

APPROVED ACADEMIC FUNDING PRIORITIES AND OVERVIEW OF CAMPAIGN PLANS

Fall 2021



UNIVERSITY OF
TORONTO



Academic planning and approved academic funding priorities

- The University only solicits and accepts gifts for academic priorities that are approved by the Provost at the recommendation of Principals and Deans, in accordance with established procedures for academic planning and academic initiatives
- All fundraising is conducted in accordance with the Provostial Guidelines on Donations, which were first established in 1998 and have recently been updated in 2021
- These guidelines reflect a robust commitment to fundamental academic principles that shape our relationships with donors
- They confirm the commitment of the University of Toronto to continued productive partnerships with donors within a framework defined by the University's academic mission and its fundamental values

Academic planning and approved academic funding priorities

- Fundraising is done in service of the approved academic priorities of the University's divisions
- Academic plans are endorsed by their respective Faculty / Campus Councils, and are presented to University governance for information and feedback
- Each year, academic divisions participate in Academic Budget Reviews focused on the resourcing of those academic plans

Academic planning and approved academic funding priorities

1 Divisional academic planning

Led by Dean/Principal, involving departmental chairs directors and other faculty; submitted to University governance for information and feedback



2 Academic funding priorities

Derived from approved academic plans, a robust catalogue of needs for faculty support, student support, and other academic priorities



3 Provostial approval

Submitted by Principal or Dean to the Provost for review and approval

Campaign planning and consultation process

- Intensive planning began January 2019, following the completion of the Boundless campaign
- Three rounds of extensive consultations with each individual Principal and Dean regarding their divisional academic plans and priorities, and aspirations for their divisional campaigns
- Extensive consultations with the academic directors, chairs, and other leaders in each respective division as part of divisional academic planning processes.
- Additional consultations with the Principals and Deans Advancement Advisory Group, and the Pre-Campaign Steering Committee
- Close consultation with the Vice-President and Provost, the Vice-President Research, Innovation, and Strategic Initiatives, as well as regular updates to the Tri-Campus Vice-Presidents (TVP).
- All divisions have now submitted and received Provostial approval on their respective lists of academic fundraising priorities

Summary of Approved Academic Funding Priorities

| ST. GEORGE | FACULTY FUNDING | STUDENT PROGRAMMING AND FINANCIAL AID | RESEARCH AND PROGRAM FUNDING | CAPITAL PROJECTS ¹ | TOTAL ALL FUNDING |
|------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------|------------------------------|-------------------------------|----------------------|
| Dalla Lana School of Public Health | 148,000,000 | 39,015,000 | 80,427,000 | 1,000,000 | 268,442,000 |
| Factor-Inwentash Faculty of Social Work | 26,000,000 | 22,000,000 | 36,860,000 | - | 84,860,000 |
| Faculty of Applied Science and Engineering | 231,000,000 | 393,750,000 | 238,500,000 | 125,885,000 | 989,135,000 |
| Faculty of Arts and Science | 100,000,000 | 200,000,000 | 430,200,000 | 250,000,000 | 980,200,000 |
| Faculty of Dentistry | 28,000,000 | 10,800,000 | 6,750,000 | 37,000,000 | 82,550,000 |
| Faculty of Information | 1,500,000 | 3,000,000 | 1,000,000 | 4,500,000 | 10,000,000 |
| Faculty of Kinesiology and Physical Education | 11,550,000 | 8,650,000 | 16,950,000 | 13,000,000 | 50,150,000 |
| Faculty of Law | 43,000,000 | 70,000,000 | 63,500,000 | 5,000,000 | 181,500,000 |
| Faculty of Music - <i>interim (pending new academic plan)</i> | 44,000,000 | 52,750,000 | 20,480,000 | 82,500,000 | 199,730,000 |
| Hart House | 4,000,000 | - | 7,000,000 | 7,000,000 | 18,000,000 |
| Innis College | 50,000 | 1,300,000 | 800,000 | 10,000,000 | 12,150,000 |
| John H. Daniels Faculty of Architecture, Landscape and Design - <i>interim (pending new academic plan)</i> | 60,925,000 | 24,150,000 | 32,670,000 | 19,500,000 | 137,245,000 |
| Joseph L. Rotman School of Management | 24,175,000 | 122,700,000 | 93,100,000 | 31,250,000 | 271,225,000 |
| Lawrence S. Bloomberg Faculty of Nursing | 21,000,000 | 5,000,000 | 20,000,000 | 3,375,000 | 49,375,000 |
| Leslie Dan Faculty of Pharmacy | 30,000,000 | 12,975,000 | 14,300,000 | 4,000,000 | 61,275,000 |
| New College | 18,500,000 | 3,850,000 | 5,375,000 | 350,000 | 28,075,000 |
| Ontario Institute for Studies in Education (OISE) - <i>interim (pending new academic plan)</i> | 5,000,000 | 2,000,000 | 8,200,000 | 3,000,000 | 18,200,000 |
| School of Continuing Studies | - | 4,000,000 | - | - | 4,000,000 |
| Temerty Faculty of Medicine | 340,000,000 | 340,000,000 | 420,000,000 | 110,000,000 | 1,210,000,000 |
| University College | 16,000,000 | 13,500,000 | 18,000,000 | 11,100,000 | 58,600,000 |
| University of Toronto Libraries | 22,000,000 | 5,000,000 | 22,000,000 | 28,000,000 | 77,000,000 |
| Woodsworth College | 3,500,000 | 3,000,000 | - | 6,200,000 | 12,700,000 |
| SUBTOTAL, DIVISIONS | 1,178,200,000 | 1,337,440,000 | 1,536,112,000 | 752,660,000 | 4,804,412,000 |
| UNIVERSITY OF TORONTO MISSISSAUGA | 52,000,000 | 24,000,000 | 18,000,000 | 22,500,000 | 116,500,000 |
| UNIVERSITY OF TORONTO SCARBOROUGH | 59,000,000 | 11,000,000 | 27,000,000 | 109,750,000 | 206,750,000 |
| FEDERATED UNIVERSITIES² | | | | | |
| Trinity College | - | 7,000,000 | 8,000,000 | 25,000,000 | 40,000,000 |
| University of St. Michael's College | 15,000,000 | 10,000,000 | 20,000,000 | 30,000,000 | 75,000,000 |
| Victoria University | 10,000,000 | 20,000,000 | 15,000,000 | 35,000,000 | 80,000,000 |
| SUBTOTAL, FEDERATED UNIVERSITIES & OTHER ENTITIES | 25,000,000 | 37,000,000 | 43,000,000 | 90,000,000 | 195,000,000 |
| TOTAL ACROSS THE UNIVERSITY | 1,314,200,000 | 1,409,440,000 | 1,624,112,000 | 974,910,000 | 5,322,662,000 |

Why a campaign?

- This is an important moment for the University to help shape a more inclusive and sustainable recovery from the pandemic that not only delivers economic growth, but takes up entrenched problems of inequality, systemic racism, and eroding trust in democratic institutions
- U of T drives Canada's international research reputation as one of North America's premiere research-intensive universities with the depth and breadth to compete internationally
- The breadth, depth, and brilliance of academic aspirations across our three campuses have the potential to advance the frontiers of knowledge and produce life-changing impacts for individuals and societies

What do campaigns do?

- Create a shared vision of the relevance and impact of our teaching and research mission
- Support and advance approved academic priorities
- Support and advance institutional priorities and strategy (Three Priorities)
- Focus on Institutional Strategic Initiatives (ISIs)—cross-divisional initiatives that support interdisciplinary teams of researchers and partners addressing complex challenges
- Enable the pursuit of excellence, innovation and growth
- Communicate urgency around unique institutional challenges or opportunities

What do campaigns do?

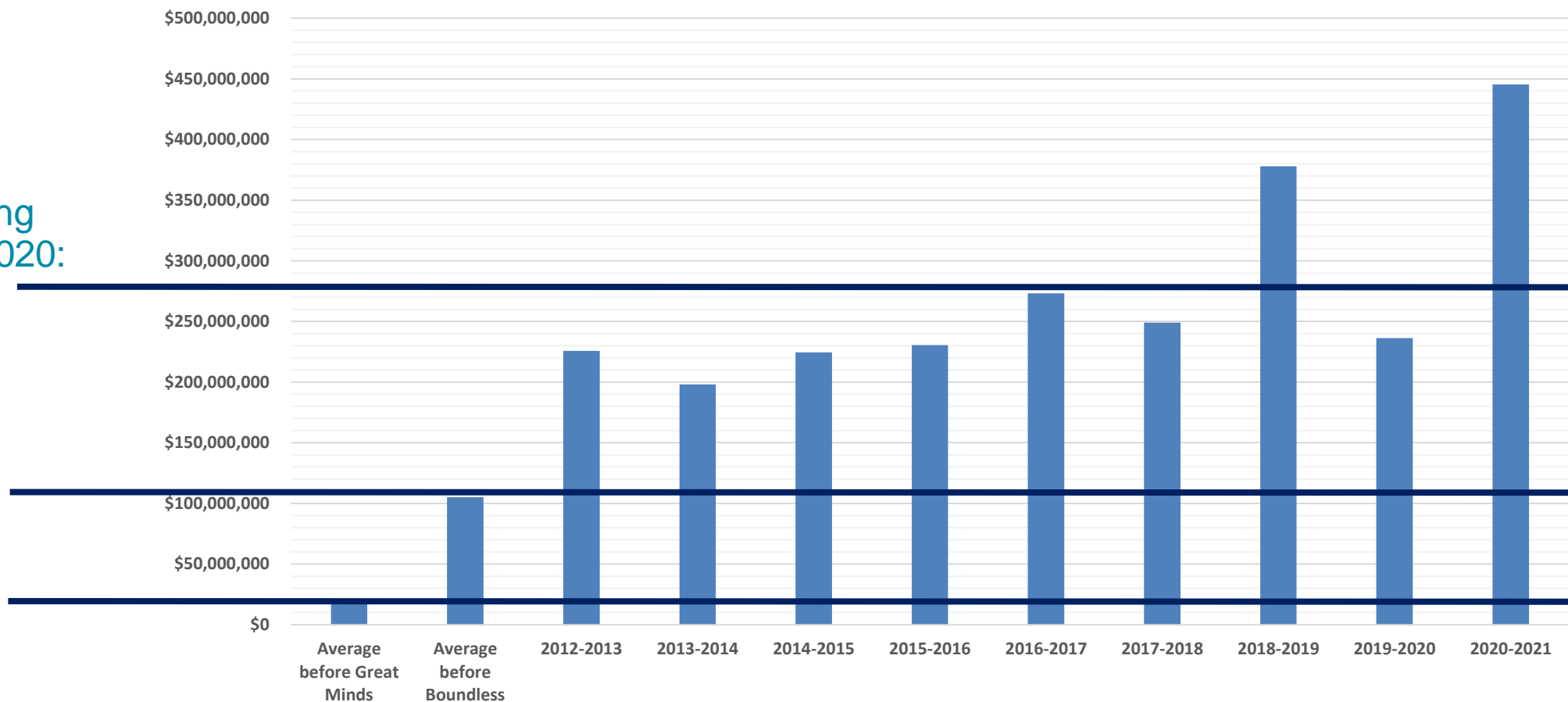
- Galvanize donor and alumni interest, engagement, giving
- Raise sights of donors
- Accelerate gift decisions
- Intensify and deepen engagement of alumni
- Instil pride, awareness, conviction in University
- Lift the perception of the University as a philanthropic priority among its constituents
- Achieve sustainable increase to philanthropic support annually

What do campaigns do?

5-year fundraising
average 2015-2020:
\$274.2 million

Average before
Boundless:
\$105 Million

Great Minds:
\$17 Million



What do campaigns do?

Student Financial Aid

- **4,000** scholarships and bursaries enhanced or created during the Boundless campaign helped push U of T's student support endowment over \$1 billion
- **220** student-focused initiatives were created or enhanced through the campaign
- **34%** increase in the number of undergraduate scholarships and bursaries awarded annually since the start of the campaign
- **15%** of total support received during the Boundless campaign supported student experience
 - **61%** endowed—creating a permanent legacy of student support
 - **39%** expendable—providing for immediate student support needs

What do campaigns do?

Support for Faculty Positions

- **82** chairs and professorships established or supported during the Boundless campaign, attracting global leaders for key research initiatives
- More than **600** groundbreaking research centres, initiatives and programs were supported or created during the campaign
- **10%** of total support received during Boundless was faculty support
 - **62%** endowed—creating a permanent legacy of faculty support
 - **38%** expendable—providing for immediate faculty support needs

What do campaigns do?

Increased Alumni Engagement

- Alumni engagement **tripled** over the course of the Boundless campaign
- **Eightfold** increase in alumni and friends serving as volunteers during Boundless
- **75 alumni networks** in **30 countries** around the world
- More than **30,000 young alumni and students** engaged during the Boundless campaign
- **Average gift size is significantly higher** amongst those alumni who are engaged non-monetarily as well as monetarily

What will U of T's campaign do?

Ambitious student and faculty support priorities have been identified for the new campaign

New campaign student and faculty support priorities identified to date

- **25.3%** of total priorities identified to date are for student support (compared to 14.9% raised during Boundless)
- **29.2%** of total priorities identified to date are for faculty support (compared to 10.0% raised during Boundless)
- Giving trends are expected to continue at the ratio of **60% endowed / 40% expendable** in the new campaign

What will U of T's campaign do?

Equity, Diversity, Inclusion

- Advance a wide range of important divisional and University-wide priorities for equity, diversity, and inclusion
- Seek funding for teaching, research, and programmatic initiatives that
 - Support inclusive excellence
 - Foster a sense of belonging
 - Prioritize the needs of underrepresented and equity-deserving communities
- Support initiatives that proactively respond to recommendations from
 - Report of the University of Toronto Anti-Black Racism Task Force
 - Answering the Call Wecheehetowin: Final Report of the Steering Committee for the University of Toronto Response to the Truth and Reconciliation Commission of Canada

What will U of T's campaign do?

Transformative capital projects and research priorities have been identified for the new campaign

New campaign capital projects and research priorities identified to date

- **16.6%** of total priorities identified to date are for capital projects
- **29.3%** of total priorities identified to date are for research priorities
- **44 capital projects** will expand and revitalize Faculties, colleges and divisions, as well as support University-wide initiatives such as Four Corners
- Research priorities will support academic programs, curriculum innovation, interdisciplinary centres, research networks, and research in areas of excellence, including Marquee Initiatives and Institutional Strategic Initiatives (ISIs)

What will U of T's campaign do?

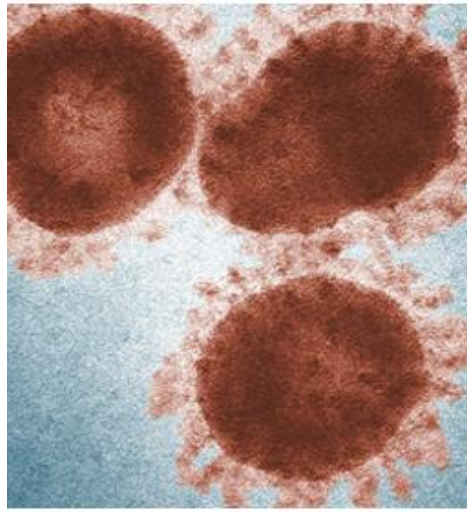
Marquee Initiatives and Institutional Strategic Initiatives

- **84 Marquee Initiatives and Institutional Strategic Initiatives (ISIs)** have been identified as a key focus for the campaign
- Large-scale, interdisciplinary and inter-divisional institutional strategic initiatives supporting priorities at the divisional and University-wide levels
- Bring together and integrate broad and diverse research strengths across the University in service to the creation of new knowledge and solutions for some of today's most pressing global challenges.
- The Institutional Strategic Initiatives (ISIs) will provide essential support to emerging networks of scholars focused on large-scale interdisciplinary projects.

What will U of T's campaign do?



Student and Youth Mental Health Research Initiative



Emerging and Pandemic Infections Consortium (EPIC)



Data Sciences Institute

A multidisciplinary hub that brings together experts from sciences, social sciences and humanities to harness the power of data for solutions to pressing challenges.



Black Research Network

(Black Research Network Leadership: Alissa Trotz, Beth Coleman, Lisa Robinson, Maydianne Andrade, Rhonda N. McEwen)

What will U of T's campaign do?



Indigenous House

University of Toronto
Scarborough



School of Cities



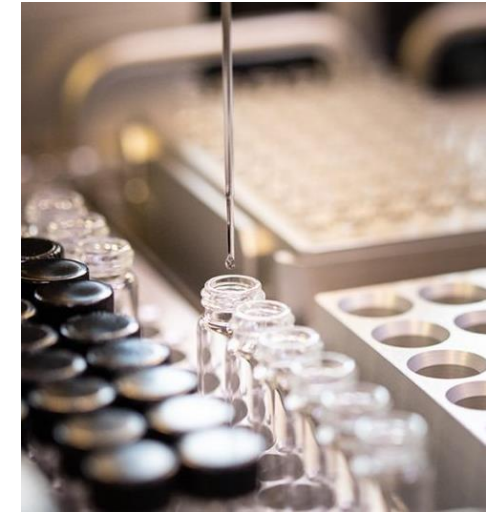
Recital Hall

Faculty of Music



Centre for Medical Chemistry

University of Toronto
Mississauga



Acceleration Consortium

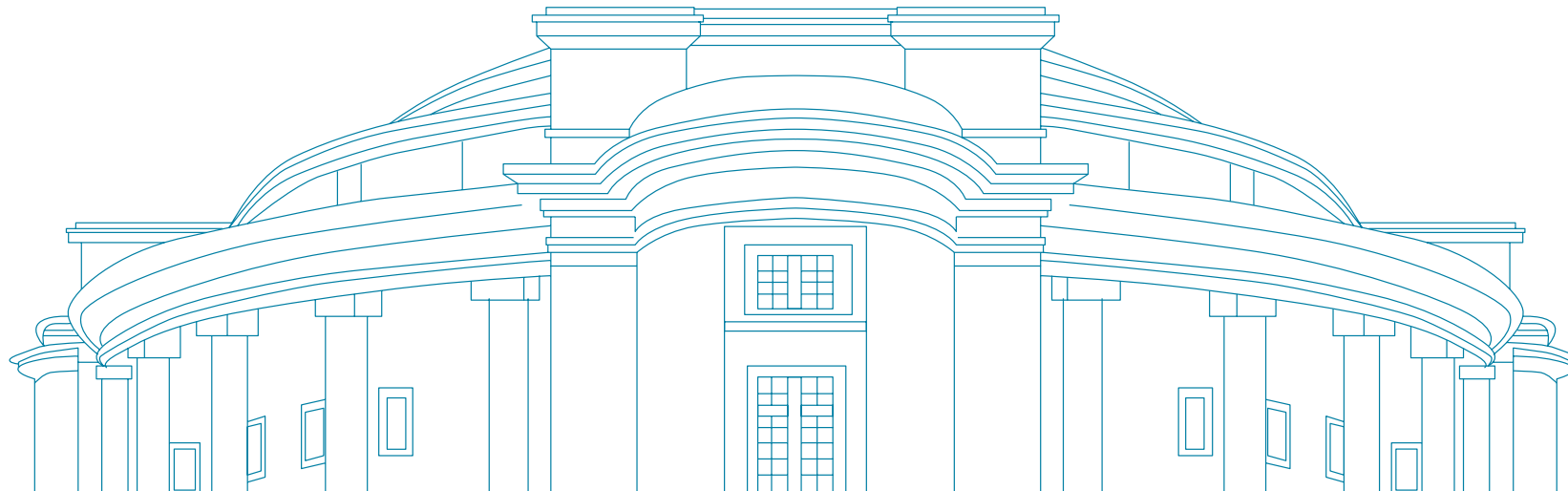
A Framework for Inclusive Excellence

Fundamental commitments underlying our differentiating narrative

Excellence

Access

**Caring, Inclusive
Community**



Themes: A Framework for Inclusive Excellence

The seven campaign themes capture the essence of the campaign and provide a platform for advancing U of T's commitment to inclusive excellence. They are bold and inspiring and speak to the campaign's ambitions, objectives and desired impact.



Themes

THE DIFFERENCE WE MAKE TOGETHER

Healthy Lives

Chronic disease, climate change, pandemics, and health inequity all pose serious risks for health and wellbeing worldwide. Together with our hospital and community partners, U of T is helping prevent future pandemics, improving access to health care, promoting healthy living, training the next generation of health-care professionals, and revolutionizing the way we predict, delay, prevent and treat disease—so we can all live healthier lives.

Sustainable Future

With extreme weather, rising sea levels and food and water scarcity becoming a grim reality, the world must take decisive action. To help address the climate crisis, U of T will draw on its substantial ingenuity in clean tech, renewable energy, climate science, natural resource management, environmental law and policy and global governance. By working on smart solutions and teaching future generations, we will help the world mitigate and adapt to climate change.

Equitable Cities and Societies

Marginalization and nativism threaten to undermine efforts to create a fair and just world. Through our research, teaching and community service, U of T will continue to promote equity, diversity and inclusivity, address systemic racism and build new relationships with Indigenous communities so we can build better cities and more just and inclusive societies.

Themes

DRIVERS OF EXCELLENCE AND IMPACT

Creativity + Culture

To understand the world we live in, we turn to history, philosophy, art, literature, film, music, theatre and the study of cultures and languages. These fields inspire critical thinking, reveal the deeper structures of our societies, and open our eyes to new possibilities and better ways of living. In this age of technological change, misinformation and inequality, U of T will provide the tools we need to express ourselves, understand difference, examine our systems of knowledge, find meaning and context, and become more empathetic and engaged citizens.

Vanguard of Discovery

Research and teaching in fundamental and applied sciences can lead to unexpected discoveries and revolutionary advances in knowledge that can help us solve some of society's most complex problems. From medical science to studies of the cosmos to the development of novel materials, U of T researchers create revolutionary impact through their discoveries and insights.

Bold Innovation

As we move deeper into the 21st century, economic disruption, and threats to quality of life underscore the need for bold ideas and creativity. At the University of Toronto, we draw on our deep expertise across many fields, including AI and big data, to drive invention, innovation and commercialization that helps improve the lives of people everywhere. And because innovation and technology shape our societies profoundly, our humanities and social science scholars are deeply engaged in this space to ensure our inventions are ethical and socially constructive.

Next Generation

The world of work is changing fast, and people will need to constantly reinvent themselves to keep pace. That's why U of T stresses leadership, creativity, critical thinking, communication, collaboration, cultural fluency, analytical skills, entrepreneurship and a global perspective—competencies that will serve students long after they graduate. We do so in an environment that not only prizes excellence, but also diversity, equity, accessibility, and engaged citizenship.

Alumni engagement goal

Goal: 1 million instances of engagement from 225,000 unique alumni

- First public alumni engagement goal in the University's history
- Engagement metrics include volunteer involvement, mentorship, giving, and event participation
- Measures how alumni goodwill and loyalty is converted into action
- Publicly signals that global alumni involvement is valued by the University
- Informs data driven decisions about alumni programming
- Promotes internal accountability, credibility and standing
- Establishes UofT's best practice leadership among the world's top Universities
- Supports achievement of our financial goals through alignment of engagement and giving strategies

Fundraising goal

Goal: \$4 billion in donations

This will be achieved in two phases:

- A quiet phase through late fall 2021 during which approved academic funding priorities are identified, campaign case and divisional cases are framed, volunteer leadership is recruited, and key gifts are solicited to reach at least \$1 billion of the goal
- A public phase beginning late fall 2021 reaching out to alumni and friends broadly with strong communications support

What's next?

- Planning for a virtual launch in late fall 2021
- The campaign launch is a special opportunity to engage our global community of donors, alumni and friends in a historic announcement for U of T and Canadian philanthropy
- Planning for in-person events as we proceed into the post-launch phase of the campaign both in Toronto and in select key markets
- Divisional campaigns will craft launch plans according to their strategic considerations and priorities