



Provost’s Guideline on Joint Reporting in University Advancement

For many years, the University of Toronto has had in place a system of joint reporting of advancement leads within campuses or St. George divisions to both the campus’ Vice-President and Principal, or to the St. George divisions’ Principal or Dean, and to the Vice-President Advancement or designate (normally the Assistant Vice-President, Divisional Relations).¹

Recognizing that a clear and consistent understanding of these joint reporting relationships is a hallmark of high-performing advancement programs, as recommended in the 2017 GG+A Advancement Growth Review, the University convened the Working Group on Alignment and Accountability to review and establish the following guideline for the definition of joint reporting relationships and its implications for implementation.

What does joint reporting achieve?

1. *Improved alignment and accountability*

- Creates alignment between academic priorities and the advancement activities that support them.
- Reinforces the important role the academic lead plays in advancement and supports their advancement goals.
- Supports the success of the advancement leads through a shared understanding and agreement between the academic lead and the DUA lead on the advancement lead’s fundraising and alumni relations responsibilities, priorities, and focus.
- Ensures shared accountability between the academic lead, advancement lead, and DUA lead for how advancement plans and programs support the achievement of important University goals, whether within or across campuses/divisions.
- Supports equity, consistency, and integrity across the advancement landscape in terms of donor and alumni engagement opportunities and employment/HR processes, and ensures compliance with relevant Governing Council policies on advancement.

¹ For the purposes of this document, “advancement lead” refers to advancement leaders of advancement programs at a campus or at a St. George faculty, school or college led by a Principal or Dean; “academic lead” refers to a campus Vice-President and Principal or to a St. George Principal or Dean; “DUA lead” refers to the VP Advancement or designate (usually the AVP DR).

- Provides clarity, support, and mentorship to advancement staff at all stages in their careers by supporting clear expectations and specific goals to help with team members' professional growth and development.

2. *A shared commitment to the culture, values, and drivers of high performance*

- Promotes a common vision and culture for advancement among the University's many advancement teams, their advancement leads, and their academic leads.
- Promotes a common understanding of and commitment to the drivers of best practices in high performance advancement.
- Establishes and supports a clear, measurable and actionable set of expectations for the activities and results of advancement leads that lead to fundraising and alumni relations success.
- Ensures compliance with University-wide policies, guidelines, and practices that protect academic integrity and promote excellence in advancement activities.
- Promotes effectiveness and integrity of donor and alumni engagement strategies across the University's campuses/divisions.
- Furthers clear understanding and expectations of the leadership, services, and supports available within the DUA and across the University to support campuses/divisions in their fundraising and alumni relations success.

How is joint reporting operationalized between the DUA and campuses/divisions?

1. *Academic lead role*

- The academic lead provides direction to their respective advancement lead on important campus/divisional goals and strategies and on matters related to the definition and prioritization of academic plans and programs. The academic lead also provides day-to-day oversight of the advancement leads' fundraising and alumni engagement activities to advance campus/divisional goals.

2. *Advancement lead role*

- The advancement lead is responsible for the development and execution of plans and strategies to accomplish campus/divisional fundraising and alumni engagement goals, in close consultation with their academic lead and the DUA lead. The advancement lead is responsible for day-to-day oversight of the campus/divisional advancement program itself and for the accomplishment of related personal and team results.

3. *DUA lead*

- Typically through the AVP DR, the DUA lead provides support and direction to the advancement lead to develop, communicate, and instill standards and processes furthering best practices in advancement, including direction and/or compliance with University-wide Provostial policies and guidelines, advancement policies and guidelines, and advancement performance metrics and standards (including alumni engagement strategies in support of University-wide alumni engagement goals, as advised by the AVP AR).
- The DUA lead also provides support and direction to the advancement lead on matters related to the professional conduct of advancement, fostering equity and excellence across the University's advancement teams and levels of employment. This includes support and direction on procedures and approval processes for decisions related to appointments, promotions, classifications, titles, compensation, annual performance evaluations, organizational development, and compliance with Governing Council advancement policies.

4. *Shared oversight and direction*

- The academic lead and the DUA lead are equal partners in assessing performance and determining compensation. As has been the well-established practice, the AVP DR manages the process of preparing and drafting annual performance assessments for the advancement lead, providing both a client service to the academic lead and an important opportunity to foster high-performance behaviours and results across the University.
- The academic lead and the DUA lead share in providing leadership and direction to the advancement lead in terms of her/his responsibility for the development of annual and multi-year advancement business plans, campaign plans, annual and campaign financial goals, and alumni engagement goals.
- The academic lead and the DUA lead share in providing input to the advancement lead on important fundraising and engagement strategies. The AVP DR often provides more specific coaching, direction, or advice to advancement leads to help ensure optimal results of such strategies (including for instance cultivation and solicitation strategies, major and principal gift proposal development, gift agreements, campaign strategies, etc.). The AVP DR also marshals relevant DUA resources to support campus/divisional success with such strategies.
- The academic lead and the DUA lead share responsibility for resolving conflict that may arise from time to time between the DUA lead and the advancement lead, in areas such as employment practice, fundraising strategies, or alumni engagement activities. Typically, such conflicts are easily resolved in reference to prevailing advancement best practices and guidelines, such as those articulated in the following section of this document. In the event that the academic lead and the DUA lead are unable to resolve the matter, they may turn to the VP HR and Equity or to the VP and Provost, as appropriate, for direction and

advice in terms of such issues. The VP HR and Equity or the VP and Provost will have authority to make the final decision on the matter.\

How is joint reporting expressed in the way we work together?

1. Recruitment, appointment, and evaluation processes

- In recruitment processes and hiring panels that involve both the academic lead and relevant senior DUA advancement leadership.
- In job descriptions that clearly detail the nature of the joint reporting relationship to the academic lead and the DUA lead.
- In appointment decisions and the conditions of appointment for advancement leads that are jointly agreed to by the academic lead and the DUA lead and co-signed by both.
- In annual evaluations of advancement leads and their 1AP direct reports, that incorporate input from both the academic lead and the AVP DR, who jointly recommend on ratings and compensation to be vetted and approved by the Advancement Compensation Committee, chaired by the VP HR & Equity.
- In the determination of title, compensation, and classification of new advancement positions or promotions that are reviewed and approved by the academic lead to ensure compliance with campus/divisional requirements, and reviewed and approved by the DUA lead and the central HR & Equity Office to ensure compliance with University-wide equity policies and best practices in organizational development.

2. Business planning, goal setting and campaign planning

- In business planning, campaign planning, and goal-setting processes, that receive advice from, and are approved jointly by, the academic lead and the DUA lead.
- In the AVP DR's role in fostering alignment of campus/divisional campaign plans with University-wide campaign structures, brand platforms, and messaging, working in close collaboration with other DUA leaders.
- In the adoption of best practices for management and reporting on fundraising and engagement progress, including but not limited to major gift performance metrics, with the support and direction of the AVP DR.

3. *Compliance with Governing Council, Provostial, and University policies and guidelines*

- In the AVP DR's role in vetting, developing and securing DUA and Provost's Office approval for fundraising priorities, proposals, and gift agreements that embody/exemplify best practice, manage reputational issues, support equity across the University, and are consistent with Provostial and University policies and guidelines.
- In the role of the VP Advancement, the VP HR & Equity, and the Advancement Compensation Committee, in ensuring decisions on appointments, promotions, and evaluations are consistent with the Governing Council policy for Advancement Professionals.

4. *Alumni engagement*

- In the adoption of best practices for alumni engagement strategies, with leadership and direction from the DUA's AVP Alumni Relations in a dotted line reporting relationship to the campus/divisional alumni relations lead.
- In the professional development, coaching, and mentoring offered to advancement leads by the AVP AR and other senior leaders within the DUA.