



**Memorandum**

**TO:** Planning and Budget Committee

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

**DATE:** September 2, 2011 for September 21, 2011

**AGENDA ITEM NUMBER:** 6

**TITLE OF ITEM OF BUSINESS:** Campaign Plans and Priorities

**ACTION:**

- For approval of Campaign Priorities Summary

**JURISDICTIONAL INFORMATION:**

Section 4.8 of the terms of reference of the Planning and Budget Committee provide for the following:

The Committee recommends to the Academic Board, for concurrence with the Business Board, on the ranking of priorities for major fundraising campaigns. [*Policy concerning University development and fundraising campaigns is within the authority of the Business Board. Plans for fundraising campaigns are approved by the Governing Council on the recommendation of the Business Board.*]

Section 5.3.1 of the terms of reference of the Academic Board provide for the Academic Board to recommend to the Governing Council for approval, the Planning and Budget Committee's recommendation of the priorities for fundraising.

**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.
- Also attached for information and background is the Overview of Campaign Plans which is being presented to the Business Board for approval at its meeting of September 26.

**BUDGETARY/FINANCIAL IMPLICATIONS:**

- N/A

**ACTION:**

Be It Recommended to the Academic Board:

THAT the Campaign Priorities Summary, as described in the letter from the Provost to the Chair dated September 2, 2011, and attached as Appendix A, be approved as the planning framework for the University's fundraising campaign.

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

**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.

|   | SUBTOTAL<br>"CORE" AND<br>"PRIORITY"<br>FUNDING<br>PRIORITIES | SUBTOTAL<br>"NEED"<br>FUNDING<br>PRIORITIES | TOTAL<br>ALL<br>FUNDING<br>PRIORITIES |
|---|---|---|---------------------------------------|
| <b>DIVISION</b>   |   |   |                                       |
| 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                                 |
| <b>SUBTOTAL, DIVISIONS</b>                                    | <b>2,674,071</b>  | <b>382,585</b>                              | <b>3,056,656</b>                      |

**FEDERATED UNIVERSITIES<sup>2</sup>**

|   |                |               |                |
|---|----------------|---------------|----------------|
| 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         |
| <b>Subtotal, Federated Universities</b> | <b>127,100</b> | <b>43,850</b> | <b>170,950</b> |

|                                    |                  |                |                  |
|------------------------------------|------------------|----------------|------------------|
| <b>TOTAL ACROSS THE UNIVERSITY</b> | <b>2,801,171</b> | <b>426,435</b> | <b>3,227,606</b> |
|------------------------------------|------------------|----------------|------------------|

<sup>1</sup> The amounts associated with capital projects are preliminary and include funding required from private and other sources of support.

<sup>2</sup> 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.

| FACULTY<br>FUNDING | STUDENT<br>PROGRAMMING<br>AND FINANCIAL<br>AID | PROGRAM<br>FUNDING | RESEARCH<br>FUNDING | CAPITAL<br>PROJECTS <sup>1</sup> | TOTAL<br>ALL<br>FUNDING<br>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                                 |
| <b>1,193,837</b>   | <b>435,044</b>                                 | <b>351,875</b>     | <b>131,800</b>      | <b>944,100</b>                   | <b>3,056,656</b>                      |

|               |               |               |  |               |                |
|---------------|---------------|---------------|--|---------------|----------------|
| 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         |
| <b>45,000</b> | <b>20,600</b> | <b>44,750</b> |  | <b>60,600</b> | <b>170,950</b> |

|                  |                |                |                |                  |                  |
|------------------|----------------|----------------|----------------|------------------|------------------|
| <b>1,238,837</b> | <b>455,644</b> | <b>396,625</b> | <b>131,800</b> | <b>1,004,700</b> | <b>3,227,606</b> |
|------------------|----------------|----------------|----------------|------------------|------------------|

Division

Faculty of Arts and Science  
Faculty of Medicine  
Faculty of Applied Science  
and Engineering

| Sub-total<br>"Core" and<br>"Priority"<br>funding priorities | Sub-total<br>"Need"<br>funding priorities | Total<br>All<br>funding priorities |  | Faculty<br>Support | Program<br>Support | Research<br>Support | Student<br>Programming<br>and Financial<br>Aid | Capital Projects |
|---|---|------------------------------------|--|--------------------|--------------------|---------------------|--|------------------|
|   |   |                                    |  |                    |                    |                     |  |                  |
|   |   |                                    |  |                    |                    |                     |  |                  |
| 377,150   | 65,000                                    | 442,150                            |  | 328,250            | 30,000             |                     | 50,000   | 33,900           |
| 174,225   | 10,950                                    | 185,175                            |  | 65,750             | 11,650             | 10,100              | 28,125   | 69,550           |

## 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        |
| <b>Total philanthropic support</b> | <b>\$948,085,109</b> |

\*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.