

# U of T's International Strategy in an Increasingly Complex (and Turbulent) World

Presented by:

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Timothy Harlick - 2025-04-14 17:37:23 UTC  
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DEFY  
GRAVITY

# The international imperative – staying the course

- UofT global profile [student, faculty recruitment]
- Global rankings
- Corporate partnerships
- Philanthropy – Africa, India, future LAC
- Global thought leadership

Country	2024 Total Enrolment by Citizenship (UG)	Alumni	Academic Partnerships/Presence	Corporate sponsored research/ Philanthropic Gifts	GAC travel advisory -- level of risk and cited reason for rating
China	15,455 (12,531)	6,427	19 MOUs; 1 staff	\$41.6M (Corp.); \$2M (Phil.)	arbitrary enforcement of local laws
France	166 (136)	559	17 MOUs	\$8.3M (Corp.); \$15K (Phil.)	elevated threat of terrorism
Germany	136 (80)	681	14 MOUs	\$4M (Corp.); \$58K (Phil.)	threat of terrorism
Ghana	99 (40)	87	7 MOUs; 2 staff	-	crime
Hong Kong	772 (661)	5,786	8 MOUs; 3 staff	\$37.4M (Phil.)	arbitrary enforcement of local laws
India	2233 (1,738)	1251	2 MOUs; 6 staff	\$743K (Corp.); \$1.2M (Phil.)	threat of terrorist attacks throughout the country
Indonesia	428 (395)	225	2 MOUs	\$47K (Phil.)	political and social tensions and the threat of terrorism
Israel	120 (99)	667	4 MOUs	\$17K (Corp.); \$164K (Phil.)	regional tensions and the unpredictable security situation
Japan	328 (298)	909	16 MOUs	\$15.2M (Corp.): \$395K (Phil.)	
Kenya	89 (68)	151	2 MOUs; 2 staff	-	threat of terrorism and a high crime rate
Saudi Arabia	372 (357)	357	0 MOUs	\$1M (Corp.); \$60K (Phil.)	threat of terrorist attacks and security incidents
Singapore	176 (145)	999	5 MOUs	\$439K (Phil.)	
South Africa	42 (34)	181	1 MOU; 1 staff	\$105K (Corp.); \$1K (Phil.)	significant level of serious crime
South Korea	985 (887)	865	11 MOUs	\$10.2M (Corp.); \$413K (Phil.)	
Taiwan	595 (468)	613	6 MOUs	\$272K (Corp.); \$357K (Phil.)	
Ukraine	84 (63)	32	3 MOUs	-	Russian military invasion
United Kingdom	205 (176)	3,263	11 MOUs	\$2.9M (Corp.); \$4.3M (Phil.)	threat of terrorism
United States	1330 (928)	27,339	9 MOUs	\$58.7M (Corp.); \$122.3M (Phil.)	

# Risk and Exposure

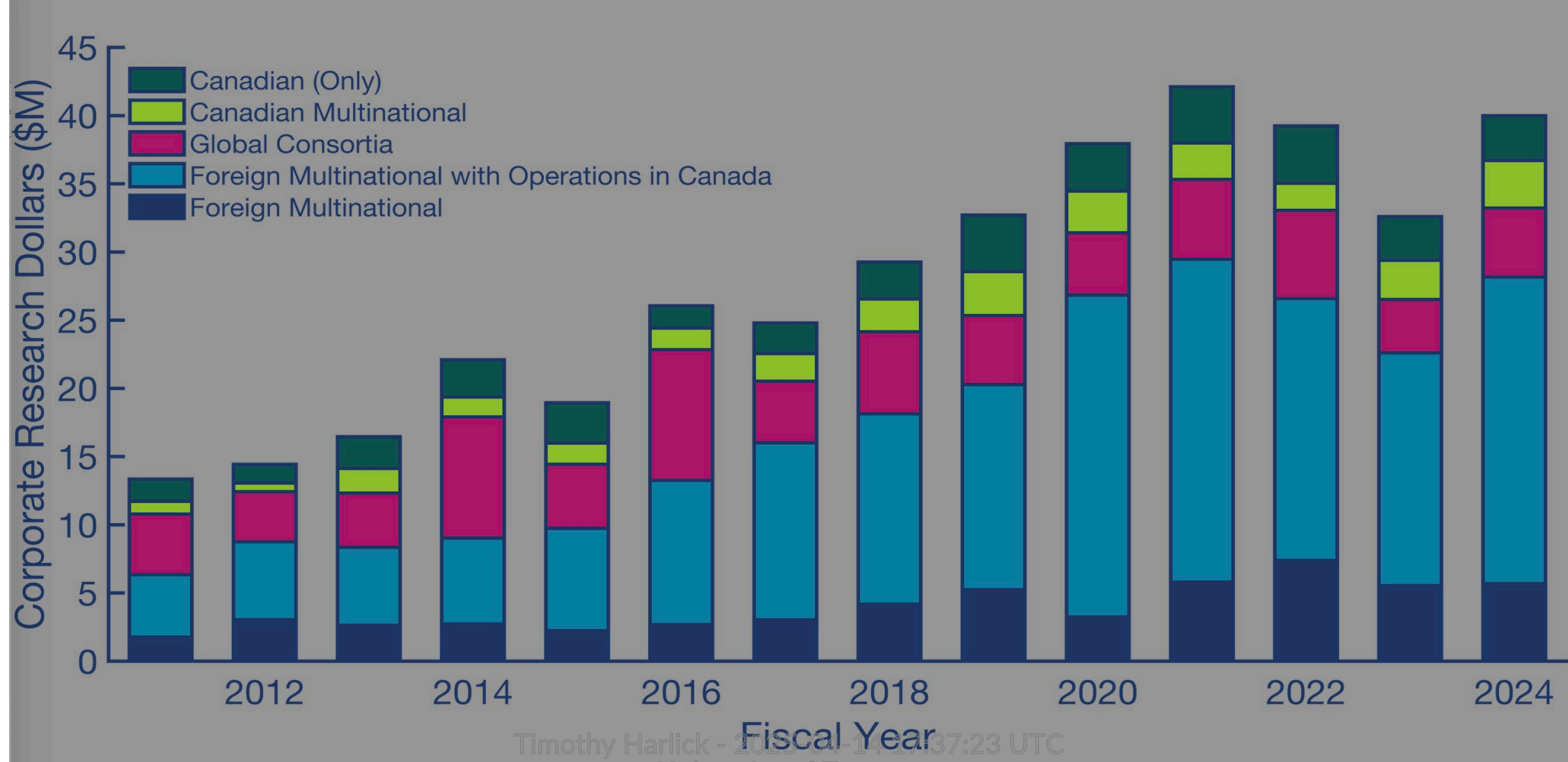
- Significant changes in key countries
  - USA: \$62.7M (\$20.8M @ U of T + \$42M at TAHSN Hospitals) in US funding at risk due to program suspensions at NIH, NSF etc.
  - India – Canada relations, visa processing, academic freedom concerns
  - China – research security, loss of \$ in corporate sponsored research. This time last year, we'd brought in \$7.7M from China; this year, we've brought in \$307K



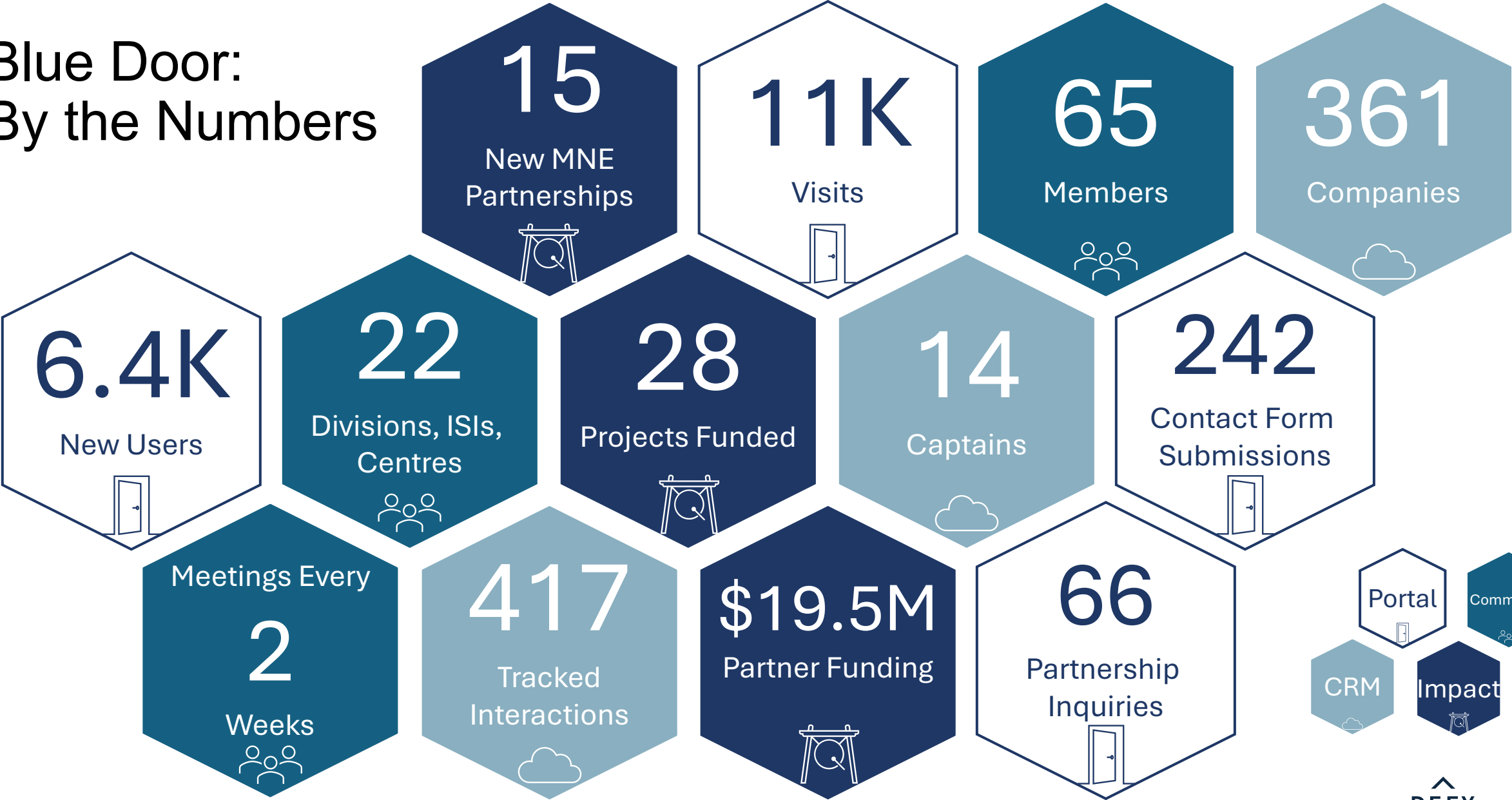
# A return to a pre-pandemic scenario

	Fall 2019			Fall 2020			Fall 2024		
	101 Applicants	Non-101 Applicants	Total	101 Applicants	Non-101 Applicants	Total	101 Applicants	Non-101 Applicants	Total
Distinct Application Excl Cancel Count	7,298	22,006	29,304	7,189	22,097	29,286	5,180	24,348	29,528
Distinct Admitted Count	4,623	12,860	17,483	4,699	15,482	20,181	3,740	18,209	21,949
Accepted Count	2,176	4,238	6,414	2,051	5,486	7,537	1,676	5,481	7,157
Unofficial Registered Count	2,091	3,169	5,260	1,945	3,918	5,863	1,558	3,940	5,498
Melt (Accepts to Unofficial Registered)	3.90%	25.20%	18.00%	5.20%	28.60%	22.20%	7.00%	28.80%	23.20%
Unofficial Registered / Admitted Yield	45.20%	24.60%	30.10%	41.40%	25.30%	29.10%	41.70%	21.60%	25.00%
Secondary Melt (Unofficial Reg. to Actuals)			10.10%			8.80%			8.80%
Planning and Budget Reg. Count (Actuals)			4,692			5,347			5,012

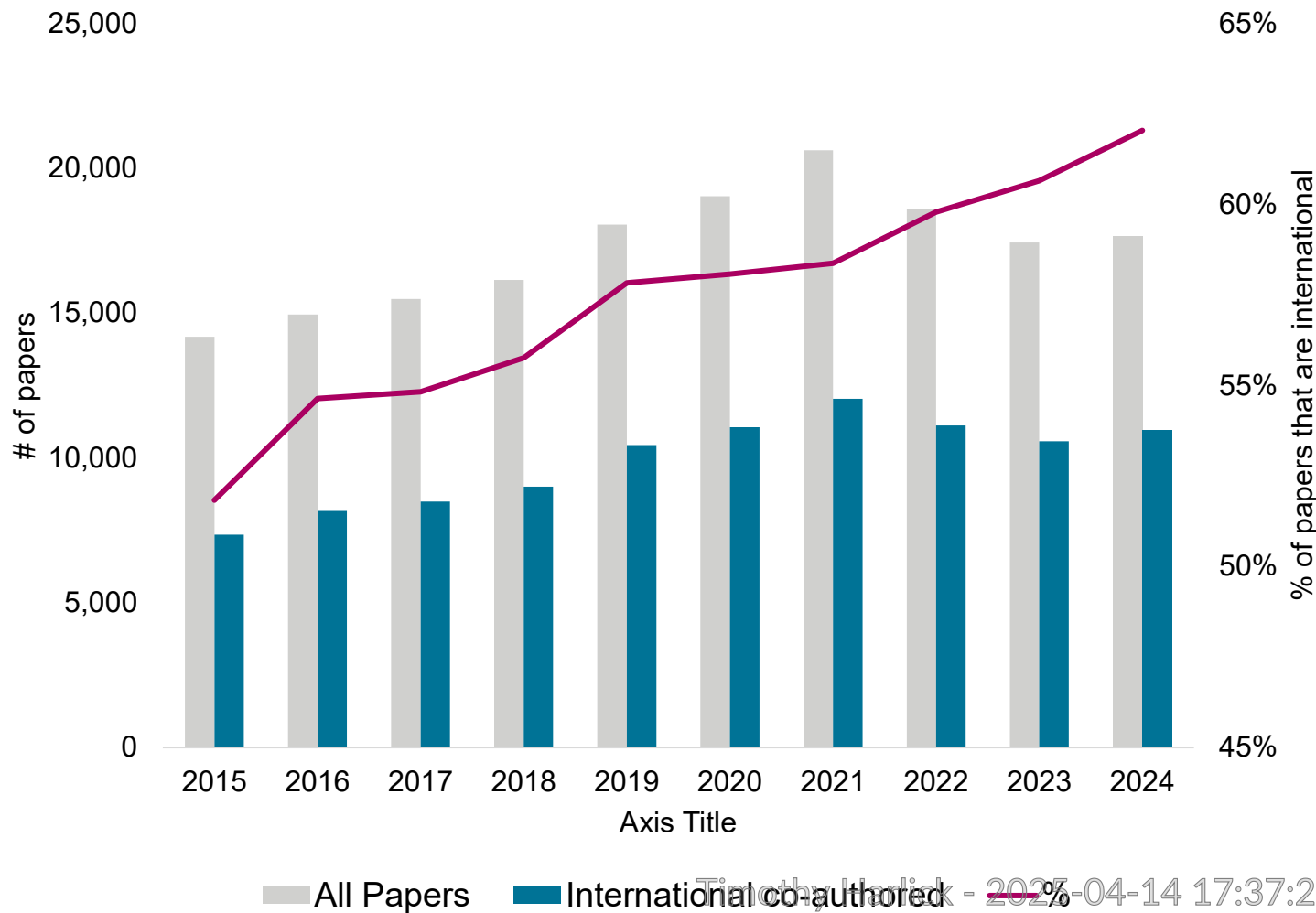
# Revenue from corporate sponsored research



# Blue Door: By the Numbers



# Academic Partnerships & International Co-authorship



“...growth in international collaboration has been enabled by greater research integration and openness, and driven by the recognition that international collaboration – the mixing of diverse ideas, perspectives and complementary research strengths – produces exceptionally impactful research.”

- Meric Gertler, 2024, *The New Road to Success*



# Global learning

have to say about it... what are your favourite movie(s)? - Silin

**Anonymous** 6mo

I also have two dogs!! Their names are Georgia and Hazel. I am so jealous you got to go on exchange for German, that sounds amazing. It's a language I really hope to learn in the next few years. - Cooper

Add comment

**Anonymous** 6mo

**Emiliano Bondani- Intro**

YouTube

drive.google.com

Intro Global Class.mp4

0 2

**Averyn Ngan** 6mo

luna is such a cute name for a dog! i also love photography, looking forward to meeting you!

**David zu** 6mo

Nice meeting you Sofia! I'm also a big Formula One fan; yesterday's race was so wild...

Add comment

**Santiago Escobar** 6mo

**I speak, Spanish, English and French.**

Video • 01:00

69016274797 CBC8A97E-13AD-4E01-A29A-B7C1149174F8

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**David zu** 6mo

Nice to meet you Regina! I'm also a fellow student interested in studying law, but here at U of T we don't have that as an undergraduate major. It's really cool that your school does have that!

**theajagdeo1** 6mo

and have always wanted to learn, for now I can only read it. Looking forward to doing this program with you

Add comment

**Anonymous** 6mo

**Isaac Benítez (TEC) - Intro Vid**

YouTube

Isaac B intro vid

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**David zu** 6mo

Hey, nice to meet you Isaac! That's a cool way to pronounce your name, it's

exploring? - Yassin

**eszterreti** 6mo

Hi Victoria Isabel! WOW, 15 moves is a lot! I've also moved around my whole life so I can totally relate to that. What's been your favourite place?

Add comment

**apostolos\_zezos** 6mo

**Apostolos Zezos (UofT)**

YouTube

TEC x UofT Munk One Global Classroom - Intro

<https://youtu.be/pCfafXZfqYk>

# Partnerships for Impact

## AFRICA HEALTH COLLABORATIVE

- 10 year-grant: \$200M USD across the collaborative including @\$75M USD @ U of T
- 8 trusted university partners in Africa and a growing network of corporate, foundation, other partners
- Tri-campus: 24 divisions & units engaged;
- Benefitting >10,000 learners + entrepreneurs to date
- 100 fully funded scholars at U of T



## U OF T INDIA FOUNDATION

- 5 year-grant @ \$14 M
- Collaboration with School of Cities, UofT Entrepreneurship
- U of T presence in region, growing a network of trusted corporate and community partners in India

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# **Adapting** U of T's International Strategy in an Increasingly Complex (and Turbulent) World

- **Diversification**

- Leveraging U of T's regional expertise

- **The 'long game'**

- long-term, large-scale collaboration [e.g. Horizons Europe]

- **Strategic opportunism**

- US recruitment, new ways to partner with global south

- **Alignment with government**

- IRCC, research security, Indo-Pacific and Africa Strategies

- **Co-creation**

- Howard, Edinburgh, National University of Singapore

# Thank you