

MUNK SCHOOL

MASTER
OF PUBLIC
POLICY

MASTER OF
PUBLIC POLICY

munkschool
OF GLOBAL AFFAIRS & PUBLIC POLICY



UNIVERSITY OF
TORONTO



Master of Public Policy

Are you a creative thinker and problem solver? Are you deeply engaged with the world and determined to have an impact?

The Master of Public Policy (MPP) degree is designed especially for you.

The MPP is a two-year, full-time professional master's program at the University of Toronto's Munk School of Global Affairs & Public Policy.

In this program, you will learn the core tenets of the policy process and examine the modern economies, politics and societies that bridge Canadian and global policy.

You will gain hands-on work experience through a paid internship, Capstone course, and multiple student leadership initiatives.

Message from the Director, Professional Master's Programs

The world needs leaders, and those leaders need to understand complicated social problems, deep political disagreements, challenging economic environments, and coming changes to the climate that will reshape our world. Here at the Munk School, we train professionals to deal with these and many other issues. Our faculty includes world-renowned scholars of economics, political science, sociology, history, social work and other disciplines, alongside public policy practitioners who bring a wealth of hands-on experience in the public, private, and non-profit sectors.

When you join the Master of Public Policy (MPP) program, you will learn to think critically about Canadian and global challenges. Your classes will push you to rigorously evaluate policies, to ask not just how things are done today, but how they can be done better. You will participate in a variety of student leadership initiatives, from the Beyond the Headlines podcast to the Indigenous Policy Initiative. You will learn how to negotiate in complex strategic environments, how to adapt a government to the digital age, and how to lead a team of talented colleagues.

As a two-year program, the MPP combines both academic and practical training. During your first year, you will be introduced to the core theories and tools of public policy. The following summer, the expert staff of the School will help

you find an internship that matches your skills and interests. In the second year, you will bring the experience of that internship back into the classroom and into your extracurricular activities while deepening your expertise and preparing to launch your career in public policy.

The University of Toronto is an international community, and your fellow students will come from all over the world. If you choose, you will be able to study at one of our partner institutions in your second year, taking insights from scholars at Sciences Po in Paris, Central European University in Budapest and Vienna, the Lee Kuan Yew School in Singapore, King's College in London, or the Hertie School in Berlin.

Daily life at the Munk School includes lots of classes, but just as importantly, you will spend your time surrounded by a rich community of peers, alumni, faculty, fellows, staff, and visitors. On a single day, you might attend a class taught by a former high ranking civil servant in the morning, have lunch with friends studying for their Master of Global Affairs, attend a workshop on the history of Canadian multiculturalism given by a visitor in the afternoon, and network with alumni in the evening.

From the day you arrive at the Munk School for our Math-Stats Prep Course until the day you walk across the stage in Convocation Hall to receive your diploma, you will be challenged to think both big and small. You will ask how government web sites can be tweaked to better serve the public and whether the Canadian health system should be fundamentally rethought, whether a one percent increase in HST is a good idea and how to make it to a zero carbon economy. Whatever challenges you will take on in your career, we hope you prepare for them by spending some time with us here at the Munk School of Global Affairs and Public Policy.



— Michael Donnelly, Director of Professional Master's Programs, Munk School



A leading university


The University of Toronto is a global leader in research and teaching and Canada's top university. You will benefit from its excellent reputation, and also from access to central U of T resources and services, including health and wellness, recreation, athletic facilities, social activities, clubs and other academic resources.

The Munk School of Global Affairs & Public Policy is a leading school for research, teaching and global engagement. The School is home to expert faculty and dozens of teaching programs, centres and research labs. The Munk School offers students an opportunity to engage with experts from around the world by hosting hundreds of public events annually.

Location, location, location

The Munk School is in the heart of downtown Toronto, one of the largest cities in North America and one of the most diverse cities in the world. We are only steps away from Queen's Park (the Ontario Public Service), public transit, restaurants, shopping, parks, sporting events, festivals, cultural institutions, and much more.





For the cohort entering in 2022:

- 378 applications
- 109 students accepted to the MPP program
- 27% international students
- 6 countries represented
- 72% female, 28% male
- 3.8 average final year GPA

Why choose the Master of Public Policy at the Munk School?

- The University of Toronto has a reputation of global excellence. U of T is ranked #1 in Canada and #18 in the world according to Times Higher Education's World University Rankings 2022.
- The Munk School is located in the heart of Toronto, one of the most dynamic and diverse cities in the world. It is near government, private sector and non-profit organizations with a large concentration of policy leaders.
- This two-year program allows you to achieve a strong foundation in the study of public policy and become an expert in the field.
- You will be taught by expert faculty and practitioners from a wide range of disciplines and experiences.
- You will tap into your peers' diverse professional backgrounds and global perspectives, as well as connect to a highly engaged network of over 700+ MPP alumni worldwide.
- You will have access to a dedicated Career Services team, who work with you to develop professional skills, build your network, and connect you with employers.
- You will gain practical hands-on work experience to enhance your competitiveness in the global job market through your paid summer internship, participation in student leadership initiatives, case competitions, and much more.
- Visiting public sector leaders and renowned multidisciplinary faculty help bridge theory and real-world experience by providing contact with senior professionals in government and the broader public, private and community-based sectors.
- For the Class of 2022, 93% of graduates were employed in public policy professional positions within three months of graduation.



Master of Public Policy

The Munk School's Master of Public Policy is a two-year professional master's program that combines rigorous academic study with a paid summer internship and student leadership opportunities.

Math-Stats Prep Course (Summer before Year 1)

The Master of Public Policy program provides students with a strong foundation in quantitative research. Before starting the first-year fall term, you will take part in a Math-Stats prep course, which will provide a review of many of the mathematical tools required for the first year MPP courses in quantitative methods and economics.

Year One

Core courses (8 courses):

- Governance, Institutions and Public Policy
- Microeconomics for Policy Analysis
- Macroeconomics for Policy Analysis
- Quantitative Methods for Policy Analysis
- Social Context of Policy Making
- Implementation of Program Evaluation
- Strategic Policy Implementation
- Elective credit (0.5) from either Sustainability in the World: A Living Lab Course or Decision Making and Strategic Thinking

Internship between Year 1 and Year 2

We connect students to top-tier employers within the public, private and not-for-profit sectors. As part of the MPP program, you will complete a mandatory paid summer internship between year 1 and year 2.

Year Two

Core courses:

- 1.5 required credits
 - Politics and the Policy Process
 - Topics in Applied Economics for Public Policy
 - Capstone Course: Integrating Issues in Public Policy
 - Choose: 0.5 elective credit from either Ethics and the Public Interest or Moral Foundations of Public Policy
 - Choose: 0.5 elective credit from either Comparative Public Policy or an alternate international/global focus course as approved by the MPP program director
 - Choose: 1.5 elective credits, of which one elective must be a public policy & governance course and the remaining courses may be taken with other University of Toronto graduate units
- Second year MPP students can choose from a wide variety of elective courses.
- Students must take a minimum of 1.5 full courses or three electives in a chosen emphasis. The completion of a particular emphasis will be recognized on your transcript at graduation.



MPP Year Two

Year Two (cont'd)

Emphasis: Economics for public policy

MPP students who wish to complete an emphasis in Economics for Public Policy must successfully complete 1.5 credits from the following list: Global Capital Markets; The EU, the U.K., and Brexit; Solving City Problems with Data Analytics; Panel Data Methods for Public Policy Analysis; The Limits of Rationality; The Role of Science in Public Policy or other approved elective courses in the area.

Emphasis: Public and non-profit management and administration

MPP students who wish to complete an emphasis in Public and Non-Profit Management and Administration must successfully complete 1.5 credits from the following list: Aboriginal Law and Policy; Legal Analysis in Public Policy; Policy & Politics; Making an Impact from the Outside; The Limits of Rationality; The Role of Science in Public Policy; Financial Services & Monetary Policy (Economics); Digital Governance and Policy; Policy Development; Public Policy Economics; The Role of Government; Priority Topics in Public Administration or other approved elective courses in the area.

Emphasis: Social and urban policy

MPP students who wish to complete an emphasis in Social and Urban Policy must successfully complete 1.5 credits from the following list: The Limits of Rationality; The Role of Science in Public Policy; Urban Policy; Priority Topics in Public Administration; Aboriginal Law and Policy; Public Health Policy; Tools and Approaches for Public Health Policy Analysis and Evaluation; Social Policy Analysis or other approved elective courses in the area.

Capstone project

As an MPP student, you will take the Capstone course in your second year of study. This course is intended to draw on the skills, analytic approaches, and policy knowledge that you will have acquired over the course of the MPP program and to bring them to bear on the development of a coherent policy agenda. By the end of the course, it is expected that you will be able to balance and articulate the political, economic, social, fiscal, and intergovernmental needs and constraints of policymaking. Additionally, it is expected that you will be able to moderate the complexities of policymaking to address the question: what mix of policy options will most improve the social and economic wellbeing of citizens?



Joint programs & specializations

In addition to the standalone Master of Public Policy program, you can also complete a combined degree program, collaborative specialization, or study abroad on an exchange.

One combined program:

- Juris Doctor/Master of Public Policy (JD/MPP)

Five collaborative specializations:

- Contemporary East and Southeast Asian Studies (CESEAS)
- Environmental Studies
- Harney Program in Ethnic, Pluralism and Immigration Studies
- Public Health Policy
- Sexual Diversity Studies



Exchange programs

You may apply for the opportunity to study abroad for the fall term of your second year at one of the MPP program's exchange partner institutions. Application for an exchange term is a competitive process managed by U of T's Centre for International Experience (CIE).



Admissions

The admissions process is a holistic one as the MPP admissions committee will review every aspect of your application before making a decision. The committee reviews your academic performance and considers your experience and/or extra-curricular activities, as well as all reference letters.

Admissions requirements

Academic Record

You will have successfully completed a four-year (4 year) Bachelor's degree (in any discipline) or equivalent.

GPA Requirement

You are required to have a minimum CGPA of mid-B (3.0), and a minimum GPA of B+ (3.3) in the final year of undergraduate studies. Admission is highly competitive and meeting this requirement does not guarantee admission.

International Student Degree Equivalency

If you are an international student you should refer to U of T's School of Graduate Studies International Equivalency tool to find out if your degree meets the School of Graduate Studies requirements to apply.

English Language Proficiency Test

You are required to submit official English test scores if and only if (a) you do not have a degree from a Canadian university and (b) the language of instruction and examination for your degree was not English.

Other requirements

If you have completed your admitting degree (undergraduate degree) outside of Canada, you are required to write the Graduate Record Examination (GRE) General Test (www.ets.org/gre).

Combined Program (Juris Doctor (JD)/Master of Public Policy (MPP) Program

You will have to apply to both programs separately and gain entry into both programs to pursue this combined degree, or apply to the MPP program while in the first year of the JD program.

What do we look for in an MPP student?

- **Strong academic performance:** Transcripts, test scores (GRE) and academic references
- **Strong quantitative skills:** Transcript, GRE, previous courses taken
- **Interest or work in the field:** Previous work or extra-curricular activity in public policy; other forms of expertise and lived experience that contribute to the diversity of the MPP program as indicated on the curriculum vitae and personal statement(s).
- **Strong English language proficiency:** English language proficiency test
- **Stand-out qualities:** Creativity, experience solving complex problems, leadership, and an ability to work across disciplines.



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How to apply

Documents required:

- Official transcripts for all post-secondary studies
- Two academic references
- Statement of purpose
- Optional diversity essay
- Proof of English language is required for international students who completed their undergraduate (admitting) degree at an institution where English was not the language of instruction
- GRE if you completed your undergraduate (admitting) degree outside of Canada
- Curriculum vitae

Apply online via the School of Graduate Studies:
<https://admissions.sgs.utoronto.ca/apply/>

Submit all your required documents as listed on the MPP admissions website and pay the \$125 application fee. All documents are to be submitted online.

Applications open on October 1, 2022.

The deadline to apply to the MPP program is January 25, 2023.

Funding opportunities

As an MPP student, you can fund your degree through a combination of:

- MPP entrance scholarships
- Funded awards (e.g., MPP2 Cadario scholarship)
- External scholarships, such as SSHRC and OGS awards (application required)
- Government student loans (OSAP and other provincial loans)
- U.S. Federal Direct Loan Program (for U.S. citizens only)
- Lines of credit

Funding for diverse communities:

- Black Diaspora Excellence Scholarship: awarded to an incoming Black student

Funding for international students:

In addition to the MPP's merit-based scholarships (if awarded upon admission to the program), international students can search for eligible awards and scholarships through U of T's School of Graduate Studies.

Other funding opportunities:

- Student Leadership Initiative positions
- Paid internships
- Professional Master's Assistance Scholarship
- Research assistant positions
- Teaching assistant positions

Learn more about your funding options:
uoft.me/mppfunding



Learn from the experts

The Munk School is home to world-class faculty and researchers and boasts more than 60 faculty and academic directors, 34 affiliated named chairs and professorships and some 230 affiliated faculty from across U of T.

Students learn from faculty and experienced public sector leaders from a range of disciplines, linking theory with real-world experience. The curriculum focuses on core tenets of the policy process and provides in-depth analysis on key policy topics relevant to modern economies, politics and societies, giving students the necessary tools to become effective practitioners and leaders in public policy.

(Banner) University Professor Janice Stein and Professor Peter Loewen, (Left to right, top row) Professor Peter Loewen, Director of the Munk School of Global Affairs & Public Policy; Professor Ito Peng; Professor Drew Fagan; (second row) Professor Linda White; Professor Stephan Heblch; Professor Ian Shugart; (third row) Assistant Professor, Teaching Stream Gabriel Eidelman; University Professor Janice Stein; Associate Professor Jonathan Hall; (fourth row) Associate Professor Michael Donnelly, Director of Graduate Programs; Professor James Radner; Assistant Professor, Teaching Stream Janet Mason; (fifth row) Professor Daniyal Zuberi, Professor Arjumand Siddiqui; Associate Professor Jonathan Craft.





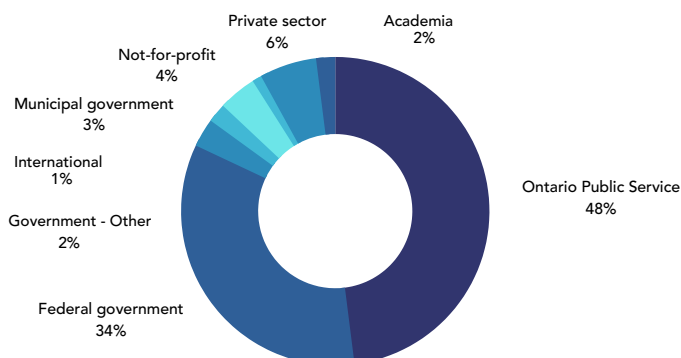
Internships

We have a dedicated Career Services team that is available to help you find internship placements and support your employment search post-graduation.

While studying in the MPP program, you will be required to complete a paid policy internship between your first and second year of study. Under faculty supervision, the internship offers you a chance to apply your knowledge to issues in the public, private or non-profit sectors.

Most importantly, this internship will help you clarify your career direction, gain perspective on classroom learning, and provide invaluable experience and the network-building needed to secure employment after graduation. Internships may relate to any aspect of policy planning, analysis, decision-making and implementation. At the end of your internship, you will submit a written research report providing an original analysis of the policy and/or organizational issues explored during your internship.

Internships by sector: Summer 2022



Jennifer Oduro, MPP '21

In 2020, I had the privilege of interning as a Junior Analyst for the Canada School of Public Service (the School). As an intern, I supported the Policy, Evaluations, Regulation, Communications, and Service Excellence (PERCS) team. I designed a case study on policy implementation through the lens of the UN's Sustainable Development Goals. The case study course has allowed public servants to gain the knowledge and expertise needed to effectively address public problems (i.e. climate action, clean water and sanitation, zero hunger, etc.) and avoid policy failures.

My experience allowed me to learn about the importance of collaboration and consultation in government work. Specifically, I collaborated with various partners including the Government of Canada's Policy Community Partnership Office (PCPO), Employment and Social Development Canada's Sustainable Development Unit, and the School's Indigenous Learning Services to enhance the product's content, design and delivery. This made me realize the importance of taking advantage of the knowledge of subject matter experts and collaborative opportunities.

My internship experience encouraged me to explore full-time job opportunities with the federal government. I had initially believed my preference would be to work at the municipal or provincial level after graduating, however, working for the CPCS made me realize that there are numerous ways I can put my policy degree to use at the federal level. I'm grateful for the experience as it prepared me for my current role at Canadian Heritage."



Career services

Professional development opportunities are an integral component of the MPP program. In first year, you will take workshops focused on preparing you for your summer internship. During second year, you will learn the skills necessary for your job search and career exploration. Our dedicated Career Services Team is committed to supporting your professional development throughout your time at the Munk School. This support includes career assistance and networking opportunities, among others.

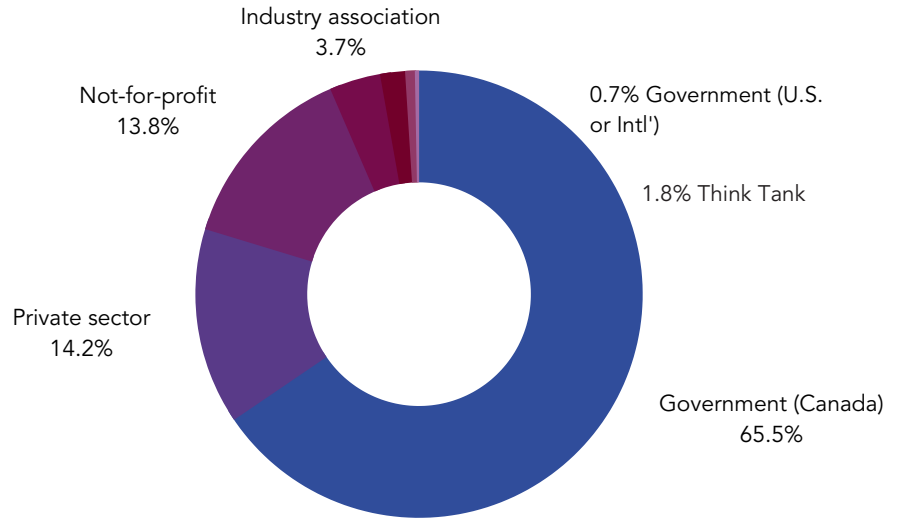
In your graduating year, you will have the opportunity to take part in speed-networking events during the school year, either virtually or in person: one in Ottawa, focusing on the federal government; one with a network of municipalities; and a third with the Ontario Public Service. These events frequently result in job offers.



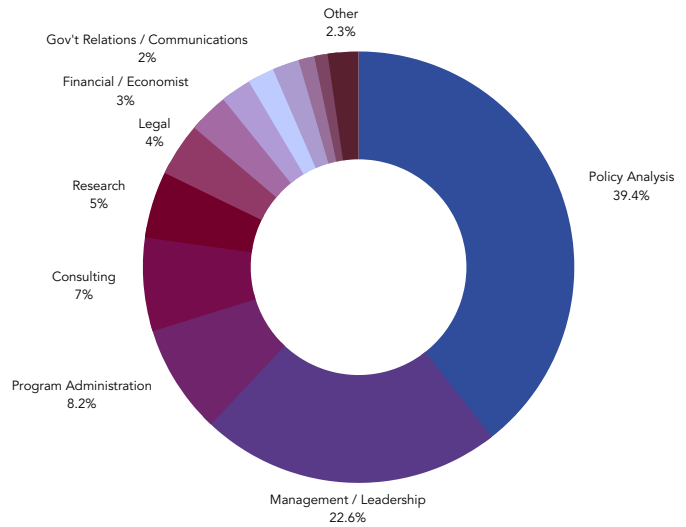


MPP Alumni Employment (2009-21)

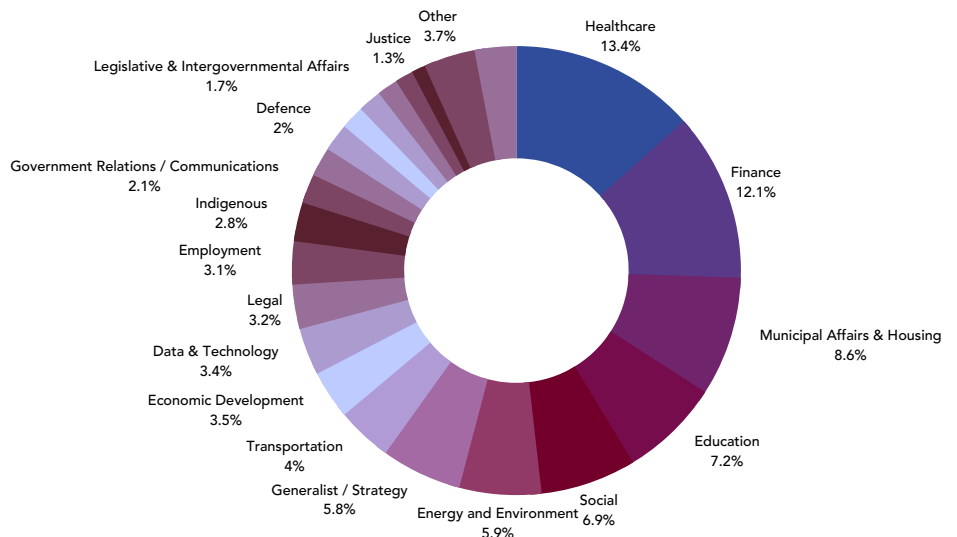
Employment by sector



Job function



Policy area of focus





Anna-Kay Russell, MPP '18

Manager of Public Affairs, WoodGreen Community Services

Anna-Kay also volunteers much of her time as the co-founder and Director of Funding Partnerships for the Canadian Black Policy Network and as the Director of Strategy & Governance for Leading Change Canada.

What did you like most about the MPP?

"What I loved most about the MPP program was having the room to delve deep into the subject of public policy and apply it to my lived experiences to better understand the sector and how I could personally contribute to it. I entered the MPP program with a degree in environmental studies and little knowledge of political science and economics.

At times, I wasn't sure it was the right fit; however, through the skills and knowledge I gained in my courses, internship, and involvement in extracurricular activities — like the Public Policy & Governance Review and Equity, Diversity & Public Policy Initiative — I left the program feeling not only more confident in what public policy actually is, but also how I could use it to effect positive change in my communities."

How has the MPP helped you in your career?

"I entered my MPP program very curious about the ways in which the policy process impacts those outside of government. While completing my degree, I had the opportunity of co-founding the program's inaugural collaboration with the Harvard Kennedy School's Black Policy Conference. By engaging in work like this during my MPP, I gained invaluable insights into the influence that policies have on communities and vice versa—insights which have been very useful for the work that I do at WoodGreen Community Services. As one of Toronto's largest social service agencies, serving some of the most vulnerable community members, policy greatly impacts the work we do. I'm routinely engaging with governments to work collaboratively on tackling socioeconomic issues faced daily by our clients. My MPP has helped me immensely to navigate these relationships and enhance opportunities for non-profit organizations, like us, to have an impact on the policy process as well."

Toronto Black Policy Conference

In November 2019, MPP alum Eunice Kays Yeboah, Sharnelle Morgan and Anna-Kay Russell founded the inaugural Toronto Black Policy Conference. Held at the the Munk School's Campbell Conference Facility, the conference theme was Black Inclusion and Innovation, and applied an anti-Black racism lens to explore what innovation means for Toronto's Black communities now and in the future.

The successful event was subsequently followed by the creation of the Canadian Black Policy Network (www.cbpn.ca), a "policy-driven forum which seeks to provide unique opportunities to collaborate, innovate and find sustainable solutions for policy issues affecting Canada's Black communities."





Jo Flatt, MPP '11

Vice President, Corporate Planning & Sustainability, Allied REIT

What did you like most about the MPP program?

"I really loved my internship program, which started in the summer at CivicAction and carried on throughout my entire second year. I also really loved my SSHRC research project which was focused on the viability of small-scale farms in Canada. My research took me all over Ontario and British Columbia to meet with farmers and policymakers on how to improve farmer livelihoods. I really enjoyed being on the U of T campus, the opportunities to listen to various speakers, work across different libraries, and be amidst the vibrancy of downtown Toronto."

How has your MPP helped you in your career?

"My internship at CivicAction was a really important part of building my career. From this opportunity, I was able to create hundreds of relationships with urban leaders across the GTA. Many of the people that I met at CivicAction have helped me advance throughout my career and become lifelong friends."



Brianne Kirkpatrick, MPP '13

Principal Advisor, Behavioural Insights Team (Canada)

What did you like most about the MPP program?

"I loved working with so many curious and smart people. Our class felt collaborative and authentic."

How has your MPP helped you in your career?

I think the program aims to provide a foundation in public policy that is both academically rigorous and practical. Since graduating I have worked in the private sector, for government, and now for a social purpose company. I have stood on the MPP foundation in each of these jobs. I still appreciate how subjects like statistics and economics were taught for policymakers (and for those with zero background in math, like me). Eight years later, many of the policy solutions we discussed are still relevant to today's problems."



Frank Ye, MPP '21

**Policy Analyst with the Pandemic Preparedness and Response Division
Public Health Agency of Canada**

"My favourite part of the MPP program was the amazing faculty. Their experiences and unique backgrounds offered very unique insights into the field of public policy. While they had very high expectations of us, they were also all very kind and willing to offer a helping hand during a time of great uncertainty in the program and around the world."

The MPP provided me with the skills and knowledge necessary to be successful in both my work as a Policy Analyst and as a Campaign Manager. My understanding of the policy process, policy implementation, and the political nature of policy has allowed me to adapt to the challenges that come within my career."



Kaidie Williams, MPP '19

**Corporate Policy Development Consultant
Ontario Energy Board**

How has your MPP helped you in your career?

"When I began the MPP program, I was convinced that having a master's degree combined with school brand recognition would jumpstart my career. However, by the end of the program, I had a eureka moment. I realized that while the shiny diploma on my wall gave me the key to the policy world, it would take much more than a degree to open the doors of opportunity and increase my career prospects. I needed to rely on the broader range of skills and talents that I had developed as an MPP student.

I developed an enhanced way of thinking about people, community and public service. I gained a unique set of quantitative and analytical skills, enabling me to translate ideas into solutions, think critically about the policy process and challenge implicit biases, including my own.

By engaging with diverse perspectives from my colleagues, professors and policy practitioners, I gained the skills necessary to handle the range of approaches/perspectives that I currently encounter in my professional life. It would be remiss of me if I didn't highlight the broader aspects of the MPP which were equally important to my success. The MPP program for me was really a journey of self-discovery — I found my voice among the clamouring sounds of self-doubt, insecurity and imposter syndrome. By the end of the MPP program, I had developed a sound understanding of my strengths and weaknesses. I was able to reevaluate my interests, challenge my assumptions and seek opportunities in spaces that at first thought seemed uncomfortable or strange. This journey of self-discovery led me to the energy and climate change space, allowing me to reconcile community-based climate action with the day-to-day operations of government."



Mackenzie Claggett

Juris Doctor / Master of Public Policy (JD/MPP '22)

"I chose to pursue the Master of Public Policy program because of my passion for public service and progressive government action. With its renowned faculty members, I knew the Munk School would complement my legal studies by providing an incredible opportunity to gain interdisciplinary insight on the policy-making process. The opportunity to complete a Capstone project and analyze a policy area that I am passionate about has been a highlight of the program. I intend to use the knowledge I gained during this process as I pursue a career in administrative, regulatory, and constitutional law."

Alumni spotlight



James Drummond, MPP '15

**Policy Analyst, Regulatory Policy Division,
Public Governance Directorate, OECD**

What did you like most about the MPP program?

“What I liked most was the strong sense of community built by the program. Unlike my previous degrees, the MPP program immediately emphasized and reinforced its cohort model that began in the first weeks with the math camp and orientation week. From there, taking the majority of courses together provided a lot of opportunities to get to know and work closely with so many smart, amazing people and see policy problems from many different perspectives. This also created an atmosphere where we were all invested in mutual success — whether this was working on a stats assignment, studying for the microeconomics exam, or finishing the Capstone paper, I could always find a table of classmates who welcomed you to sit down and work through coursework together. This was also reinforced by extracurriculars, like the Public Good Initiative or the Ford+Munk case competition, where I got to work closely on practical and applied policy problems, deepening the connection with classmates. As a result, not only did this community help me get through the program, but it also resulted in strong friendships that have lasted years after graduating.”

How has the MPP helped you in your career?

“The MPP has helped my current career at the OECD in two ways. First, participating in an academic exchange to SciencesPo in Paris, France provided me both with an opportunity to improve my understanding of policy issues from an international perspective, as well as invaluable in-person opportunities to meet and network with OECD staff. Having this knowledge and network helped when I applied for internship positions after I returned to Toronto for my final semester, which I got and have been lucky enough to turn into nearly six years of employment and an official staff position. Second, the practical, policy-oriented communication skills we learned during the program have been an important factor in my tenure at the OECD.

Synthesizing policy problems, thinking critically about solutions, identifying practical options, and communicating clear and analytically sound solutions are core parts of my job. Especially early in my career at the OECD, I regularly called on experiences gained from the MPP program, that allowed me to contribute meaningfully to OECD projects and workstreams, giving me opportunities to move upwards in my career.”

Student life

Make the most of the MPP program, get to know other students and explore your interests by taking advantage of all the clubs, case competitions, student leadership initiatives, cultural and social activities available to you.



Mentorship

When Christian Avendano (MPP '22) first enrolled at the Munk School, he never imagined that he would one day get personal advice from a former Canadian premier. That is, until the Munk School Mentorship Program paired Avendano with Munk School Fellow and former Ontario Premier, Dalton McGuinty.

“Dalton has been invaluable throughout my master’s journey,” Avendano says. “He has given me insights and lessons from his career in politics, including his time as Premier of Ontario.”

“The Munk School has a great reputation for supporting their students in their policy career journey through its helpful staff, talented alumni, and strong connection with the public and private sectors,” Avendano explains. “I chose to study at the Munk School because I believed the focus on economics and quantitative skills would make me job-ready.” What he didn’t know at the time was that the fellows mentorship program would become an integral part of that preparation for real-world career-building.

Launched in January 2022, the mentorship program places Munk School students and fellows/faculty on an interconnected path of reciprocal learning. Master’s students are matched with one of the School’s faculty or fellows: these include educators, private sector leaders, former diplomats, and policymakers. This dynamic partnership between student and fellow creates a mutual relationship that empowers and propels students forward in their career paths.

The mentorship program’s strength is that it gives students the opportunity to learn from career professionals in the policy world,” Avendano says. It’s given me the courage to continue asking policy professionals for advice throughout my career.”

Katie Boomgaardt, program manager of Internships and Career Placement with the MPP program, says that student success is the foremost goal of the program. “Through the academic and professional side of the programs, students are constantly provided with opportunities to engage with practitioners and academics in the fields of public policy and global affairs,” says Boomgaardt.



“Students are immersed in the field and from day one, make connections, learn, and thrive from leaders around the world.” Outside of the mentorship program, students are engaged in a variety of leadership initiatives, like publishing journals, hosting radio shows, or offering pro-bono consulting for non-profit organizations.

With 32 student-fellow matches in the first year, the Munk School was able to provide a mentor for every student who requested one, a further testament to the fellows’ dedication to enriching the student experience.

Moussa P. Blimpo, senior economist at the World Bank and one of this year’s Munk School senior fellows, sees his role of mentor as an opportunity to give students the same support he once received. “I have benefited significantly from mentorship during my years as a student,” says Blimpo, who joined the Munk School as an assistant professor in July. “Sometimes, what makes a difference is having a trusted ear to safely voice questions and concerns, and seek guidance when unsure. My commitment to supporting my students and signing up for mentorship roles is a small way for me to give back to the community.”

“At the Munk School, it isn’t just about the classrooms; it is a rich experience,” says Blimpo. “You have unique opportunities to engage with student peers, staff, faculty, and fellows who are passionate about ideas and solutions to address all sorts of challenges, local and global.”

Updated and edited, with files from Gloria Alamrew



Student Leadership Initiatives

MPP students are engaged in an array of dynamic leadership initiatives at the Munk School. There are a number of co-curricular opportunities for students to get involved with, from producing podcasts and consulting for non-profits to taking part in case competitions.

- Beyond the Headlines
- Black Policy Conference
- Consulting Careers Initiative
- Environmental Working Group
- Equity, Diversity and Public Policy Initiative
- Ford + Munk Conference
- Global Conversations
- Indigenous Policy Initiative
- Mental Health Policy Initiative
- Munk School Black Students Association
- Public Good Initiative
- Public Policy and Governance Review
- Policy Innovation Initiative
- Master of Public Policy Student Association
- Spectrum



Public Good Initiative

The [Public Good Initiative \(PGI\)](#) is a student-led initiative that provides pro-bono consulting services to not-for-profit organizations. Drawing on the skills and expertise of PGI consultants, the PGI seeks to meaningfully contribute to the public good and make a positive impact on the policy and research capacity of not-for-profit organizations. Since its inception in 2008, the initiative has partnered with over 80 organizations, including the Samara Institute for Democracy, United Way, Schools Without Borders, Federation of Black Canadians, the University Health Network, and YWCA Toronto. To learn more, visit www.publicgoodinitiative.ca.



Reem Sheikh-Khalil, MPP '21

Director, Client Relations

“Working as a Public Good Initiative (PGI) Consultant for World Education Services and as a PGI Director were the most rewarding experiences I had during my time at the Munk School.

It offered me the opportunity to apply my coursework in a real-world setting, while developing valuable policy skills, including managing client and stakeholder relationships, and developing policy products such as briefing notes, literature reviews and jurisdictional scans. PGI provided me with a unique opportunity to engage in important, exciting, and challenging projects.”



Spectrum

Spectrum is a student leadership initiative founded by LGBTQ+ students at the Munk School in 2016. Spectrum aims to help in the professional development of lesbian, gay, bisexual, and transgender (LGBTQ+) students and their allies in both the Master of Public Policy and Master of Global Affairs programs. The group aims to foster an inclusive environment to ensure LGBTQ+ students and their allies have the resources and support they need to maximize their success at the Munk School and beyond.



Consulting Careers Initiative

The Consulting Careers Initiative (CCI) is a student initiative with a mission to unite students from the Munk School and support their professional development and career goals in consulting. The CCI introduces students to consulting as a potential career path and provides them with the necessary tools and networking opportunities to bolster their success. To achieve these goals, the CCI collaborates with leading industry partners to host case competitions, consulting workshops, and networking opportunities.



Anastasia Volkov
MPP '21

"The Consulting Careers Initiative (CCI) supports the professional development of Munk School students and their career aspirations in consulting. CCI allows students to explore the intersection of public policy with the private sector through case competitions and speaker events.

We had two distinct goals: first, to highlight the strengths of the Global Affairs & Public Policy students at the Munk School, and second, to exist as an effective training mechanism to ensure students succeed through the consulting interview process. We are very proud of what students were able to showcase to employers through our events, leading many to consulting career internships and post-graduation placements. For me personally, being involved with student leadership initiatives during the pandemic year allowed for ample networking opportunities, supported my professional growth, and helped maintain the strong community fabric of the MPP program."

Public engagement

The Munk School of Global Affairs & Public Policy is an engaged community of scholars who are committed to producing excellent research within the university and having a real-world impact outside of it. We frequently host visiting scholars, politicians, practitioners and other leading experts at our public events and in the classroom.



(Top to bottom): President Zelenskyy of Ukraine addresses Munk School students; Munk School Director Peter Loewen, former Australian PM Kevin Rudd, Bank of Canada Governor Tiff Macklem; Executive Director, First Nations Child and Family Caring Society of Canada Cindy Blackstock and former and U.K. High Commissioner and Munk School Distinguished Fellow Mel Cappe; Former Supreme Court Chief Justice Beverley McLachlin; Backstage at the Peterson Lecture featuring former MPs Jane Philpott, Lisa Raitt, Megan Leslie & journalist Paul Wells, MPP students, David and Shelley Peterson and Munk School Director Peter Loewen.



A black sign with white text is mounted on a stone pillar. The sign reads "MUNK SCHOOL OF GLOBAL AFFAIRS & PUBLIC POLICY". In the background, there is a stone building with windows and a tree with green leaves.

MUNK SCHOOL OF GLOBAL AFFAIRS & PUBLIC POLICY

Master of Public Policy Program

Munk School of Global Affairs & Public Policy
University of Toronto
14 Queen's Park Crescent W. (at Canadiana Gallery)
Toronto, Ontario
M5S 3K9 Canada

Contact:

Rejeanne Puran, Admissions & Recruitment Officer
Munk School of Global Affairs & Public Policy
Admissions email: mpp.admissions@utoronto.ca
Phone: 416-978-7794

munkschool.utoronto.ca/publicpolicy

