



# **PROGRESS ON THE INTERNATIONAL STRATEGIC PLAN 2017 - 2022**

**Business Board, February 3, 2020**

**Professor Ted Sargent, VP International**

# THE EIGHT AXES

## STUDENTS



RECRUITMENT



MOBILITY



INTERNATIONAL  
STUDENT  
EXPERIENCE

## PARTNERSHIPS



ACADEMIC PARTNERSHIPS



INNOVATION/CORPORATE  
PARTNERSHIPS



ENTREPRENEURSHIP

## ADVANCEMENT AND REPUTATION



ALUMNI AND  
FUNDRAISING



REPUTATION AND  
BRAND

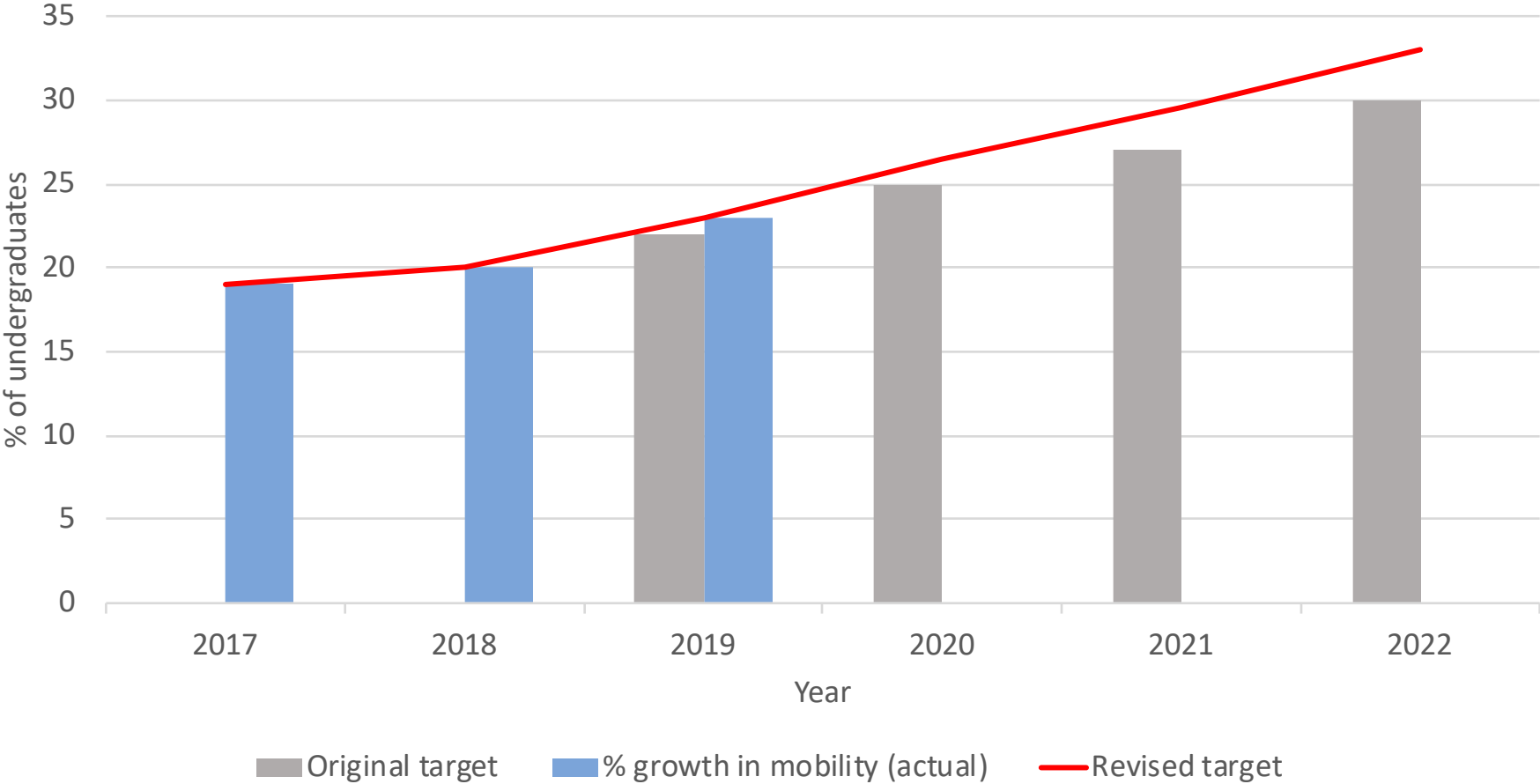
# RECRUITMENT

- Increase competitive applications from diverse countries, and convert a greater fraction of applicants we accept (i.e. yield)
- Strategies include:
  - Leverage scholarships such as Pearsons to recruit the brightest students from around the world
  - Brand building events: Fall recruitment and Spring conversion
  - Summer outreach (alumni-hosted BBQ in US; connecting alumni with accepted students)
  - Consistent and coordinated communication with accepted students across divisions
  - Tuition deposit to better predict and act upon “summer melt”



# LEARNING ABROAD

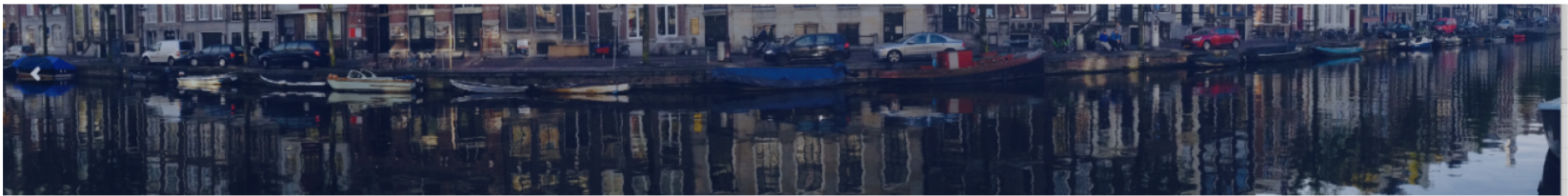
Percentage increase in the number of undergraduate students who participate in an international experience by the time they graduate





# SAFETY

All student register with U of T safety abroad and are now also covered by International SOS which assist in all emergency situations from HK protests to individual medical emergencies: <https://safetyabroad.utoronto.ca>



## U OF T SAFETY ABROAD

U of T Safety Abroad supports the University community in managing risks pertaining to student travel internationally and offer supports to students while they are abroad.

### WHAT IS SAFETY ABROAD

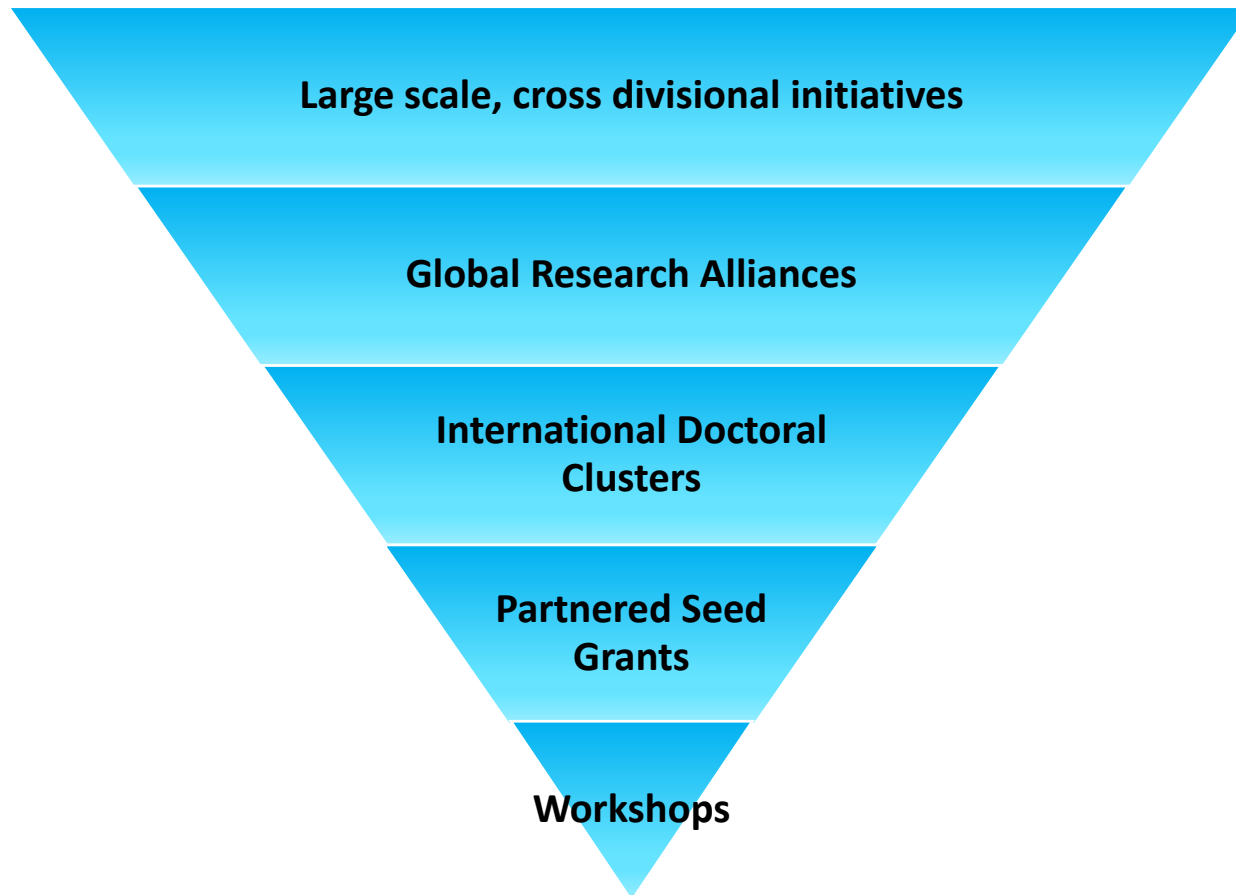
#### U OF T SAFETY ABROAD SUPPORTS STUDENTS AND ACTIVITY SPONSORS BY:

- Providing direction to the University in regards to managing risk pertaining to student travel abroad;
- Offering students support in understanding risks associated with the location of their international activity and working with students to develop measures to mitigate those risks;
- Monitoring situations abroad and advising students on any emerging issues;
- Providing emergency support when regional or personal emergencies arise

REVIEW OUR OFF-CAMPUS  
SAFETY POLICY



# BUILDING INTERNATIONAL PARTNERSHIPS WITH PRIORITY PARTNERS



# SEED GRANTS: DEEPENING PARTNERSHIPS GLOBALLY

Priority partner institutions joint seed funding competitions: each partners puts in ~\$50- 75K; over \$890,000 committed by partners in last two years towards joint funding. Recent competitions include:

- **CNRS:** 7 projects in media studies, quantum computing, life sciences and Islamic studies to name a few.
- **Tsinghua University:** 5 projects in healthy ageing and smart cities.
- **University College London:** 13 projects in cities, child health, neuroscience, math & physical sciences, English, anthropology, social work, psychology and pharmacy.
- **University of Hong Kong :** 6 projects in biodiversity, child health, application of machine learning in obstetrics and LGBTQ wellbeing.
- **University of Manchester:** 10 projects in quantum science, biomaterials, cities, immigration, infectious disease, chemistry and media studies.
- **Hebrew University** and **Melbourne** competitions currently running

# INTERNATIONAL DOCTORAL CLUSTERS (IDCs)

Eleven IDCs approved to date; 8 currently funded with several more in development

**Doctoral Students Trained:** At least 28 U of T doctoral students have engaged in opportunities overseas.

**Papers/Chapters/Books:** at least 22 (2 Nature) published/upcoming

**External Funding:** Over \$5,150,000 CAD has been leveraged to date through external sources including: SSHRC (\$2.5M), Simmons Foundation (550K), DADD, ORF + NSERC (\$2M)

## **Some of our IDC Partners by Region:**

*Europe:* Max Planck, SOAS (School of Oriental & African Studies), Sciences Po

*Asia:* National University of Singapore, Tata Institute of Fundamental Research

*Africa:* Stellenbosch University

*Americas:* Northwestern University, UNAM, Tec de Monterrey



# GLOBAL RESEARCH ALLIANCE PARTNERS

## UCL and University of Toronto strengthen their partnership

8 April 2019

A Provost-led delegation to the University of Toronto (U of T) last week saw the two institutions build their strategic global partnership by strengthening existing relationships and developing new ways of working together.

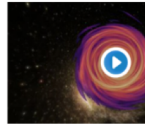


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**UCL News**  
@ucnews  
The flow of hot plasma falling black hole has been accurately predicted by Dr Ziri Younsi @MSSLSpace, & colleagues @entelescope. The horizon is in the middle and it can be seen with a rotating accretion disk surrounding it. #EHTBlackHole



**UCL News**  
@ucnews  
The first direct visual evidence of a supermassive black hole and its accretion disk have been unveiled by the Event Horizon Telescope (EHT) collaboration involving Dr Ziri Younsi

In addition to UCL, developing new GRA partnerships to which we are committing ~\$225K/year and funding multiple initiatives



# OUR GLOBAL REPUTATION: GLOBAL RANKINGS OVER THREE YEARS

2017-2022 International Strategic Plan goal: to “achieve Top 20 ranking by 2022 in the Times Higher Education (THE) World University Rankings.”

Building on research excellence and through the efforts of many:

Ranking body	2017	2018	2019
Times Higher Education (THE)	22	21	18
U.S. News Best Global U	20	20	18
QS World University Rankings	31	28	29
Academic Ranking of World Universities (ARWU - Shanghai)	23	23	24
National Taiwan U (NTU)	4	4	4

Among public universities, U of T ranked eighth in the world and fourth in North America on 2019 Times Higher Education (THE) World Reputation Rankings.

# TELLING OUR STORY GLOBALLY

# The New York Times

Opinion

## Why Canada Won't Budge on Trade

Dispute settlements and dairy tariffs go to the heart of how Canada sees its relationship with the United States.

BBC

## 'Breaking down walls not building them'

By Sean Coughlan  
BBC News education and family correspondent

© 6 February 2019

f b t e Share



The University of Toronto is using Donald Trump and Brexit to attract international students to Canada

"Let's put it this way, we're interested in breaking down wall building them," says Meric Gertler, president of the University of Toronto.

The head of Canada's top-ranked university has been in the UK drive, trying to scoop up international students.

The Economist

Open Future  
Open Future

### The value of freeing ideas, not just locking them up

We can have both innovation and equality, say Joshua Gans and Andrew Leigh

THE WORLD UNIVERSITY RANKINGS

## Pensions boss turned policy school head aims to win over doubters

Michael Sabia promises Toronto's Munk School a boundary-crossing outlook

December 1, 2019

By Paul Basken

Twitter: @pbasken

Schools of public policy are tasked not just with conducting research on government and social affairs; amplifying the impact of that scholarship outside the walls of the university is a key part of their brief, too.

But is appointing a non-academic to lead such a school a controversial move? This is the question being wrestled with at the University of Toronto after it selected Michael Sabia, who spent the past 11 years reviving Quebec's biggest pension fund, as the new director of its Munk School of Global Affairs and Public Policy.



Source: Reuters

THE TIMES

## Music and massage are best to calm dementia patients



Music therapy could be an effective alternative to sedatives  
ALAMY

Massage and music therapy are more effective than sedatives at calming people with dementia, according to a study whose authors say it is time to move away from drugging patients.

"There is a growing need not necessarily a human specialist at the University of Toronto."



# FALL AD in the NYT

NY TIMES  
SEPTEMBER 23,  
2019

WEEKDAY  
READERSHIP:  
~2.5M



## THE TORONTO ADVANTAGE

Situated in the world's most diverse city, the University of Toronto is a destination for top talent, a hub for ideas and innovation, and a beacon of excellence and inclusion.

Consistently ranked among the **world's top universities**, the University of Toronto is recognized for groundbreaking research and teaching across a wide range of disciplines. U of T is one of only eight universities globally that place in the top 50 for arts and humanities, engineering, medicine, computer science, life sciences, physical sciences, psychology, social sciences, education, law and management.

For nearly two centuries, U of T's ideas, innovations and talent have had global impact. **From insulin to stem cells to machine learning, our discoveries have saved lives and sparked new industries.** Our community has created 500+ startups, securing more than \$1 billion in investment over the past decade, while our 600,000 alumni contribute to social and economic prosperity in 190 countries.

With 51% of Toronto's population born outside of Canada, U of T is fortunate to be situated in the world's most diverse city. **Dynamic, culturally rich and open to the world.** Toronto is also North America's fastest-growing tech market and ranked third for tech talent next to San Francisco and Seattle. Together, U of T and Toronto create an inclusive, liveable city where people want to live, work and learn.

TO FIND OUT MORE ABOUT THE UNIVERSITY OF TORONTO, VISIT [UTORONTO.CA](http://UTORONTO.CA)

### GLOBAL STANDING

**Top 3**  
among public universities in North America: Berkeley, UCLA, Toronto<sup>1</sup>

**Top 6**  
among universities outside of the United States: Oxford, Cambridge, Imperial, UCL, ETH Zurich, Toronto<sup>2</sup>

**1st**  
in Canada<sup>3</sup>

### GLOBAL IMPACT

**Top 5**  
for research output<sup>4</sup>

**1 of 8**  
universities ranked in the top 50 for 11 key fields<sup>5</sup>

**1st**  
for global employability among public universities in North America<sup>6</sup>



BOUNDLESS



# EARNED MEDIA

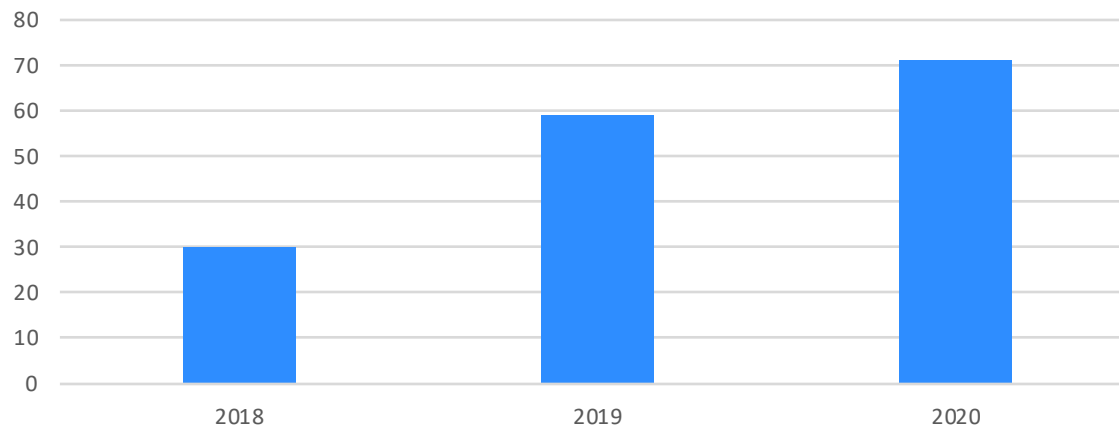
U of T targets 12 priority international outlets for earned media:

- New York Times, Wall Street Journal, Washington Post, Boston Globe, Economist, Times of London, BBC, Guardian, Times of India, Hindustan Times, Al Jazeera, Reforma) with goal of growing earned stories in these

For these strategic global publications:

- 2018-19 Actual: 56 stories, 1.5x more than original target
- 2019-20 Actual: On track for 71 stories in this cycle

Growth in earned media stories in priority outlets



# GLOBAL PRESENCE AND ENGAGEMENT

Ongoing engagement of expertise – faculty, alumni, embassy and consular staff, corporate partners -- to continue to inform our strategies

## 4 International Leadership Councils

Engage global alumni: Asia, East + West Coast US, UK/Europe

**U of T Centre in Mumbai**, with strong brand presence and support for research (School of Cities and other areas), entrepreneurship & partnerships

Establishment of legal entity in India (Section 8); working with Tata Trusts re shared space; ED and other staff to be hired in next few mont

**China:** Business Development Officer and Director Partnerships continue our on the ground engagement

# QUESTIONS?

