



TO: Business Board

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DATE: October 28, 2003 for Meeting of November 10, 2003

AGENDA ITEM: 5

ITEM IDENTIFICATION:

Division of University Advancement 2002/2003 Annual Report to Business Board

JURISDICTIONAL INFORMATION:

The Business Board's terms of reference give it the responsibility for overseeing the areas of fundraising, public affairs, communications and alumni affairs. The terms of reference require the administration to prepare a regular report on gifts and bequests received, and the division has traditionally provided a full annual report on all areas for which it is responsible.

PREVIOUS ACTION TAKEN:

Last year's report was received and accepted.

HIGHLIGHTS:

Year-end Report for Advancement
Campaign Progress to Date
DUA Campaign Transition Plan
175th Anniversary Summary Report

FINANCIAL AND/OR PLANNING IMPLICATIONS:

Private funding is essential to support the University's academic priorities.

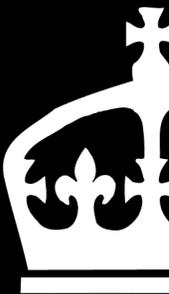
RECOMMENDATION:

Report for information.

DIVISION OF
UNIVERSITY
ADVANCEMENT

2002 - 2003
REPORT TO BUSINESS BOARD

NOVEMBER, 2003



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INTRODUCTION

This year's Annual Report of the Vice-President and Chief Advancement Officer is both forward looking and retrospective. It reviews the progress we made on our 2002-03 objectives, as presented to Business Board last year. More important, it sets out the Division's objectives as it prepares to build on the accomplishments of the Campaign as it comes to a successful close.

This year's report also includes a summary of the 175th Anniversary Program.

In 1995, we set out to transform advancement at the University of Toronto through the execution of the largest campaign in Canadian history. The Campaign for the University of Toronto – with a then-tentative objective of \$300 million – sought to provide both the private support required to help fund the University's academic priorities, at the same time to build the base for a post-campaign advancement program.

As we approach the billion dollar mark and the conclusion of this campaign, it is clear that the University of Toronto cannot afford to rest on its advancement laurels. The recent enrollment expansion, combined with the heightened academic aspirations of the University (as embodied in the Stepping Up planning document) point to the fact that the need for public and private financial support will not diminish at the conclusion of this Campaign.

The University has never been in a stronger position – in terms of the strength of our relationships with alumni and friends as well as the quality of advancement infrastructure and programs – to meet this challenge. Over the past nine years, U of T advancement has been transformed from an operation raising approximately \$20 million per year to one raising an average of \$100 million per year for initiatives which are completely determined by and servant to the University's academic priorities, as defined by the academic leadership and approved by governance.

Business Board has played a critical role in overseeing the success of the Campaign. In the coming years, as the University prepares for even more ambitious endeavours, we will continue to work with governance to ensure that U of T continues to obtain the private support required to achieve its objectives.

Jon S. Dellandrea
Vice-President and Chief Advancement Officer

REVIEW OF THE 2002-03 OBJECTIVES

Last year's annual Report to Business Board presented the following goals and objectives:

1. Maximize support for the University's existing and emerging academic and capital priorities. In response to the academic priorities articulated by the new Provost and in collaboration with the Divisions, we aim to meet or exceed the financial projections tabled before Business Board by reaching a Campaign total of between \$940 million and \$1 billion by April 30, 2003.
2. Continue to integrate gift planning into our overall advancement activities.
3. Intensify efforts to develop the sustainability of our Advancement program beyond the Campaign by continuing to expand the base of the University's private support, revitalizing our annual giving efforts and practicing effective stewardship.
4. Enhance the University of Toronto's overall national and international positioning through effective communications.
5. Continue to maximize the benefit of the University's 175th anniversary to the Campaign, alumni programming and general public exposure.
6. Continue a high level of alumni engagement through quality communications, local and regional programming and effective volunteer management.
7. Enhance involvement opportunities for alumni and Campaign volunteers.
8. Establish U of T as the leader in the management of non-philanthropic revenue generating programs including affinity, alumni travel, sponsorship and trademark programs.
9. Continue to develop and implement accountability and productivity measures in order to benchmark and enhance performance of divisions, advancement program areas and individual staff members.
10. Continue to refine and improve administrative processes to reduce costs and to provide the highest level of internal and external customer service.

11. Encourage and participate in the complex interaction between various portfolios on issues such as private funding, capital expansion, increased enrollment, and student recruitment.

12. Begin to prepare for the transition from the Campaign to the post-Campaign period. This is one of our overriding goals over the next year during which we will develop a plan outlining the details of our transition strategy

ANALYSIS OF PROGRESS MADE TOWARDS THE 2002-03 OBJECTIVES

1. Maximize support for the University's existing and emerging academic and capital priorities by reaching a Campaign total of between \$940 million and \$1 billion by April 30, 2003.

The cumulative Campaign total on April 30, 2003, including cash and pledges stood at \$967,840,684. The result was well within the projections presented to Business Board in November 2000.

CAMPAIGN RESULTS VS PROJECTIONS

Date	Projection (\$millions)	Results Achieved (\$millions)
By April 30, 2001	\$740 to \$762	\$792
By April 30, 2002	\$840 to \$884	\$874
By April 30, 2003	\$940 to \$1,006	\$967
By April 30, 2004	\$1,040 to \$1,128	
By December 31, 2004	\$1,098 to \$1,199	

Projections presented to Business Board November 20, 2000

The University received \$91,004,858 in cash and gifts in kind from over 28,500 donors in 2002-03. Additional financial information is presented in Appendix "A".

Elaboration of these results by program follow.

MAJOR GIFTS

The past year saw progress on several important capital projects including: the CCBR Groundbreaking in September 2002 made possible by a gift from Terrence Donnelly, Bahen Centre (opened October 2002), and the Leslie Dan Faculty of Pharmacy Building Groundbreaking in April 2003.

In addition we made significant progress on funding for the University College Residence, and for the Hart House Access project.

Ongoing intensive work on the Ontario Graduate Scholarship program (OGS) resulted in 50 new commitments for a total of 243 by April of 2003 towards U of T's total allocation of 687.

We continued to work with the Divisions through regular meetings, prospecting and strategy meetings to complete their current funding priorities.

ANNUAL GIVING

We raised \$12,637,848 through Annual Giving programs toward our goal of \$12 million. This total represents a 10.4% increase over last year's total of \$11,447,467.

We secured corporate matching for virtually all eligible gifts.

We also carried out in-depth analysis of the giving behaviours of our "active" alumni, including event attendees and volunteers. Our findings confirm that there is a strong correlation between participation in university and alumni events on the one hand, and giving on the other. For example, regional event attendees display a higher propensity to give regularly and at higher levels when compared to individuals who do not attend events. Regional event attendees are 3.3 times more likely to make contributions at the \$250 to \$499 level than are non-attendees.

When examining Regional Event attendees' frequency of giving and comparing it to those who have never attended a Regional Event,

- Regional Event attendees are 3.5 times more likely to have made a pledge or payment to the annual fund in five of the last five years
- Regional Event attendees are 3 times more likely to have made a Pledge or Payment in four of the last five years.

The second subset of donors to be examined was individuals who are designated as volunteers and who have made a donation in the last five years to either the annual fund or at \$25,000 or above. We excluded Campaign volunteers in our analysis since giving is a prerequisite for serving as a Campaign volunteer.

- Volunteers are more than 11 times more likely to contribute at the \$25,000 plus level in comparison to donors who (as far as we know) have never volunteered for the University.
- Volunteers are more than 7 times more likely to contribute at the \$1000 - \$9,999 level in comparison to donors who (as far as we know) have never volunteered for the University.
- Volunteers are nearly 6 times more likely to contribute at the \$500- \$999 level and 5.1 times more at the \$250 - \$499 level in comparison to donors who (as far as we know) have never volunteered for the University.

Arbor Award recipients were the third group of alumni and friends analyzed. This group was chosen because they have displayed an extraordinary commitment of time and energy to the University through their volunteer involvement. We wanted to see if there were any suggestions of correlation between volunteer involvement and financial support.

Compared to other donors, Arbor Award recipients are:

- 89 times more likely to have made a gift of \$25,000 or above
- Almost 24 times more likely to have made a gift of \$1,000 - \$9,999
- 3.4 times more likely to have made a gift of \$100-249
- 14.5 times more likely to have made a pledge or payment in five of the last five years
- 8.8 times more likely to have made a pledge or payment in four of the last five years
- 5.9 times more likely to have made a pledge or payment in three of the last five years
- 6.6 times more likely to have made a pledge or payment in the previous year.

Further analysis of over 15,000 recipients of a quarterly cultivation mailing, Cressy Award recipients, GRADitude Chairs and specific volunteer groups continued to display patterns apparent above. These results provide some measure of conclusive, quantitative support for our assertion that cultivation, involvement, communication and recognition of our alumni and friends pay dividends for the University.

2. Continue to integrate gift planning into our overall advancement activities.

In 2002-03, we surpassed the \$200 million target for “future gift intentions” which was set at the commencement of the Campaign. As of April 30, 2003, we had a total of \$204,121,431 in future gift intentions.

We continue to see increases in our Estate Gifts with a total of \$19,028,017 in realized bequests and annuity gifts received in 2002/03. This is more than double the \$8,779,415 received last year.

In early spring of 2003, we successfully recruited a highly qualified and experienced Associate Director of Gift Planning and integrated the portfolio into the Major Gifts area. Some functional integration occurred in 2002-03. The completion of the integration process will be a key component of the post-Campaign transition.

A full review of Divisional Gift Planning activities was conducted and all Divisions will be focussing even more strongly on Gift Planning as a cornerstone of their advancement activities.

3. Develop the sustainability of the Advancement program beyond the Campaign.

As we approach the completion of the final phase of the Campaign, our efforts with major donors have focused simultaneously on securing support of current funding priorities while also laying the groundwork for an expanded base of private support for the University. Strategic cultivation and solicitation continued to form the cornerstone of our major gift initiatives over the past year. We stepped up our efforts to complete funding for existing Campaign projects while at the same time stepping up our efforts to identify and meet with new prospects, especially in the Greater Toronto area.

Stewardship of our donors intensified as we streamlined business processes around this function in our effort to improve our ability to provide timely, personalized stewardship of our key supporters. Looking ahead to future approaches to our best supporters, we also carried out analysis of our donor base and giving patterns to help determine a re-solicitation strategy.

Intensive donor recognition activity complemented our stewardship efforts. DUA executed 19 recognition events for donors of \$1 million or more throughout 2002-03. In addition, we consulted with Divisions on 11 additional events to ensure consistent, innovative and appropriate recognition. Ongoing annual donor-related events were also carried out and include the Chancellor's Dinner, CCMF Stewardship Dinner and the Rogers Scholarship Reception.

At the Presidents' Circle level of recognition we hosted 12 events and saw a 65% increase in the number of participants from the previous year – 2,580 compared to 1,700 in 2001-2002.

We successfully concluded an international search for the University's first Director of Alumni Advancement in an effort to bolster our alumni and annual giving programs. The new Director brings considerable expertise and a proven track record in increasing annual giving results. Revitalization of these two areas will contribute substantially to our efforts to increase the University's base of alumni support.

4. Enhance the University of Toronto's overall national and international positioning through effective communications.

On the Communications front, we sought to balance a historical focus (175th anniversary) with an emphasis on the innovation agenda of the University and the governments of Canada and Ontario. We focussed our efforts on faculty recruitment materials, the *National Report*, and *Globe and Mail* advertising. We received numerous peer adjudicated awards related to the 175th anniversary and placed at the top of rankings for

most Innovative university in the *Maclean's* report ranking.

In an effort to create a coherent national message on the role of research in the Innovation Agenda we initiated joint planning with the RIR research portfolio and peer Canadian institutions and granting councils. U of T's share of research coverage was up by 44% to the highest level on record with the Cormex tracking service.

We utilized the *National Report, Bulletin, U of T Magazine* and the Web in our efforts to communicate the impacts of reduced government funding and poor market performance of investments.

5. Continue to maximize the benefit of the University's 175th anniversary to the Campaign, alumni programming and general public exposure.

A full 175th anniversary report is attached. A few highlights are listed below:

We integrated the 175th anniversary theme into all communications throughout the year. Two examples include the integration of the anniversary into the University of Toronto's Homepage and the creation of a 175th anniversary edition of the *National Report*. This edition of the *National Report* received both CASE and CCAE medals. We sought to maximize the benefit of the attention generated by the *National Report* by maintaining a balance between historical coverage and the future aspirations of the University.

In addition, we concluded a highly visible and cost-effective advertising series in the *Globe and Mail* in December 2002.

Over 36 regional alumni events were held on the occasion of the 175th anniversary of the University. Professor Martin Friedland, author of the most recent history of the University of Toronto, spoke at 14 of these events held across North America and in Germany.

6. Continue a high level of alumni engagement through quality communications, local and regional programming and effective volunteer management.

We continued to expand our regional profile by holding 74 events outside of the GTA. Of these, 29 were part of our “send off” program and 45 were for alumni and friends.

Alumni programming continued to support student recruitment efforts throughout the past year.

Over 34 volunteers in 25 countries contacted over 400 students as part of a “virtual send off” program – a 129% increase in the number of students reached from the previous year. In this program, alumni volunteers contacted newly admitted students to the University to welcome them to the University of Toronto.

Borderlines, a newsletter for alumni outside of the GTA continued to be mailed to 88,263 alumni on a semi-annual basis.

Alumni continued to play a role in recognizing excellence at the University of Toronto through the Awards of Excellence Program which now includes the Northrop Frye Awards and the Adel Sedra Distinguished Graduate Award.

Alumni on the Soldiers’ Tower Committee also played a leading role in once again organizing the Remembrance Day memorial service and beginning a successful appeal which raised over \$75,000 for preservation of the Tower.

Eighty three volunteers received the Arbor Award and over 130 graduating students were recognized by the Cressy Student leadership award bringing the total number of Arbor winners up to over 1,000 and the total number of Cressy winners up to 926 in this 10th anniversary year of the Cressy Awards.

This past year saw the continuation of more alumni programming directed at more recent graduates with highly successful evenings at the Lorraine Kimsa Theatre for Young People and a 175th anniversary Homecoming. Homecoming attendance was not as high as we would have liked but since this program was recently resurrected after an almost decade-long hiatus, it will take time to build up awareness and attendance.

7. Enhance involvement opportunities for alumni and Campaign volunteers.

The number of alumni volunteers participating in student recruitment related events and activities significantly increased. Six alumni became involved in hosting regional events through the 175th anniversary program related regional events and 17 alumni hosted student “send off” receptions. The last year saw 14 new regional branch contacts identified, bringing our total number of regional contacts to 59.

Our UTAA sponsored award programs expanded and provided additional opportunities for alumni involvement on the selection committees. This level of involvement provides an opportunity for alumni to gain significant insight into the high caliber of endeavour carried out by the University’s faculty, staff and students.

Campaign volunteers continue to serve a variety of roles in the Divisions as individual constituencies seek to complete their funding priorities.

The Campaign Cabinet, Executive and Group of 175 have continued to provide valuable advice and contacts. Our attention has shifted toward recognition and thank you opportunities for these volunteers in the Campaign Transition period in order to ensure that these individuals are appropriately thanked for their efforts.

8. Establish U of T as the leader in the management of non-philanthropic revenue generating programs including affinity, alumni travel, sponsorship and trademark programs.

Our Marketing and Licensing Programs continue to maintain a commanding leadership position among Canadian Universities. We continue to oversee the largest affinity home and auto insurance, life insurance and credit card programs of any university in Canada. We hold over 19,000 credit card clients – a record in the 15-year history of our affinity credit card program.

Our alumni travel program managed to surpass its goal by 15% despite an industry ravaged by the War in Iraq and SARS. Improved and expanded marketing, largely through the creation of a 16-page magazine sent to over 250,000 homes has helped to increase our number of travelers. Analysis of our traveler’s giving patterns compared to non-traveler donors shows that travelers are 9.5 times more likely to have given a donation of \$1,000 – \$9,999 and are over 10 times more likely to have given this donation in the five of the last five years.

Our Pillar sponsorship program has generated \$100,000 and has brought much needed campus wide coordination of sponsorship efforts.

On the Trademark and Licensing front, U of T has emerged as a Canadian leader in determining best practices and creating valuable collaborative opportunities with other schools. In October 2002, we hosted a “Brand Aid” conference attended by 18 universities and 50 NGO representatives with five international guest speakers.

9. Continue to develop and implement accountability and productivity measures in order to benchmark and enhance performance of divisions, advancement program areas and individual staff members.

Divisional collaboration and integration continued to be a hallmark of our Advancement operation, as it has been in the past. Effective communication between DUA and the Divisions was facilitated by the ongoing prospect clearance process which coordinates all approaches to potential and existing donors. In addition, we engaged the Divisions in cross-divisional prospecting groups, strategy meetings on individual funding projects and twice-yearly meetings with each divisional Principal or Dean to review fundraising plans and assess progress achieved.

Accountability and productivity measures continued to be refined through the Accountability Contract process for Advancement Professionals. This process ensures that performance reviews are clearly linked to the achievement of agreed-upon goals and to a high standard of performance.

In addition, the following initiatives took place throughout the Division:

- Three workshops were presented in the Public Affairs area on benchmarking and measuring the effectiveness of communications programs.
- We commissioned focus groups to provide qualitative research to assist us in designing more effective annual fund solicitations.
- Public Affairs co-conducted two student recruitment focus groups in collaboration with the Office of Student Recruitment
- A survey of *Bulletin* readers was completed in May 2003.

10. Continue to refine and improve administrative processes to reduce costs and to provide the highest level of internal and external customer service.

We continued to make significant progress on refining and upgrading the Development Information System (DIS). Improvements include automation of Donor Financial Reports, on-line receipting, and an on-line report repository.

We have expanded the number and scope of our electronic imaging initiatives. By scanning donation related documents we have been able to reduce the amount of physical space required for hard copy files and have created more comprehensive donor records that can be accessed more efficiently by staff.

We have greatly expanded our ability to carry out on-line registration and payment for events and have increased the number of electronic invitations issued for events. We have implemented software that better allows us to manage electronic communications with alumni, generated by DUA and the individual colleges and faculties. Use of this software provides greater consistency and professionalism in the packaging, delivery and responsiveness of our electronic communications.

In an effort to realize greater efficiencies in our direct mail expenses, we have created the position of a Direct Mail manager to centrally monitor, budget and coordinate Advancement mailings.

11. Encourage and participate in the interaction between various portfolios on issues such as private funding, capital expansion, increased enrollment, and student recruitment.

We successfully addressed and managed major issues relating to the Double Cohort, and the declining performance of the University's investments. The communications around U of T's preparedness for the Double Cohort involved extensive cooperation with the Office of Student Recruitment and the Vice-President of Government and Institutional Relations.

The Vice-President, Business Affairs was consulted extensively for the Capital Project web page and on investment issues related to the endowment.

Ongoing collaboration between DUA and the Office of Student Recruitment involves: communications vehicles (Web and print), issues management (Double Cohort) and alumni involvement in the send off and school visits programs.

A total of 22 schools were visited in the Hong Kong area on behalf of the Office of Student Recruitment with almost 500 students attending information sessions. One hundred and fourteen schools received Hong Kong Foundation Scholarship mailings, over 200 students were exposed to the U of T recruitment message in the Shenzhen/Guangzhou area and over 100 schools in the Shanghai and Beijing areas received mailings.

In addition we have continued to build on the “send off” receptions for incoming students and their families hosted by alumni and organized by DUA. The chart below shows the growth of the program over the past several years.

Year	# of Locations	Number of New Students/Total Number Attending
1999	5	169/245
2000	12	338/763
2001	23 (10 alumni hosted)	452/1,063
2002	29 (17 alumni hosted)	519/1,193

Collaborations with the Research and International Relations portfolio are ongoing – with communications vehicles (*Edge*), Research awards, the 175th anniversary and funding proposals.

Perhaps the most visible effort of inter-portfolio collaboration and service to the University community was DUA’s organization of the Faculty Staff Student BBQ, held in October 2002, which attracted more than 8,000 people.

12. Begin to prepare for the transition from the Campaign to the post-Campaign period. This is one of our overriding goals over the next year during which we will develop a plan outlining the details of our transition strategy.

The transition plan is presented in the following section of this report. This plan was presented to and approved by the President and Vice-Presidents during their August 2003 retreat and will provide the direction for DUA’s activities for the next 12-18 months.

POST CAMPAIGN TRANSITION PLAN

The coming year (2003/2004) will be critical for the University of Toronto's advancement program, as we make the transition from the most successful Campaign in Canadian history to sustaining and indeed building upon a new plateau of private support. The activities over the year ahead will be an important part of the President's resource generation strategy. We intend to use the success of the Campaign to persuade our various communities to provide the support we will need to achieve the University's heightened aspirations. Of course, this cannot be done with private support alone and therefore much of our communication efforts will be directed to reinforcing the President's message that the University needs a sustaining and increasing base of public support.

We are looking at every aspect of the activities of the Division of University Advancement as we complete this Campaign and move forward, focusing on meeting the aspirations being defined through the current academic planning process. This will lead to the development of a new plan including policies and budget to be brought forward in the spring.

Our key priorities over the coming year will include the following:

1. Reach the \$1 billion goal and celebrate the success of the Campaign

Over the next few months we will continue to focus on the key remaining priorities of the various divisions of the University in order to reach the \$1 billion by calendar year end, 12 months before the scheduled completion of the Campaign. An event is being planned to celebrate this achievement and to recognize the contribution of our many donors and volunteers. The important messages at and surrounding this event will be both "Thanks a Billion" and also a strong and clear statement that the University is closing a chapter, not a book, and that we continue to require a significant base of public and private support as we move to achieve the next level of our aspirations.

We will also develop a communications strategy designed to underscore the impact of the Campaign on the University of Toronto. The spring 2004 issue of the *U of T Magazine* will focus on the impact of the Campaign and its role in support of the University's aspiration to become one of the world's great teaching and research universities. We will be working over the months ahead to develop a very resonant message: one that will both celebrate achievement and recognize the ongoing need for a significant base of private and public support.

2. Execute a successful initiative in response to the Ontario Student Opportunity Trust Fund

The recent government announcement of a second phase of the Ontario Student Opportunity Trust Fund provides the University with an opportunity to build on our existing endowment for student support. Much work is required to communicate the rules of the program to the divisions of the University and to our prospective donors. Again, we will need to design effective communications to promote the OSOTF program.

3. Build awareness of the University's emerging academic priorities and aspirations

We will communicate the University's emerging academic priorities and aspirations to ensure broad-based understanding of and support for U of T's vision by the public and private sectors. We will develop a communications strategy in support of the emerging White Paper, capitalizing on the University's key print and Web-based communications vehicles beginning in the fall of 2004 with effective use being made of the University's *National Report*, the *Magazine* and the *Bulletin*.

4. Build a new structure for advancement volunteers

The final meeting of the Campaign Executive Committee was held on September 3, 2003. Over the year ahead, we will develop a proposal for a new volunteer structure to replace the Campaign Executive Committee and the Campaign Cabinet.

5. Build a new structure for alumni volunteers

Over the past year under the leadership of Rivi Frankle and the UTAA Executive, a proposal has been developed to create the President's International Alumni Council. This council, which will initially consist of approximately 50 senior volunteers drawn from around the world, will serve the President in an advisory capacity on issues of substance and importance to the university. The members of the President's International Alumni Council will be distinguished graduates whose visible involvement will encourage other alumni to find ways to be involved in the life of the university.

6. Identify and involve the next generation of major supporters and volunteers

Over the year ahead, we will focus our attention on identifying and involving the next generation of major supporters and volunteers. This is one of the most important elements of the University's future advancement success. Opportunities will be sought to involve this next generation in the life of the University.

7. Enhance the University of Toronto's national and international positioning through effective communications

We will promote U of T's contributions to the innovation agenda through continued emphasis on research intensity and the accomplishments of top faculty and students. With the emerging White Paper as a positioning foundation document, we will place particular emphasis on a distinctive and high quality student experience at U of T. We will continue to benchmark our effectiveness nationally and create opportunities for international benchmarks.

8. Build a more effective corporate and foundations relations program

In cooperation with the Vice-President, Research, it is our intention over the next year to work to develop a more effective model for corporate and foundation relations. In the case of major corporations, it is common to have multi-faceted relationships that include philanthropic support, contract and sponsored research, co-op or professional experience year participation and graduate hiring. At present, it is somewhat difficult for corporations to know the access points to the University. It is our belief and a belief shared by the Vice-President, Research that there are exceptional opportunities to increase both philanthropic and research support by finding a more effective and efficient way to increase university/corporate interaction.

9. Assist with student recruitment

In collaboration with the Vice-Provost, Students, we will seek opportunities to harness the resources that exist with our 370,000 alumni to play a positive role in student recruitment. We will enhance collaborative communications that reflect the distinctive student experience at U of T. We will continue to build on the success of the Send Offs program which provides new students and their parents the opportunity to meet with University staff, current students and alumni in their home cities before beginning their first year at the University of Toronto. We will seek to replicate the model of the University of Toronto Hong Kong Foundation in other locations, starting late in 2003 in

Singapore. The idea is to focus our alumni fundraising efforts in various locations in support of students from those areas. The Hong Kong model has been very successful in identifying and recruiting exceptional students from Hong Kong and supporting their studies at the University.

10. Enhance Annual Giving Programs

This is critical both to the successful execution of the second phase of OSOTF and to creating a predictable base of annual expendable funding for divisions. We believe the success of the current campaign in attracting approximately 45,000 first-time donors has provided a strong base for improved performance of our annual giving programs, as well as our future major gift efforts. Many of the 200+ donors who made gifts of \$1 million or more to this Campaign first gave to the University through the annual giving programs. By increasing the effectiveness of our annual giving programs, we will be strengthening the base for the next campaign at the same time as we are enhancing the financial resources of the University.

11. Enhance our successful Planned Giving Program

With more than 370,000 alumni and 10,000+ faculty and staff, the University of Toronto has incredible potential to strengthen its portfolio of planned gifts. The Campaign has already attracted more than \$200 million in confirmed future bequest intentions. We are ramping up our efforts to reach out to our alumni, faculty and staff, many of whom are approaching retirement age and hence reaching a stage in their lives in which estate planning is becoming a more significant priority.

12. Maintain the intensity of the University's Stewardship Program

The strength of our stewardship programs has been a key determining factor in the success of the Campaign's major gift program. Our initial "Thank You Campaign" in 1995 and 1996 built a strong base for the Campaign, and provided solid evidence of the importance of systematic and regular contact with donors on the impact of their support. Our subsequent efforts have "operationalized" stewardship, making it an ongoing, major priority of advancement staff at all levels. The impact of our commitment to stewardship is indisputable – a number of the Campaign's \$1 million+ donors have made second donations at this level. We must continue to strengthen our relationships with our current donors to preserve and indeed enhance the pool of future major and transforming gift prospects for the University of Toronto.

13. Begin to plan the next Campaign

The sequence that we anticipate is as follows: First, we will celebrate the success of the current Campaign. Second, we will concentrate much of our efforts in calendar 2004 on the OSOTF and on the remaining priorities of the divisional campaigns. Third, we will communicate the academic aspirations of the new academic plan in the Fall of 2004. Fourth, we will continue to aggressively drive our major gift program and significantly enhance our gift planning program for the next 24 to 36 months in anticipation of the announcement of a new Campaign in 2007. In addition, we will increase our stewardship efforts and refine our programs over the coming several years.

SUMMARY

We believe that the University of Toronto's advancement program is well positioned to build on the success of the previous years. The program will play its part in the President's resource generation strategy and will seek to take its place amongst the best programs of its kind in North America. To do this, we will maintain our strong focus on the major gift program, on gift planning and increasingly on annual gifts, with a view to building a base of predictable, annual support.

REPORT TO BUSINESS BOARD ON THE 175th ANNIVERSARY PROGRAM

On March 15, 2002, the University of Toronto launched its 175th anniversary celebrations, marking the granting of the charter for King's College — which later became U of T.

It was a landmark year of special events that honoured the University's past, saluted the present and promoted U of T's vision of the future. It also provided the University with an opportunity to connect with 370,000 alumni as the institution highlighted its national and international contributions. Finally, the anniversary served to increase pride that faculty, staff, students, alumni and the community feel in the University's accomplishments.

Overall, the 175th anniversary celebration built on the success of the Great Minds theme, with several signature events, a city-wide banner program and initiatives that involved all three campuses. Signature events included the launch; a faculty, staff and student barbecue; a community movie night; research and equity and diversity symposiums; and a gala. A "celebration of celebrations," the University community was also encouraged to brand their specific events as part of the 175th anniversary. As a result, hundreds of events on the on-line events listing were promoted as part of the anniversary celebration.

A special visual identity was also developed for the anniversary year and appeared on everything from coffee mugs, invitations, campus delivery trucks and buses and from the banners to a weekly ad series in the *Globe and Mail*. The crest was also made available to and was widely used by the University community for materials, such as programs, brochures, newsletters and letterhead.

SIGNATURE EVENTS

175th Anniversary Opening Ceremony – March 15, 2002

Held in the Great Hall at Hart House, anniversary celebrations were launched at a cake-cutting ceremony on March 15, 2002. More than 400 guests — including faculty, staff, students, alumni, friends and honoured guests, such as 175th anniversary Honorary Chair, Chancellor Emerita Rose Wolfe and Lieutenant-Governor The Honourable James K. Bartleman — attended the celebration. Working in conjunction with U of T Press, the kick-off also served as the backdrop to the official launch of *The University of Toronto: A History* by Professor Emeritus Martin L. Friedland.

Chancellor's Dinner – May 14, 2002

The 175th anniversary celebration was the theme for the annual Chancellor's Dinner, an event for U of T's million-dollar-plus donors. A town crier welcomed guests to the dinner, and each donor was seated at a table named after a former university chancellor. Professor Martin Friedland gave a reading from *The University of Toronto: A History*, and a signed copy of the book was presented to each attendee.

Congress of Social Sciences and Humanities – May 24 – June 1, 2002

Attracting approximately 8,000 national and international delegates from about 100 associations, the congress featured a number of international colloquia, meetings and joint conferences, a book fair, breakfasts, concerts, theatre productions and exhibitions. The "Learneds" provided the University with the opportunity to brand the event as part of the 175th anniversary, including a special supplement in the *Globe & Mail*.

Presidents' Circle Garden Party – June 26, 2002

As the University celebrated its 175th anniversary, the Presidents' Circle was also celebrating its 25th anniversary. Approximately 850 President's Circle members — who were asked to don historical hats and ties — attended the event at the President's residence. Anniversary prize packages were awarded to the guest with the best period attire. The historical theme was also woven into the event, with music provided by the U of T swing band and wait staff attired in period clothing. Guests were invited to try their hand at croquet and badminton.

175th Anniversary Spring Reunion 2002

Branded as a 175th anniversary signature event, Spring Reunion 2002 was attended by almost 1,500 alumni and friends. Additional 175th anniversary themed events were added to the program, including a special concert by pianist John Arpin. Banners, balloons and a large birthday cake, enhanced the festivities, and lucky winners walked away with 175th anniversary merchandise.

Movie Night – August 8, 2002

In order to thank and involve the University community and Greater Toronto Area at large, U of T staged free movie nights on the St. George and Scarborough campuses. Campus fields were transformed into outdoor movie theatres, complete with free popcorn and cotton candy. More than 3,500 people attended the movie nights under the stars. The St. George campus featured films (The Hurricane and The Fly) produced by U of T alumni. During intermissions, attendees took part in a U of T trivia contest to win 175th anniversary prizes such as t-shirts and mugs. The event was promoted through newspaper ads, radio spots that featured President Birgeneau, flyers, the U of T website and e-mail invitations.

The feedback on the events was incredible, and as a result the events were held again in August 2003 with more than 3,500 people in attendance, despite lower numbers at University of Toronto at Scarborough due to the summer blackout. The movie nights will now become annual events.

Faculty, Staff, Student BBQ – September 19, 2002

Another successful 175th anniversary signature event was the faculty, staff and student barbecue, which served to involve the University community in the celebrations. More than 8,000 people turned out as senior administrators flipped hamburgers, hot dogs and served pizzas. There was music and entertainment, and attendees were provided with opportunities to win 175th anniversary merchandise at the event. Following the success of the barbecue, the event has become an annual festivity, with more than 10,000 faculty, staff and students in attendance at this year's barbecue.

Alumni Homecoming/Discovery Day – October 4 – 6, 2002

In celebration of the 175th anniversary, the university held its first Homecoming in almost a decade. For \$95, alumni were provided an all-weekend pass to return to campus for the Homecoming parade, classes without quizzes, meals and many constituency events across campus. Alumni from around the world attended Homecoming. Following its success Homecoming was held again this year on Oct. 4.

2002 Research and International Relations Symposium – October 31 – November 1, 2002

This “Creating Knowledge, Strengthening Nations” conference celebrated research and scholarship at the University of Toronto, past and present. It focused on two prominent areas of activity and achievement: The role of higher education in contributing to international development, and the University’s Connaught Fund, which has an important history of supporting the research of promising young faculty members and graduate students. The conference was an opportunity to support academics and research during the 175th anniversary celebrations.

Equity Conference

Organized by a committee of U of T equity advisors, the symposium held in March 2003, invited senior administrators, faculty and staff from campuses across North America to celebrate equity and diversity issues. The event’s focus was to address emerging issues and generate problem-solving strategies that enhance opportunities presented by increasing student diversity. Funding was provided from the 175th anniversary year budget to support this academic priority.

Campus Chaplains Association Peace Week

In response to September 11th and the war in Afghanistan, the Campus Chaplains Association held the first annual Peace Week conference. Funding from the 175th anniversary budget made it possible to bring this event to campus, making it an important piece of the academic celebrations in the anniversary year.

Alumni Events Worldwide

Following the launch of Professor Friedland’s book *The University of Toronto: A History*, he went on tour to alumni events within the GTA and across North America and as far away as Berlin. Professor Friedland led book readings, and where he could not attend, the 175th anniversary took centre stage throughout the year. Over 2,000 alumni attended more than 14 events with Professor Friedland.

175th Anniversary Gala and Silent Auction

The 175th Gala held at the ROM on Saturday, March 1, 2003, hosted by the Honourable Robert K. Rae, symbolically blew out the candles on a year that recognized the University's achievement of the past 175 years. More than 500 donors, alumni, campus leaders, students, faculty and staff came together for a night of dinner, dancing, entertainment and a silent auction, which raised \$34,500 towards the 175th Anniversary Award for future outstanding students. A special 175th Anniversary gala video was produced for the event. It featured short clips from well-known alumni sending anniversary wishes for the evening.

In the days following the event, the President and the Division for University Advancement offices received many e-mail and voicemail messages expressing gratitude for injecting renewed pride in the University of Toronto.

SPECIAL INITIATIVES

Great Minds Banner Campaign

Building on the successful Great Minds for a Great Future banner campaign, the 175th anniversary banner campaign highlighted 97 Great Minds that embody the University's long history. Arguably one of the most visible of 175th anniversary initiatives, a total of 540 street banners were installed across the city, around the St. George, UTM and UTSC campuses, as well as key buildings on all three campuses. A "175 Years of Great Minds" commemorative book profiled the men and women featured in the banner campaign, and was distributed at events throughout the anniversary year.

Globe & Mail 175th anniversary ads

Ads were placed in the facts and arguments section of the *Globe & Mail* to raise awareness of the University's 175th anniversary, and ran weekly from January through December 2002. Excerpts from Martin Friedland's book *University of Toronto: A History* were the foundation of the Q&A ads, which steered readers to the banner ads on the University of Toronto homepage. As a result, the U of T website recorded an average 30 per cent increase in traffic to the history pages on the days the advertisements appeared in the *Globe and Mail*, specifically from Canadian, non-U of T visitors.

175th Anniversary Web site

The 175th Anniversary website served as a gateway to the celebration of the landmark year, as well as highlighted the University's historical contributions to teaching and research and the extraordinary accomplishments of its great minds. The website featured an events page, a history and alumni memories page, a research timeline, a photo archive, 175th merchandise purchase page and an on-line video page. The most popular and playful feature of the site was the "Make your own banner" page, which garnered more than 260 responses from alumni, faculty, staff and students.

Overall, about 5,500 people visited the site per month over the course of the anniversary year, and as a result of its success, it has been redesigned into an archival website that promotes pride and awareness of the University's achievements in research and teaching.

U of T Magazine – 175th Commemorative issue

The *U of T Magazine* created a souvenir edition to mark the 175th anniversary. The entire issue was expanded to 122 pages and included a historical guide, profiles of past presidents, and quirky facts about the University. The issue was distributed to 267,500 alumni, friends and graduating students.

In focus groups held in May, 2003, with annual fund donors to the University, the 175th commemorative magazine was consistently mentioned as an outstanding issue that many alumni have kept as a souvenir. The publication was also an award-winner – with articles receiving medals from CASE. The issue was also named one of five Magazine of the Year finalists by the National Magazine Awards Foundation.

175th Anniversary Commemorative Calendar

Every year a calendar is created by DUA for distribution to graduating students as a means of keeping them connected with their alma mater. In celebration of the 175th anniversary, a commemorative 15-month calendar using images and excerpts from Martin Friedland's book *The University of Toronto: A History* was distributed to 285,000 graduating students, alumni and friends of the University.

175th Anniversary Merchandise

In order to brand the 175th anniversary year, DUA created three 175th anniversary logos that appeared on items such as t-shirts, sweatshirts, hats, mugs, lapel pins, pens and more. These items were distributed at all 175th anniversary events university-wide, and were also on sale at the bookstores on all three campuses. The vast majority of 175th anniversary merchandise was supplied by three licensed suppliers, which recorded over \$250,000 in sales over the course of the year.

SAC 2002 Handbook

In celebration of SAC's 101st birthday falling during the 175th anniversary of the University, funding was provided to create the 2002 SAC Handbook. Five thousand copies of the handbook were distributed at the 101st birthday of SAC at Hart House in December 2002.

CONCLUSION

The 175th Anniversary year celebrations successfully accomplished the original goals set out at the beginning of the landmark year. The anniversary served to involve our various communities — alumni, faculty, staff, students and the general public in the Greater Toronto Area — in the celebrations. It provided the University with the platform to highlight its accomplishments, contributions and vision for the future, and with the opportunity to thank its community for making 175 great years possible.

In order to maintain the momentum of the 175th Anniversary year, many of the inaugural events have become annual events. The movie nights, the faculty, staff, student barbecue, the Homecoming parade and “Classes without Quizzes” will continue as a means of remaining connected with the U of T community and community-at-large and build on the excitement that the anniversary year created.

**Summary of Budget approved by Business Board:
175th Anniversary Program**

Signature Events	Special University Allocation
175 th Anniversary Opening Ceremony	\$24,884
Chancellor’s Dinner	*
Congress of Social Sciences and Humanities	\$25,000
175 th Anniversary Spring Reunion	*
Movie Night	\$57,773
Faculty, Staff, Student Barbecue	\$38,514
Alumni Homecoming/Discovery Day	\$84,333
Research & International Relations Symposium	\$50,000
Equity Conference	\$40,000
Alumni Events Worldwide	*
175 th Anniversary Gala and Silent Auction	\$270,000
Divisional Events – Peace Week	\$5,000
 Special Initiatives	
Great Minds Banner Campaign	\$48,501
Great Minds Banner Book	*
Globe and Mail ads	\$153,308
175 th Anniversary Website / Image Bank	*
U of T Magazine	*
National Report	*
175 th Commemorative Calendar	\$50,830
175 th Anniversary Merchandise	\$55,777
SAC Handbook	\$28, 122
 General	
Staffing	*
Generic Production Costs (photography, insertions etc..)	\$49,040
Miscellaneous (postage, couriers, AV etc...)	\$19,612
<hr/>	
Total:	\$1,000,694

* DUA expense

APPENDIX A: CAMPAIGN TOTALS

As at April 30, 2003*

Donations	Pledge/Gift Amount
Confirmed Pledges (\$)	518,894,993
One-time Gifts (\$)	244,789,791
Realized Planned Gifts (\$)	95,040,033
Gifts-in-Kind (\$)	109,115,867
TOTAL (\$) *	967,840,684

Other Revenue Related To Campaign Activity as at April 30, 2003*

**Government Funds Related to the
Campaign: CFI, ORDCF, OIT, SuperBuild,
OSOTF, OGSST, OGS (\$)** 360,068,413

**University Matching Funds
Triggered by Campaign (\$)** 324,915,019

Future Bequest Intentions (\$) 204,121,431

**Research Investment
Related To Campaign Gifts (\$)** 1,980,000

*Reconciliation Between University
of Toronto Audited Financial
Statements & Annual Fundraising
Achievement*

May 1, 2002 - April 30, 2003

Audited Financial Statements 02/03

Monetary Gifts	\$68,517,853	
Gifts-in-kind	7,375,589	\$ 75,893,442

Overall Fundraising Achievement 02/03

University of Toronto:

Monetary Gifts	\$68,517,853	
Gifts-in-kind	7,375,589	\$75,893,442

Massey	1,110,000	1,110,000
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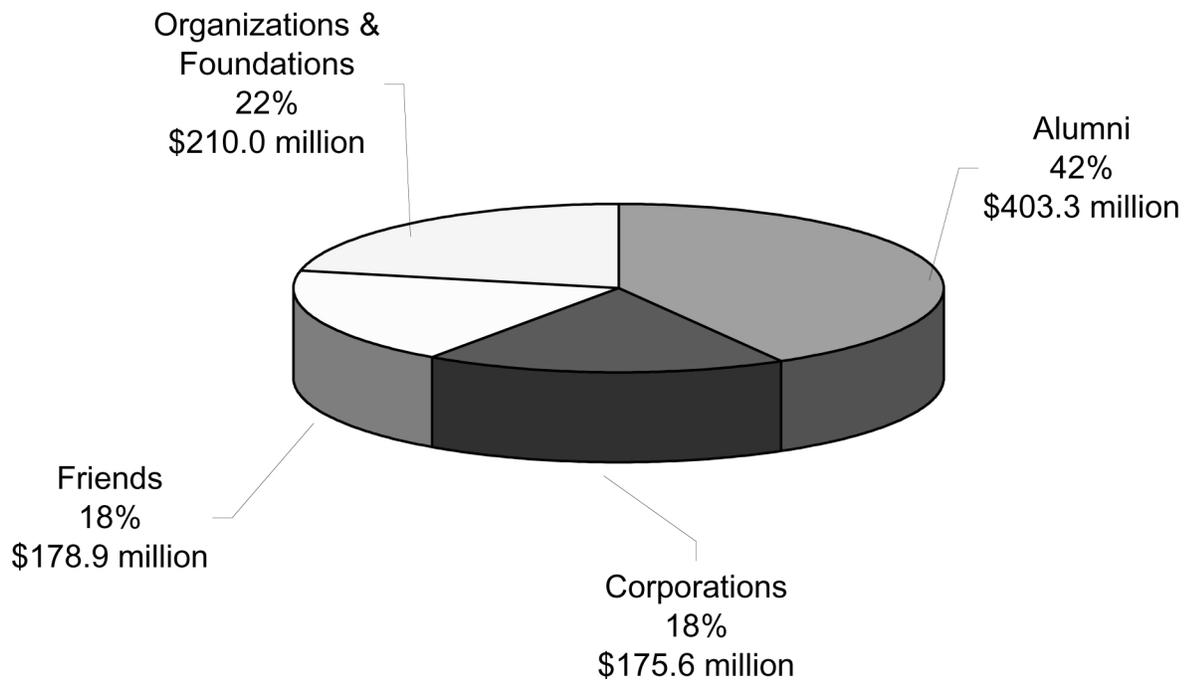
Federated Universities:*

St. Michael's	4,255,550	
Victoria	6,450,022	
Trinity	3,295,844	14,001,416

Total Overall Fundrasing Achievement		\$91,004,858
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*These figures include both those donations receipted directly by the Federated Universities and those receipted by the University of Toronto on behalf of the Federated Universities and Massey College.

**The Campaign
Source of Donations
As at April 30, 2003
\$967,840,684**



Gift Planning and Bequests

Fiscal Year Comparison of 2001-2002 to 2002-2003

Number of Donors	2001-2002 Dollars	Number of Donors	2002-2003 Dollars
105	\$8,779,415	115	\$19,028,017

The Campaign:
Divisional Breakdown

as at April 30, 2003

Division	Pledges and Gifts
Applied Science and Engineering	117,865,791
Architecture, Landscape and Design	4,345,546
Arts & Science	103,446,827
Dentistry	7,596,895
Forestry	1,532,837
Graduate Studies	21,028,353
Hart House	3,029,811
Information Studies	2,549,273
Innis College	1,561,308
Joseph L. Rotman School of Management	59,573,310
Law	25,530,743
Library	71,870,110
Medicine	225,536,108
Music	11,942,386
New College	1,912,195
Nursing	4,954,994
OISE/UT	9,602,769
Pharmacy	34,219,413
Physical Education & Health	4,676,686
School of Continuing Studies	246,380
Social Work	17,424,265
St. Michael's College	35,366,414
Student Affairs	1,763,641
Student Services	860,394
Transitional Year Programme	1,374,711
Trinity College	18,023,723
U of T at Mississauga	14,883,635
U of T at Scarborough	4,730,129
University College	23,354,729
UTS	17,266,586
Victoria College	36,779,092
Woodsworth College	6,082,669
Centrally Administered Funds*	75,579,711

* Includes: Centrally administered student awards, Knox College, Massey College, Wycliffe College, some capital projects, central programs, Joker's Hill, and President's Fund for Excellence.

APPENDIX B: REGIONAL PROGRAMMING

May 2002 - April 2003

May

Silicon Valley, CA	All Canadian Universities Alumni Event	2-May
Hamilton, ON	175th Anniversary Alumni Reception	6-May
Vienna, Austria	All Canadian Alumni Reception	8-May
St. John's, NFLD	Post-Offer Reception	10-May
Vancouver, BC	Post-Offer Reception	10-May
Halifax, NS	Post-Offer Reception	11-May
Calgary, AB	Post-Offer Reception	11-May
Victoria, BC	Post-Offer Reception	11-May
Kingston, ON	175th Anniversary Alumni Reception	13-May
Ottawa, ON	Post-Offer Reception	29-May
Kingston, ON	Post-Offer Reception	30-May
Montreal, PQ	Post-Offer Reception	30-May
Victoria, BC	Victoria UTAA AGM	30-May

June

Montreal, PQ	175th Anniversary Alumni Reception	3-Jun
New York, NY	Walking Tour of NY	6-Jun
Chicago, IL	All Canadian Universities Event	7-Jun
Saskatoon, SK	175th Anniversary Alumni Reception	10-Jun
Regina, SK	175th Anniversary Alumni Reception	11-Jun
Vancouver, BC	SOAR Picnic	15-Jun

July

Berlin, Germany	175th Anniversary Alumni Reception	8-Jul
Saskatoon, SK	Student Send-off	27-Jul

August

Victoria, BC	Student Send-off	6-Aug
Winnipeg, MB	Student Send-off	7-Aug
Vancouver, BC	Student Send-off	7-Aug
Calgary, AB	Student Send-off	8-Aug
Jordan	Student Send-off	9-Aug
Hong Kong	Student Send-off	10-Aug
Edmonton, AB	Student Send-off	11-Aug
Trinidad	Student Send-off	11-Aug
Barrie, ON	Student Send-off	12-Aug

U N I V E R S I T Y o f T O R O N T O

Washington, DC	Student Send-off	12-Aug
Niagara Region, ON	Student Send-off	14-Aug
Guelph, ON	Student Send-off	14-Aug
Montreal, PQ	Student Send-off	15-Aug
Rochester, NY	Student Send-off	16-Aug
Nairobi, Kenya	175th Anniversary Alumni Reception	17-Aug
Halifax, NS	Student Send-off	18-Aug
St. John's, NF	Student Send-off/175th Anniversary Alumni Reception	19-Aug
London, ON	Student Send-off	20-Aug
Boston, MA	Student Send-off	20-Aug
Kitchener, ON	Student Send-off	21-Aug
Hamilton, ON	Student Send-off	22-Aug
Singapore	Student Send-off	24-Aug
Peterborough, ON	Student Send-off	26-Aug
Kingston, ON	Student Send-off	27-Aug
Ottawa, ON	Student Send-off	28-Aug
Barbados	Student Send-off	15-Aug

SEPTEMBER

Melbourne, Australia	175th Anniversary Alumni Reception	5-Sep
London, UK	All Canadian Alumni Reception	10-Sep
Sydney, Australia	Alumni Reception	19-Sep
Barrie, ON	175th Anniversary Alumni Reception	19-Sep
New York, NY	All Canadian Alumni Reception	26-Sep
Port-of-Spain, Trinidad	175th Anniversary Alumni Reception	27-Sep

OCTOBER

Northern California	Alumni Reception	1-Oct
Peterborough, ON	175th Anniversary Alumni Reception	8-Oct
Rochester, NY	Alumni Reception	10-Oct
Seattle, WA	3rd Annual Canada Gala	11-Oct

NOVEMBER

Victoria, BC	175th Anniversary Alumni Reception	4-Nov
Vancouver, BC	175th Anniversary Alumni Reception	5-Nov
Calgary, AB	175th Anniversary Alumni Reception	6-Nov
Seoul, South Korea	175th Anniversary Alumni Reception	7-Nov
Chicago, IL	Alumni Reception	12-Nov
Denver, CO	All Canadian Alumni Reception	12-Nov
Tokyo, Japan	Alumni Reception	14-Nov
Edmonton, AB	175th Anniversary Alumni Reception	29-Nov

U N I V E R S I T Y o f T O R O N T O

DECEMBER

London, ON 175th Anniversary Alumni Reception 3-Dec

January-03

Capetown, South Africa Alumni Reception 5-Jan

February

New York, NY 175th Anniversary Alumni Reception 10-Feb

Los Angeles, CA Alumni Reception 20-Feb

Boston, MA 175th Anniversary Alumni Reception 27-Feb

MARCH

Ottawa, ON 175th Anniversary Alumni Reception 6-Mar

APRIL

Washington, DC All Canadian Alumni Reception hosted by UofT 12-Apr

Athens, Greece Alumni Reception 17-Apr

Saskatoon, SK Alumni Reception 26-Apr

APPENDIX C: REGIONAL CONTACTS

Alumni Contacts Across Canada

Barrie, Ontario

Donald Dowds (BASc 1953)

Calgary, Alberta

D. (Tabi) Kee (BCom 1993 UTSC)

Halifax, Nova Scotia,

Bruce Russell (Juris Doctor 1979)

Hamilton, Ontario

Tia Geminiuc (BSc 1993 UTM)

Montreal, Quebec

Susan Darlington (BLS 1970)

Muskoka/Bracebridge, Ontario

Catherine Cherry (Med 1984 OISE)

Thunder Bay, Ontario

Kim Tobin (Hon. BA 1996 UTSC)

Vancouver, British Columbia

Benjamin Garfinkel (BCom 1992 UTM)

Victoria, British Columbia

David Cameron (Hon. BSc 1993 UTSC)

Winnipeg, Manitoba

Douglas Hutchings (BA 1950 VIC)

Alumni Contacts Across the U.S.A.

Atlanta, Georgia

Philip Roberts (BASc 1990)

and

Nancy Bock (BA 1987 UTSC)

Austin, Texas

D'Arcy Salzmann (BA 1995 UC)

Boston, Massachusetts

Dr. Tami Kaplan (BA 1985 UC)

Chicago, Illinois

Charles Heroux (BASc 1969)

Denver, Colorado

Brian Matsumoto (BA 1977 UTSC)

Florida

Ken Evans (BASc 1946)

New York, New York

Gary Kaufman (UC)

Northern California

Berkeley area:

Kit Soo (Hon. BSc 1995 UTSC)

Northern California

Bodega Bay area:

Mary Louise Riley (BA 1948 TRIN)

Phoenix, Arizona

Bill Aziz (BASc 1987)

San Jose and Silicon Valley area:

Fintan Clarke (BA 1991 UTSC)

Seattle, Washington

Ben Dehghan (BASc 2000)

Southern California

Susan Brauch (BA 1974 TRIN, BEd 1975)

Tucson, Arizona

David Loynd (BCom 1984 WDW)

Washington, D.C.

Paul Cadario (BASc 1973)

and

Jean van der Tak (BA 1948 UC)

Alumni Contacts Around the World

Argentina

Gustavo Rochwerger (MEng 1997)

Australia

Brisbane - Elizabeth Parker (BA 1973
WDW, MSW 1975, DEd 1991)
Melbourne - Judith Walker (BSW 1964)

Bermuda

Richard Butterfield (BA 1951 TRIN)

China

Beijing

Cesare Ruggiero (Hon. BA 1999 VIC)
and
Jacob Young (BA 2002 TRIN)

Hong Kong

Estella Niem (BCom 1993 TRIN)
and
Hong Kong Office - Jeremy Woodall
(Hon. BA 1999 INNIS)

Shanghai

Vincent Cho (BLA 1994)
and
John Kielty - Shanghai Canadian Alumni
Network

England

Michael Lucas Klosowski (BA 1993
TRIN)

France

Mark Adam (BLA 1985)

Germany

Mary Kwok (Hon. BSc 1995 WDW)

Ireland

Irene Hozjan (BCom 1988 SMC)

Israel

Stephen Glazer (BA 1968 UC)

Japan

Mr. Shiro Kiyohara (BA 1960 UC)
and
Ms. Miki Iizuka (BSc 1990 UC)

Korea

Dr. Simon Moon (ThM 1987, MA 1989,
PhD 1996)

Macau

Fred KC Kan (BAsC 1964, LLB 1967)

Malaysia

Kuala Lumpur - Jean-Philippe Linteau
(MSc 1996)

Mauritius

Jerry Ng Tin Sze (BAsC 2002)

Philippines

Dr. Genandrialine L. Peralta (MASc 1994,
PhD 1997)

Russia

Moscow – Tomas Freyman (BCom 1999
VIC)

*Saudi Arabia, Bahrain, Qatar, Oman,
United Arab Emirates*

Raj Malik

Singapore

BC Lee (MASc 1997)
and
Keff Tang (BSc 1986 UTSC)
and
Evelyn S. Wong (BSc 1972 NEW, MBA
1974, MIR 1980)

Taiwan

Queenie Lo (Hon. BSc 1999 UC)

Thailand

Winse Lam (BAsC 1995)

Trinidad

Angini Mohammed (BA 1994 VIC)
and
Anthony Smart (BA 1968 UC)

Turkey

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

Vietnam

Mr. Linh Phan (Hon. BA 1996 INNIS)

APPENDIX D: CAMPAIGN EXECUTIVE COMMITTEE

Chair

F. Anthony Comper

A. Charles Baillie

Robert J. Birgeneau,
President

Wendy M. Cecil

George E. Connell,
President Emeritus

The Hon. William G. Davis,
Honorary Counsel

Jon S. Dellandrea

John R. Evans,
President Emeritus

The Hon. J. Trevor Eyton

Shari Graham Fell

Al Flood

Ira Gluskin

Bonnie Gottlieb

The Hon. Henry N.R. Jackman,
Chancellor

Norman Jewison,
Chair, Annual Fund

Murray B. Koffler

Doris Lau

James Mossman

Peter Munk,
Chair, U of T Foundation

The Hon. David R. Peterson,
Honorary Counsel

J. Robert S. Prichard,
President Emeritus

The Hon. Robert K. Rae,
Honorary Counsel

Susan M. Scace

Lionel H. Schipper

Thomas Simpson

Mary Alice Stuart

Richard E. Venn

Rose Wolfe,
Chancellor Emerita

Ex officio members

Susan Bloch-Nevitte

Rivi Frankle

Sheldon Levy

Shirley Neuman

Kasi Rao

CAMPAIGN CABINET

Faculty of Applied

Science and Engineering

John Bahen and C. William Daniel,
Co-Chairs

George E. Myhal, Vice-Chair

Faculty of Architecture,

Landscape, and Design

Keith Gillam and Bruce Kuwabara,
Co-Chairs

Faculty of Arts and Science

Gordon Cheesbrough, Chair,
Dean's Advisory Board

Faculty of Dentistry

Dr. Robert M. Bennett, Chair

Faculty of Forestry

Thomas Buell and John Duncanson,
Co-Chairs

School of Graduate Studies

David M. Campbell, Chair,
Dean's Advisory Committee

Faculty of

Information Studies

Shahla Aly and Josephine Bryant,
Co-Chairs

Innis College

Kathleen Crook, Chair
Larry Wasser,
Honorary Chair

*The Joseph L. Rotman School
of Management*

John M. Cassaday, Chair

Faculty of Law

Maureen Kempston Darkes and
Brian Levitt, Co-Chairs

University of Toronto

Library

George Connell, Chair
George Kiddell, J. Peter McDonnell,
Donald R. Wilson, and Moses Znaimer,
Vice-Chairs

Faculty of Medicine

Mark M. Tanz, Chair, CRND
Lionel H. Schipper, Vice-Chair, CRND

Faculty of Music

John B. Lawson,
Chair
Elfrieda Heinrichs,
Vern C. Heinrichs, and
Mary Alice Stuart,
Honorary Co-Chairs

New College

Richard Rooney and Luke A. Vanneste,
Co-Chairs
Carol Stephenson,
Honorary Chair

Faculty of Nursing

Jeannie Butler, Chair

Faculty of Pharmacy

Donald Organ, Chair

Faculty of Physical

Education and Health

Willard J. L'Heureux, Chair

St. Michael's College

Joseph Sorbara, Chair
Robert G. Kearns, Chair,
the Campaign for Celtic Studies

*University of Toronto
at Scarborough*

Doris Lau, Chair
Betty Carr, Vice-Chair

School of Continuing Studies

H. Corey Jack and Brian O'Riordan,
Co-Chairs

*University of
Toronto Schools*

William Saunderson, Chair

Faculty of Social Work

Shari Graham Fell, Chair
Martha Cohen, The Hon. Margaret Norrie
McCain, Dr. The Hon. Dame Rosanna
Wong Yick-Ming, Honorary Patrons

Victoria University

H. Garfield Emerson, Chair

Woodsworth College

Beverly Simpson, Chair

Trinity College

Terence Grier, Chair

University College

Robert Brown, Chair

University of Toronto

at Mississauga (Erindale)

The Hon. William G. Davis,
Honorary Chair
Ignat Kaneff, Chair,
Student Centre Campaign
Ron Nolan, Chair,
Academic Priorities

GROUP OF 175

Richard Alway	Garfield Emerson
Shane Baghai	John R. Evans
John Bahen	The Hon. J. Trevor Eyton
Margaret Bahen	William A. Farlinger
A. Charles Baillie	Shari Graham Fell
James C. Baillie	Rick Ferreira
Joseph J. Barnicke	George Fierheller
Paul Bates	James D. Fleck
Brent S. Belzberg	Al Flood
Avie Bennett	Robert C. Follows
Paul F. Black	Roy C. Foss
David R. Bloom	The Hon. Douglas C. Frith
Mark S. Bonham	Ronald G. Gage
Harvey Botting	David Galloway
Michael Bregman	John R. Gardner
Paul M. Cadario	Keith Gillam
Brendan A. Calder	Ira Gluskin
David M. Campbell	C. Warren Goldring
Vivian Campbell	Allan E. Gotlieb
John M. Cassaday	Bonnie Gottlieb
Wendy M. Cecil	Donald A. Guloien
Josef R.C. Cermak	Robert C. Hain
Gordon Cheesbrough	Gerry Halbert
Agnes Chiu Lee	Lynda Hamilton
Grace Y.K. Chum	Stanley G. Hartt
John Hayes Clark	Eithne Heffernan
Mary Clark	Elfrieda Heinrichs
Stephen R. Clarke	Vern C. Heinrichs
Elizabeth Comper	Andre Hidi
F. Anthony Comper	The Hon. Henry N.R. Jackman
George E. Connell	Norman Jewison
Gordon R. Cunningham	Donald K. Johnson
Anna Dan	F. Ross Johnson
Leslie L. Dan	Ignat Kaneff
C. William Daniel	Maureen Kempston Darkes
The Hon. William G. Davis	Joseph Kerzner
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APPENDIX E: AWARDS AND NOMINATIONS RECEIVED BY THE DIVISION OF UNIVERSITY ADVANCEMENT

May 2002 - April 2003

CCAE Prix d'Excellence

Gold	<i>The Campaign Quarterly</i> for Best newsletter
Gold	<i>University of Toronto Magazine</i> for best article of human interest
Gold	<i>University of Toronto Magazine</i> for best writing
Silver	<i>University of Toronto Magazine</i> for best photograph
Silver	<i>University of Toronto Magazine</i> for best writing
Bronze	<i>The Bulletin</i> for best newspaper
Bronze	<i>National Report</i> for best institutional annual report
Bronze	<i>National Report Web site</i> for best department or program site on the Web
Bronze	Breast Cancer Series of News Releases for Best News Release

CASE Accolades Awards

Gold	<i>Campaign Quarterly</i>
Gold	Print advertising, special programs – Planned Giving advertisements
Silver	<i>The Bulletin</i>
Silver	<i>National Report</i>
Bronze	<i>University of Toronto Magazine</i> for individual photography
Bronze	Invitation for CCBR Groundbreaking

CASE Circle of Excellence Awards

Grand Gold Medal - *University of Toronto Magazine* for best article of the year
Gold Medal – *National Report* for individual institutional relations publications
Bronze Medal – *University of Toronto Magazine* for best university general interest magazines

National Magazine Awards Nomination

University of Toronto Magazine nominated for “Best Editorial Package” for Spring, 2003 175th anniversary issue