



UNIVERSITY OF
TORONTO

GLOBAL ENGAGEMENT: U of T in the World

The 2017-18 annual report of the Office of the Vice-President, International



We invite you to explore the global partnerships the university has built to empower students, faculty and professionals alike, so that we can together contribute to the global community.

Letter from the Vice-President

This first annual report of University of Toronto's (U of T) Office of the Vice-President, International summarizes achievements to date against our 2017-2022 International Strategic Plan. Over the past two years, all parts of the university have been working collaboratively and with partners around the world to broaden and deepen U of T's global activities, enhance global engagement opportunities for students, develop new international research partnerships, and deepen collaboration with our global alumni.

At U of T, we are committed to global engagement. We attract students from 165 countries and regions and our alumni community spans the globe. Enhancing our global excellence means attracting the best talent worldwide, including faculty, staff and students. It also means connecting our superlative scholars to state-of-the-art facilities and research networks.

We infuse international and comparative perspectives throughout our teaching and research activities so that all of our students and our research can contribute to the flourishing of arts, culture, and society, and have global impact on the world's most pressing issues - health, social justice, economic growth, the environment, peace and security, to name but a few. We are committed to engaging in ethical reciprocal partnerships that are built on trust and mutual benefit, and build capacity and learning for all partners.

We would like to thank all of our partners for their shared commitment to a vision of making a positive difference in the world.

Sincerely,



Ted Sargent
Vice-President, International



We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people and we are grateful to have the opportunity to work on this land.



GLOBAL ENGAGEMENT: UofT in the World

In his installation address, President Meric Gertler identified strengthening and deepening key international partnerships by means of a well-defined strategic focus as one of his three key priorities, recognising that in a world that is increasingly interconnected, an international perspective is a vital part of the academic mission. The Office of the Vice-President, International (OVPI) was established to develop and implement this priority for the University of Toronto and an International Strategic Plan was developed based on consultation with the university community, and shared with the university's Governing Council in June 2017.

The International Strategic Plan supports U of T's internationalization goals as well as provides a global lens for the President's other two priorities: leveraging the university's urban location and re-imagining and reinventing undergraduate education.

In 2017-18, we were pleased to welcome 74 delegations to the University of Toronto through the Office of the Vice-President, International, a number which does not capture the extensive international engagement taking place within faculties and on all three of our campuses. The Office also supported 20 university-wide delegations, including 2017-18 Presidential trips to Africa,

China, USA, Mexico and the UK, and engagement with our International Leadership Councils made up of senior alumni and friends of this university. A number of new strategic partnerships have developed out of these meetings, some of which are highlighted in these pages.

U of T is a truly global university, one in which all students and faculty can engage in a broad spectrum of challenges, ideas, cultures and bodies of knowledge on one of our three campuses in the Greater Toronto Area. Our international student population – which represented 22.5% of our undergraduate students and 16.6% of our graduate students in 2017/18 – presents us with opportunities to rethink the ways in which we teach and engage, so that all students and faculty benefit from the international perspective they bring. Our international students and research projects bring multiple, global points of view to the university, just as our Canadian diversity helps us maintain strong connections to the rest of the world. Through intercultural learning experiences, our students are better equipped to appreciate diverse perspectives and cultures. They grow as globally-minded individuals who are able to contribute to the interconnected challenges we face which demand global cooperation to address.

Our commitment to global engagement shapes our institutional ethos and touches every aspect of our higher education enterprise.

Delivering on U of T's Global Promise

The International Strategic Plan focuses on three dimensions, with eight axes. Each has a set of targets to ensure we make measurable progress through our work for the coming years. A governance structure supports these priorities, with the leadership of the Vice-President, International as well as the Associate Vice-President and Vice-Provost, International Student Experience, Associate Vice-President, International Partnerships, and Executive Director, International. These outward facing roles contribute to and support the implementation of the strategic plan.

U of T was ranked amongst the world's top five public universities for global employability and first in North America in 2017, sharing the top five position with the University of Cambridge, the Technical University of Munich, the University of Tokyo, and the Hong Kong University of Science and Technology. We will set up the next generation of global leaders in industry, academia and the public service to succeed and gain meaningful future employment by providing opportunities to develop global fluency.

THE EIGHT AXES

STUDENTS



Recruitment



Mobility



International Student Experience

PARTNERSHIPS



Academic Partnerships



Innovation



Entrepreneurship

ADVANCEMENT AND REPUTATION



Alumni and Fundraising



Reputation and Brand



RECRUITMENT:

Attracting the best minds to U of T

The university attracts top students – both undergraduate and graduate – from countries around the world. Coupled with our diverse domestic student population, this creates a stimulating and inclusive international environment on our campuses. This diversity of perspectives, cultural backgrounds and experience inspires new ways to understand, invent and create.

We have as a goal to increase our intake of top applicants from countries from which we have not, to date, recruited large numbers of students. By hosting events around the world that feature globally engaged U of T faculty and students, to which both prospective students and alumni are invited, we are expanding our outreach. In the fall of 2017 we were pleased to see a year-over-year increase in students from a number of regions in the world, including the USA (81% increase), India (67% increase), and the Middle East (52% increase).

In the spring of 2017, U of T was pleased to launch the Pearson International Scholarships and we welcomed an extraordinary cohort of 35 undergraduate students from around the world in the fall of 2017, with a further 40 new students announced for the fall of 2018. Named after Canada's 14th Prime Minister, Nobel Peace Prize laureate and U of T graduate Lester B. Pearson, the scholarship recognizes exceptional academic achievement, creativity, leadership potential and community involvement. It also signals the university's continued commitment to openness and multilateralism in service of the common good.

At the graduate level, the university continues to reach out to the very best domestic and international graduate students. U of T recently decided to lower tuition for international PhD students so that they are on par with domestic fees.

As we continue to reach out to the best and brightest around the world at a graduate as well as undergraduate level, we have been working with partner countries to support their talent development goals. In 2017-18 we were pleased to sign an agreement with the Mexican government for 150 CONACyT PhD scholarships and the University of Toronto joined CALDO, through which we will be signing on to new graduate scholarships with an additional 10 Latin American countries.

Although they just began their first year of university in September 2017, some Pearson Scholars already have an idea of what they want to do next. Tajharae Jarrett, from Jamaica, said she plans to study forensic sciences to contribute to judicial reform in her home country. And Ghanaian Alexander Odartey-Wellington aims to become an economist with the goal of one day designing an economic model to accelerate the development of African countries.



INTERNATIONAL STUDENT EXPERIENCE:

Creating a truly global education

As the University of Toronto recruits leading students from around the world, we also continue to focus on supporting these students for success, and ensuring they are engaged early in their time at the university and often before they arrive. Building on best practices like the university's Green Path program which provides a 12-week summer preparation program for international students, we aim to help new students acclimatize when they arrive, develop their network, and become ready to engage academically.

Over the past five years we have been privileged to welcome 67 scholars from the African continent who have been supported through the prestigious MasterCard Foundation (MCF) Scholarship to study at the University of Toronto. U of T was one of the first universities to offer the scholarship for bright and financially disadvantaged students in sub-Saharan Africa who aspire to become future leaders in their home countries. President Meric Gertler was pleased to travel to Rwanda in October 2017 to be part of a MCF convening of university leaders, and to continue to develop our engagement with partners in Africa.

Developing supportive programs for this remarkable cohort of students illustrates the university's ongoing commitment to supporting all of our international students. Over the past year we have reached out to students, faculty and staff across our three campuses to understand some of the ways in which we can most effectively set them up to continue to succeed. Through these discussions, our university community has reinforced the many opportunities that having an international student body presents. The following five themes have emerged:

- Ensure **inclusive classroom** settings through curricular and pedagogical innovations to facilitate intercultural understanding.

- Improve international students' **access to key services** by ensuring they receive timely and accurate information at each stage of the recruitment-to-convocation experience.
- **Empower and equip** all U of T students with the skills and experiences to communicate confidently across cultures in both academic and informal settings.
- Enhance proactive, coordinated and timely **engagement of international students** before they arrive at the U of T and at subsequent key moments during their first year of study.
- Enhance **programs and services** to serve U of T students from all backgrounds.

Of our MCF Scholars, President Meric Gertler has said: "These incredibly talented individuals aspire, quite realistically, to become future leaders in their home countries, but while they are here, they are also making incredible contributions to this academic community."

In partnership with the Office of the Vice-President and Provost and divisions, over the coming three years, we will invest \$1 million a year in new approaches across the university to ensure we continue to seize the opportunities our increasingly international classrooms, residences, and co-curricular activities present, to continue to innovate and develop the global education we offer.



LEARNING ABROAD:

Developing the global leaders of tomorrow

Over the past several years the university has been increasing students' learning abroad opportunities by developing robust partnerships with peer institutions, with companies and with non-governmental organizations (NGO) around the world. These opportunities include short term study, research, as well as professional and community based experiences.

Our goal is to increase the number of students who participate in at least one outbound international experience by the time they graduate, from 19% (2016) to 20% (achieved this past year) to 30% by 2022.

International experiences allow students to immerse themselves in academic research environments, workplace cultures, and communities across the world. We believe that first-hand knowledge of global issues will prepare students to be global leaders: like the team from our Faculty of Applied Science and Engineering who travelled to China this year as part of their capstone course to collaborate with Chinese peers on a new idea for a high speed train; students who study in our international development studies coop program at U of T Scarborough; and students who spend 10 days in the field, building on their research to develop initiatives that will reach marginalized, underserved communities through the Reach Project at the Munk School of Global Affairs.

We are working to attract new philanthropic and partnership resources to the university to enable more of these important learning opportunities. In the past year these have included dedicated resources for 15 additional scholarships through the China Scholarship Council, as well as \$500,000 a year in new scholarships for undergraduate students to pursue independent research through the Laidlaw Scholarships.

The University of Toronto is also actively engaged as a sector leader in advocating for the importance of promoting learning abroad opportunities for all students in Canada. This past year we released a report in partnership with the University of Ottawa focused on

Tasha Noronha, a fifth-year student in U of T Scarborough's Specialist (Co-op) Program in International Development Studies, recently completed a 10-month co-op placement in Uganda as part of the Queen Elizabeth II Diamond Jubilee Scholarship. She worked as a Donor Representative for Children of Hope Uganda, a grassroots NGO. Its mission is to provide meaningful educational and professional opportunities to victims of war.

how learning abroad opportunities help make the country more prosperous and set our students up for success.

The Global University

To foster the international learning of our students, U of T is creating a suite of new opportunities to engage and recognise students who are globally engaged. As part of our vision for the Global University, we will be launching three related initiatives in the fall of 2019:

1. the Global Citizens initiative for students engaged in co-curricular offerings;
2. the Global Scholars initiative for students interested in courses with an international dimension, and;
3. the Global Leaders initiative, an enhanced program for students which will result in a certificate.

These initiatives will constitute a student-facing, university-wide engagement that includes both curricular and co-curricular global opportunities.

ACADEMIC PARTNERSHIPS:

Working toward shared goals



Academic partnerships allow us to leverage complementary research strengths and gain access to unique capabilities to foster learning and accelerate discovery.

Over the past year, the university has deepened collaborations with key strategic partners who have extensive expertise in multiple areas which complement our own. We continue to develop international partnerships in urban studies as part of our recently launched School of Cities initiative: we signed a partnership with Pune in India to develop smart cities, and hosted joint workshops focused on issues such as affordable housing with international partners.

We have launched joint calls for proposals with international partners to grow complementary collaborative research to maximize impact. These include joint calls with University College London (UCL), with Centre National de la Recherche Scientifique (CNRS), and with Tel Aviv University (TAU) as well as upcoming calls with the University of Hong Kong and with the University of Manchester. Funding awarded has fostered the exchange of faculty, students and knowledge through the organization of joint conferences, seminars, and short-term training courses, as well as nurturing

promising collaborative research projects between faculty from both institutions. In 2017, two joint research projects with TAU, seven with UCL, and three with CNRS were awarded funding in diverse areas such as environmental design, cell biology, Tamil studies and medical education in low income countries.

In addition to these joint calls, we were pleased to launch our first three International Doctoral Clusters (IDCs) with partner universities this past year. IDCs foster international collaboration by gathering a cluster of faculty working in complementary areas, and then supporting the mobility of their graduate students, post-doctoral fellows and collaborating faculty. Students involved in an IDC will spend a significant amount of time at the partner university and will be co-supervised by a faculty member there.

Our first three IDCs are with Zhejiang University in molecular genetics, with the National University of Singapore in cybersecurity, and with Hong Kong University of Science and Technology in next-generation power devices. A further four IDCs were approved in May 2018.

Charmaine Rodrigues is a doctoral stream student in the lab of Dr. Chi-Chung Hui, a professor in the Department of Molecular Genetics and senior scientist at SickKids, and is about to take her international studies to another level. Rodrigues is one of the first U of T students enrolled in our new International Doctoral Clusters. As part of a collaboration agreement between U of T's Department of Molecular Genetics and the Institute of Genetics at Zhejiang University in China, Rodrigues will be co-supervised during her doctoral studies by Hui and his colleague Dr. Xi Huang at U of T and Dr. Min-Xin Guan at Zhejiang. Her project is focused on medulloblastoma, the most aggressive childhood brain cancer.

INNOVATION:

Driving solutions to global challenges



U of T is known for its breadth and depth of excellence in research, and this research excellence is the foundation of our innovative culture. Through partnership with industry as well as with non-governmental organizations, faculty and students develop scientific and social innovations to drive solutions to global challenges. These partnerships also present us with an opportunity to ensure that students gain further training and experience across a breadth of disciplines, and are set up to succeed in meaningful and challenging jobs upon graduating.

Over the past year, the university has forged a number of new international partnerships with industry which will help drive innovation and bring new resources. Examples include the launch of Fujitsu Labs of Canada with space for collaborative research within the new Myhal Centre for Engineering Innovation & Entrepreneurship; Google's establishment of an Industrial Research Chair in Artificial Intelligence held by Professor Richard Zemel; and enhanced partnerships between Samsung and U of T researchers with an investment this past year in Computer Engineering Professor Andreas Moshovos' digital computation research.

We are on track to exceed our goal to increase international and multinational industry-sponsored research by 35% by 2022. As we continue to extend our outreach, we have been pleased to work closely with key organizations in the innovation ecosystem such as the recently established Vector Institute, Ontario Centres of Excellence, MEDG/MRIS (Ontario), Global Affairs Canada and Mitacs.

With Mitacs we signed an agreement to develop a Brain Chain with India – an agreement to exchange students and researchers, work on complementary projects and expose trainees and faculty to each other's institutions, expertise and opportunities. Funding will support up to 50 University of Toronto students to study in India, and up to 15 Indian students to come to U of T. This funding complements a partnership agreement U of T signed with the Indian Institute of Technology Bombay (IITB). Its goals includes helping U of T entrepreneurs to find new markets in India by developing their networks there. This bilateral agreement will also promote the sharing of sound city-building practices in both India and Canada.

We have also been partnering with industry, with government and with non-governmental organizations to develop new internship opportunities for students across the university through which they can develop skills for their future careers, learn about policy and government regulations and turn research innovations into societal impact.

The University of Toronto has created over 500 start-up companies, generating more over \$1 billion in investment over the past decade. In 2018, the University of Toronto ranked among the top five start-up incubators in the world (UBI Global).

ENTREPRENEURSHIP:

Building linkages, supporting skills development



Moving from research to the creation of services and products that benefit the community is a crucial contribution universities make to the economy. At the University of Toronto we have developed a successful entrepreneurship culture which includes Canada's largest and most dynamic ecosystem of technology-focused businesses. We are home to the second largest concentration of technology workers in the world after Silicon Valley. U of T's faculty are leaders in machine learning, computational biology and health technology. U of T's alumni are leaders at firms such as Google, Facebook, Apple and OpenAI.

We invest in and support students in commercial and social entrepreneurship studies and support faculty and students in scaling up their start-ups through international engagement opportunities.

Over the past year, we have also seen the U of T ecosystem enriched with the creation of ONRamp, a new 15,000 sq. ft. collaboration and community space for entrepreneurs to help them accelerate their business with access to facilities, events and the entrepreneurial ecosystem in downtown Toronto.

We have been pleased to partner with the National University of Singapore Overseas College this year to launch our inaugural International Entrepreneurship Superhighway. A first cohort of 14 students will come to the University of Toronto in 2018-19 to take courses at the U of T and be placed in Canadian companies for internships. A cohort from Canada will travel to Singapore in the coming year and engage with companies there. The Superhighway will build bilateral linkages with industries in the region and support student entrepreneurship skills and training. Over the coming year we look to expand this program with new partners in other regions.

iMerciv, founded out of U of T's Impact Centre, caters to the orientation and mobility needs of visually impaired communities around the globe. It has recently developed a wearable sensor for people with visual-impairments that detects what's in front of the user and sends them vibrations to avoid collisions. Early testing occurred in an orphanage for the blind in New Delhi. iMerciv has since set up operations in Delhi with the goal of supplying the sensor to communities living with blindness at an affordable price.

ALUMNI ENGAGEMENT:

Linking with our global community

The University of Toronto has an exceptional network of 583,350 alumni (as of May 2018); of these 84,000 live outside of Canada. These former U of T students are extraordinary ambassadors as well as mentors for the next generation of international and globally-minded students. The university engages our international alumni to provide opportunities for them to meet prospective and current students, as well as to be part of the diverse professional networks into which our students graduate.

U of T hosts events around the world which bring together students with alumni to hear about some of the extraordinary scholarship that takes place at the University of Toronto.

We are proud of our international alumni – individuals who are making a difference. U of T's recently released Alumni Impact Study demonstrated their collective reach and impact, including the

creation of over 3.7 million jobs globally. And our recent 10,000 PhDs study demonstrates the breadth of careers in which U of T's graduate students flourish and their global reach following their time at U of T. We are grateful for the many ways in which our global alumni contribute back to their alma mater so that the next generation may flourish.

The university is also privileged to draw on alumni expertise to give us feedback on our international strategy. This past year we launched four International Leadership Councils to advise on topics as diverse as entrepreneurship, recruitment, and partnerships in the region. These complement our seven Presidential International Councils which draw on faculty expertise at U of T to help us shape and pursue our regional strategies.

When Ka Wing Kelvin Chu completed an honours bachelor degree from the University of Toronto two years ago, his parents travelled from China to attend convocation but not his grandmother. So a separate ceremony hosted by U of T in Hong Kong later that year allowed the international student's 82-year-old grandmother to see him be the first in the family to receive a university degree. U of T organizes the graduation ceremony in Hong Kong every two years for students and families from the Asia-Pacific region. In 1996 the university was the first in North America to offer a graduation ceremony in the Asia-Pacific and now it's become a mainstay.

A photograph of the University of Toronto sign, which reads "UNIVERSITY of TORONTO" in a serif font. The sign is white with black lettering and is set against a background of trees with vibrant autumn foliage in shades of red, orange, and yellow. The sign is mounted on a dark structure, possibly a walkway or entrance.

UNIVERSITY *of* TORONTO

REPUTATION AND BRAND:

Sharing our excellence on the world stage

The University of Toronto is one of the top universities in the world, with an extraordinary depth and breadth of excellence, situated in one of the world's great cities. Over the past year, we have focused on ensuring that the story of this excellence is broadly shared in all parts of the globe.

We have set ourselves the goal of tripling our earned media over the coming five years in key high impact, globally renowned international outlets including the New York Times, Wall Street Journal, Washington Post, Financial Times, Economist, Der Spiegel, Times of India, Hindustan Times, BBC, Guardian, Al Jazeera, and Reforma. We also aim to continue to be key influencers on issues of global importance by having our leaders place editorials regularly.

We are pleased with our success over the past year, with a total of 706 U of T mentions in our priority outlets, of which 32 were earned media stories with a further 54 earned stories in other international media. We also saw an increased international engagement with the university's social media channels, including 19% more followers on Facebook and a 39% increase in unique page views of the U of T News website from outside of Canada.

International stories reflect the many disciplines in which U of T is contributing globally, from our leading role in artificial intelligence to analyses of global politics, from the development of waterless toilets to studies of ancient Ethiopian rock churches and manuscripts.

The international opportunities for Canada and the University of Toronto, as a world-leading university, are significant. Over the past two years, through increased focus on expanding global engagement, we have deepened collaborations with leading institutions around the world and have attracted growing interest in the University of Toronto from both potential undergraduate and graduate students. The opportunities for growing industry engagement are significant, building on the university's leadership in many areas, supported by the region's economic growth and development. The university's excellence in both research and teaching, our values of diversity and openness, ethical and reciprocal partnerships, and our strategic focus on global opportunities position us for continued contributions to addressing the world's most pressing challenges through global engagement. We look forward to continuing to work with our many partners to amplify and extend that impact.

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