



UNIVERSITY OF
TORONTO

BOUNDLESS

THE CAMPAIGN FOR THE UNIVERSITY OF TORONTO









BUILDING A BETTER TOMORROW

**THANKS TO OUR GENEROUS ALUMNI AND FRIENDS,
THE UNIVERSITY OF TORONTO IS REACHING NEW LEVELS
OF INNOVATION, EXCELLENCE AND IMPACT.**

Situated in the world's most diverse city-region, the University of Toronto is a beacon of openness, stability and inclusion—qualities all the more important in today's world.

It is a place where we value differences across traditions, languages and disciplines, but also pursue ideas that challenge the status quo. It is where we come together to collaborate, innovate and address global issues and prepare young minds to lead and shape the future. It is where we—as a community—reimagine the world.

This urge to cross boundaries, challenge convention and see the world anew is what makes us boundless. It is what drives our students and faculty to decode the natural world, examine the human condition, pioneer new methods to improve health, explore new sources of energy, reconsider the design and infrastructure of cities, and devise new and better ways of living.

Through the Boundless campaign, we have seen an entire community rally around these goals to reach new levels of excellence, innovation and impact on all three of our campuses.

To date, 94,736 alumni and friends have generously provided more than \$2 billion in support for the University's highest aspirations and priorities. This includes 43,521 first-time donors to U of T—an encouraging sign of the relevance of our mission

to new generations of donors. They join those who have supported U of T faithfully over many years and decades. At the same time, alumni engagement and participation have risen worldwide, with our graduates attending our events in record numbers. Nearly 10,500 alumni are advancing the University's mission as volunteers and mentors.

This outpouring of generosity, engagement and confidence in our institution is creating countless opportunities for students, transforming our faculties, colleges, and campuses, and fuelling vital research and teaching that will strengthen our society.

The momentum and success of the Boundless campaign have elevated the University's excellence and our capacity to address the global challenges of our time. Now we have a chance to explore even greater horizons of opportunity and impact. The University's Three Priorities offer a bold vision for strengthening our role within the city, deepening our global engagement and reach, and rethinking how we prepare our students for leadership in a complex world.

Thanks to your continued support, we will pursue critically important initiatives inspired by these priorities and channel the immense power and talent of our community to imagine a brighter future for our city, our country and our world.



Meric Gertler
President, University of Toronto

TOWARDS A NEW HORIZON OF IMPACT

BOUNDLESS HAS SURPASSED ITS \$2 BILLION GOAL AND IS NOW EMBARKING ON A BOLD NEW VISION.

When the Boundless campaign publicly launched in November 2011, our community set an ambitious goal to raise \$2 billion for the University's highest priorities. Since that time, our alumni and friends have supported hundreds of vital initiatives that are changing the lives of students and contributing to the health and vibrancy of our society.

The outstanding response to the campaign is transforming every aspect of our tri-campus community. To date, we have received \$316 million for student scholarships and programs, \$203 million for faculty support, \$660 million for groundbreaking research centres and initiatives, \$523 million for critical infrastructure projects, and \$356 million in philanthropic research grants. This rising tide of support has coincided with a surge in alumni participation, pride and affinity at home and around the globe.

Thanks to the commitment and enthusiasm of our community, we surpassed our \$2-billion goal in June 2016—six months ahead of schedule. Thousands of alumni and friends from around the world helped us reach this milestone, which is unprecedented in Canadian philanthropic history. Their generosity and shared belief in the University's mission have elevated our standing among the world's best universities and lifted our sights to a new horizon of excellence and impact.

Through its Three Priorities, the University has articulated a bold vision for the future. By leveraging our location in one of the world's most diverse and economically dynamic regions, we will strengthen our role within the city to the mutual benefit of the University and the residents of the Greater Toronto Area (GTA). Through strong international partnerships with leading institutions around the world, we will increase our capacity to address global issues and create new opportunities for students to benefit from an internationalized learning experience. By reimagining undergraduate education, we will ensure our students have all of the creative, analytical and collaborative skills necessary to compete in the global economy and succeed well beyond graduation.

This vision, combined with the success and momentum of the campaign to date, is inspiring our community of supporters and our senior academic leadership to pursue compelling and transformational initiatives that we could not have even imagined five years ago when we launched Boundless.

To capitalize on our momentum and seize new opportunities, the University, with the unanimous support of our principals, deans and volunteer campaign leadership, has decided to expand the Boundless campaign goal to \$2.4 billion.



EXPANDING OUR CAMPAIGN GOAL TO \$2.4 BILLION

Having surpassed our original \$2 billion goal, the campaign will now focus on funding critically important initiatives inspired by the University's three priorities and emerging initiatives from across our three campuses. With the support of our community, the expansion will engage every division of our University in an exciting agenda that will strengthen U of T's role in society in the 21st century.

Capitalize on our urban location by supporting new programs in city leadership, city management, urban metrics, urban design, urban health, experiential learning and civic engagement to reimagine and shape the future of cities.

Strengthen international mobility and partnerships by bolstering the University's global outlook and impact through major collaborative research and exchange programs with leading international institutions around the world.

Transform undergraduate education by supporting the University's evergreen commitment to providing an undergraduate experience to students that is rigorous, relevant and financially accessible through new scholarships, mentoring programs, experiential learning, and various co-curricular enrichments.

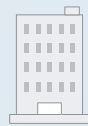
Advance pioneering research by supporting free and unfettered inquiry in the humanities, sciences and social sciences that creates knowledge, illuminates our world and empowers breakthroughs in applied fields.

Spark innovation and entrepreneurship by nurturing U of T's burgeoning innovation ecosystem, which is paving the way for game-changing startups and future industries.

Drive breakthroughs in health by funding initiatives that place U of T at the vanguard of the biological, computational and big data revolutions transforming health care.



CITIES ARE TRANSFORMING THE GLOBAL LANDSCAPE.



WORLD-CLASS URBAN EXPERTISE

More than half of the world's population lives in cities, and that number is growing by 60 million people each year. With more than 170 faculty focused on urban issues, U of T has one of the largest concentrations of such talent in the world.

WE NEED TO MAKE THEM WORK FOR EVERYONE.

CAPITALIZING ON OUR URBAN LOCATION

The University of Toronto is fortunate to be situated in one of the most diverse and dynamic city-regions in the world. Our location allows us to attract outstanding students, faculty and staff, and has helped us build a global reputation for impact and excellence.

By the same token, U of T contributes to the GTA's standing as a world-class city-region. Through our research, teaching, outreach and partnerships, we advance the health and well-being of our communities. Our alumni occupy leadership roles throughout the GTA, and we generate more than \$5.7 billion for the provincial economy. We also make innumerable contributions to global society that lift the GTA's international profile.

Leveraging our urban location and deepening our symbiotic relationship with the GTA is critical to the future of our city and our University, particularly as the world becomes more urbanized. Mass migration and urbanization are transforming global society. More than six billion people will live in cities by mid-century. Cities will drive the world economy and bring together diverse cultures, customs, beliefs and perspectives as never before. They will also be where we experience the toughest global challenges, from climate change to income equality to chronic disease.

Humanity can only flourish if our cities work. Building efficient, sustainable, healthy and prosperous cities, where people can live together peacefully and productively, is one of the most important challenges of our time. The GTA is a complex, diverse and rapidly growing city-region, and thus an ideal laboratory for exploring how to make cities better for all citizens.

U of T is a world leader in urban-related research. With more than 170 engineers, architects, geographers, planners, physicians, historians, and other researchers focusing on urban issues, we have one of the largest concentrations of such talent at a single institution anywhere in the world.

Building on these outstanding strengths, U of T is developing numerous new programs in city leadership, city management, urban metrics, urban design, urban health, experiential learning and civic engagement that are reimagining and shaping the future of cities.

A proposed new initiative on cities, for example, would be a leading centre for research and education in urban studies. It could examine the biggest issues facing cities, provide the best data and evidence to mayors and other civic leaders, strengthen urban public policy, educate the next generation of city-builders, and convene the world's foremost urban experts in an annual global summit.

The Boundless campaign will support this and many other exciting city-building and community engagement initiatives emerging across our three campuses. These initiatives will deepen our connection to the GTA, improve local communities, provide our students with vital research and experiential learning opportunities, and position U of T to be a leading voice on the future of global cities.

GLOBAL CONNECTIONS ARE VITAL TO CANADA.



**557,000
WORLDWIDE**

U of T has a significant global footprint with over half a million alumni in more than 190 countries, more than 16,000 international students from 900 municipalities, and partnerships with some 8,000 institutions worldwide.



U OF T IS BUILDING BRIDGES TO THE WORLD.

STRENGTHENING INTERNATIONAL MOBILITY AND PARTNERSHIPS

Global competency and cross-cultural perspectives are essential in today's world. Many of the most vexing challenges we face as a society are borderless and shared by all humanity. To build a better country and a better world, we need to develop globally minded citizens who are capable of thriving in a constantly changing world. All of this speaks to the vital importance of higher learning and providing international experiences for students.

One of the best places to acquire a global outlook is the University of Toronto, with our vast array of programs, innovative research activities, diverse student body and location in one of the world's most multicultural cities. U of T's Munk School of Global Affairs, for example, convenes leading minds to advance thinking on numerous global concerns.

Our alumni live and work in nearly every country on earth. We collaborate with thousands of researchers around the globe, and we have built strong partnerships with leading institutions in London, Beijing, Tokyo, Mumbai, São Paulo, New York and Singapore. We work with our partners on a host of local and global issues, from cybersecurity to clean energy to neurodegenerative diseases.

These partnerships are vital because they enhance the ability of our scholars and supporters to address important global issues. They also reinforce our global reputation and profile, provide our students with invaluable international research experience, and allow us to share knowledge and expertise with other great city-regions around the world.

Strengthening our international partnerships is a major strategic priority for the University. The Boundless campaign will help advance this effort by funding international research collaborations and increasing the number of bursaries and scholarships available to students to study abroad. These investments will enable our students to acquire skills related to their discipline of study, learn new languages, and deepen their understanding of different cultures—all of which will enrich and shape their lives and careers.

The campaign will also support the University's ambitions to attract outstanding international students to U of T. These students bring unique perspectives to our classrooms and greatly enhance our capacity to think and engage globally, which is vital in an interconnected world. Support for the new Lester B. Pearson International Scholarship Program, for example, will allow us to offer competitive funding packages to exceptional high school graduates from around the world, regardless of family income.

International leadership councils will be another key campaign priority. Composed of some of our most accomplished alumni and friends living abroad, these councils will help boost U of T's presence in key international markets and support our efforts to identify new opportunities for student recruitment, exchange and experiential learning, as well as research partnerships. They will also strengthen our innovation ecosystem by helping us establish productive connections with startup incubators, companies and investors in places such as San Francisco, New York, Tel Aviv, Shanghai and Singapore.

STUDENTS ARE INHERITING A WORLD IN TRANSITION.



AWARD-WINNING TEACHING

86 per cent of U of T's most accomplished scholars are deeply engaged in teaching undergraduates, thus bringing rigorous and original thinking to the classroom.



WE'RE DEVELOPING THE SKILLS THEY NEED TO THRIVE.

TRANSFORMING UNDERGRADUATE EDUCATION

Globalization, disruptive technologies and lingering economic uncertainty have created a challenging job market for young people everywhere. Now, more than ever, universities have a responsibility to prepare students for a world that demands an enterprising, adaptable and globally fluent workforce.

During the past decade, U of T has taken steps to transform undergraduate education so that our students are equipped for lifelong success through multiple careers. Creativity, critical thinking, communication, analytical and quantitative skills, cultural fluency, a collaborative mindset—these are the core competencies that will serve our students long after they graduate.

To build these skills, we have dramatically increased the number of research opportunities for undergraduates, strengthened experiential and service learning, and expanded the range and variety of international opportunities available to our students. Inverted classrooms allow students to absorb lecture material on their own and invest classroom time in critical thinking, intensive discussion and small group work. We have also tapped into our

students' entrepreneurial spirit, incorporated new technologies into our teaching, and developed programs to help students manage their transition from study to work, and launch their own businesses.

The world we live in is rapidly changing, and a great university must change with it. It is vital to our mission that we anticipate the skills and insight our students will need after graduation, which makes reimagining undergraduate education an urgent task today. Now is the time to push forward on this agenda and create even more opportunities for student leadership and success through scholarships and fellowships, smaller learning communities, innovation incubators, world-class teaching programs and increased opportunities for engaging with alumni through mentorships and internships.

Our goal is to provide the finest undergraduate experience in the world and develop leaders who are globally competent, adaptable, and ethically grounded.

BREAKTHROUGHS ARE BUILT ON DECADES OF BASIC RESEARCH.



AMONG TOP ONE PER CENT IN SUBJECT RANKINGS

U of T is one of only 12 universities ranked in the top 20 worldwide in at least 19 subjects, along with Cambridge, Berkeley, Oxford, UCLA, Stanford, Harvard, Singapore, MIT, Yale, Columbia and Tokyo.

WE'RE LAYING THE GROUNDWORK FOR GAME-CHANGING IDEAS.

ADVANCING PIONEERING RESEARCH

The quest for new ideas and insight is at the heart of all academic disciplines. Curiosity-driven research is the catalyst that expands knowledge and holds the potential to fundamentally alter how we understand ourselves, as well as the world around us.

The exploration of knowledge for its own sake has been at the root of almost every seismic shift in societies and cultures. Without the basic research conducted at universities, many of the most life-changing discoveries and innovations would never happen. At the University of Toronto, fundamental research in the sciences, social sciences, humanities and medicine has led to the discovery of insulin, the development of the electron microscope and one of the world's first operational computers, the unearthing of "Peking Man," and the understanding that the medium is the message.

These advances were built upon decades, often centuries, of knowledge and discovery within and across disciplines. Insulin, for example, followed from the discovery of the link between the pancreas and blood sugar levels made decades earlier. Marshall McLuhan's ideas about the interaction between media

ecology and cognition, learning, and social organization were based in part on his knowledge of neuroscience.

Today, there is an astonishing range of basic research being conducted at the University of Toronto. We have experts at the frontier of nearly every field of endeavour who are exploring timeless questions and opening up new vistas for human expression, scientific discovery and social progress—from understanding the origins of life on earth to exploring the complexities of human experience, to contemplating our place in the universe. Out of this fundamental research, we will develop the ideas and innovations that will forge new industries, spark social and economic change and transform the way we live.

The Boundless campaign will continue to support the innovation and creativity of our scholars whose research is pushing the frontiers of knowledge and whose ideas and discoveries are helping us fight disease, enhance our societies, strengthen our economies and better understand the human condition in the 21st century.

INNOVATION DRIVES PROGRESS AND PROSPERITY.



**1,100
INVENTIONS**

In just three years, U of T and its partner hospitals created more than 1,100 inventions in more than 60 fields, and filed more than 300 licences and more than 300 new patent applications. In addition, U of T has created more than 150 startups in the last five years.



WE CAN BE THE CATALYST.

SPARKING INNOVATION AND ENTREPRENEURSHIP

Innovation is clustering in cities. The old paradigm of entrepreneurs launching companies from a suburban garage somewhere in Silicon Valley is now being replaced by highly concentrated, urban innovation ecosystems, where scientists, entrepreneurs, students, investors, marketers and others converge and collaborate in unpredictable ways.

The University of Toronto and its partner institutes and research hospitals anchor Toronto's innovation ecosystem. Together, we constitute one of the world's strongest clusters for medicine, advanced computing and artificial intelligence, biomedical engineering, advanced materials, cybersecurity, fintech and clean-tech. Building on a long tradition of translating ideas into new companies, products and services, U of T leads all Canadian universities in invention disclosures, licences and patents. We offer more than 200 courses on entrepreneurship, and thousands of students participate in events focused on entrepreneurship every year. Our nine accelerators and incubators, tied together by the Banting and Best Centre for Innovation and Entrepreneurship, assist more than 200 student-led startup teams each year. This emphasis on innovation is already bearing fruit. Since 2011, U of T has created more than 150 startups and, in 2015, we created as many companies as MIT, based on our intellectual property portfolio.

The Boundless campaign is helping fuel the growth of innovation at U of T by funding basic research, technology development, entrepreneurial education and commercialization across all three campuses. The campaign is also supporting the University's plan to redevelop its Banting and Best buildings. Located across the street from MaRS, and complementing and coordinating activities across U of T's nine innovation hubs, this redevelopment will enhance an already thriving innovation ecosystem.

The campaign is also building a global network of alumni entrepreneurs and investors based in cities such as New York, San Francisco, London, Tel Aviv, Hong Kong, Shanghai, Singapore, and other innovation hotspots, to help guide and mentor our students and graduates as they launch new companies and build connections to international markets.

Through this activity, the Boundless campaign will help the University educate the next generation of innovators and entrepreneurs, and lay the scientific and technological foundation for new companies, new jobs and new solutions for a wide range of societal challenges.

A BIOMEDICAL REVOLUTION IS UNFOLDING.



TOP 3 BIOMEDICAL COMPLEX

U of T and its nine hospital partners form a biomedical complex that ranks among the top three in the world.



IT'S TIME TO SHAPE THE FUTURE OF HEALTH.

DRIVING BREAKTHROUGHS IN HEALTH

This is a pivotal moment for medicine and the health sciences. We're in the midst of a scientific revolution in biomedicine, bioengineering, data science and digital technology that is providing us with unprecedented tools to understand the underlying mechanisms of health and disease.

At the same time, the challenges we face are daunting: the rising tide of chronic disease, the emergence of drug-resistant "superbugs," the complexity of translating new scientific knowledge into viable treatments, global health inequities, and the sustainability of health-care systems. These are just some of the vexing problems we will confront in the years and decades to come.

The University of Toronto and its nine hospital partners comprise a biomedical complex that ranks among the top three in the world. We have a single medical school, world-class research and teaching hospitals, excellent technological infrastructure, huge strengths in computational research, broad and deep health data sets, a history of cross-disciplinary collaboration, a remarkably diverse population, and leading expertise in public health, health policy and management and children's health. While other cities may share some of these attributes, only in Toronto are all of these elements combined in one place.

These remarkable assets are placing U of T and its institutional partners at the vanguard of life-changing health research and innovation. Our researchers are global leaders in regenerative medicine, exploring the design and manufacture of cells and tissues to revitalize damaged organs such as the heart, treat blindness and reverse brain damage caused by stroke. We also have world-class expertise in molecular genetics—a burgeoning field that is paving the way for personalized and precision medicine, where treatments will be tailored to an individual's genetic profile.

Our researchers are also developing state-of-the-art devices to detect disease in minutes, pioneering techniques in immunotherapy to fight cancer and other deadly diseases, bridging the gap between physical and mental health treatment, devising new strategies for global and Indigenous health, and harnessing the power of big data and computational medicine to improve patient care and engagement. With these and many other innovations in play, U of T and its hospital partners are transforming the delivery of health care and shaping human health on a number of significant fronts.

The campaign will make critical investments across the health sciences to nurture the creativity, leadership and resources necessary to keep the Toronto region at the forefront of health research and education.



REIMAGINING THE WORLD TOGETHER

In this age of global turbulence, higher education and advanced research are essential to our collective prosperity and quality of life. Today's world faces many serious and complex challenges and universities offer what is perhaps our best chance to build a better future.

The University of Toronto, more than any other university in Canada, is positioned to address the most critical issues of our time. Indeed, only a handful of universities in the world can match our depth of excellence across so many disciplines, our history of collaboration, our diversity, our global vantage point, and our worldwide network of alumni and friends.

Due to strong partnerships with leading institutions around the world, the University of Toronto is uniquely equipped to educate globally minded citizens and tackle the biggest challenges affecting our health, our environment and our civil society.

Since its public launch in 2011, the Boundless campaign has helped drive a transformational agenda at the University. Our alumni and friends, building on more than a century of philanthropic tradition, have played a fundamental part in advancing the University's role as an agent of change in society.

Their generosity has helped thousands of students, many of whom are the first in their family to attend university, realize their full potential. They have also helped to advance critical research and teaching that is shaping the course of knowledge in fields as diverse as stem cell biology, cyberespionage and medieval studies. This ecosystem of support, which includes many thousands of donors and gifts of every size, is what sustains our great institution and ensures we can excel in an increasingly competitive environment, where traditional forms of support are constrained and the competition for talent and ideas is intensified.

Philanthropy, more than ever, is indispensable to the University's pursuit of excellence, innovation and impact. Now is the time to invest in U of T's future and build on the tremendous momentum of the Boundless campaign, which has already raised more than \$2 billion towards the University's most urgent priorities. Through our campaign expansion, we will seek \$400 million in investments to capitalize on six areas of impact inspired by the University's Three Priorities and bring U of T to new heights of relevance and impact.

We invite you to join us in this effort. With your support and engagement, we will realize the full potential of this great University and together reimagine the world.



YOUR SUPPORT



IS BREAKING BOUNDARIES.

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