



Campaign Funding Priorities

6 October 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)**

DIVISION	TOTAL ALL FUNDING PRIORITIES	FACULTY FUNDING	STUDENT PROGRAMMING AND FINANCIAL AID	PROGRAM FUNDING	RESEARCH FUNDING	CAPITAL PROJECTS
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			
SUBTOTAL, DIVISIONS	3,056,656	1,193,837	435,044	351,875	131,800	944,100
FEDERATED UNIVERSITIES						
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
Subtotal, Federated Universities	170,950	45,000	20,600	44,750		60,600
TOTAL ACROSS THE UNIVERSITY	3,227,606	1,238,837	455,644	396,625	131,800	1,004,700

Divisional funding priorities

Campaign Priorities Approved by the Provost

(in \$1,000s)

Total across the University

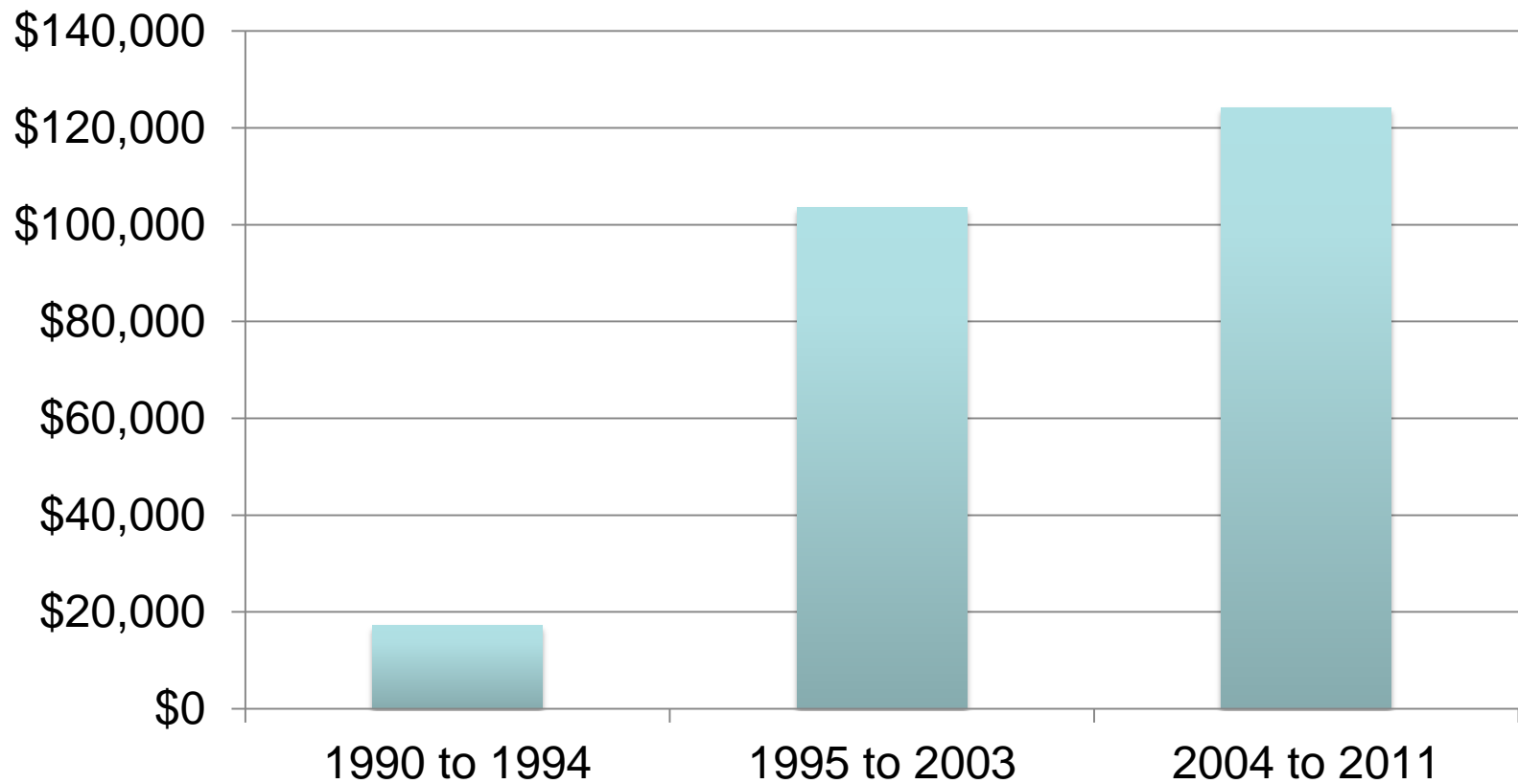
Faculty Funding	Student Programming and Financial Aid	Program Funding	Research Funding	Capital Projects	Total - All Funding Priorities
1,238,837	455,644	396,625	131,800	1,004,700	3,227,606

Why a campaign?

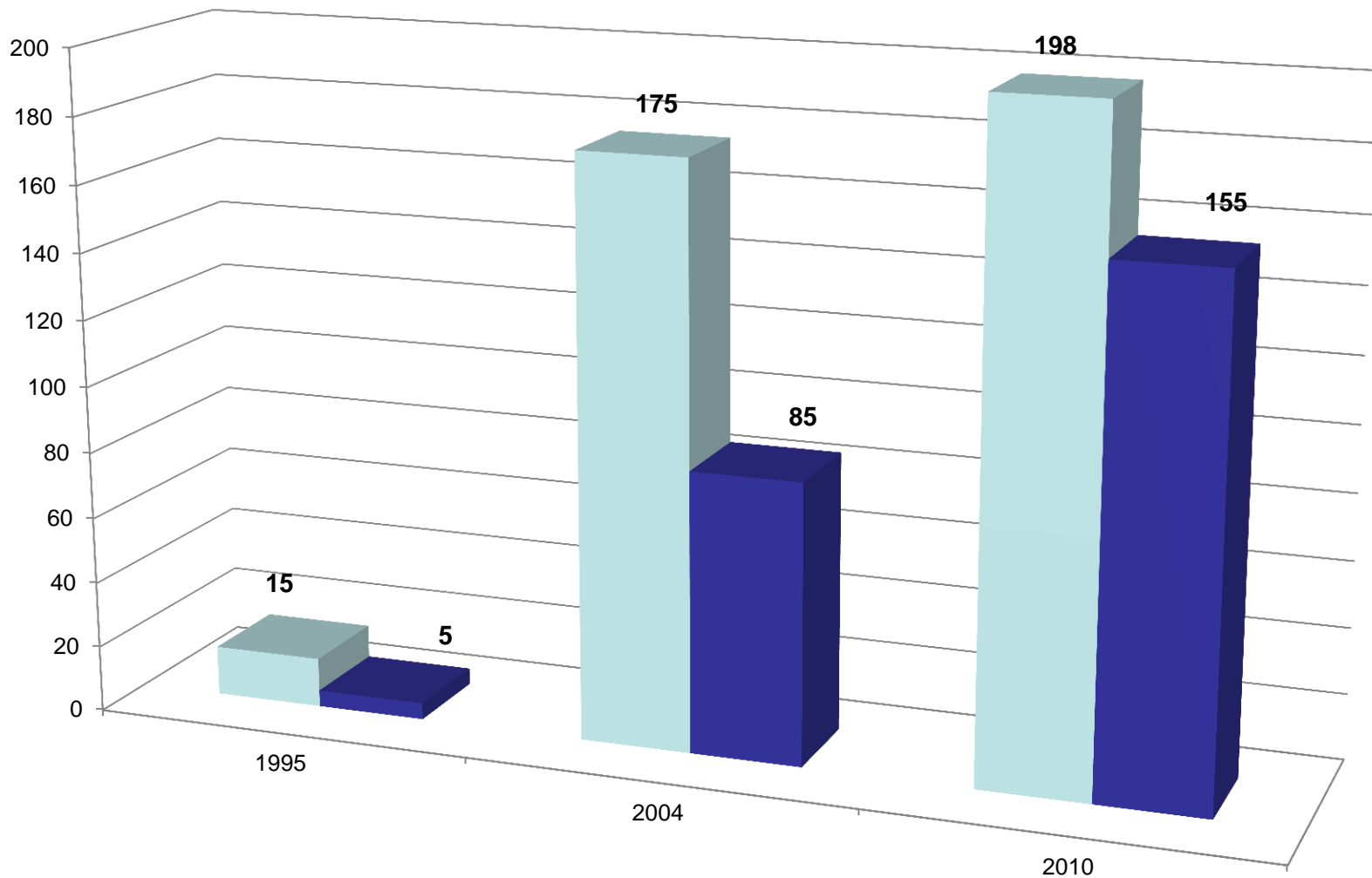
- Canada's only research-intensive university with the depth and breadth to compete internationally; U of T drives Canada's international research reputation
- Competing successfully but sporadically with the world's great universities for talent
- Competing on a resource base a fraction of our top peers
- 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)



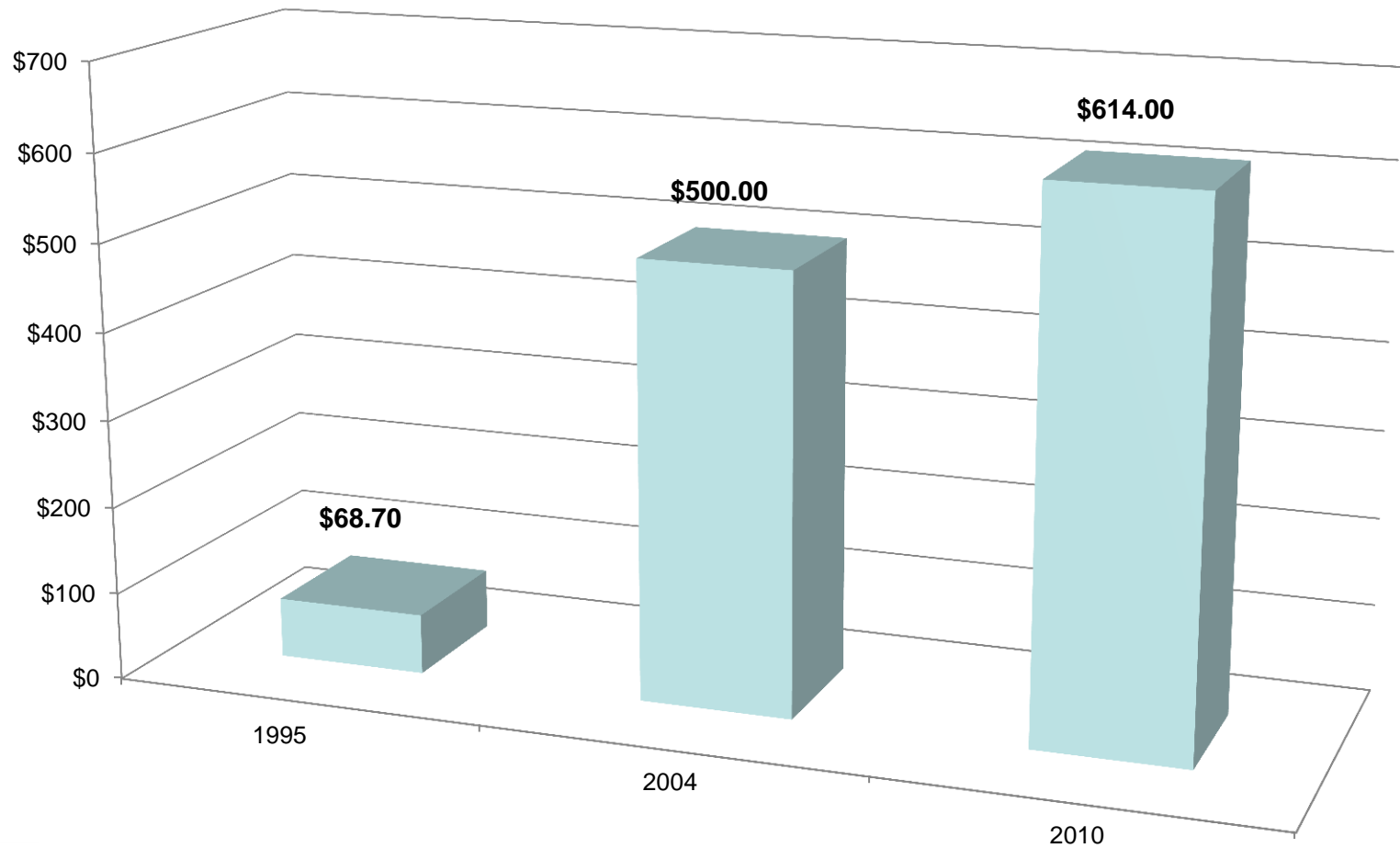
Faculty Support: Endowed Chairs



■ 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

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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