



# *Campaign Funding Priorities*

26 September 2011

Prepared by University Advancement

# *Academic plans and priorities*

- Fundraising is done in service to the academic priorities of the University
- Fundraising priorities are result of a division's academic planning process, which takes place in its own planning cycle
- Fundraising priorities are submitted by a principal or dean to the Provost for approval, prior to fundraising
- All fundraising needs are defined by academic units – no central priorities (exception: some needs associated with student life, advanced by Provost's office)

# *Academic plans and priorities*

- P&D Retreat in fall 2010 to establish academic framework for campaign
- Extensive P&D consultations through 2010/11 on divisional funding priorities
- Worked within individual planning cycle within each division
- Divisions prepared catalogues of divisional priorities, stratified by academic priority, and organized under broad headings of faculty, student, research/program, capital
- Memo sent to Provost, with attached priorities, seeking approval
- Advancement collects and tabulates priorities according to category

**Campaign Priorities Approved by the Provost  
(in 1,000s)**

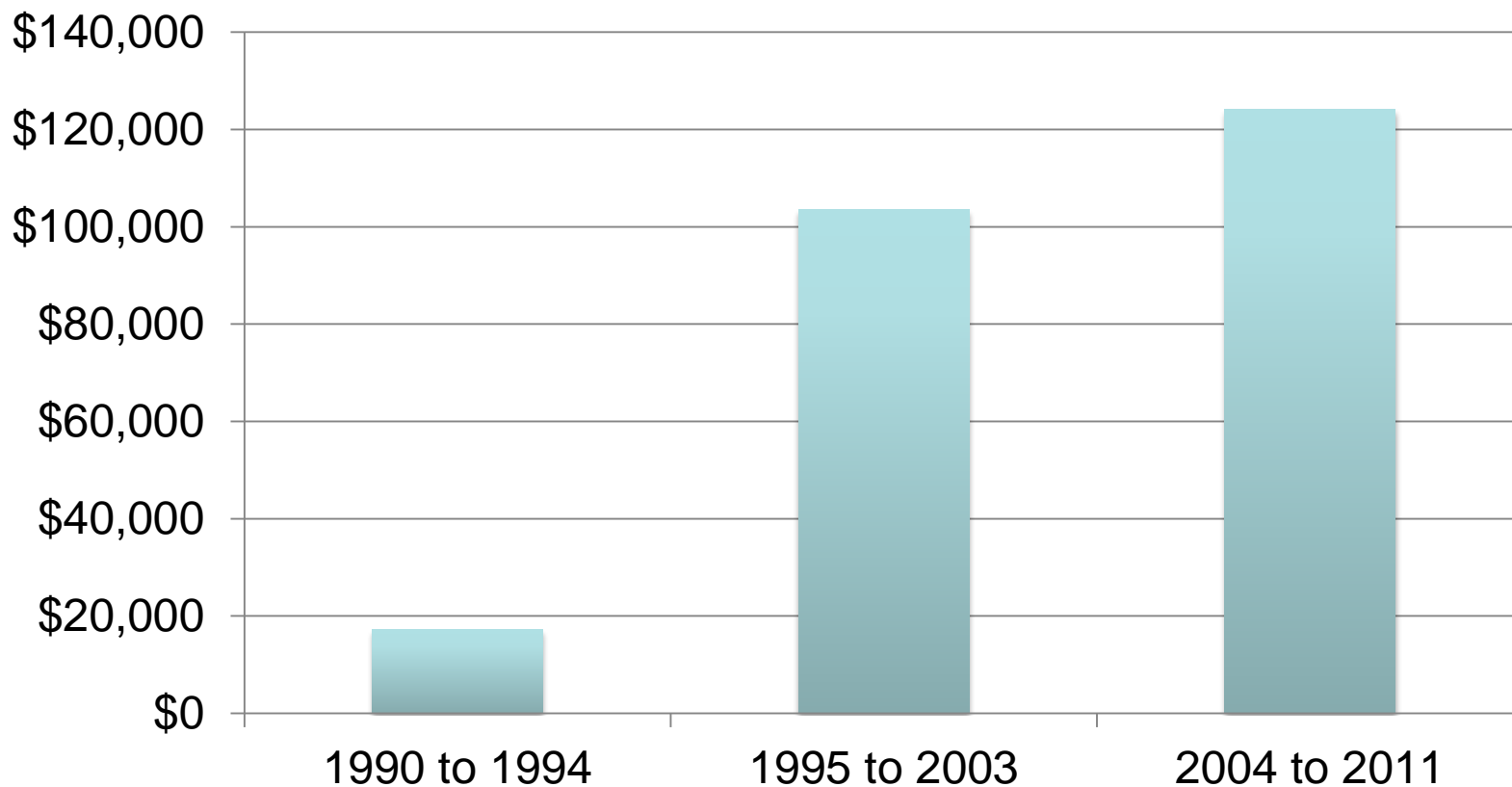
| <b>DIVISION</b>   | <b>TOTAL ALL FUNDING PRIORITIES</b> | <b>FACULTY FUNDING</b> | <b>STUDENT PROGRAMMING AND FINANCIAL AID</b> | <b>PROGRAM FUNDING</b> | <b>RESEARCH FUNDING</b> | <b>CAPITAL PROJECTS</b> |
|---|-------------------------------------|------------------------|--|------------------------|-------------------------|-------------------------|
| Faculty of Applied Science and Engineering                    | 185,175                             | 65,750                 | 28,125                                       | 11,650                 | 10,100                  | 69,550                  |
| John H. Daniels Faculty of Architecture, Landscape and Design | 105,925                             | 26,875                 | 4,950  | 26,600                 |                         | 47,500                  |
| Faculty of Arts and Science                                   | 1,169,605                           | 382,917                | 263,563                                      | 139,425                | 61,000                  | 322,700                 |
| Faculty of Dentistry  | 53,970                              | 31,000                 | 6,850  | 5,100                  | 11,000                  | 20                      |
| Faculty of Forestry - pending                                 |                                     |                        |  |                        |                         |                         |
| Faculty of Information (pending Provostial approval)          | 55,250                              | 24,500                 | 6,850  | 15,100                 |                         | 8,800                   |
| Faculty of Law  | 109,250                             |                        | 2,500  | 56,750                 |                         | 50,000                  |
| Faculty of Medicine   | 442,150                             | 328,250                | 50,000                                       | 30,000                 |                         | 33,900                  |
| Faculty of Music - interim (pending new academic plan)        | 8,650                               | 6,000                  | 1,000  | 1,650                  |                         |                         |
| Lawrence S. Bloomberg Faculty of Nursing                      | 10,600                              | 6,850                  | 3,500  | 250                    |                         |                         |
| Ontario Institute for Studies in Education (OISE)             | 28,050                              | 5,150                  | 9,900  | 1,000                  |                         | 12,000                  |
| Leslie Dan Faculty of Pharmacy                                | 23,950                              | 7,150                  | 1,800  | 2,000                  |                         | 13,000                  |
| Faculty of Physical Education and Health                      | 62,000                              | 6,000                  | 4,800  | 6,000                  | 200                     | 45,000                  |
| School of Continuing Studies                                  | 35,000                              |                        | 3,000  | 17,000                 |                         | 15,000                  |
| Joseph L. Rotman School of Management                         | 336,400                             | 199,500                | 2,100  | 14,000                 | 29,000                  | 91,800                  |
| Factor-Inwentash Faculty of Social Work                       | 13,000                              | 6,000                  | 500  | 1,000                  | 5,500                   |                         |
| Student Life (including Hart House)                           | 34,050                              | 2,000                  | 12,200                                       | 3,000                  |                         | 16,850                  |
| Transitional Year Programme - pending                         |                                     |                        |  |                        |                         |                         |
| University of Toronto Libraries                               | 100,500                             | 6,000                  |  | 9,500                  |                         | 85,000                  |
| University of Toronto Mississauga                             | 119,100                             | 30,000                 | 3,000  |                        |                         | 86,100                  |
| University of Toronto Scarborough                             | 94,700                              | 29,000                 | 10,700                                       |                        | 15,000                  | 40,000                  |
| Innis College   | 8,843                               | 4,045                  | 1,318  | 55                     |                         | 3,425                   |
| New College   | 18,878                              | 12,025                 | 3,208  | 3,095                  |                         | 550                     |
| University College  | 34,610                              | 14,825                 | 8,180  | 8,700                  |                         | 2,905                   |
| Woodsworth College  | 7,000                               |                        | 7,000  |                        |                         |                         |
| <b>SUBTOTAL, DIVISIONS</b>                                    | <b>3,056,656</b>                    | <b>1,193,837</b>       | <b>435,044</b>                               | <b>351,875</b>         | <b>131,800</b>          | <b>944,100</b>          |
| <b>FEDERATED UNIVERSITIES</b>                                 |                                     |                        |  |                        |                         |                         |
| Trinity College   | 55,050                              | 11,000                 | 3,700  | 26,750                 |                         | 13,600                  |
| University of St. Michael's College                           | 50,000                              | 18,000                 | 7,000  | 10,000                 |                         | 15,000                  |
| Victoria University   | 65,900                              | 16,000                 | 9,900  | 8,000                  |                         | 32,000                  |
| <b>Subtotal, Federated Universities</b>                       | <b>170,950</b>                      | <b>45,000</b>          | <b>20,600</b>                                | <b>44,750</b>          |                         | <b>60,600</b>           |
| <b>TOTAL ACROSS THE UNIVERSITY</b>                            | <b>3,227,606</b>                    | <b>1,238,837</b>       | <b>455,644</b>                               | <b>396,625</b>         | <b>131,800</b>          | <b>1,004,700</b>        |

# *Why a campaign?*

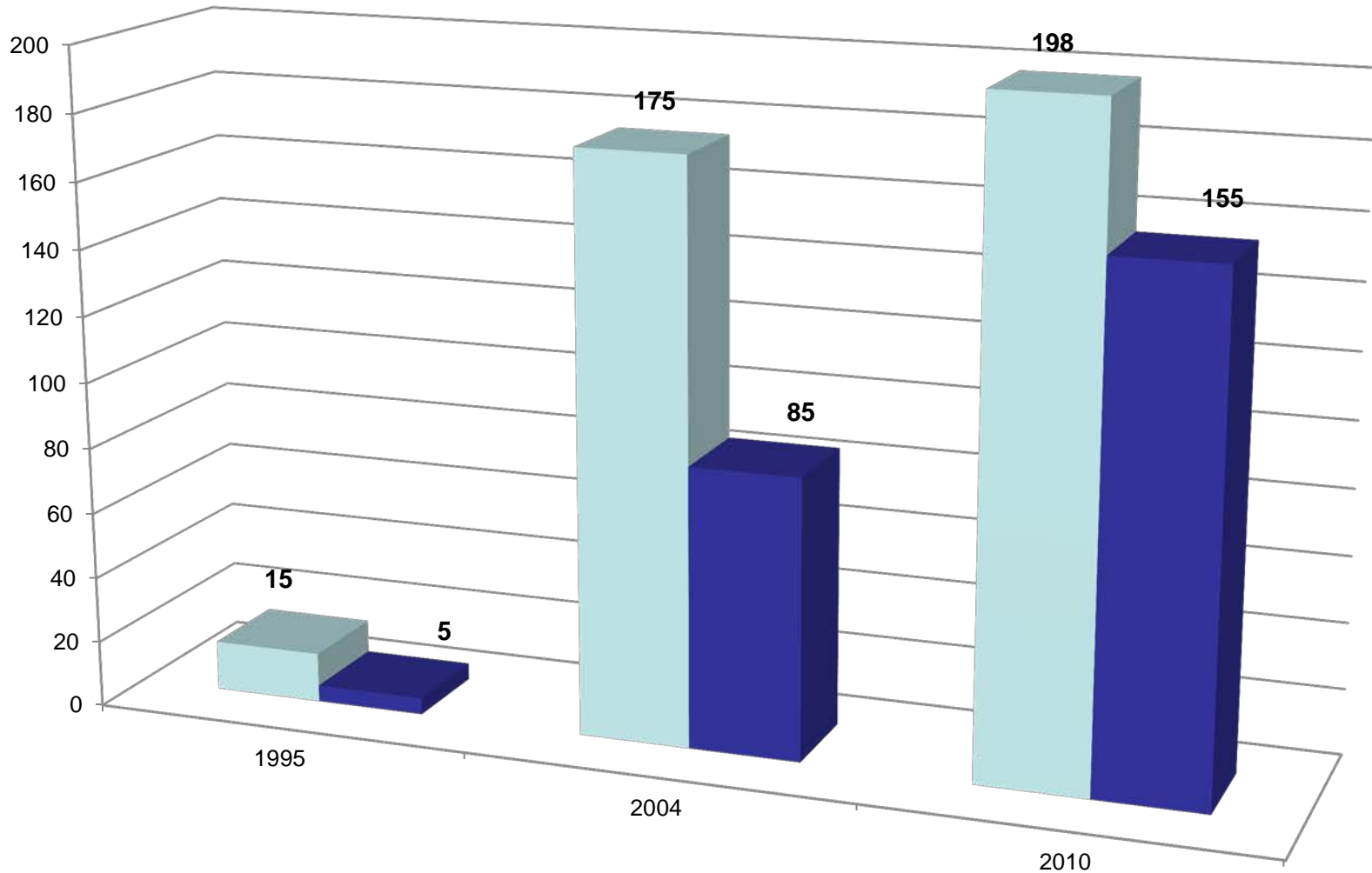
- Canada's only research-intensive university with the depth and breadth to compete internationally; U of T drives Canada's international research reputation
- Competing successfully but sporadically with the world's great universities for talent
- Competing on a resource base a fraction of our top peers
- Increasing demand for PSE and GTA demographic expansion will put upward pressure on U of T's operating budgets (access guarantee, for ex.)
- Increasing squeeze between declining grant, tuition constraints, ancillary revenues points to campaign

# Why a campaign?

## Average Funds Raised (\$000s)



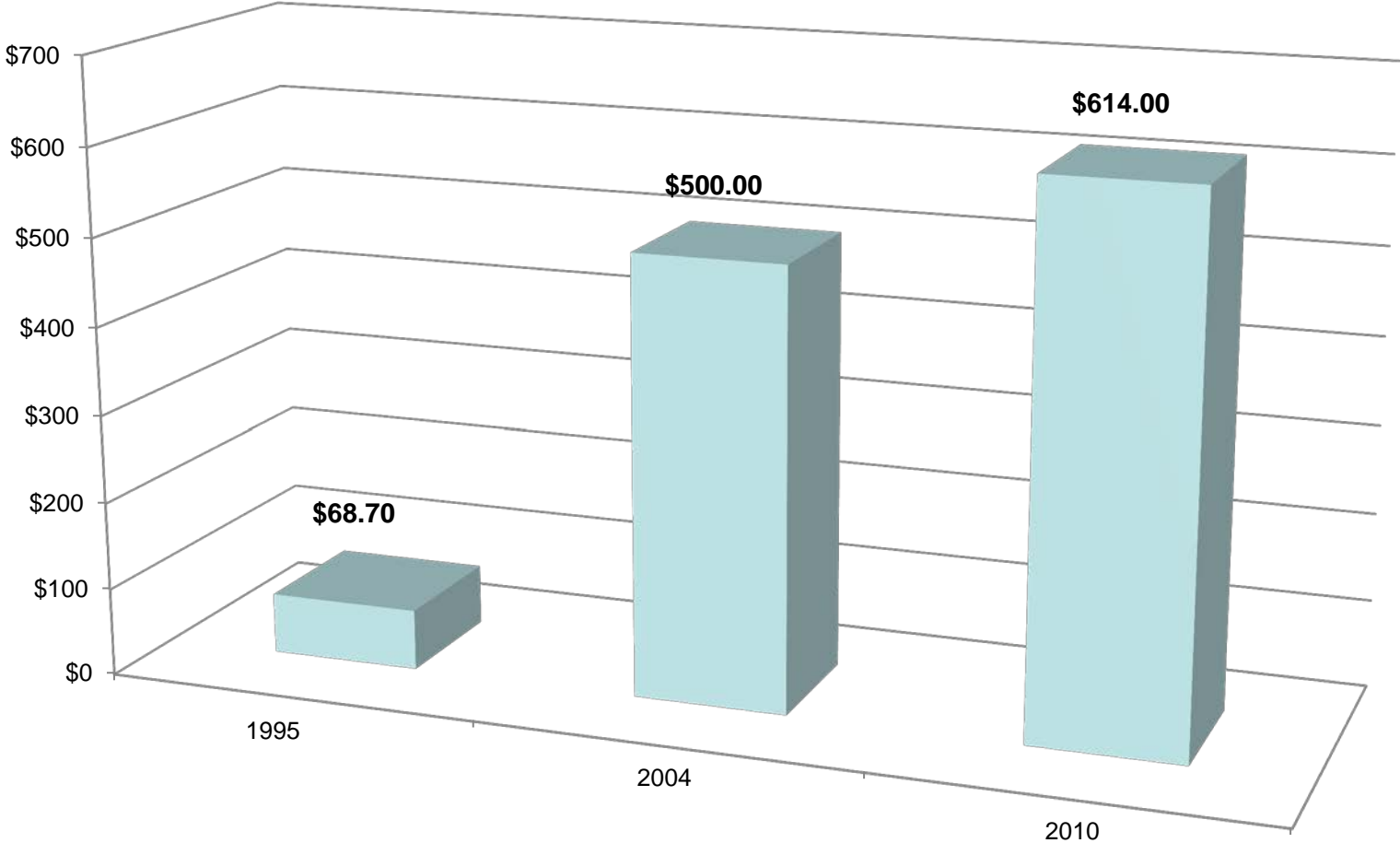
# Faculty Support: Endowed Chairs



■ Endowed Chairs ■ Joint Hospital Chairs

# *Student Support: Endowed Aid*

**\$Millions**





# *What does a campaign do?*

- Supports and advances institutional strategy (does not function as an alternate strategy)
- Precipitates focus on University-wide initiatives
- Enables the pursuit of excellence, innovation and growth
- Communicates urgency around unique institutional challenges or opportunities

# *What does a campaign do?*

- Galvanizes donor interest, engagement, giving
- Raises sights of important prospective donors
- Accelerates gift decisions
- Instils pride, awareness, conviction in University
- Lifts the perception of the University as a philanthropic priority among its constituents
- Achieves sustainable increase to private support annually

# *What will U of T's Campaign do?*

- Raise \$2.0 billion in two phases:
  - A quiet phase through fall 2011 during which funding priorities identified, campaign case and divisional cases are framed and disciplined outreach begins, enlisting volunteer leadership and soliciting gifts from key targets to secure 40% to 50% of the goal
  - A public phase beginning fall 2011 reaching out to alumni and friends broadly with strong marketing support

# Themes

- Present an “Only at U of T” platform that projects our impact and relevance nationally and internationally
- Assert our leadership in a global context
- Capture an authentic, aspirational, and differentiating sense of who we are and where we’re going
- Project the urgency and relevance of our academic ambitions
- Forum to showcases divisional plans, as well as cross-enterprise strategic priorities: big ideas with multiple alignments and associations across themes

# Themes

- Aligns with areas of great leadership potential, often cross-divisional in nature
- Realizes that complex problems require solutions that cross traditional boundaries of disciplines and borders, and often lever multiple partnerships
- Speaks to where major philanthropy is headed: to have an impact on major societal issues through our teaching and research mission

## Building Global Leadership Capacity

Developing the talent, ideas and solutions for  
the defining challenges of the 21<sup>st</sup> century

### Meeting Global Challenges

- Knowledge and Meaning
- Invention and Innovation
- Human Development and Health
- Energy, Sustainability, Environment
- Successful Societies

### Preparing Global Citizens

- Access and Opportunity
- Shaping the U of T Experience
- Global Fluency

# *Implementation*

- Much stronger divisional advancement teams, working closely with deans and principals, and their academic leaders, constitute the front line of fundraising
- Reorganized DUA to support more strongly the development, alumni, and communications functions of divisional advancement teams
- DUA continues to play a role in coordination, soliciting multi-divisional constituents, complex inter-divisional projects (Donnelly Health Sciences Complex)

# *What's next?*

- Launch plans call for a year-long series of celebratory events and announcements, running from November 2011 through December 2012
- University-wide launch external events in Toronto in November, New York in winter, and Hong Kong in spring; other regional and international events as opportunities arise
- Divisional launch events in fall/winter/spring will extend and build momentum
- Internal, family events (faculty, staff, students) to be developed on a divisional/department basis





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