



FOR RECOMMENDATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Trevor Young, Acting Vice-President and Provost
CONTACT INFO: 416-978-2122, provost@utoronto.ca

PRESENTER: David Palmer, Vice-President, Advancement
CONTACT INFO: 416-978-1377, david.palmer@utoronto.ca

DATE: September 23, 2021 for October 5, 2021

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Bicentennial Campaign Priorities

JURISDICTIONAL INFORMATION:

Business Board

Section 5.5 (a.) of the *terms of reference* of the Business Board provide for the Business Board to recommend for approval to the Governing Council:

- (...) plans for fundraising campaigns
- general priorities for fundraising campaigns – established by Governing Council on the Business Board’s recommendation, with the concurrence of the Academic Board.

Roles of Academic Board and Business Board

The Campaign Priorities Summary is recommended for approval to the Governing Council *by the Business Board, with concurrence of the Academic Board* (based on the recommendation of the Planning & Budget Committee).

Campaign Plans are recommended for approval to the Governing Council *by the Business Board*.

GOVERNANCE PATH:

Campaign Priorities

- UTSC Academic Affairs Committee [for information] (September 13, 2021)
- UTM Academic Affairs Committee [for information] (September 14, 2021)
- UTM Campus Council [for information] (October 6, 2021)
- UTSC Campus Council [for information] (October 7, 2021)
- Planning and Budget Committee [for recommendation] (September 23, 2021)
- Academic Board [for recommendation] (October 12, 2021)

- **Business Board [for recommendation] (October 5, 2021)**
- Executive Committee [for endorsement and forwarding] (October 19, 2021)
- Governing Council [for approval] (October 28, 2021)

Campaign Plans

- **Business Board [for recommendation] (October 5, 2021)**
- Executive Committee [for endorsement and forwarding] motion to include Campaign Priorities and Campaign Plans (October 19, 2021)
- Governing Council [for approval] - motion to include Campaign Priorities and Campaign Plans (October 28, 2021)

PREVIOUS ACTION TAKEN:

Annually, the Division of University Advancement (DUA) reports on the fundraising activities and success of the previous year to the Business Board. Quarterly, the DUA reports on all gifts received with a value of \$250,000 or greater to Business Board and Academic Board.

A similar package of campaign plans and priorities were approved in 2011, prior to the launch of Boundless campaign, and also 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).

The Overview of Campaign Plans and the Campaign Priorities Summary for the Boundless campaign were considered by the Business Board at its meeting of [September 26, 2011](#) and recommended for approval by the Governing Council. The motion was as follows:

BE IT RECOMMENDED TO THE GOVERNING COUNCIL

THAT (i) the “Overview of Campaign Plans” and (ii) the “Campaign Priorities Summary as of September 2, 2011”, copies of which are included in Appendices A and B hereto, be approved as the planning framework for the University’s fundraising campaign, subject to the concurrence of Academic Board.

The Campaign Priorities Summary for the Boundless campaign was considered by the Academic Board at its meeting of [October 6, 2011](#) and recommended for approval by the Governing Council. The motion was as follows:

BE IT RECOMMENDED TO THE GOVERNING COUNCIL

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.

The motion that went to the Governing Council at its meeting of [October 27, 2011](#) was as follows:

BE IT RESOLVED

THAT (i) the ‘Overview of Campaign Plans’ and (ii) the ‘Campaign Priorities Summary as of September 2, 2011’, copies of which are Appendices ‘A’ and ‘B’ to Professor Misak’s and Mr. Palmer’s memorandum dated September 19, 2011, be approved as the planning framework for the University’s fundraising campaign.

HIGHLIGHTS:

The Summary of Approved Academic Funding Priorities (Campaign Priorities Summary) is being presented to Academic Board for approval as the planning framework for the University’s fundraising campaign at its meeting of October 12, 2021. It provides a summary of the academic funding priorities approved by the Provost arising from each division’s approved academic plan. The process of developing this Summary relies on long-standing policies and principles:

- 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.
- The academic priorities are established by the divisions through their academic planning processes in concert with the Provost’s Office. Each division’s academic plans have in turn been approved by the relevant Faculty Council and presented to University governance for information and feedback. And each year, academic divisions participate in Academic Budget Reviews focused on the resourcing of those academic plans.
- 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.
- The Overview of Campaign Plans is being presented to the Business Board for approval as the planning framework for the University’s fundraising campaign at its meeting of October 5, 2021. It provides a thematic breakdown of the approved academic funding priorities into the areas of:
 - Student Programming and Financial Aid
 - Faculty Funding
 - Research and Program Funding
 - Capital Priorities
 - Institutional Strategic Initiatives.
- The Overview of Campaign Plans also provides context for the process by which academic funding priorities have been developed and approved, and describes the intensive campaign planning process, and support received to date. Key highlights include:

- Intensive planning for the campaign began with the completion of the Boundless campaign on December 31, 2018. This new planning phase has entailed extensive consultations with academic leadership through multiple rounds of intensive individual consultations with the President, Vice-President and Provost, Principals and Deans, as well as through consultations with the Principals & Deans Advancement Advisory Group. Divisions have also undertaken extensive consultations with the academic directors, chairs, and other leaders in their respective divisions as part of their academic planning processes. Planning has also involved close consultation with the Vice-President and Provost, and the Vice-President Research, Innovation, and Strategic Initiatives, as well as regular updates to the Tri-Campus Vice-Presidents (TVP).
- With twin goals encompassing donations and alumni engagement, the Campaign for the University of Toronto is unprecedented in Canada for its breadth and ambition. The Campaign will highlight the University's leadership and excellence in a broad range of areas essential to its teaching and research mission. It will accelerate the University's impact on some of today's most pressing issues and inspire a new generation of students and alumni to value a life-long mutually beneficial association with their alma mater. It will also enhance the University's commitment to equity, diversity, and inclusion, and strengthen its commitment to the pursuit of excellence, accessibility, and an engaged, caring community.
- The Campaign builds on collegial processes of academic priority-setting and is an important way to resource the incredible vision of our researchers and teachers as well as support our students. The Campaign will help strengthen the University of Toronto's ability to provide an outstanding education and student experience, ignite life-changing research and innovation, and promote social wellbeing, prosperity and vitality in our communities.

RECOMMENDATION:

BE IT RECOMMENDED TO THE GOVERNING COUNCIL

THAT (i) the "*Overview of Campaign Plans*" and (ii) the "*Campaign Priorities Summary as of August 20, 2021*", copies of which are included in Appendices A and B hereto, be approved as the planning framework for the University's fundraising campaign, subject to the concurrence of Academic Board.

DOCUMENTATION PROVIDED:

- Appendix A: Summary of Approved Academic Funding Priorities (Campaign Priorities Summary), approved by the Provost as of August 20, 2021
- Appendix B: Overview of Campaign Plans

Appendix A: Summary of Approved Academic Funding Priorities (Campaign Priorities Summary)
Academic Funding Priorities approved by the Provost as of August 20, 2021

The total value of identified academic funding priorities intentionally exceeds the fundraising goal of \$4 billion, recognizing that in a typical campaign, it is not possible to attract support for every one of the many hundreds of priorities established. It is also anticipated that as the campaign progresses, new academic priorities will naturally emerge from ongoing academic and strategic plans—particularly when new Principals or Deans are appointed and initiate new cycles of academic planning.

ST. GEORGE	FACULTY FUNDING	STUDENT PROGRAMMING AND FINANCIAL AID	RESEARCH AND PROGRAM FUNDING	CAPITAL PROJECTS¹	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

¹ Amounts associated with capital projects are preliminary and include funding required from private and other sources of support.

² Academic priorities of the Federated Universities do not require Provostial approval, however their approved academic funding priorities are identified through their own rigorous academic planning, approvals, and governance processes.

Appendix B

Overview of Campaign Plans

Introduction

The University of Toronto is currently in the initial quiet phase of a comprehensive, university-wide campaign. Designed to assist the University's divisions in achieving key components of their academic plans by securing alumni engagement and philanthropic support for their approved academic priorities, the campaign will assist the University of Toronto in strengthening its position as one of the world's leading universities.

The University's previous campaign, *Boundless*, launched publicly in 2011 with a \$2 billion goal, and concluded in December 2018 with more than \$2.64 billion raised in private support. *Boundless* helped the University of Toronto to strengthen its excellence, global leadership, and impact in a host of dimensions, and to improve its standing among the top ranks of universities worldwide.

For the first time in our history, the University's new campaign will include a public alumni engagement goal along with a public fundraising goal. Expected to launch in the late fall of 2021, the University's new campaign will raise \$4 billion in donations and engage 225,000 unique alumni in 1 million instances of engagement (including volunteer involvement, mentorship, giving, and event participation) over the course of the campaign. The campaign will involve every division and program on the University's three campuses, as well as joint initiatives with the University's 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 campaign will also advance a wide range of important divisional and University-wide priorities that drive meaningful change and bring a comprehensive approach to solving complex social, economic and health issues. These include some of the biggest challenges facing our city and country as we rebuild from the COVID-19 pandemic and take on climate change, inequity, and mass technological disruption. The campaign will also feature teaching, research, and programmatic initiatives that support inclusive excellence, foster a sense of belonging, and prioritize the needs of underrepresented and equity-deserving communities. Initiatives will proactively address equity, inclusion, anti-Black racism, and Indigeneity including recommendations from the Report of the University of Toronto Anti-Black Racism Task Force and *Answering the Call: Wecheehetowin* - Final Report of the Steering Committee for the University of Toronto Response to the Truth and Reconciliation Commission of Canada.

Top students from across Canada and around the globe are drawn to U of T for many reasons. What sets this University apart are its commitment to inclusive excellence, equity, diversity, and access, at a scale and impact unrivalled among other top 20 universities. The campaign will support these strengths, while encouraging engagement and attracting support for students at every level, for our faculty, for our teaching and research mission, and for a wide range of approved academic priorities that have been identified by the University's academic divisions as integral to their success.

Planning

Intensive planning for the campaign began with the completion of the Boundless campaign on December 31, 2018. This new planning phase has entailed extensive consultations with academic leadership through multiple rounds of intensive individual consultations with the President, Vice-President and Provost, Principals and Deans, as well as through consultations with the Principals & Deans Advancement Advisory Group. Divisions have also undertaken extensive consultations with the academic directors, chairs, and other leaders in their respective divisions as part of their academic planning processes. Planning has also involved close consultation with the Vice-President and Provost, and the Vice-President Research, Innovation, and Strategic Initiatives, as well as regular updates to the Tri-Campus Vice-Presidents (TVP).

Additional consultations have taken place with divisions regarding their staffing and other infrastructure needs in preparation for the campaign. A Pre-Campaign Steering Committee of donors and volunteers, led by the President and Vice-President, Advancement was established in 2019 to advise on aspects of the campaign such as volunteer leadership and timelines.

University Advancement reports annually to Business Board on alumni engagement and fundraising performance as well as the performance of its programs. During the Boundless campaign, the Vice-President, Advancement provided regular updates on campaign progress in his presentations to Business Board. Since the conclusion of Boundless, the Vice-President has continued to report to Business Board annually on fundraising and alumni engagement results, and on plans for the new campaign.

Campaign Priorities

All fundraising at the University of Toronto is conducted in accordance with the *Provostial Guidelines on Donations*, which were first established in 1998 and were recently updated this year. These guidelines reflect a robust commitment to fundamental academic principles that shape our relationships with donors. They confirm the commitment of the University to continued productive partnerships with donors within a framework defined by the University's academic mission and its fundamental values.

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. Academic priorities are established by the divisions through their cyclical academic planning processes. Divisional academic plans are approved by the relevant Faculty Council and

presented to University governance for information and feedback. And each year, academic divisions participate in Academic Budget Reviews with the Provost focused on the resourcing of those academic plans.

Accordingly, the attached *Summary of Approved Academic Funding Priorities* summarizes the total of individual academic priorities created by each academic division and approved by the Provost for inclusion in the Campaign. These are organized under the categories of faculty funding, student programming and financial aid, program and research funding, and capital projects.

As this Summary illustrates, the approved academic funding priorities include a strong focus on funding for faculty recruitment and retention, and student experience, access and financial aid. Divisions will seek donations to improve the quality of student life and academic programs, ensuring that outstanding students are able to attend the University regardless of their economic background, and ensuring that the University continues to attract and support the faculty talent needed to meet divisions' academic goals. Many approved academic funding priorities will contribute to the ability of the University's divisions to address major global challenges and societal issues, including but not limited to those advancing healthy lives, sustainable futures, and equity and inclusion.

The total value of identified academic funding priorities—\$5.3 billion—intentionally exceeds the fundraising goal of \$4 billion, recognizing that in a typical campaign, it is not possible to attract support for every one of the many hundreds of priorities established.¹ It is also anticipated that as the campaign progresses, new academic priorities will naturally emerge from ongoing academic and strategic plans—particularly when new Principals or Deans are appointed and initiate new cycles of academic planning.

Student Programming and Financial Aid

Divisions have identified substantial priorities for student support, totalling \$1.409 billion. These include priorities for undergraduate and graduate financial aid, including both need-based and merit-based awards for under-represented groups; for projects such as orientation activities, small-group learning communities, study centres, teams, and student programming; initiatives that will assist students both academically and in career-building, such as research funds, mentoring programs, and internships; and for initiatives that will provide students with international experience including travel funds, study abroad opportunities, exchanges, international research funds, and conference funds.

Faculty Funding

Divisions will also be seeking significant support for both endowed and limited term faculty positions through the campaign. A total of \$1.314 billion in faculty support

¹ Similarly, for the Boundless campaign, academic divisions put forward funding priorities well in excess of that campaign's original \$2 billion goal.

priorities has been identified by divisions in support of directors, chairs, professors, assistant professorships, lecturers, fellowships, visiting professors, and limited-term professors. Divisions will also seek support to recruit the next generation of faculty in the form of funding for new assistant professorships for a term of five years.

Research and Program Funding

\$1.624 billion in research and program priorities have been identified. These include supporting academic programs, curriculum innovation, interdisciplinary centres, research networks, 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.

Institutional Strategic Initiatives

A new and uniquely differentiating feature of the campaign will be its focus on supporting a number of large-scale, interdisciplinary and inter-divisional institutional strategic initiatives (ISIs). Developed in close collaboration with the Vice-President Research, Innovation, and Strategic Initiative, the AVP and Vice-Provost Strategic Initiatives and their teams, these ISIs will serve as major platforms capable of inspiring some of the campaign's largest gifts. Such initiatives will integrate diverse research strengths across the University to create new knowledge and find solutions to some of today's most pressing global challenges. The ISI initiatives will also provide essential support to emerging networks of scholars focussed on large-scale interdisciplinary projects. In the *Summary of Approved Academic Funding Priorities*, the funding priorities associated with ISIs are embedded in divisional plans, having been planned and approved following the same rigorous process and policy framework in place for all funding priorities.

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, totaling \$974 million. Priorities range from the development of new buildings to the expansion, renewal, maintenance, and enhancement of existing structures. These include the development of classroom, laboratory, public, and student commons spaces. In some cases, such projects are at early stages of planning. Fundraising goals for early-stage projects will be refined and evaluated as part of the University's capital and infrastructure renewal planning processes as laid out in the *Policy on Capital Planning and Capital Projects*, as well as through appropriate governance processes.

Endowment Funding

In the previous campaign there was a balanced approach to endowment support, with particular focus on supporting student aid and endowed faculty positions. The new campaign will take a similar approach by putting emphasis on continued growth of the University's endowment in support of student aid and faculty support, and at the same time increasing expendable support with immediate impact.

Support to Date

Many supporters have made generous commitments to the University's approved academic priorities since the conclusion of the Boundless campaign.

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 starting date for the new campaign was January 1, 2019, established to immediately follow on the conclusion of the Boundless campaign on December 31, 2018.

Categories of gifts that will be counted towards the campaign are 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, unrealized bequest intentions from individuals who will reach 65 years of age or more by the conclusion of the campaign period, and philanthropic research grants that meet CASE reporting standards.

Since the campaign counting start date of January 1, 2019, the following philanthropic support has been received:

Total philanthropic gifts*	\$816,674,685
Total philanthropic grants**	\$108,287,475
Total philanthropic support	\$924,962,160

*Figures current as of August 20, 2021.

**Reflects philanthropic research grants received through the Research Office since January 1, 2019 that meet CASE reporting standards. Figures current as of July 31, 2021.

It is anticipated that the campaign will launch with a minimum of \$1 billion in private sector support secured.

Conclusion

With twin goals of \$4 billion in donations and 1 million instances of alumni engagement from 225,000 unique alumni, the campaign for the University of Toronto is unprecedented in Canada for its breadth and ambition. The campaign will enhance the University's leadership and excellence in a broad range of areas essential to its teaching and research mission. It will accelerate the University's impact on some of today's most pressing issues and inspire a new generation of students and alumni to value a life-long mutually beneficial association with their alma mater. It will also enhance the University's commitment to equity, diversity, and inclusion, and strengthen its commitment to the pursuit of excellence, accessibility, and an engaged, caring community. This strong support for the University and for higher education in Canada will provide an outstanding platform to advance the University's reputation as one of the world's leading sources of talent, knowledge, and innovation for a changing world.

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
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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?

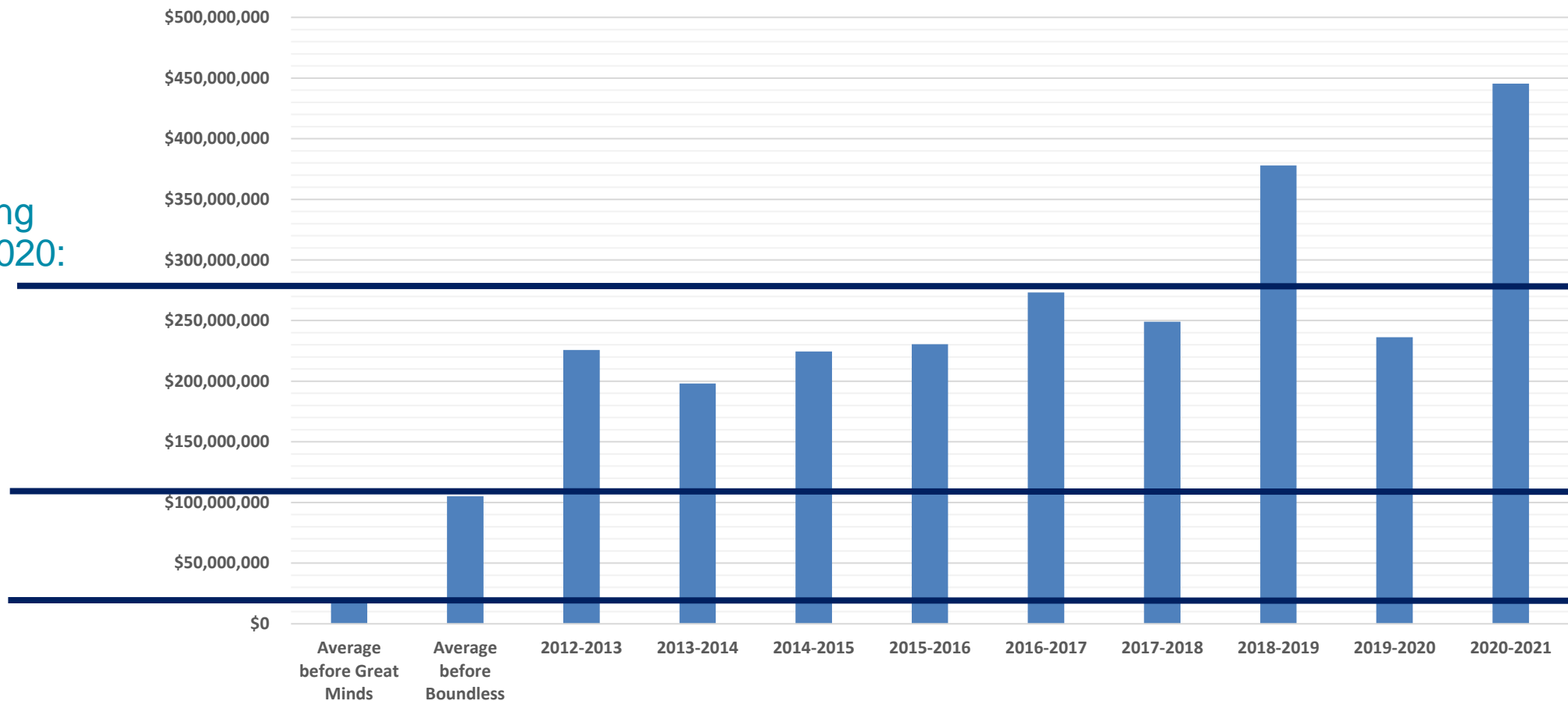
- Galvanize donor and alumni interest, engagement, giving
- Raise sights of donors
- Accelerate gift decisions
- Intensify and deepen engagement of alumni
- Instil pride, awareness, conviction in University
- Lift the perception of the University as a philanthropic priority among its constituents
- Achieve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

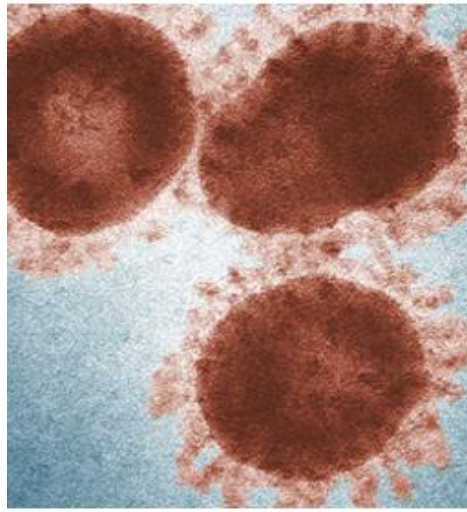
Marquee Initiatives and Institutional Strategic Initiatives

- **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



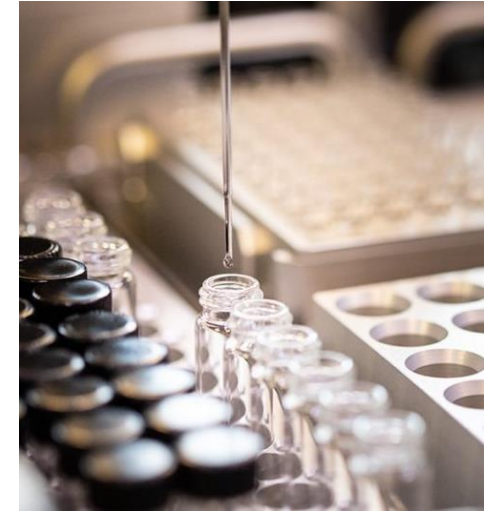
Recital Hall

Faculty of Music



Centre for Medical Chemistry

University of Toronto
Mississauga



Acceleration Consortium

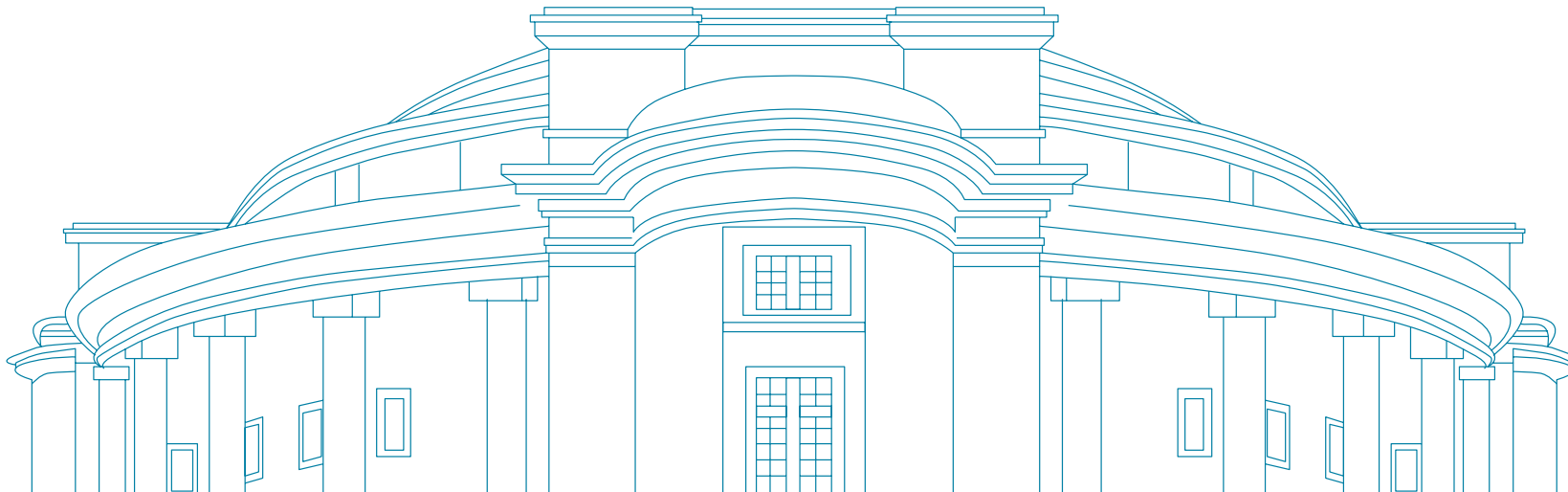
A Framework for Inclusive Excellence

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