



September 2, 2011

Professor Avrum I. Gotlieb
Chair
Planning & Budget Committee

Dear Professor Gotlieb,

I am pleased to present the Campaign Funding Priorities and Campaign Plans for the University's upcoming campaign, to be launched in November 2011. The priorities result directly from the University's divisional academic planning process and have been approved by my Office.

In *Towards 2030: A Third Century of Excellence at the University of Toronto*, the University of Toronto affirmed its intention to strengthen its position as one of the world's leading universities. The University's academic planning process is its primary mechanism to keep itself on this trajectory and to protect and enhance its core values: excellence in research and teaching, and a commitment to accessibility. You will see these values reflected in the attached campaign priorities, established by the University's divisions through their academic planning processes. These priorities are organized under the categories of faculty funding, student programming and financial aid, program funding, research funding, and capital projects.

For the University's previous campaign, funding priorities were the result of a unified, simultaneous planning process across the University divisions, arising from the University's traditional five- to seven-year planning cycles. Accounting for the long-range vision of *Towards 2030*, the implementation of a new budget model in 2005, and changes to the Province of Ontario's academic quality assurance processes, the current funding priorities are the product of divisional planning processes, in concert with the Provost's Office. The present campaign aims to fulfill divisions' immediate academic goals, while at the same time providing them with enough flexibility to further their academic mission as new priorities arise.

Funding priorities in the attached table have been further stratified under the headings of "Core," "Priority," and "Need," which reflect how the divisions prioritize their projects. In the attached, the "Core" and "Priority" projects have been presented together and reflect top funding priorities. Under the heading of "Need" are listed approved academic priorities that are next in importance within their respective divisional aspirations.

The attached outlines funding priorities in excess of \$3 billion in funding priorities—a number that deliberately exceeds the campaign target—presented here as a "Menu of Campaign Priorities." As was the case with the previous campaign for the University of Toronto, the "Menu" provides divisions with flexibility in funding priorities within their approved academic plans.

Funding priorities associated with student programming and financial aid total \$455 million. Divisions have identified priorities for undergraduate and graduate financial aid, including both need-based and merit-based awards, and for programs that improve student experience, support travel funds, research funds, student exchanges, and internships.

Funding priorities associated with faculty positions total \$1.2 billion. The University's divisions have identified 283 endowed chairs for which they wish to raise funds. Divisions will also be seeking endowment support for deanships, directorships, and fellowships. Some divisions will seek assistance in recruiting the next generation of faculty leadership through what is being called the "Rising Stars Fund," an effort that will support the recruitment of new assistant professorships by funding those positions for a term of five years. These appointments will of course support the student experience by improving the student-to-faculty ratio.

Funding priorities associated with capital projects total \$1 billion. This amount is preliminary, and represents an estimate of the funds required that may come from a combination of private support and other funding sources. Given the complexity of capital projects, and the fact that private support is often the lesser of several funding sources required, the likelihood of private support will be only one factor in evaluating project viability. All capital projects will be vetted through the University's capital planning process, as well as through appropriate governance processes.

I am confident that the campaign will attract considerable donor support to assist the University's divisions in reaching their academic goals and, by extension, assist the University of Toronto in strengthening its position as one of the world's leading universities.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "CM", with a small flourish at the end.

Cheryl Misak
Vice President and Provost