

A Map of the Future

Our plan for the Munk School of Global Affairs

How do we get

there?

In a world that never stops changing



Left: Women's rights activists shout slogans as they march on International Women's Day in New Delhi, India, in March 2016. Right, top: A migrant plays with a child in a makeshift camp near the village of Idomeni, Greece, in March 2016, as they wait to cross the Greek-Macedonian border. Right, bottom: A homeless person sits on the sidewalk as holiday shoppers admire displays in the windows of a downtown department store in Toronto.



At a time when new social actors vie with nation-states for power and influence, when networks are replacing hierarchies and the lines between disciplines are being erased, we try to determine how the global rules have changed – or if they even exist.

OUR WORLD IS A COMPLICATED, often anxious, sometimes contentious but nonetheless inspiring place, full of promise.

Nation-states are losing their unique powers of control and action as we witness the emergence of complex governing systems involving multiple actors: international and supranational bodies, national sub-regions, sprawling urban clusters, multinational corporations, non-governmental organizations – and, of course, individuals.

At the same time, inter-state rivalries regularly burst into open conflict. Fractious cultural differences splinter attempts at globalization. Economic inequality creates deep divisions within

and between societies. New opportunities are seized by some but remain elusive for others. Freedom, security and self-determination are not uniformly available. And the degradation of the environment affects people differently depending on who they are and where they live. In short, we face a future marked by deep and growing unevenness.

Our world is also more interconnected than ever. States are in constant communication over economic, health, migration and environmental matters. Domestic, transnational and global issues are often intertwined. Private and public conversations increasingly blend together. And the power of connectivity brings with it the potential to disrupt governance, commerce and individual lives. Indeed, digital technologies can link terrorists and criminals as easily as they unite

problem-solvers sharing innovative ideas and pushing for social change.

To fully understand the challenges of this complex, relentlessly changing world, we need new approaches to education, research and public dialogue that are not bound to the power structures of the past. We must examine issues and opportunities through many disciplinary lenses, often combining several to get the most nuanced view. And above all, we need to transform uncertainty into resilience, and anxiety into hope, as we come together to figure out the future.

This is the aspiration of the Munk School of Global Affairs. And these are the outlines of the new field we're defining together.

we're redrawing the boundaries of insight



The Munk School of Global Affairs is a focal point for learning, research and wider engagement in a field that is not yet fully defined. Indeed, the work we inspire and the collaborations we foster are helping to define it.

IN 2010, THE MUNK SCHOOL OF GLOBAL AFFAIRS emerged from the Munk Centre for International Studies with a broader and more inclusive vision: to build on recent advances in economics, history, sociology, international relations, political science and other disciplines as we collectively define what global affairs is and what it can become.

Located in the Greater Toronto Area, perhaps the most culturally diverse urban region on the planet, the Munk School sits at the intersection of local and global. Inspired by our diverse communities, we provide international connectivity to our university, our city and all of Canada as a key node in the dynamic worldwide supply chain of ideas.

Our scholars are recruited to work collaboratively, each from a strong disciplinary base, on research of direct relevance to people facing the challenges of the 21st century. From the outset we agreed that global affairs cannot float disconnected from place and culture. When all dimensions of the world are interconnected, there is much to be learned from studies rooted in specific geographical areas, as well as analyses that are scaled from the micro to the macro level.

DEFINING OURSELVES

Global affairs will likely remain a shifting category, shaped anew by each generation. Forty years ago, it would have been conceived in inter-state terms, reflecting a world preoccupied with the nuclear threat and the Cold War balance of power. While those constructs have not vanished, they have been transformed in an era grappling with new risks, from cyber-attacks to climate change, and embracing the opportunities presented by a constantly connected world.

The Munk School is engaged in field building, as we help to create a new area of study and action called “global affairs.” There will inevitably be some uncertainty – and a good deal of trial and error – as we determine where to place our focus. The ultimate conclusion may be that we shouldn’t worry about *defining* global affairs at all, lest we create new intellectual boundaries in place of the old. But for now that search brings us together in a spirit of common purpose that will help to shape our school.

Centre: Munk One students Afia Amoako (left) and Danielle Pal (right) share a laugh in class. Above, top: (left to right) MGA students Christopher Villegas-Cho, Adam Singer, Alessandra Jenkins and Omar Bitar during the Hult Prize case competition. Above, bottom: Muhammad Yunus, a Nobel Peace Prize laureate, spoke at the Munk School with Senior Fellow John Stackhouse on May 30, 2014

and steadily expanding our scope of inquiry



We've evolved quickly from a small but influential centre of international affairs to a hub for teaching and research across a broad spectrum of study. That evolution continues as we strive for national and global pre-eminence.

THE MUNK SCHOOL OF GLOBAL AFFAIRS HAS GROWN in a relatively short time into a significant institution with its own faculty, degree offerings and research programs. Strong encouragement from the University of Toronto has been backed by remarkable philanthropic support from Peter and Melanie Munk, as well as other donors and funding from the provincial and federal governments. And the inspired leadership of Prof. Janice Stein, our founding Director, was a major catalyst in this successful evolution.

The school embraces the University of Toronto's ideal of a research-intensive culture dedicated to academic rigour and to inspiring excellence in our faculty, staff and students. We share the university's overall mission to generate "new ideas and transformative discoveries" and to "maintain a pedagogic emphasis on nurturing inquiring minds and building the creative and analytical capacity of our students at all levels."

EXPANDING SCOPE

In redefining global affairs education, we've moved beyond focusing solely on the old paradigm of inter-state relations. Our students also examine the impact of global markets and of global actors in civil society. All of our programs foster interdisciplinary thinking and collaboration.

The Munk School is an ideas generator. Our innovative, multi-disciplinary research efforts seek new insights into everything from community safety and governmental spying to income inequality, forced migration and environmental governance around the world.



Clockwise from left: MGA grad Gurion DeZwirek waves to the crowd during our June 2016 convocation; the Hon. John McCallum shares ideas with students on how Canada can welcome and settle Syrian refugees; MGA alumna Vienna Napier; Stephen J. Toope, Director, Munk School of Global Affairs.



We engage with the wider public through hundreds of events annually. We also connect online, in partnerships with broadcasters and publishers, via exclusive film screenings, and through contributions by Munk School experts via print, electronic and social media worldwide.

Having built this solid foundation, we might be tempted to focus now on incrementally deepening our reach and impact. But we have a more expansive ambition: to position the Munk School as a world-leading hub for the emerging field of global affairs. Through innovative teaching, boundary-crossing research and the facilitation of public dialogue and debate, we're actively engaged in mapping out possible futures for global society.

to include views as diverse as those we study



The Munk School brings together varied perspectives and fields of expertise around a shared sense of purpose – grounded in a set of fundamental values, beliefs and academic principles that respect and strengthen our diversity.

THE GLOBAL AND LOCAL ISSUES that command our attention change over time, as do the frameworks and methodologies we use to investigate them. But even at a school that is still relatively young, with an academic culture invigorated by diverse views and disruptive approaches, we have some basic perspectives in common:

VALUES >>>

ACADEMIC FREEDOM

As part of the University of Toronto, the Munk School operates independently of our external funders and all levels of government. We cherish free scholarly inquiry and its responsibilities – and we defend that freedom on behalf of colleagues around the world.

CURIOSITY AND KNOWLEDGE SHARING

The school supports scholarly pursuits that explore the major questions of our era at all scales of inquiry, within and across disciplines. Driven by curiosity, we seek every opportunity to share knowledge with others who can add to and benefit from it.

HUMILITY

We recognize that not all answers to important questions can be found within a single discipline or even within the university. We welcome potential partners through our doors and regularly seek out new collaborators as we expand the global conversation.

RESPECT AND INCLUSION

Members of the Munk School engage with one another and our various communities in a spirit of mutual respect and scholarly generosity, working together to build and sustain an open, inclusive culture.

RIGOUR

Committed to innovation, we provide learning experiences that reflect the most demanding global criteria for quality education. Our students, faculty, staff and alumni strive always to meet or exceed rigorous standards of academic and professional practice.

PUBLIC INTEREST LEADERSHIP

The Munk School is committed to leading change in the global public interest through teaching, research and engaged dialogue – while upholding the highest standards of service and stewardship.

and through teaching, research and dialogue



We have clear priorities in the three key areas where our collective efforts are focused: innovative teaching and learning; highly collaborative research; and engagement with policy-makers, leaders, thinkers and the broader public.

EDUCATION IN ACTION

EDUCATION IN ACTION

We help exceptional students probe deeper into important issues and their cultural contexts through innovative academic programs. Near-term action steps we've identified include:

- > Define the intended scope of knowledge, skills and competencies for all of our programs – along with measurable learning outcomes – and integrate those insights into curricular (and extracurricular) planning and development.
- > Promote teaching and learning innovation. The Munk School strives to be a recognized leader in global affairs education, proposing best practices that reflect new teaching technologies, emerging knowledge on how adults learn and exciting opportunities in experiential education.
- > Curate a conversation on global affairs education by connecting with scholars who investigate the teaching and learning processes, and by producing our own articles and case studies of Munk School programs.

RESEARCH LEADERSHIP

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We support respected scholars as they investigate the major challenges and promising opportunities facing humanity in all parts of the globe. Key priorities include:

- > Explain the mandates of our research centres and programs, showing how their diverse initiatives challenge current thinking and contribute to building the field of global affairs.
- > Demonstrate how the deep contextual knowledge produced by Munk School scholars who focus on specific geographies connects to the larger themes we've identified as research priorities – including innovation policy, cybersecurity, global justice and sustainability.
- > Strengthen our research portfolio by setting explicit time frames for existing programs and establishing a rigorous process to identify future priorities.
- > Identify one or two new labs around which the research interests of faculty and fellows can coalesce – encouraging interdisciplinary collaboration on potential areas of interest and designing a clear process for internal and external peer review.



Opposite page: (from left) Prof. Dan Breznitz; Uri Gabai, Director of the Strategy and Economic Research Unit at Israel's Office of the Chief Scientist; and MGA students Eddie Kibirige and Tina Chang. Above: Collaborating with government and community partners in Brazil to fight poverty. Below: February 2016 screening of *Citizenfour*, the Academy Award-winning documentary about the world's best-known whistleblower, Edward Snowden, and Q&A session with Snowden's lawyer, Ben Wizner, led by Prof. Ron Deibert.

PUBLIC ENGAGEMENT

PUBLIC ENGAGEMENT

We bring together policy-makers, leading thinkers and the wider community to discuss vital questions and collaborate in the search for answers. Areas of focus include:

- > Reach out to a wider audience – through innovative communications across a variety of channels – to show how our diverse scholarly agendas can have a positive impact on people's lives. Equally important, we extend public initiatives with periodic updates that build longer-term engagement.
- > Foster a deeper awareness in our students of society's expectations and their own responsibilities – stressing how their studies empower them to contribute to their communities and help address global concerns.
- > Take the lead in creating a network of distinguished, high-profile institutions where joint research initiatives are valued and actively promoted.



ACTIONS / GOALS >>>

supported by a sound, well-governed institution



To advance our education, research and community engagement efforts, we're committed to constantly enhancing every dimension of operations at the Munk School, from communications and support for public dialogue to financial management, student services and alumni outreach.

ACTIONS/GOALS >>>

STUDENT SERVICES

We plan to offer our relatively small student cohort a richer array of services to complement those provided by the University of Toronto. Enhancements include:

- > Provide single points of contact in each of our programs offering guidance in areas such as financial aid, housing, securing Canadian visas and individualized academic planning.
- > Create a more robust support system for internships and career counselling in the professionally oriented MGA program.

- > Facilitate contact among the various student groups within the Munk School – for example, connecting Master's students to peers in analogous programs.
- > Extend the successful mentoring program that pairs MGA students with Munk One undergraduates, adapting that model to include undergrads in the Trudeau Centre's Peace, Conflict and Justice program.
- > Build a stronger sense of community across all Munk School programs, promoting inclusivity and social well-being among current students and leveraging the same positive spirit in recruitment initiatives.

ALUMNI OUTREACH


We will continue building alumni loyalty to the Munk School by investing in a range of engagement initiatives, including:

- > Continue the successful work of the MGA program in creating a dynamic alumni network, offering an online community-building platform and inspiring alumni to organize their own events and initiatives.
- > Identify aspects of the MGA alumni strategy that we can replicate or adapt as we engage with former students of other Munk School programs.

ADMINISTRATIVE OPERATIONS

- > Support the exceptional people who work hard to keep the Munk School operating smoothly and efficiently, ensuring we have the systems and infrastructure in place to achieve our ambitious goals.
- > Enhance our human resources in a fiscally responsible manner, recognizing areas where our dedicated staff has been thinly spread and consistently working beyond the call of duty, and provide the resources to ensure the necessary support for our vision.

we're constantly seeking to better understand



This plan is not a template or a set of fixed criteria. Like the school it's meant to guide and the field we're helping to map out, it will evolve as we share our insights with those on the frontiers of change – and learn from their experience.

ACADEMIC PLANNING SHOULD NEVER BE RIGID.

In a fast-moving world, changing events may require unforeseen responses, and promising opportunities can arise that demand quick, nimble action. A sound plan, by definition, is built to evolve.

At the same time, being clear on our direction enables us to apply the same clarity in deciding among myriad options. And it allows us to share the rationale for choices we make with our faculty, staff, students, alumni, supporters and partners as we report on the Munk School's progress in achieving the goals we've defined. This commitment to accountability is especially

crucial when we're not merely charting a course through the field of global affairs – we're helping to build it.

Of course, our planning is also framed by the realities of budget constraints, which remind us constantly of the need to make well-informed choices. Our vision must be grounded in prudent and thoughtful stewardship of limited public and philanthropic resources.

Lastly, and perhaps most importantly, an academic plan should be liberating. The Munk School community, for all our diverse interests and perspectives, shares a passionate commitment to opening up unexplored pathways as we advance the field of global affairs. For us, this plan is an invitation to the future, a springboard for new opportunities and a starting point for local and global conversations to come.

the complex, challenging world on our doorstep.

The Munk School is a forum for exchanging breakthrough ideas, a catalyst for creating new avenues of opportunity – and above all, a vantage point for looking beyond national borders to help foster social resilience on a global scale.

OUR ASPIRATION

To create a unique, world-leading centre of teaching, research and public engagement that builds the new field of global affairs from Canada.

OUR SHARED PURPOSE

As a pre-eminent centre for the creative and critical examination of global affairs: to develop innovative curricula for gifted students who are determined to help make the world better; to be Canada's leading non-governmental platform for diverse voices on foreign policy and global issues; and to be a trusted hub for deep public engagement – locally, nationally and globally.



Munk School of Global Affairs

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