061
Gifts-in-kind	\$8,828,058
Subtotal	\$393,997,119

Federated Universities*

University of St. Michael's College	\$4,847,894
University of Trinity College	\$7,652,957
Victoria University	\$2,548,564
Subtotal	\$15,049,415

Other Affiliated Institutions	\$2,094,295
Other Items**	\$7,179,591
TOTAL	\$418,320,420

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

**Other items:	
Sponsorships	\$1,833,462
Externally administered gifts	\$2,423,915
Timing and other differences	\$2,922,214
Total	\$7,179,591

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 2020–2021 show that the University received \$393,997,119 in donation revenue.

UNIVERSITY ADVANCEMENT'S RETURN ON INVESTMENT

For FY 2020–2021, University Advancement's cost per dollar of funding raised was 9.1¢. Over the past 10 years, Advancement's average cost per dollar raised has been 15.7¢. This average falls below the 35¢ threshold cost for registered charities recommended by the Canada Revenue Agency. It also falls well below the midpoint of the industry-wide accepted range of 15¢ to 20¢ for large institutions of higher education.

Brand Hub functions like an in-house marketing communications agency, working with central and divisional partners to develop new concepts and brand strategies, then translate them to a range of media. Through both print and digital content, Brand Hub creates and shares compelling stories about the University of Toronto with our global audience.

MARKETING COMMUNICATIONS

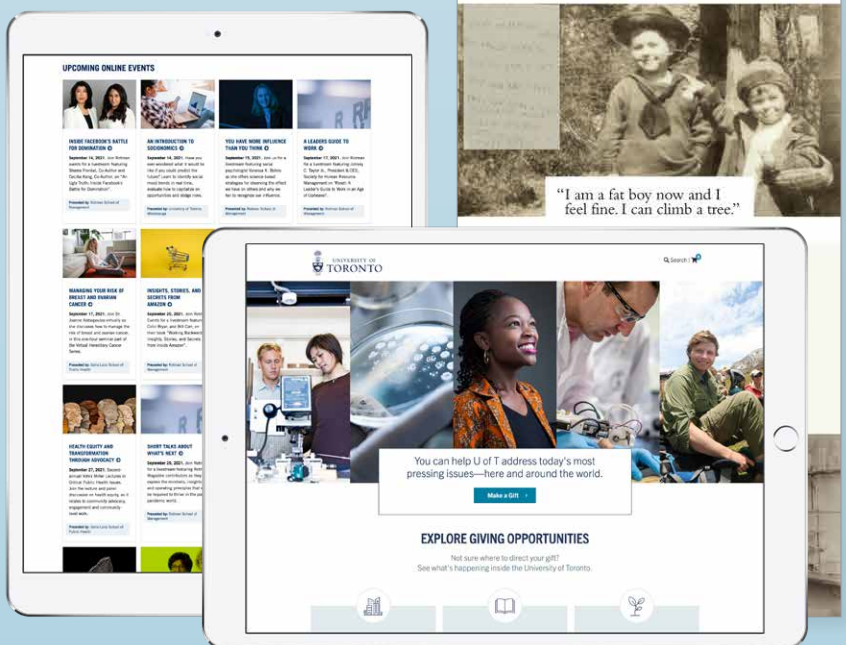
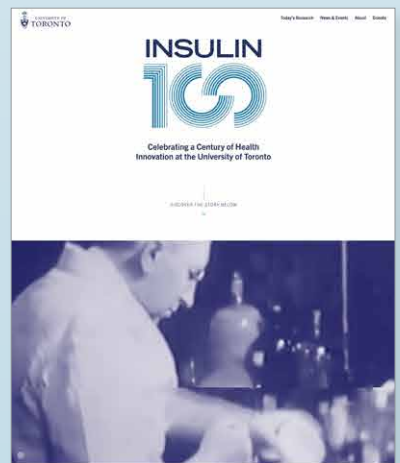
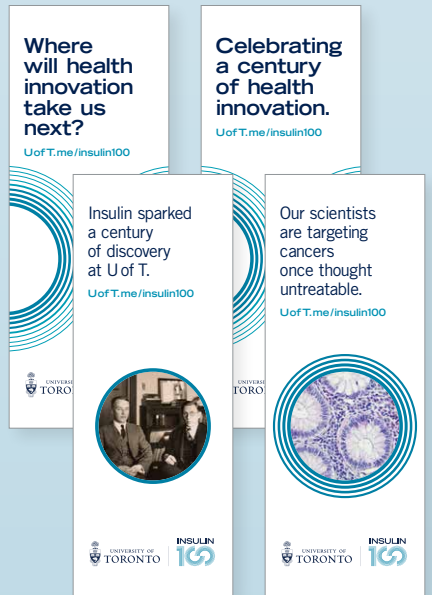
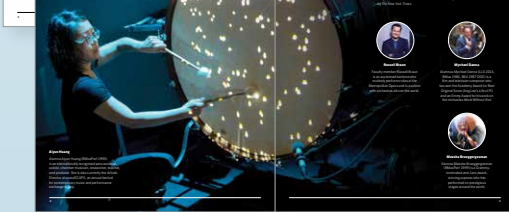
This fiscal year, Brand Hub developed a new brand platform for the University, supported nearly \$1 billion in potential fundraising activity, and spearheaded a digital shift for DUA.

A co-creation of University of Toronto Communications and University Advancement, Brand Hub is a relatively new portfolio at the University, responsible for marketing and communications strategies that lift the global profile, reputation, and relevance of the University of Toronto and help secure engagement and philanthropic investment.

As U of T's first-ever centralized brand marketing unit, Brand Hub is responsible for fostering a culture of collaborative brand-building across the University. This involves implementing best practices, leveraging marketing insights that inform decision-making, and developing multichannel marketing solutions that drive audience engagement with the University's highest aspirations and priorities.

Brand Hub oversees the University's brand strategy, brand architecture and brand governance, and leads central marketing communications campaigns. Through its work, the team translates complex academic concepts and plans into inspiring value propositions that generate interest from donors, alumni, business, government, and other key stakeholders. The team also develops custom strategies and content for a broad range of alumni engagement and donor stewardship activities.

Designed to function like a comprehensive in-house marketing communications agency and in-house strategic consultant, Brand Hub provides a wide array of services to the University community, including brand strategy, content strategy, marketing communications planning, market research, analytics, social media strategy, media planning and buying, experiential marketing, multicultural marketing, design, video production, photography, story writing, and more.



Announcing the Novo Nordisk Network for Healthy Populations at the University of Toronto

U of T and Novo Nordisk commemorate the 100th anniversary of the discovery of insulin and begin a new era in precision public health.

A \$20-million donation from global health-care company Novo Nordisk will help to establish a powerful new network at the University of Toronto, jumpstarting the next chapter in the fight against type 2 diabetes and other chronic diseases. This historic donation will be bolstered by matching investments from U of T.

U of T and Novo Nordisk have long been partners in the fight against diabetes. After insulin's discovery at U of T in 1921, Novo Nordisk's predecessors, Nordisk Insulin Laboratorium and Novo Terapeutisk Laboratorium were among the first to produce insulin at a large scale, bringing this life-saving treatment to millions of people around the world.

U of T and Novo Nordisk have continued to collaborate over the years and now, a century after insulin's discovery, they are partnering once again to pioneer new approaches to combating chronic diseases. As the world copes with rising rates of these illnesses, the network's research, training and knowledge-sharing activities will have the potential for global impact.

To learn more about this historic partnership, visit uof.t.me/uofnovoinsulin

Dalla Lana School of Public Health | **Temerty Medicine** | **UNIVERSITY OF TORONTO** | **INSULIN 100** | **novonordisk**

Clockwise from top-right: Samples from the Insulin 100 campaign, celebrating a century of discovery and innovation fueled by U of T and hospital partners such as UHN; U of T's new digital donation platform (foreground); the Alumni Virtual Hub (background); a print ad in the *Globe and Mail* celebrating the creation of the Novo Nordisk Network for Healthy Populations; interior of a fundraising proposal for the Faculty of Music's Recital Hall.

Brand Hub's highlights from fiscal year 2020–2021 include:

University-wide brand development

During the fiscal year, Brand Hub collaborated with central and divisional stakeholders to develop a new University-wide strategic and creative brand platform. This is the first time that the University has pursued brand development at such a scale. Building on the success of our previous brand, Boundless, this new platform will further elevate the personal relevance of U of T's mission, vision and values to our audiences, and foster new opportunities for engagement and advocacy. The new brand platform has captured the imagination of our internal stakeholders and performed very well based on qualitative research conducted with current and prospective students, donors, alumni, entrepreneurs, and government partners. By bringing to life the true character and value of our institution, the platform is versatile and compelling enough to inspire multiple marketing campaigns and University-wide initiatives (including our upcoming fundraising campaign) over many years.

Campaign launch preparation

Over fiscal year 2020–2021, Brand Hub collaborated with divisional leaders, central administrators, and some of our top volunteers and donors to develop the strategic framework for the new campaign. Working alongside McCann Agency, U of T's agency of record, Brand Hub examined current best practices in campaign communications globally, which helped inform the University's myriad stakeholders about how we all might approach the new campaign on an institution-wide level. As the University builds upon and aims to surpass its record-breaking Boundless Campaign, Brand Hub is coordinating marketing communications planning and

developing all necessary content, tools and assets for the campaign launch, including the new campaign website.

University-wide fundraising priorities

This past year, Advancement Communications led the content strategy, writing and design for proposals and cases aimed at supporting nearly \$1 billion of potential fundraising activity for the University. Of this, more than \$400 million was acquired during 2020–2021, including gifts from [Novo Nordisk](#) and the [Vohra Miller Foundation](#), as well as James and Louise Temerty and the Temerty Foundation to the newly named [Temerty Faculty of Medicine](#). For this historic benefaction, Brand Hub helped develop the proposal, branding guidelines, announcement event strategy and messaging, and myriad online resources. Many other proposals collaborated on by Brand Hub are still being discussed with prospective donors. Brand Hub also coordinates the development and strategic positioning for the University's myriad Institutional Strategic Initiatives and other multi-divisional priorities. Frequently partnering with the office of the Vice-President, Research and Innovation, this past year Brand Hub played a key role in developing cases and proposals for initiatives such as EPIC, Mental Health and Wellness for Students and Youth, Medicine by Design, Data Sciences Institute, Acceleration Consortium, the Centre for Medicinal Chemistry, and the Landmark campus revitalization project.

Alumni Virtual Hub

When the COVID-19 pandemic ended social gatherings, the University cancelled all in-person events. Consequently, our alumni sought online engagement—for information and social and employment opportunities—like never before.

Brand Hub partnered with Alumni Relations and the alumni leads in U of T's divisional units to create the Alumni Virtual Hub, a one-stop engagement platform to host the many programs offered across U of T. Its success resulted in record levels of engagement and new models for digital programming, and continues to be the most visited page on the alumni website. It was created as a quick pivot to a virtual environment but has proven to be a transformational resource for DUA—the only centralized space where divisions can promote their events to a wider audience. The Alumni Virtual Hub extends the reach and impact of divisional programming through the 28 units participating (80% of divisions), 18 partner offices, and its diverse suite of activities. These offerings improved the “stay at home” environment during the pandemic and beyond, and contributed immensely to achieving 105% of the University's ambitious alumni engagement goal.

Alumni Reunion: Home Edition

U of T's biggest alumni event of the year was cancelled in 2020 but went entirely virtual in 2021 (May 26–May 30). Brand Hub led the messaging and marketing for this first-ever virtual reunion, helping to host more than 60 events, from thought-provoking lectures and class meetups, to family activities and virtual campus tours. Brand Hub's virtual alumni reunion work became an important pilot that will help inform future Alumni Reunion structure, allowing more of our global alumni community to take part in events than ever before.

Donation platform

Partnering with Annual Leadership Giving, Information Management and Donations Management, Advancement Communications created a state-of-the-art donation platform that enables the University to track levels of digital

engagement against levels of giving while offering our donors a best-in-class engagement experience. This new platform helps Advancement to be strategic about how we measure the success of our projects and how we invest our resources in marketing initiatives. While year-over-year comparisons are not yet available, we are already seeing a higher conversion rate trend through the new platform, indicating a good user experience.

Insulin100 reputation-building campaign

In collaboration with Research and Innovation, the Temerty Faculty of Medicine and the President's Office, Brand Hub developed the positioning strategy, creative concept and applications, and an integrated marketing communications plan for

[Insulin100](#). This included exposure through owned, earned and paid media campaigns in strategically selected local and global markets. Brand Hub shared tools and resources with our hospital, government and corporate partners to enable our collective celebration while enhancing our campaign presence. This is the first-ever instance of U of T's new approach to reputation-building campaigns. The strategic and tactical framework and planning approach created a strong foundation for future initiatives. Comprehensive results of the campaign will be reported in fiscal year 2021–2022, but interim results exceed planned performance metrics.

Consultations, guidelines and governance

Throughout the year, Brand Hub provided ongoing strategic and

marketing direction, consultations on demand, workshops, tools, resources, brand identity guidelines and style guides to divisions across our three campuses. This helped them to meet their objectives while also amplifying U of T's brand. The services included providing direction on divisional brand/identity development; marketing, advertising and recruitment campaigns; website development; establishing University visual identity standards; and providing applicable assets such as templates, images, videos and icons. This support helped divisions to achieve their goals effectively, making the most out of their unique connection to the U of T brand at large.

Key statistics from DUA's many digital initiatives managed by Brand Hub include:



652,184

Social media followers across channels (17.24% increase over prior year)



494,028

Content engagements by digital users (10.21% increase over prior year)



1,277,823

Pageviews of [alumni.utoronto.ca](#) (15% increase over prior year)



84,166

Pageviews of Alumni Virtual Hub



1,230

Approx. emails sent, supporting divisions University-wide



39%

Open rate on News@UofT (industry benchmark is 13%)



7,411

Online donations totalling \$3.5 million (22% increase over prior year)



~\$1 billion

Fundraising activity supported through content strategy, writing, and design

LOOKING AHEAD

Despite the challenges, 2020–2021 was a year of remarkable achievement for the University. The year ahead will be no less challenging, but we approach it with confidence, optimism, and a firm belief in the power of our alumni and donors to help the University reach its highest aspirations.

The new campaign for the University, to be launched this year, affirms our role and responsibility as a global powerhouse for research and teaching and as an agent of positive social change. It also recognizes the enormous contributions our global community of alumni and donors make to the University's leadership and success.

Together, we can help shape a recovery that not only delivers economic growth but also addresses the entrenched problems highlighted by the pandemic, including inequality, systemic racism, and eroding trust in democratic institutions.

We can help power a clean-tech revolution to head off catastrophic climate change. We can strengthen our public health and healthcare systems and leverage breakthroughs in AI, data science and biology to address chronic disease and mental health. And we can help strengthen the artistic and cultural communities that sustain us, while educating the next generation of creative, engaged, and empathic citizens who will drive societal progress.

As economic and social life reopen, our students, faculty, staff alumni, and supporters have a rare opportunity to help rebuild the world in a more inclusive and responsible way. We are inspired every day by the innovations and passion of our community—and we're excited to see what comes next.





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