

The International Strategic Plan

2022–2027



UNIVERSITY OF
TORONTO

DEFY
GRAVITY

We believe we are more effective working across cultures and geographies. We drive impact through responsible partnerships and investments in U of T students, staff, and faculty.

Executive Summary

The U of T International Strategic Plan (TISP) 2022–2027 developed by The Office of the Vice-President, International (OVPI) in close partnership with all of the university's divisions, is central to advancing the mission and key priorities of the University of Toronto. Over the last five years, guided by TISP 2017–2022, U of T has made significant achievements in expanding support for learning abroad, enhancing global learning experiences on campus, diversifying our student body, seeding and leveraging new partnerships with institutions and organizations around the world, attracting new funding to support global engagement, increasing the university's global profile, and enhancing its reputation.

TISP 2022–2027 is informed by and reflects the invaluable feedback and guidance gathered from key stakeholders through an eight-month university-wide consultation process. We have heard from our community—faculty, staff, and students—that the clear and coherent international strategy in TISP 2017–2022 provided a framework for their own international aspirations and activities. TISP also served as a guide when the university community was confronted with global events that dramatically shifted the way we work. As our colleagues across the university continue to develop their international priorities, forge new partnerships, and reenergize existing international activities, our hope is that TISP 2022–2027 can do the same.

This new international plan builds on the firm foundation of our first international plan while continuing to evolve, with an emphasis on:

- measuring and amplifying the impact of our programs and activities
- implementing distinct regional approaches to internationalization
- renewing our focus on scaling up collaborative programs and attracting large-scale multiyear support for international initiatives
- further developing the number and types of partnerships in the global south

Our work is guided by a set of principles that we are committed to, and which underpin our actions, activities, and processes. These principles, developed through the consultation process, are: academic excellence, global impact, societal responsibility, mutually beneficial partnerships, trans- and multi-disciplinary collaboration, engagement emphasizing equity, diversity, and inclusion (EDI)-driven values including respect, relevance, reciprocity, and responsibility, to be a driver and facilitator of international fluencies, and responsible stewardship of resources including by reducing our carbon footprint.

Over the next five years, we will deepen, diversify, and enhance our international engagement through ten strategic objectives across three key dimensions: **Global Learning**, **Global Reach**, and **Global Impact**. Each of the strategic objectives are accompanied with a clear set of targets and timelines. This ambitious plan will produce clear and measurable results and impact by the year 2027, when U of T as a whole will reflect on its key accomplishments over the 200 years since its founding.

Introduction

The University of Toronto is a uniquely global university situated in one of the most diverse city-regions in the world. Our student body, campus communities, alumni networks, and varied partnerships foster international experiences and opportunities that drive critical skills development, innovation, creativity, discovery, and solutions to critical global problems. The International Strategic Plan 2022–2027 will continue to guide the University of Toronto’s efforts to amplify, diversify, and extend our global contributions and impact, aligned with the university’s priority to strengthen and deepen key international partnerships.

This new five-year plan will build on the strong foundation and key accomplishments of the first International Strategic Plan 2017–2022. Under the previous plan, we expanded support for learning abroad, enhanced global learning experiences on campus, diversified our student body, and seeded and leveraged new partnerships with institutions and organizations around the world.

Going forward, we will continue to deepen, diversify, and enhance our international engagement through ten strategic objectives across three key dimensions:



The 10 strategic objectives are:

1. Nurture a globally fluent community of faculty, students, and staff across U of T's three campuses by creating opportunities to engage globally while in Toronto.
2. Increase the number and diversity of students who participate in a broad range of learning abroad experiences.
3. Attract the best and brightest students to our campuses from a wider range of places and backgrounds.
4. Create an inclusive and welcoming environment in which all international students can thrive.
5. Expand, as well as develop new, international entrepreneurship programming to support the entrepreneurial goals, competencies, and spirit of the U of T community through our network of international partners.
6. Deepen and diversify U of T's global partnerships through well-defined regional strategies to offer unique, mutually beneficial international experiences for all.
7. Enable and enhance international research collaboration, in alignment with institutional priorities, to address issues of local and global importance.
8. Expand the engagement of international corporate partners that add value to faculty-led collaborations and experiential learning opportunities for students.
9. Share the distinctive U of T story with a wider audience, both locally and globally, in a way that clearly and intentionally demonstrates and inspires the university's positive impact in our community and beyond.
10. Leverage the skills, strengths, and influence of U of T alumni to enhance the global experience of our students and deepen our collaborations around the world.

Introduction

The Office of the Vice-President, International, in partnership with key stakeholders from across the university will implement this plan in alignment with the interests, goals, and vision of the wider U of T community. In addition, OVPI will support, enable, and help catalyze and guide the international efforts of divisions, departments, centres, and institutes as well as individual faculty, staff, and students through targeted programming and funding. Finally, it will act as a bridgebuilder by facilitating connections across the university to help faculty, staff, and students navigate existing programs and processes that support their international ambitions.

Underpinning the new strategic plan is a commitment to creating and supporting impactful experiences for, and collaboration among, our students, faculty members, and staff. This commitment requires us to think beyond the university's academic impact and consider how our research and researchers engage with and learn from communities outside the university; collaborate to influence policies and practices; and drive new inventions, innovations, and solutions to pressing global challenges. We embrace the opportunity to demonstrate how U of T positively contributes to addressing the world's most urgent and complex challenges.

Our global community, both on campus and abroad, is one of our greatest strengths. We will work to ensure that our global community is valued and supported and that its interests are reflected in the university's international efforts. U of T is a place where all individuals should see themselves thrive, contributing valuable insights and perspectives based on their background and experiences.

Seven Core Principles

U of T's international engagement is guided by a commitment—articulated in the recently launched Defy Gravity campaign—to inclusive excellence built on the three pillars of excellence, access, and caring inclusive community. We recognize the world has changed dramatically since the creation and implementation of our previous plan. A global pandemic forced us to change the way we all work and has had a significant impact on the way we conduct international relations and build collaborative partnerships. However, what was initially presented as a major challenge and barrier to expanding the University's global engagement became an opportunity to adapt how we collaborate with partners abroad, making us more innovative and resilient as we face new challenges moving forward. Geopolitical and societal tensions, global conflict, pre-existing societal inequalities made more stark by the pandemic, and climate change are of utmost concern, and these challenges will continue to impact the well-being of the U of T community and communities around the world. We know that they are a cause of great uncertainty and unpredictability, particularly for our students and graduates.

Helping the U of T community navigate this uncertainty is our commitment to a set of values and principles that will underpin and guide our actions, activities, and processes.

1. Academic excellence

U of T is proud to be ranked among the best universities in the world and we are deeply committed to continuing our trajectory across several global rankings. Enabling and facilitating global collaboration and investment to foster cutting-edge research and drive innovation remains a top priority and helps attract the world's best and brightest minds to U of T. Strengthening our reputation as a globally recognized, research-intensive university is important both to the institution and to the many individuals who choose it as their place to study, teach, and work.

2. Global impact and societal responsibility

Universities are vital global actors and U of T has a distinct responsibility to develop solutions for the many pressing challenges we face. We do so by identifying these key challenges and enabling our students, staff, and faculty to engage with one another to find the solutions to address them. U of T is deeply committed to supporting and contributing to our diverse, internationally connected communities in Mississauga, Scarborough, and Toronto. Thus, we will ensure that amplifying the university's positive impact is a key component of our strategic plan overall. This includes understanding and measuring how the international collaborations we support translate into deeper levels of community engagement; the creation of new knowledge, inventions, and

innovations; and evidence-based policies, practices, and solutions. We are also committed to understanding where our graduates go after they leave our campuses and how they are shaping the technology, policy, and culture of the world around us. Finally, this commitment includes U of T's participation in global networks and multilateral fora where we will continue to generate new ideas and solutions to global issues and work collaboratively with other like-minded institutions to ensure a more equitable and sustainable future.

3. Mutually beneficial partnerships

As we begin to develop new partnerships, particularly with an enhanced focus on institutions and individuals in the global south, it is essential to ensure they are reciprocal and generate mutual benefits. U of T has as much to learn from our partners as they do from us. We will employ carefully crafted regional strategies for partnership development, recognizing that partnerships in various regions around the world require different levels and types of resources, new and flexible approaches to research and teaching, and the prioritization of specific subjects and values. Our diverse partnerships will be shaped around mutually agreed-upon areas of interest. This will include collaborations with top institutions in countries where higher education systems and individuals within them may not have access to the same resources as we do.

4. Trans- and multidisciplinary collaboration

As a university with an extraordinary depth and breadth of academic excellence and expertise we are uniquely well-placed to pursue the types of trans- and multidisciplinary collaborations that are needed to solve the most complex problems. U of T will continue to encourage and support research and teaching collaborations that bring together researchers, students, and staff from all parts of our university to foster creative, innovative, and novel approaches to such problems. We will also facilitate opportunities for researchers, students, and staff to collaborate with different sectors and industries, recognizing the most effective solutions are driven by a variety of actors with many perspectives and strengths. As part of this, we are committed to support, and work in alignment with, U of T's Institutional Strategic Initiatives (ISIs), which advance the university's capacity to conduct high-impact interdisciplinary research that transforms lives.

5. Engagement emphasizing EDI-driven values including respect, relevance, reciprocity, and responsibility

A diverse campus and a culture of inclusive excellence are essential parts of our institution. A commitment to promoting equity, diversity, and inclusion must extend far beyond words and be integrated throughout our international strategy and its implementation.

Our engagement will also align with the 4Rs of Indigenous research, a pedagogical framework for engaging with Indigenous societies, individuals, knowledge systems, and research practices. The principles of respect, relevance, reciprocity, and responsibility will guide our engagement with Indigenous communities at U of T and across the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit where U of T operates, as we work together to expand international collaborative opportunities with communities around the world.

This requires an ongoing commitment to listen and learn from members of our entire community and a willingness to adapt our approaches to respond in ways that are relevant to their diverse perspectives. Within our community, U of T's campuses have their own unique global configurations that require particular considerations on how to enhance their access to international opportunities.

We are committed to ensuring that our campuses remain diverse, but also that once here, students, regardless of where they came from, have equitable access to the opportunities that a global U of T education provides. Our commitment to these principles extends to U of T's engagement with current and prospective academic partners. Being especially mindful in our engagement with partners in the global south, we will ensure that our partnerships are developed on an equal and equitable footing and with respect for the interests and goals of all involved.

International fluencies

We believe that international and intercultural fluencies create a stronger, kinder, more inclusive, prosperous, and ultimately more resilient and sustainable society. Enabling such fluency will continue to be at the core of our work. All U of T students – both domestic and international—benefit tremendously from the opportunity to engage with global communities, perspectives, and the diversity of knowledge gained on our campuses and through global learning opportunities abroad. This contributes to a more holistic education and gives them a lifelong competitive advantage.

With a U of T degree comes a global education that provides opportunities for careers in markets, sectors, and communities around the world. The university looks to support these types of fluencies across our broader community and create new opportunities for faculty and staff to engage globally at U of T and abroad, further enhancing U of T as a truly global university.

Responsible and sustainable stewardship

Sustainability is a key commitment of U of T. We are deeply committed to being an international leader of operational and academic environmental sustainability. Climate change presents a grave threat to our natural environments, health, and security, and the university takes its responsibility to mitigate its impact seriously. We recognize that the actions taken now will determine the lives of the young people who fill our classrooms far into the future. U of T will continue to work with universities around the world to advance and enhance sustainability curricula available to our students. We will take concrete individual actions to significantly reduce and offset our own emissions, including by building carbon offsets into international business travel, and share the expertise generated at U of T with our partners around the world to contribute to a collective reduction.

10 Strategic Objectives

The previous International Strategic Plan set ambitious and measurable targets and goals. The articulation of a shared ambition for global engagement across the university contributed to significant achievements on which this new Strategic Plan will build. While we remain committed to the core goals of the previous plan, our current approach to internationalization has evolved in several ways.

In addition to continuing to prioritize traditional scholarly outputs, where possible we will also design programs to support, measure, and amplify the impact of our activities. We intend to implement regional strategies that reflect distinct approaches and opportunities when working in and with different parts of the world. We will continue to seed new initiatives and collaborations with a renewed focus on scaling up and attracting international philanthropic support.

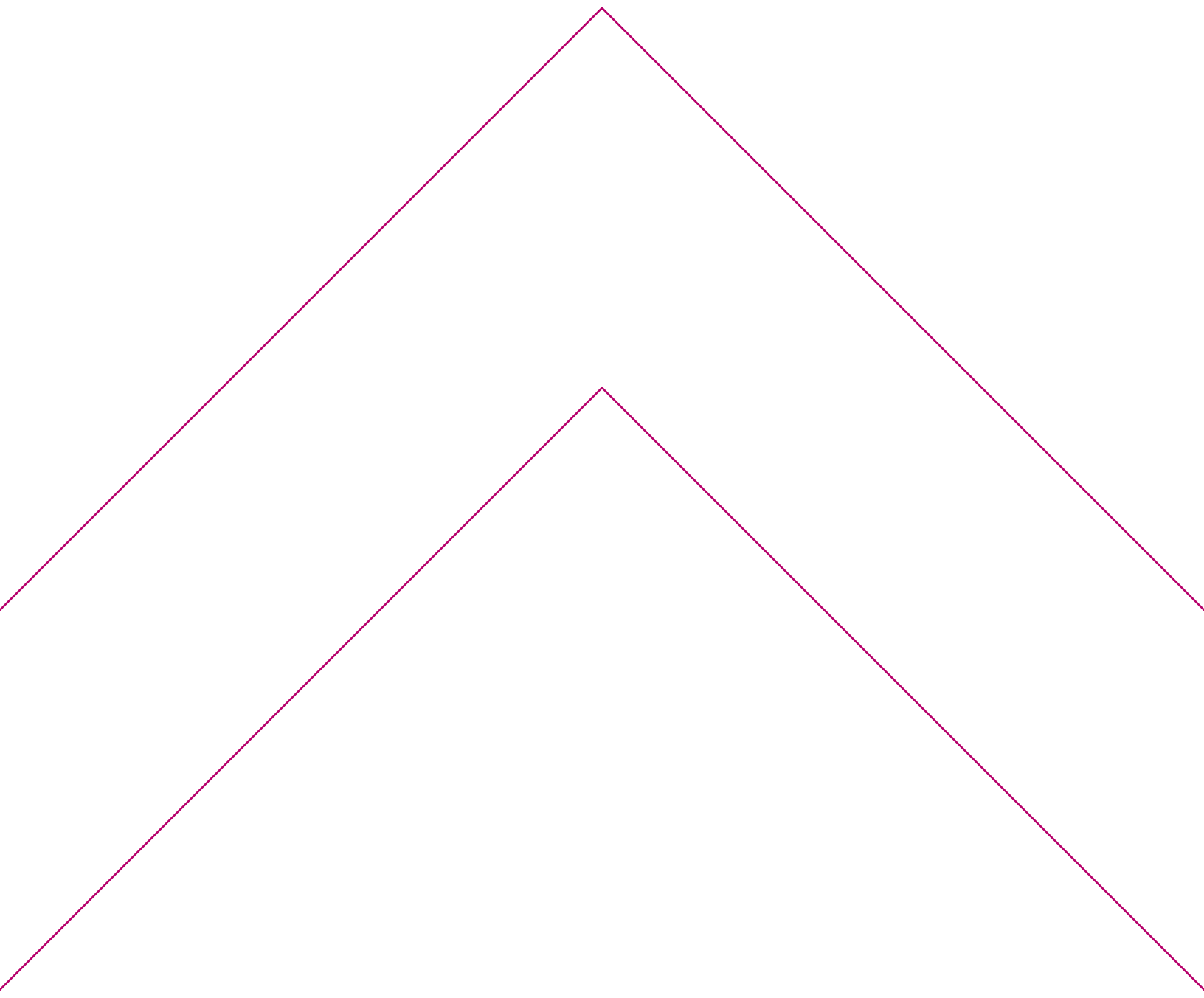
We are proud of the partnerships we have built with some of the best institutions in the world, which we will continue to foster and grow. However, we recognize that many of these partnerships have been with institutions that are similar to our own. To be a truly globally inclusive university, we recognize that our partnerships must extend to institutions that work, teach, and learn in ways that are different from us. Our approach to building partnerships with more diverse institutions must therefore be adaptive and flexible.

Our approach to partnerships will align with and reinforce the institutional priorities and initiatives of the university, including the ambitious Defy Gravity campaign. We will harness what we have learned from the first five years—and the data we have gathered—to inform our new strategy and implement it in more effective and evidence-based ways. We intend to fully embrace the global nature of our community to foster and facilitate global fluency at home.

This evolution of the International Strategic Plan has led us to define [three key dimensions](#) where we will focus our efforts, drive change, and add value. Under these dimensions are [ten strategic objectives](#) with accompanying targets and timelines to which we are committed and accountable.

Global Learning

Within the Global Learning dimension, the creation of new global experiences at home and abroad, which support skills development and competencies, will strengthen and enhance the learning experiences of the entire U of T community.



Global Education

We are deeply committed to providing an outstanding global education to our students, faculty, and staff. The foundation of this global education is our diverse local community, including the large number of faculty and international students from outside of Canada who bring a richness to our teaching and curriculum. We are privileged to be able to offer a global education—in the first instance—at home. There are several ways to support this, including harnessing technology to connect globally without leaving Canada.

For instance, in 2020–21, we supported 52 new Global Classroom initiatives. These offer an accessible way to internationalize teaching and learning experiences by combining global and cross-cultural collaborations with online technology, enabling faculty, instructors, and students to work closely with peers abroad. These initiatives expand access to international opportunities to our community members who may not have the flexibility to spend significant time abroad. They also have the added benefit of reducing our carbon footprint, thereby contributing to sustainable global learning, both locally and internationally. Through our support of these initiatives, a community of practice has formed to support ongoing learning and development of pedagogical expertise. This growing community enables and enhances the development of global fluencies across faculty, staff, and students at the university, and is one example of an inclusive and diverse approach to addressing and solving global challenges. Our new International Strategic Plan will continue to support, grow, and evolve initiatives that further increase U of T's global fluency. **We commit to:**

Strategic Objective 1

Nurture a globally fluent community of faculty, students, and staff across U of T's three campuses by creating opportunities to engage globally while in Toronto.

Several key indicators we will use to measure our success in this area include:

- Supporting faculty-developed Global Classrooms, resulting in doubling the number of global classrooms funded by 2027 to 104 in total.
- Producing new resources to support faculty/instructors in the creation of global learning opportunities.
- Launching the tri-campus Global Leadership minor, with a steady state of 100 students a year by 2027, attracting students globally to U of T.

A transformative global education should include diverse, inclusive, and accessible ways to learn, work, and conduct research in an international setting for all students. Learning abroad expands students' access to different perspectives and learning environments and fosters connections with students, professors, and community members from different places and backgrounds. Prior to the outbreak of COVID-19, U of T was on track to have one-third of all undergraduate students have a learning abroad experience by the time they graduated. This was made possible by the university's commitment to reducing financial barriers for students, providing \$3 million in needs-based student awards, and diversifying the range and length of learning abroad experiences available. Our new International Strategic Plan seeks to continue this growth trajectory of participation by creating new opportunities with more diverse partners, offering different and unique types of experiences, and reducing barriers to participation. **We commit to:**

Strategic Objective 2

Increase the number and diversity of students who participate in a broad range of learning abroad experiences.

Several key indicators we will use to measure our success in this area include:

- Reaching 40% of undergraduate students engaged in at least one learning abroad experience before they graduate by 2027.
- Increasing the percentage of students of diverse backgrounds participating in learning abroad experiences by 10% year-over-year between 2022-2027.
- Increasing the number of low-middle income countries with which we develop reciprocal and meaningful learning abroad opportunities from 10 in 2022 to 25 by 2027.
- Increasing the number of Historically Black Colleges and Universities (HBCU) and majority Black graduate students' partners with which we develop reciprocal learning abroad opportunities from 0 in 2022 to 8 by 2027.

International Student Diversification

U of T's three campuses are located in one of the most diverse city regions in the world and our student body reflects that diversity. Currently, U of T is home to more than 27,000 international students from around the world who live, work, and study across its three campuses. International students make up approximately 26% of our student body and contribute significantly to U of T's global outlook and international profile. They have an extraordinary impact on life at the university and in its surrounding communities. A diverse student body such as ours enables intercultural learning and exchange on campus. It offers all students a different type of immersive and global education, both curricular and co-curricular, and all graduating students benefit from being part of a global alumni network.

Over the last five years we have welcomed more students from a wider variety of places to our campuses. We will continue to diversify our international student body through targeted recruitment efforts and expanding resources available to prospective U of T international students. Specifically, we seek to diversify both the geographic and socioeconomic settings our students come from, as well as the diverse points of view and lived experiences they bring with them. **We commit to:**

Strategic Objective 3

Attract the best and brightest students to our campuses from a wider range of places and backgrounds.

Several key indicators we will use to measure our success in this area include:

- Increasing the number of countries of citizenship with 40+ new undergraduate registrants from 14 in 2021 to 16 in 2023, to 17 in 2025, and to 20 in 2027.
- Increasing the number of countries of citizenship with 70+ new undergraduate registrants from 8 in 2021 to 9 in 2023, to 10 in 2025, and to 11 in 2027.
- By 2023–24 reach a steady state of 6% annual international tuition set aside to support substantial international scholar awards.
- Continuing to support a minimum of 37 new Lester B. Pearson Scholars annually from diverse regions.

International Student Support

As we continue to diversify our undergraduate and graduate student population by bringing more people to our campuses from different places and backgrounds, it is a priority to ensure that each of these students is valued and supported. We reject the all-too-frequent narrative that international students are valued by universities primarily for the fees that they pay; however, more can be done to counter this perception. We recognize that studying internationally may entail financial sacrifices for families. All students should be supported to engage with their new community. We are committed to ensuring that U of T international students have more opportunities to engage outside the classroom through experiential learning, and resources available to improve their well-being and sense of belonging. Over the last five years, we have invested significantly in international students, providing immigration and visa advising, academic support, investments in health and wellness, career advising, and international student programming through international centres on our three campuses. This includes \$2.38 million to support 20 initiatives across the university that have enhanced the experience of thousands of international students; fostered intercultural and international-to-domestic student, staff, and faculty engagement; and internationalized the U of T experience for all students. These projects continue to generate impact across the university by improving international students' access to critical services, empowering all U of T students with the skills to communicate confidently across cultures and facilitating international student integration into university life.

We recognize that the best way to understand what kind of support international students need is to listen, including through new forums and channels for dialogue. U of T will work to ensure that, above all else, our students' mental, physical, and financial health and well-being are protected, and that the university continues to develop a caring community for our international students. **We commit to:**

Strategic Objective #4

Create an inclusive and welcoming environment where all international students can thrive.

Several key indicators we will use to measure our success in this area include:

- Ensuring 70% of international undergraduate students participate in experiential learning / high impact practices by 2027.
- Increasing international students' participation in paid work-study positions—venues for leadership skill development—from 2.9% in 2022 to 6% in 2027.
- Increasing international students' engagement in co-curricular Peer Leader / Mentor roles from 3.11% in 2020 to 6% in 2027.
- Increasing the percentage of international undergraduate students who feel positive about the climate for diversity and inclusiveness at U of T from 88% in 2022 to 92% by 2027.

Global Entrepreneurship

The year 2022 will introduce a new International Entrepreneurship Strategic Plan developed with University of Toronto Entrepreneurship (UTE). This plan will build on the ambitions set out in TISP 2017-2022, but with innovative adjustments to fully realize those goals. The original conceptualization of International Entrepreneurship Highways led to the successful exchange of student entrepreneurs between Toronto and Singapore for several years. This experience and the emergence of new opportunities that have arisen because of philanthropic investments allow us to reenergize our approach to international entrepreneurship by developing new collaborative programs with our strategic partners and improving the entrepreneurship competency of our students.

Our new entrepreneurship strategy will focus on two pillars: educate and launch. The first pillar includes critical priorities such as expanding access to international entrepreneurship curricula to all students and forging new opportunities with partners that allow U of T students to work for businesses in international markets – and for students from our partner universities to come to Canada to gain valuable entrepreneurship experiences here. For the second pillar, and together with UTE, we seek to support and encourage student and faculty founders/entrepreneurs to engage in new venture creation by facilitating the development of international entrepreneurial networks and identifying emerging funding opportunities to sustain their ventures. **We commit to:**

Strategic Objective 5

Expand, as well as develop new, international entrepreneurship programming to support the entrepreneurial goals, competencies, and spirit of the U of T community through our network of international partners.

Several key indicators we will use to measure our success in this area include:

- Implementing the International Entrepreneurship Strategic Plan over the next two years.
- Double the number of partnerships we currently have by developing five new institution-to-institution entrepreneurship partnerships by 2027.
- Increasing the number of undergraduate and graduate students engaged in international entrepreneurship exchanges (outbound) by 200% by 2027.

Global Reach

Within the Global Reach dimension, U of T will expand the scope and scale of our existing partnerships and forge new ones with institutions and organizations worldwide, focusing on diversifying where our partners are located. We will seek diverse partnerships that are based on shared mutual interests and strengths. These partnerships will have a variety of foci, from academic research collaboration to corporate-sponsored research to entrepreneurship to experiential learning, and much more. U of T intends to pursue and strengthen partnerships that work with and impact communities, locally, and globally. Furthermore, a core component of our work is raising awareness of and identifying opportunities for growth in research funding, both for the research that we have seeded and for the many international collaborations conducted across the university.

Regional Diversification

The University of Toronto has benefitted immensely from new institutional partnerships over the last five years, including the formation of five Global Research Alliances (GRAs) with academic institutions in the UK, Australia, Israel, and Ethiopia. GRAs are a trusted set of priority partnerships pursued based on shared principles and approaches to internationalization. They are multi-faceted and draw on multiple disciplines and various spheres of practice, including teaching, learning, research, and institutional policies and procedures. We remain committed to strengthening these partnerships by committing more of our own resources and attracting new external funding to expand our global reach.

A key driver of this expansion is prioritizing partnership development in the global south. This is motivated by a desire to work with and learn from communities worldwide with a diversity of perspectives, interests, and goals. We face a set of shared grand challenges, yet we recognize that countries in the global south often feel the negative impacts of such challenges first and to a greater degree. Moreover, we acknowledge that such partners have considerable knowledge in research and teaching to share, and from which U of T can greatly benefit. Our partnerships will be centred around global impact and social responsibility.

As we continue to move forward in developing these kinds of relationships, we do so while recognizing the privileges and power imbalances that have shaped these types of partnerships in the past and commit to developing new partnerships that are equitable and reciprocal, with benefits to all those engaged, despite differences in resources and capacity. This new strategy will incorporate new frameworks for partnership, recognizing that a one-size-fits-all approach may not be as effective. **We commit to:**

Strategic Objective 6

Deepen and diversify U of T's global partnerships through well-defined regional strategies to offer unique, mutually beneficial international experiences for all.

Several key indicators we will use to measure our success in this area include:

- Developing at least 1 new GRA level partnership a year for a total of five new GRAs by 2027; ensuring that 2 are in regions in which we do not currently have a GRA.
- In addition to the above, adding 8 new, more focused institutional partnerships to which we commit resources by 2027, ensuring these align with priorities set by our 7 President's International Councils.
- Implement a long-term international philanthropic funding strategy with clear targets to secure support for regional engagement by 2027.

Academic Research Partnerships

Academic partnerships with higher education and research institutions help seed, support, and scale international research collaboration between U of T faculty and students and their counterparts worldwide. This engagement creates meaningful, research-intensive student experiences and facilitates network building, especially for early career researchers. Scaling up these partnerships over time can contribute to landmark discoveries and game-changing research.

By leveraging partner institutions' unique strengths, academic partnerships accelerate discovery and contribute to solving the world's most complex problems. Every year, new partnerships are formed, and more funding opportunities are made available to support this important work. In the last five years, we have directly supported 175 faculty-led research collaborations with an international partner. These partnerships have expanded researcher networks and facilitated trainees' exposure to new techniques, leveraged millions of dollars in external funding, influenced decision-makers, and positively impacted our communities. Over the next five years, we will continue to seed new collaborations focusing on encouraging early career researchers to take the lead on such projects, thus supporting the expansion of their global networks at a formative time in their careers. Moreover, we will work to ensure that our investments in research are leveraged to secure more long-term funding. We will also pay particular attention to scaling up existing collaborations aligned with the university's strategic research initiatives to support high-impact, multidisciplinary research. **We commit to:**

Strategic Objective 7

Enable and enhance international research collaboration, in alignment with institutional priorities, to address issues of local and global importance

Several key indicators we will use to measure our success in this area include:

- Ensuring a steady state of 15 International Doctoral Clusters (IDCs) involving faculty from at least eight divisions in total between 2022 and 2027, working in close collaboration with the School of Graduate Studies.
- Supporting 500 new international research collaborations through workshops, grants, and other mechanisms by 2027.
- Ensuring that 50% of all funded international research collaborations supported by OVPI funding programs are led by early career researchers by 2027.
- Demonstrating leverage of 3-to-1 OVPI funding for external funding by 2027.
- Increasing the number of funded international research projects that U of T PIs participate in by 5% by 2027.
- Growing the international partnership network of Institutional Strategic Initiatives (ISIs) by facilitating at least 1 international partnership for each ISI by 2027.

Corporate Partnerships

As a world-renowned institution with research, innovation, and education expertise, U of T offers sought-after corporate partnership opportunities that draw on our excellence in an immense array of academic disciplines, start-up incubators, academic collaborations, and sources of talent. Such partnerships help expand the scope of our research and discovery efforts while offering learning and training opportunities for students to prepare them for future careers. They also offer unique opportunities for companies and their employees to benefit from the knowledge and expertise of our faculty across multiple disciplines by spending time in each other's working environments.

Over the last five years, the amount of corporate sponsored research that has flowed to the university has grown dramatically. U of T has also attracted several large corporations to set up physical space on, or in collaboration with, our campuses. These partnerships continue to drive innovation and the advancement of new technologies and systems.

Over the next five years, we will continue to expand these partnerships and diversify the regions from which we draw corporate funding. Driving this development is U of T's newly implemented Blue Door portal, a single point of entry for organizations who wish to work with the university. This was designed to make the university and its wide range of experts from across all disciplines more accessible and increase the ease with which someone can navigate the university – by reaching the right person to support partnership development in just four clicks of a mouse. We will continue to identify opportunities that benefit our faculty members and result in support for their research and the co-creation of scientific and social innovations. Core to our corporate partnership building efforts is a 360-degree approach that breaks down traditional disciplinary siloes and encourages prospective corporate partners to consider how their strategic priorities can be addressed by a diversity of expertise.

Our students are eager to gain work experience outside the classroom during their time at U of T and companies around the world can benefit greatly from their skills and talents. We thus seek to create new international internship and work-integrated learning opportunities for students to enhance their technical capacities, strengthen their professional networks, and provide them with valuable work experience. We will continue to play a key role in supporting Toronto's research and innovation ecosystem by growing its talent pipeline and attracting investment, contributing to the overall prosperity of the region as well as around the world. **We commit to:**

Strategic Objective 8

Expand the engagement of international corporate partnerships that add value to faculty-led collaborations and experiential learning opportunities for students.

Several key indicators we will use to measure our success in this area include:

- Increasing international corporate-sponsored research from \$30M in 2022 to \$45M by 2027.
- Increasing the number of unique international corporate partners who launched a project with our faculty from 42 in 2021 to 60 by 2027.
- Increasing the number of unique faculty members who are leading international corporate-sponsored research from 99 in 2021 to 150 by 2027.

Global Impact

Throughout its history, U of T has had a significant impact on society, including through ground-breaking achievements in medicine, sustainability, public policy, communications, and artificial intelligence, to highlight just a few. Within the Global Impact dimension – integrated with the Global Learning and Global Reach dimensions – U of T will continue to support practices and partnerships that drive impact. We will also work closely with colleagues to ensure we are sharing stories of the positive, transformative impact of our research, innovation, teaching, and collaborations.

Our community feels a distinct responsibility to continue working to solve society’s most urgent challenges through multidisciplinary and multisectoral partnerships, research, and learning. Our community is also contributing to positive societal change through commitments such as Truth and Reconciliation, equitable and inclusive hiring processes, ethical procurement policies, cultural development and the arts, and our commitments to reduce our Greenhouse Gas emissions. The university’s impact extends to our graduates who go out into the world with the competencies and confidence to influence positive change. We want to ensure that our impact is seen and felt in our own community and far beyond.

Communications and Profile

U of T is among the world's top research-intensive universities and is consistently ranked in the top 25 worldwide in the five most closely watched international rankings. Our commitment to excellence and global engagement has helped U of T earn a positive reputation internationally. However, we recognize that more can be done to explicitly and intentionally support faculty, staff, and students to engage in projects that can have a global impact. We can demonstrate and support the impact of our research, teaching, and partnerships, both in our local community and communities around the world. We want the U of T story to reach and resonate with a wider audience.

Over the last five years, U of T stories and profiles have been featured in some of the most globally recognized media outlets. We continue to have a growing following on diverse social media channels, which amplifies our engagement around the world. We will continue to ensure that the contributions of our faculty, staff, and students are profiled internationally. We will also contribute to raising U of T's international profile in excellence, innovation, and impact. **We commit to:**

Strategic Objective 9:

Share the distinctive U of T story with a wider audience, both locally and globally in a way that amplifies and demonstrates the university's positive impact in our community and beyond.

Several key indicators we will use to measure our success in this area include:

- Track and share U of T's progress on contributions to the Sustainable Development Goals
- Year-over-year, increase the content-quality score of earned-media coverage that demonstrates the university's impact and reaches identified audiences in Canada and abroad, with a focus on:
 - » coverage that clearly demonstrates the impact of U of T research and teaching on people, policy, community, and/or industry
 - » coverage that demonstrates the impact of international students on people, policy, community, and/or industry
- Year-over-year, increase international earned media hits resulting from Breaking News Experts (BNE) pitches.
- Leveraging Defy Gravity, develop strong, regionally focused impact overviews for at least seven regions to support partner engagement.

Alumni Engagement

U of T is privileged to name more than 640,000 alumni in over 190 countries around the world. This extraordinary community is a key contributor to the strength of U of T's global brand and reputation as well as to the international activities and programs implemented across the university. U of T alumni understand the value of our institution better than anyone and their unique perspective can help us amplify U of T's impact with a wider network. We recognize that there is a distinct role for U of T alumni in contributing to a positive global education and experience for our current students, including through things like mentorship, as well as in our partnership development process as we look to expand our collaborations with different regions and industries.

Over the last five years, our alumni around the world have made invaluable contributions to the implementation of our international strategy including by providing expert advice, participating as mentors in our programs, and making generous philanthropic gifts to support the university's endeavours. The International Strategic Plan looks to create more opportunities for our alumni to participate, both in-person and virtually, in our programs and opportunities. This objective will contribute to the Defy Gravity campaign goal to inspire 225,000 alumni to become involved as volunteers, mentors, donors, participants, and leaders and encourage them to contribute their time and talent to the university one million times collectively. **We commit to:**

Strategic Objective 10

Leverage the skills, strengths, and influence of U of T alumni to enhance the global experience of our students and deepen our collaborations around the world.

Several key indicators we will use to measure our success in this area include:

- Increasing the number of prospective/potential and current international students who have an opportunity to engage with alumni through events and mentorship.
- Increase the number of students, year over year, who are supported in arrival to U of T through the community welcome program (launched in 2022).

Toward Implementation

As we move toward the implementation of this ambitious plan, it is important to reflect on OVPI's distinct role and the contributions of the entire U of T community in this process. Through an extensive year-long process, the plan's vision reflects the interests and goals of U of T's students, faculty, and staff with whom we had the privilege of engaging. However, we also recognize that a large and diverse community such as ours means that many within our community will have their own international goals and aspirations. We view this as an immense contribution to the university's overall international efforts and we intend to support and enable these individual goals. Core to OVPI's identity is the notion of bridgebuilding, and co-creating opportunities to expand networks, enhance experiences, and drive impact.

We remain deeply committed to supporting the institutional coordination and facilitation of key contributors across our campuses working on internationalization to enhance access for our students, staff, and faculty to the resources, supports, and opportunities available to them. We will continue to raise awareness of current challenges and advocate for the elimination of barriers to participation in global learning and partnerships that exist in our own institution and at the national and global levels.

The International Strategic Plan 2022-2027 – above all else – provides a reference point and roadmap as we move forward. We have learned over the last several years that we operate in a world with a greater level of uncertainty than in years past. Anchoring the university and enhancing our resiliency against future risks and crises is our commitment to the seven core principles embedded in our strategy. We are confident that members of the U of T community and our partners, both current and prospective, will see themselves reflected in these principles and embrace the opportunity to work collectively to achieve a transformative impact.



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