



## University of Toronto Governing Council

### Policy Statement on Fundraising Strategy

April 17, 1995

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## POLICY STATEMENT ON FUNDRAISING STRATEGY

The strategic direction of fundraising at the University of Toronto takes place in the context of two primary objectives:

1. The University will be pre-eminent in fundraising in Canada and stand as a peer among comparable institutions anywhere in the world.
2. By the year 2000, University-wide fundraising, inclusive of campaigns, will annually bring in an amount equal to 10 per cent of the University's operating budget.

To accomplish this, the organizing concept will be **co-ordinated decentralization**. "Decentralization" speaks not only to the nature of the overall organization of U of T, but also to the principle that the closest "ask" is the best ask. "Co-ordinated" refers to the need for processes that enable the institution as a whole to attract the most valuable private support.

**Co-ordinated decentralization** enables divisions and federated universities to have as much autonomy as they want, can manage and can use productively, supported by a strong centre. The centre will provide leadership, co-ordination of initiatives and planning, and a full menu of services from which divisions can choose according to their need.

**Co-ordinated decentralization** requires a flexible, inclusive structure that builds the team but still drives the process by establishing goals, measuring effectiveness against those goals and providing the opportunities to improve operations continuously.

It also requires that priorities be set by the senior academic leadership, that adequate resources be assigned to fundraising, and that every effort be made to ensure that fundraising professionals have access to state-of-the-art programs and processes.

In addition to co-ordinated decentralization, the University's fund-raising strategy should encompass a number of key processes and initiatives in order to achieve the desired objectives:

1. An enhanced focus on major gifts, which are the source of about 80 per cent of dollars donated to the University. This includes a new emphasis in the divisions and federated universities on attracting major gifts.
2. A project priority setting process driven by academic priorities, whether divisional or university-wide.
3. A clear prospect co-ordination process that will eliminate duplication and ensure closely-monitored cultivation and solicitation.
4. Annual goals for each program.
5. A co-ordinating committee, with representation from the Development Office and the divisions, to implement the plan and monitor and guide the fundraising process University-wide.
6. A commitment to offer training and professional development for fundraising staff, centrally and in the divisions and federated universities.
7. A bias for continuous improvement, including research on innovations, to seek out the best ideas in fundraising and adapt them for use at the University.
8. Structures that maximize the benefit to be gained from the expertise and involvement of volunteers.
9. The use of seed money to fund programs on the basis that, after an initial period, the programs will be self-funding.

Key  
Policy  
Co-ordinated  
Initiatives  
for  
Fundraising

10. A variety of accountability measures, including regular reports to Business Board by both the senior volunteers and the Development Division.

April 3, 1995

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