



Memorandum

TO: Business Board

SPONSOR: Cheryl Misak, Vice-President and Provost
David Palmer, Vice-President and Chief Advancement Officer

DATE: September 19, 2011 for September 26, 2011

AGENDA ITEM NUMBER: 6

TITLE OF ITEM OF BUSINESS: Campaign Plans and Priorities

ACTION:

- For approval of Overview of Campaign Plans

JURISDICTIONAL INFORMATION:

Section 5.5 of the terms of reference of the Business Board provide for the following:

The general priorities for fundraising campaigns – established by Governing Council on the Business Board's recommendation, with the concurrence of the Academic Board.

PREVIOUS ACTION TAKEN:

- A similar package of campaign plans and priorities were approved in 1997, prior to the launch of The Campaign for the University of Toronto (also commonly referred to as the Great Minds for A Great Future campaign).
- Annually, the Division of University Advancement reports on the fundraising activities and success of the previous year to the Business Board.

HIGHLIGHTS:

- A letter from the Provost to Professor Gotlieb is attached which provides a detailed context for the Campaign Priorities Summary and the process by which the priorities were developed. The Campaign Priorities Summary is being presented to Academic Board for approval at its meeting of October 6.
- The Overview of Campaign Plans provides a thematic breakdown of the campaign priorities into the areas of Student Programming and Financial Aid, Faculty Funding, Research and Program Funding and Capital Projects. The Overview of Campaign Plans also describes the intensive planning process and support received to date.

BUDGETARY/FINANCIAL IMPLICATIONS:

- N/A

ACTION:

Be It Recommended to the Governing Council:

THAT (i) the “Overview of Campaign Plans” and (ii) the “Campaign Priorities Summary as of September 2, 2011”, copies of which are included in Appendices A and B hereto, be approved as the planning framework for the University’s fundraising campaign, subject to the concurrence of the Academic Board.

Appendix A

**Campaign Priorities Summary as of September 2, 2011
Menu of Campaign Priorities Approved by the Provost (in \$000s)**

Amounts reflect funding required for academic priorities submitted by divisions and approved by the Provost. Funding priorities have resulted from each division's individual planning process, often initiated by the appointment or reappointment of a dean or principal.

Total funding priorities deliberately exceed the campaign target, and should be considered a "Menu of Campaign Priorities," providing divisions with flexibility in developing funding priorities associated with their approved academic plans. While campaign priorities are unlikely to change significantly, they will continue to be responsive to ongoing divisional academic planning.

The funding priorities have been stratified under the headings of "Core", "Priority", and "Need", reflecting each division's prioritization of projects by their importance to immediate academic goals. "Core" and "Priority" projects reflect top funding priorities. "Need" projects are approved academic priorities that are next in importance to their respective divisional plans.

DIVISION	SUBTOTAL "CORE" AND "PRIORITY" FUNDING PRIORITIES	SUBTOTAL "NEED" FUNDING PRIORITIES	TOTAL ALL FUNDING PRIORITIES
Faculty of Applied Science and Engineering	174,225	10,950	185,175
John H. Daniels Faculty of Architecture, Landscape and Design	104,025	1,900	105,925
Faculty of Arts and Science	1,016,113	153,492	1,169,605
Faculty of Dentistry	48,350	5,620	53,970
Faculty of Forestry - pending			
Faculty of Information (pending Provostial approval)	32,400	22,850	55,250
Faculty of Law	109,250		109,250
Faculty of Medicine	377,150	65,000	442,150
Faculty of Music - interim (pending new academic plan)	8,650		8,650
Lawrence S. Bloomberg Faculty of Nursing	10,500	100	10,600
Ontario Institute for Studies in Education (OISE)	22,750	5,300	28,050
Leslie Dan Faculty of Pharmacy	21,950	2,000	23,950
Faculty of Physical Education and Health	62,000		62,000
School of Continuing Studies	33,000	2,000	35,000
Joseph L. Rotman School of Management	260,550	75,850	336,400
Factor-Inwentash Faculty of Social Work	6,250	6,750	13,000
Student Life (including Hart House)	30,095	3,955	34,050
Transitional Year Programme - pending			
University of Toronto Libraries	94,500	6,000	100,500
University of Toronto Mississauga	119,100		119,100
University of Toronto Scarborough	92,700	2,000	94,700
Innis College	4,413	4,430	8,843
New College	6,620	12,258	18,878
University College	32,480	2,130	34,610
Woodsworth College	7,000		7,000
SUBTOTAL, DIVISIONS	2,674,071	382,585	3,056,656

FACULTY FUNDING	STUDENT PROGRAMMING AND FINANCIAL AID	PROGRAM FUNDING	RESEARCH FUNDING	CAPITAL PROJECTS ¹	TOTAL ALL FUNDING PRIORITIES
65,750	28,125	11,650	10,100	69,550	185,175
26,875	4,950	26,600		47,500	105,925
382,917	263,563	139,425	61,000	322,700	1,169,605
31,000	6,850	5,100	11,000	20	53,970
24,500	6,850	15,100		8,800	55,250
	2,500	56,750		50,000	109,250
328,250	50,000	30,000		33,900	442,150
6,000	1,000	1,650			8,650
6,850	3,500	250			10,600
5,150	9,900	1,000		12,000	28,050
7,150	1,800	2,000		13,000	23,950
6,000	4,800	6,000	200	45,000	62,000
	3,000	17,000		15,000	35,000
199,500	2,100	14,000	29,000	91,800	336,400
6,000	500	1,000	5,500		13,000
2,000	12,200	3,000		16,850	34,050
6,000		9,500		85,000	100,500
30,000	3,000			86,100	119,100
29,000	10,700		15,000	40,000	94,700
4,045	1,318	55		3,425	8,843
12,025	3,208	3,095		550	18,878
14,825	8,180	8,700		2,905	34,610
	7,000				7,000
1,193,837	435,044	351,875	131,800	944,100	3,056,656

FEDERATED UNIVERSITIES²

Trinity College	44,200	10,850	55,050
University of St. Michael's College	40,500	9,500	50,000
Victoria University	42,400	23,500	65,900
Subtotal, Federated Universities	127,100	43,850	170,950

11,000	3,700	26,750		13,600	55,050
18,000	7,000	10,000		15,000	50,000
16,000	9,900	8,000		32,000	65,900
45,000	20,600	44,750		60,600	170,950

TOTAL ACROSS THE UNIVERSITY	2,801,171	426,435	3,227,606
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1,238,837	455,644	396,625	131,800	1,004,700	3,227,606
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¹ The amounts associated with capital projects are preliminary and include funding required from private and other sources of support.

² Academic priorities of the Federated Universities do not require Provostial approval. However, the Federated Universities will participate in the campaign, and have identified funding priorities through their own academic planning and governance processes.

Appendix B

Overview of Campaign Plans

Introduction

The University of Toronto is currently in the preliminary, quiet phase of a comprehensive, university-wide campaign, which is informed by the University's strategic vision, *Towards 2030*, and by extensive consultations with academic leadership regarding the University's future aspirations. The campaign aims to elevate the University's standing and competitive position among the world's first-rank research universities, assert our international leadership in responding to defining challenges facing Canada and the world today, and lay the foundation of our success in the 21st Century.

The University's previous campaign, Great Minds for A Great Future, launched publicly in 1997 with a \$300 million goal, and concluded in 2003 with over \$1 billion raised in private support, helping the University of Toronto to secure its place among the top ranks of universities worldwide.

The University's present campaign will launch publicly in November of 2011 with a \$2 billion goal. It will involve every division and program within the University's three campuses, as well as joint initiatives with the University's major affiliated hospitals. The campaign is intended to improve the University's resource base, generate new levels of private and public support, and broaden and diversify the base of engaged alumni, friends, and donors.

The University benefits from the collaborative talent drawn from around the world to its three campuses in the heart of Canada's most dynamic multi-cultural region. The campaign will encourage engagement and attract support of students at every level, of our faculty, and of the projects that have been identified by the University's divisions as integral to their success.

Campaign Priorities

The priorities of the campaign comprise the academic priorities established by the divisions through their academic planning processes, which are in turn guided by the strategic vision for the institution articulated in *Towards 2030*.

As the attached Campaign Priorities Summary illustrates, the campaign's priorities include a strong focus on funding for faculty and students. We will seek donations to improve the quality of student life and academic programs, ensuring that outstanding students are able to access the University regardless of economic background, and that we attract and support the academic leadership needed to meet divisions' academic goals.

The funding needed to meet identified academic priorities is in excess of \$3 billion—a number quite naturally in excess of the campaign goal. This approach provides the University’s Principals, Deans, and Chairs the ability to champion specific divisional priorities and fulfill their immediate academic goals, while at the same time providing them with enough flexibility to further their longer term academic missions.

Student Programming and Financial Aid

Divisions have identified substantial priorities for student support, totalling \$455 million. These include financial assistance through need-based scholarships and bursaries, as well as merit based scholarships; initiatives that will provide students with international experience including travel funds, study abroad programs, exchanges, international research funds, and conference funds; support for projects such as orientation activities, small-group learning communities, study centres, teams, and student programming; and initiatives that will assist students both academically and in career building such as research funds, mentoring programs, and internships.

Faculty Funding

Divisions will also be seeking significant support for both endowed and limited term faculty positions through the campaign. A total of \$1.2 billion in faculty support priorities has been identified, including 283 chairs. Divisions have also identified faculty support priorities for directors, professors, assistant professorships, lecturers, fellowships, visiting professors, and limited-term professors. Divisions will also seek support to recruit the next generation of faculty leadership through what is nominally being called the “Rising Stars Fund,” an effort that would seek funding for new assistant professorships at the start of their career for a term of five years.

Research and Program Funding

\$528 million in research and program priorities have been identified. These include supporting academic programs, curriculum innovation, centres, specific areas of research, and funds that can be used to support research in areas of excellence, as well as support for speaker series, lectures, summits, conferences, and colloquia.

Capital Projects

A significant number of capital and infrastructure renewal priorities have been identified by the divisions as part of their academic planning processes. Funding required for capital and infrastructure priorities include preliminary estimates of private and other forms of support required, and total \$1 billion. Priorities range from the development of new buildings to the expansion, renewal, maintenance, and enhancement of existing structures. These also include the development of classroom, laboratory, public, and student commons spaces. Individual priorities should be considered as preliminary only, and will be evaluated both individually and holistically as part of the University’s master, capital, and infrastructure renewal planning processes, as laid out in the Policy on Capital Planning and Capital Projects.

Endowment Funding

In the last campaign there was a strong emphasis on endowment support, with major gains made in this area particularly in support of endowed chairs and student aid. In keeping with the recommendations of *Towards 2030*, the upcoming campaign will take a balanced approach by putting emphasis on continued growth of the University’s endowment, and at the same time increasing expendable support with immediate impact. The University will also be introducing a new donor option of an enhanced payout fund which will guarantee an annual distribution of 7.5% of the gift amount.

Planning

Intensive planning for the campaign began with the appointment of David Palmer to the position of Vice-President, Advancement in 2007. This has included strengthening the advancement staffing and other infrastructures both in the divisions and in the Division of University Advancement in preparation for the campaign. A Campaign Steering Committee, chaired by the Honourable David Peterson, Chancellor of the University, was established in 2010 to assist with planning and volunteer leadership recruitment.

Extensive ongoing consultation has been undertaken with academic leadership both through regular individual contact with divisions, as well as through frequent updates to Principals and Deans (P&D), and Principals, Deans, Academic Directors & Chairs (PDAD&C). Planning has involved close consultation with the Vice President and Provost, as well as regular updates to Tri-Campus Vice Presidents (TVP).

University Advancement reports annually to Business Board on its fundraising performance and the overall performance of its programs. In recent years, the Vice-President, Advancement has provided regular updates on campaign planning in his presentations to Business Board. As well, at the June 1, 2011 meeting of the Academic Board, the Vice-President provided an update to the members of the Board on campaign planning.

Support to Date

Many supporters have made generous commitments to the University's approved academic priorities since the last campaign, with fundraising progress reported on an annual basis to the Business Board.

It is common practice with large, comprehensive campaigns to establish a starting date from which gifts will be counted based on some distinguishing criteria. The beginning of fiscal year of 2005-2006, coincident with the appointment of Professor David Naylor as President of the University, has been established as the starting date for the campaign.

Categories of gifts that will be counted towards the campaign have been based on the reporting standards for educational fundraising established by the Council for Advancement and Support of Education (CASE), as well as on the commonly accepted industry standards for universities in Canada. Gift categories counted towards the campaign will include outright pledges and gifts, realized bequests, and philanthropic research grants that meet CASE reporting standards.

Since the campaign counting start date of May 1, 2005, the following philanthropic support has been received:

Total philanthropic gifts*	\$795,781,135
Total philanthropic grants**	\$152,303,974
Total philanthropic support	\$948,085,109

*Figures current as of September 1, 2011

**Reflects philanthropic research grants received through the Research Office between 2005-2006 and 2010-2011 that meet CASE reporting standards. Figures current as of August 9, 2011.

Philanthropic gifts received to date have supported the following priority areas:

Faculty Funding	15%
Student Programming and Financial Aid	18%
Research and Program Support	32%
Capital Projects	21%
Other, including gifts-in-kind	14%

Conclusion

The campaign will launch with almost half of its \$2 billion private sector goal secured. This tremendous statement of support for the University's academic leadership and for higher education in Canada will provide an outstanding platform to seek support for students and for the many compelling academic priorities that have been identified by the University's divisions. The campaign will help strengthen the University of Toronto's position as one of the world's leading universities by securing investments in our most promising research, delivering major gains to student life and academic programs, and further distinguishing U of T on the global stage.