

Rubrics for the Emmanuel College Five-Year Strategic Plan (March 16, 2016)

| 4. Strengthen financial sustainability | Where We Are Now? | Where Do We Want To Be After the First Year? | Where Do We Want To Be After Five Years? | Who Is Responsible? |
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| <p>Work to create a new Alumni/ae Advancement Officer's position for Emmanuel College</p> | <p>Financial realities within the University have thus far prevented this possibility. Unexpected transition occurring in the Vic office and work on the Victoria campaign have also naturally led to other immediate priorities. Currently, a search for a new Director is taking place.</p> | <p>A new Director will be in place with the Alumni/ae Advancement Office, and new conversations about this possibility could begin.</p> | <p>Emmanuel College should have a dedicated Alumni/ae Advancement Officer's position in place and operating by 2018</p> | <p>Vic President's Office Principal's Office Executive Director of Advancement</p> |
| <p>Fundraising to develop new resources in areas compatible with this strategic plan - Entering Student Awards, PhD Awards (4 years), MA Awards (1 year); International and Intercultural Experience; Buddhism and Muslim Studies; Faculty professorships/chairs in Ethics and Public Policy, Public Worship and Liturgy, and Homiletics; Contextual Education for the TFM program; endowment for Continuing Education</p> | <p>A campaign, started in 2008, and clarified by this strategy in 2010, is now largely completed. Goals for Vic have been reached, but not precisely in the categories desired. A new five-year campaign will await decisions within the University of Toronto to close the current campaign. Meanwhile fundraising continues in these categories for Emmanuel College, and funds are counted toward the previous campaign totals.</p> | <p>Continue to make progress in raising money to support the Emmanuel designated areas.</p> | <p>Emmanuel continues to work toward a general goal of five million dollars between 2010 and 2017.</p> | <p>Principal's Office Vic Alumni and Advancement Office Advisory Committee</p> |
| <p>Develop a strategy for pursuit of legacy gifts to support the future work of Emmanuel College</p> | <p>Annual letters and a brochure are utilized currently to create these possibilities. Once a new AAA director is in place, this will be revisited.</p> | <p>Create a strategy, with the cooperation of the Vic Alumni and Advancement Office, to secure legacy gifts</p> | <p>A strong and growing roster of legacy gifts to provide endowment support in coming years.</p> | <p>Principal's Office Vic Alumni and Advancement Office Advisory Committee</p> |