



UNIVERSITY OF TORONTO

University of Toronto
Governing Council

Guidelines on Fund Raising Strategy
and Programs at the University of Toronto

March 1, 2004

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Guidelines on Fund Raising Strategy and Programs at the University of Toronto

The University of Toronto requires strong and continuing private support from alumni, friends, corporations and foundations to help achieve its academic objectives. Private funding is part of a resource generation strategy involving government support, tuition revenue and research funding.

The success of the \$1 billion University of Toronto Campaign (1997-2004) has created the platform for the continuing strength of fund raising at U of T. As it prepares to build on the strong base of support created during the Campaign, the Division of University Advancement will continue to hold its programs servant to the academic priorities of the University of Toronto, as defined by the academic leadership through the academic planning process and by governance. The Division will continue to be fully accountable to governance as it assists in raising the private support required to provide teaching and research programs competitive with those offered at the world's top public research universities.

University of Toronto Fund Raising Guidelines

- **The Division of University Advancement, along with University Divisional Advancement staff will raise the private support necessary to help fulfill the University's objectives.** The University's fund raising programs (under the leadership of the Vice-President and Chief Advancement Officer) will focus on raising private support for approved academic priorities. The Division of University Advancement, in consultation with the academic leadership, will set annual university-wide and divisional fundraising goals, to enable the University to plan for the realization of its academic priorities, and to provide for ongoing accountability to Business Board.
- **All fund raising programs will be fully compliant with the terms of the relevant policies and guidelines of the University of Toronto,** including (but not limited to) the Provost's Guidelines on Donations, the Provost's Guidelines for Matching Programs, the Provost's Statement on the Role of Advisory Bodies, the Policy on Endowed Chairs, Professorships, Lectureships and Programs, the Policy on Naming, the Policy on Capital Planning & Capital Projects, and the Policy on Student Awards.
- **All fundraising programs at the University of Toronto will be organized on a coordinated-decentralized basis, with a strict adherence to prospect clearance and coordination.** This will ensure that all academic divisions continue to have access to central fund raising expertise and services; that all fundraising efforts are carefully coordinated; and that all contacts with prospective benefactors are planned and undertaken in a manner that maximizes donor affinity to and support of the University.
- **The University will continue with its four month holdback policy in order to help offset the costs of the University-wide advancement program.**
- **All fund raising programs at the University of Toronto will emphasize donor stewardship** as a key prerequisite to building and maintaining strong ties with alumni and donors. The success of the University's fund raising programs in the future will be directly determined by its ability to steward its donors and strengthen alumni affinity.
- **The University will strive to attract and retain high-quality advancement staff and to emphasize the highest standards of professional achievement and accountability.** The University will provide employment conditions and training opportunities consistent with this objective, while at the same time basing continuing employment on consistent high performance, as specified through the accountability process for advancement professionals.

Jon S. Dellandrea
Vice-President and

Chief Advancement Officer

February 17, 2004