

Institute for Management & Innovation Annual Report 2023–2024



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

**Institute for
Management &
Innovation**
Annual Report
2023–2024



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

DEFY
GRAVITY

Contents

2	Director's Message
4	About IMI
6	IMI and UTM's Strategic Framework
8	IMI and Defy Gravity
9	IMI's Priorities
10	IMI's Impact
12	IMI Equity, Diversity, and Inclusion
13	IMI Awards
14	IMI Staff & Faculty Professional Development & Engagement
16	IMI Hubs
16	BIGDataAIHUB
17	ICUBE
18	IMIx Executive Education Programs
19	Mobility Network
20	Sustainability Engagement
22	IMI Graduate Programs
24	Master of Biotechnology
25	Master of Forensic Accounting
26	Master of Management & Professional Accounting
27	Master of Management of Innovation
28	Master of Science in Sustainability Management
29	Master of Science in Biomedical Communications
30	Master of Urban Innovation
33	IMI Graduate Student Support
35	IMI Graduate Student Committee
36	IMI Undergraduate Programs & Offerings
37	IMI Staff, Student & Alumni Achievements
38	Faculty Achievements
40	People at IMI

Directors Message



Welcome to the Institute for Management & Innovation's 2023–24 Annual Review. IMI continues to reach new heights in its mission to constantly transform thinking to solve the hardest problems facing people, their communities, and societies globally. This year, we built on a vision that expanded the impact of our institute, continued to build academic excellence through education, and supported the research and engagement prowess of our globally renowned faculty.

IMI's six professional master's programs form the cornerstone of educational excellence at the institute. We welcomed new cohorts to all our programs this year: the Master of Biotechnology (MBiotech), Master of Forensic Accounting (MFAcc), Master of Management of Innovation (MMI), Master of Management & Professional Accounting (MMPA), Master of Science in Sustainability Management (MScSM), and Master of Urban Innovation (MUI). The appeal of our undergraduate training, through the minor in Business, Science, and Entrepreneurship and the Certificate of Completion in Global Sustainability, is demonstrated by impressive and growing enrolment.

IMI students continue to reveal a tremendous capacity for success – for instance, by winning case competitions and reaching honour roll status on national accreditation exams. The IMI Student Council made strides in supporting meaningful connections for our students. The IMI Review by Students – our student-led publication – showcased our students' research accomplishments.

IMI was thrilled to celebrate our faculty and staff who were recognized for their outstanding achievements this past year. At IMI, ensuring a welcoming and rewarding workplace is a priority. Through professional development training, the IMI book club, and the IMI Awards, we came together to learn, support, and strengthen our team. With its research focus on three increasingly relevant areas – big data and AI, sustainability, cities and communities – IMI confirmed its powerful role in impacting learning, knowledge creation, and policy.

In sad news, we mourned the passing of Professor Hugh Gunz, IMI's inaugural director. Professor Gunz's vision and leadership of IMI from 2013 to 2017 established the institute as a leading centre of management and innovation studies, setting it on the path to success that we see today.

At IMI, we remain fiercely proud of our community impact. We hosted events welcoming students, industry partners, alumni, and guests, and we offered conferences and workshops drawing thousands of attendees. IMix, our executive education hub, continues to make U of T management education accessible, including through innovative programming that supports the Mastercard Foundation's Africa Higher Education Health Collaborative. ICUBE, our entrepreneurship hub, supported more than 125 start-ups this year, with an emphasis on social enterprises. In addition, the impact of IMI students and our growing alumni community in their capacity as volunteers, advocates, and professionals is a source of inspiration.

This year's annual review reflects what's possible when members of the IMI community work together to build on our collective intellectual strengths, embrace innovative approaches and teamwork, and foster inclusion and well-being.

Welcome and thank you for reading.

Shauna Brail,
Associate Professor and Director,
Institute for Management and Innovation

About IMI

Our world is becoming more complex every day, and this complexity makes solving problems more challenging than ever before. Our social, economic, and environmental systems are inextricably connected both within our communities and around the world.

The Institute for Management & Innovation empowers transformational thinking and collaboration, letting us see the world from a new perspective. Integrating people, place, and purpose, our students, faculty, and researchers come together to create new knowledge and share it with the world. We build leaders and give them the skills they need to harness innovation and apply it in ways that will create positive impact for people and communities everywhere.

IMI is home to UTM's professional graduate programs, the IMI Business Minor, IMI Executive Education, the ICUBE entrepreneurship hub, the BIGDataAIHUB, sustainability education and engagement, and the Certificate of Completion in Global Sustainability. These programs and hubs, guided by our culture, values, and commitment to diversity, equity, and inclusivity, encourage collaboration and empower transformational, interdisciplinary thinking to discover new and better solutions to the world's wicked problems. Our programs are distinctive in their focus on experiential and applied learning.

IMI is also home to evolving research clusters in big data and artificial intelligence, healthy communities & cities, and the sustainability triangle.

VISION

To solve the world's most complex challenges and make it a better place for all.

MISSION

To constantly transform thinking to solve the hardest problems facing people, their communities, and societies globally.

PURPOSE

Guided by our IMI culture, values, and commitment to diversity and inclusivity, our programs and initiatives encourage collaboration and empower transformational, interdisciplinary thinking to combine and share knowledge and to discover new and better solutions to the world's wicked problems.



IMI and UTM's Strategic Framework

As an EDU:A unit at the University of Toronto Mississauga, IMI has priorities and programs that align closely with UTM's Strategic Framework, bolstering the campus's impact.



Truth, Openness, and Reciprocity

ICUBE's Indigenous Entrepreneurship Program aims to build entrepreneurship competencies, eliminate barriers, facilitate partnerships and mentorships, and build pathways to success for Indigenous entrepreneurs.

IMI's graduate programs embed Indigenous context, history, and perspectives into professional development and select courses.

Foster Student Success

IMI's six graduate programs offer robust one-to-one academic and career support for our students.

IMI students engage in co-curricular and extra-curricular learning and experiences through IMISC, IMIRS, and program-level opportunities.

IMI's partnerships with the Health & Counselling Centre and other campus units ensure students access to support when, and how, they need it.

Empower Research, Discovery, and Impact

IMI's EDU:A status allows for expansion of research, focusing on three main areas: sustainability, big data and artificial intelligence, and healthy cities and communities.

Students in IMI's MScSM program engage in consequential research, with select students publishing papers each year.

IMI's Mobility Network and Sustainability Triangle support postdoctoral researchers.

Encourage Collaboration and Belonging

IMI is designed to be an interdisciplinary unit of collaborators, enabling cross-program connection through electives, student experiences, and research.

IMI's EDI Committee works to embed anti-racism, anti-oppression, and inclusivity across programs and hubs, and into professional development for all students, staff, and faculty.

IMI supports a broad range of wellness initiatives, including an intentional narrative focused on student, staff, and faculty well-being.

Build Efficient and Sustainable Operations

IMI's sustainability priority extends to our graduate programs, undergraduate courses, and research areas.

Academic offerings with sustainability curriculum include the Master of Science in Sustainability Management, the Master of Urban Innovation, and the Master of Management & Professional Accounting, as well as the undergraduate Certificate of Completion in Global Sustainability.

The BIGDataAIHUB offers seminars on AI and sustainability, and both faculty and postdoctoral fellows at IMI engage in sustainability and climate change research. Multiple staff and faculty at IMI sit on UTM's Principal's Sustainability Advisory Committee and the President's Advisory Committee on the Environment, Climate Change, and Sustainability.

Embrace Our Place

IMI's graduate students regularly contribute to the City of Mississauga and Peel Region through internships, co-op work term placements, capstone projects, and course projects.

IMI's ICUBE engages with the city's IDEA Mississauga, partnering for entrepreneurship programming.

Approximately 250 graduate students each year contribute to the local and global economy through co-op placements, bolstering UTM's local and global reputation. Our graduating cohorts live and work both locally and internationally.

IMI and Defy Gravity

IMI continues to contribute to each and every one of the University of Toronto's Defy Gravity priorities in meaningful ways. As this review reveals, IMI's programs and hubs bolster goals in entrepreneurship, healthy communities, inclusive and sustainable cities and societies, and student success.

KEY EXAMPLES:

Student success: IMI's programs provide numerous professional development opportunities to reinforce their leading-edge curriculum, ensuring students are happy, connected, and possess advanced skills upon graduation. All IMI students have access to the institute's embedded counsellor, and IMI's dedicated program coordinators and placement managers offer one-to-one career, academic, and personal support.

A sustainable future: IMI maintains both graduate and undergraduate education in sustainability, and weaves sustainability principles into all programs and hubs. The Master of Science in Sustainability Management and the Certificate of Completion in Global Sustainability are but two examples.

Inclusive cities and societies: IMI's Master of Urban Innovation focuses on developing just and equitable societies. IMI's faculty publish leading research on cities and innovations in societies, including with funding from the UTM Mobility Network.

Healthy lives: IMI's Master of Biotechnology and Master of Management of Innovation teach students about biopharmaceuticals, digital health technologies, and innovations in healthcare management. ICUBE and IMix maintain a partnership with the Mastercard Foundation, engaging health entrepreneurs and supporting the development of healthcare managers in Africa.

Scientific discovery: IMI's faculty conduct cross-disciplinary research, generating new ideas and insights into some of the world's most difficult challenges. Examples include publications on COVID-19 recovery in cities, Scope 3 emissions, electric vehicle adoption, and corporate social responsibility.

Creativity and culture: Students engage in global thinking and learning by participating in exchange opportunities in Europe and by sharing classes with inbound exchange students. Students travel globally for internships and research, working with local communities and cultures around the world. ICUBE collaborates with Indigenous partners and, together with IMix, works with the African Impact Challenge and African healthcare practitioners in seven countries.

Innovation and entrepreneurship: IMI's ICUBE supports entrepreneurs across the UTM community and beyond, offering the Indigenous Program, Ideation Lab, Venture Forward, and Creative Studio. The BIGDataAIHUB presents monthly seminars on AI applicability across sectors, as well as an annual case competition and conference.

IMI

Priorities

IMI is building on three key priorities that support the foundation of our continued success.

STRENGTHEN ONE IMI: COLLABORATION, RESOURCES, AND PRACTICES

- Collaboration: Continue to identify and support opportunities to bridge programs, initiatives, and people.
- Resources: Strengthen central services at IMI, offering holistic support and connection across programs and hubs.
- Practices: Examine opportunities for greater harmonization across IMI's programs and hubs. Continue to grow IMI's reach and engagement at UTM, in our local community, and around the world.

GROW AND EXPAND RESEARCH

- Identify opportunities to spur new and expanding research activities and external grant applications.
- Direct funds to support research activities among faculty and IMI hubs, bringing together leading minds for interdisciplinary research.
- Support and recognize program-led research.
- Celebrate and promote IMI's research profile across IMI, UTM and U of T.

SUPPORT CONTINUED EDUCATIONAL EXCELLENCE

- IMI excellence means program excellence. Continue to champion our community of faculty, administrative leaders, instructors, staff, and students. Continue to offer innovative program design and delivery including experiential learning, 100% co-op placements, student engagement opportunities, hubs, and initiatives. Continue to be innovative and responsive to changing conditions.
- Continue to strengthen our faculty complement, engaging adjunct faculty and visiting scholars to support teaching and research activities.
- Continue to embed IMI initiatives across programs and units, including wellness services, professional development for all members of the community, resources, and practices.

IMI's Impact

IMI continues to have an impact on campus, in our local region, and around the world through our students, our employer and partner networks, and our faculty's research.

STUDENT IMPACT

IMI's 292 graduates in 2023–24 found employment in virtually every industry and sector, with approximately 75% employed by their convocation date.

Graduates moved into a range of positions including management roles, earning salaries from \$55,000 to \$90,000 in their first year of work. Some IMI graduates went on to start PhD programs, law school, or medical school.

IMI's 229 co-op students enjoyed 100% placement across diverse roles, both locally and globally. With an average pay rate of \$25/h, students enhanced the operations of their host organizations and, by extension, economies across the country and internationally.

Graduate students also contributed to our partner organizations through capstone projects, providing strategic recommendations to businesses and governments, and through case competitions, offering solutions to real challenges.

RESEARCH IMPACT

IMI's researchers continue to strengthen bodies of scholarly research and engagement through publications, presentations, books, conference sessions, and media interviews. In 2023–24, IMI's faculty had 29 peer-reviewed manuscripts published or accepted for publication, published 53 business cases, op-eds, and reports, and delivered 21 invited lectures at universities around the world. Faculty members were cited 37 times in local and international media outlets, demonstrating IMI's breadth and depth of expertise on leading-edge topics.

PARTNER IMPACT

IMI's programs and hubs work with a tremendous number of partners, and they have expansive reach throughout industry. Collectively, IMI's graduate programs maintain a network of over 2,000 industry professionals. In 2023–24, students connected in person with over 245 industry partners and leaders in approximately 70 different events.

In addition to IMI's student engagement with partners, IMI's BIGDataAIHUB, IMIx Executive Education, ICUBE, and sustainability education initiatives fostered relationships with leading thinkers, major organizations, international partners, and global foundations.

IMI's hubs continue to act as catalysts for ongoing partnership, growth, and innovation. They hosted major conferences including the Sustainability: Transdisciplinary Theory, Practice, and Action (STTPA) Conference, which attracted over 300 delegates, and the BIGDataAIHUB Fighting Crime Conference, which enjoyed registration of 400 guests. IMIx offered eight certificates with 200 attending industry professionals, and ICUBE supported 127 start-ups.

SELECT ACHIEVEMENTS 2023–24

- IMI achieved Gold in the U of T Sustainable Offices Program.
- The BIGDataAIHUB annual competition drew 350 student competitors, and the partnered conference attracted 400 registrants, with a \$20,000 sponsorship from Scotiabank.
- An MScSM team won, for the second year in a row, the RBC x Rotman Sustainable Finance Competition, outperforming MBA and graduate teams from across Canada.
- An MMI team placed second in U of T's Global Learning Case Competition.
- ICUBE won the Sustainable Action Award for its Sustainable Innovation Challenge.
- The Professional Accounting Centre released its Diversity, Equity, and Inclusion Case Collection for open use to expand inclusive accounting education.
- IMI's EDI committee tackled 20 key projects for the year.
- The IMI Review by Students (IMIRS) journal re-launched, offering a place for students to write and publish articles, research, and op-eds.

IMI Equity, Diversity, and Inclusion

The IMI Equity, Diversity, and Inclusion (EDI) Committee's first full year of operation led to a broad array of projects, and the team made great strides in further embedding EDI principles, practices, and professional development into our student, staff, and faculty experiences.

2023–24 PROJECTS

The team of twelve staff, faculty, and students engaged in projects in three main areas: Student Development & Support, Institute Culture & Programming, and Research & Teaching. Throughout, the committee maintained a transparency tracker on the IMI EDI website to share progress.

Grounded in a thoughtful and comprehensive plan, the twenty outlined projects enabled the exploration of EDI initiatives through every part of IMI's operations. Some of these projects were completed in full in the 2023–24 year, some remain ongoing or long-term initiatives, while others have not yet started.

Sample projects include assessing our recruitment and marketing materials for inclusivity, designing and delivering professional development on inclusivity topics to students in multiple graduate programs, bringing custom EDI training to staff and faculty, creating an Inclusive Communications and Practice Guide, and performing a national landscape scan for best practices in EDI in post-secondary education.

- 8 projects reached 100% completion.
- 7 projects reached between 5% and 90% completion.
- 5 projects were outlined but have not yet started.

IMI also wrote the first annual EDI Activity Report, available on our website, with full details of projects, tasks, and progress.

ANTI-BLACK RACISM TASK FORCE REPORT: COMMITMENTS

IMI created the EDI committee in 2022–23 to honour commitments made in response to U of T's Anti-Black Racism Task Force Report. In 2023–24, IMI made progress on its commitments, which include the following:

- reassessing recruitment materials and practices to ensure inclusion and acknowledgement of anti-racist and Black excellence work.
- exploring the possibility of offering anti-racist training to students, and promoting EDI and wellness resources to students during orientation.
- accessing and analyzing demographic data to better understand the applicants to IMI, and to ensure equity and inclusion from recruitment to graduation.
- leveraging student equity data to explore access programs.
- creating a working group on best practices in inclusive recruitment.
- collaborating with other divisions to ensure accessible pathways to graduate studies at UTM.
- expanding professional development for faculty and staff on EDI.

IMI Awards

IMI's 2023–24 awards continue to celebrate the accomplishments and commitment of our staff, faculty, students, partners, and alumni. This year, we crafted two new awards to honour strong partnerships and student engagement in technology and artificial intelligence.

IMI Faculty Award

This faculty member will have significantly enhanced the overall support, learning, and/or engagement of students and/or faculty within IMI. The 2023 recipient was Professor Soo Min Toh.

IMI Research Award

This faculty member will have been recognized for a significant research/scholarly contribution to their discipline. This contribution could be, but is not limited to, an original published work or key research contribution deemed innovative in nature. The 2023 recipient was Professor Yue Li.

IMI Staff Award

This staff member will have significantly enhanced the overall support, learning, and/or engagement of students, staff, and/or faculty within IMI. The 2023 recipient was Natasha Walli.

IMI Team Collaboration Award

This team will have collaboratively introduced and implemented a new program, product, or initiative that has significantly enhanced the overall support, learning, and/or engagement of students, staff, and/or faculty within IMI. The 2023 recipient was the BIGDataAIHUB Communications Team of Ryan Cerrudo, Sarah Ogbiti, Abdullah Qaisar, and Claire Westgate.

IMI Alumni Award

This award recognizes the professional achievements made by IMI alumni who have made a significant contribution to their field, acted as a prominent voice within their discipline, and/or demonstrated their commitment to making the world a better place through innovative ideas and solutions. The 2023 recipient was Anureet Kaur, MScSM Class of 2016.

IMIVator Award

This award is given to a current IMI graduate student who has used a multi-disciplinary approach in the conceptualization and/or creation of a new product, service, project, event, group, or program that demonstrates innovative idea(s), enhances the student experience, and may have a long-lasting impact on students and/or community. The 2023 recipient was TEN: The Energy Network.

IMI Social Leadership Award

This award is given to a current IMI graduate student who has led an initiative or conceptualized a product or service that focused directly on social responsibility, community well-being, and/or sustainable future. The contribution may focus on the well-being of IMI, UTM, the local community, or the broader community at large. The 2023 recipient was Hannah MacRae (MScSM Class of 2023).

IMI Partnership Award

This new award recognizes a partner of IMI, either a campus partner or external partner, for going above and beyond in partnership with IMI in order to significantly enhance, expand, or otherwise support IMI's goals, mission, and purpose. The inaugural winner was the City of Mississauga for two of its offices: Economic Development Office and Strategic Communications & Initiatives.

IMI Emerging Technology & AI Award

This new award is given to an IMI graduate student who demonstrates creativity and innovation in leveraging an emerging technology or artificial intelligence (i.e., AI) algorithm to solve challenging real-world or simulated problems in their research or class projects. The award recognizes the student's potential and ability to use technology in novel, practical, and impactful ways. The 2023 inaugural winner was the Holly™ Team of Imran Rhemtulla, Crystal Valdez, and Naina Jain (MBiotech Class of 2024).

IMI Staff & Faculty Professional Development & Engagement

IMI's Professional Development & Social Committee worked to advance staff and faculty learning and connection through workshops and social events.

Professional development workshops:

- Anti-racism and cultural diversity training: The IMI community gathered to stream the Inclusion in Action Seminar, offered by the Anti-Racism and Cultural Diversity Office, followed by discussion, as well as the workshop entitled Addressing Racial Microaggressions: Tools, Strategies, and Discussions.
- Training to support international students: UTM's International Education Centre offered a custom workshop for staff and faculty to learn about cross-cultural engagement, inclusion, equity, and ways to support international students.
- Professional LinkedIn training: An MMI program partner offered a custom session for staff and faculty on advancement of LinkedIn profiles.
- ChatGPT training: ICUBE's technical lead designed and delivered a custom workshop on the uses of ChatGPT and other AI systems, showing IMI's staff and faculty how they can engage with these tools.
- Communications and event management training: IMI's communications and event staff offered a workshop to all staff on branding, the Defy Gravity brand, and professional event management.
- LivingWorks START program: All staff and faculty were offered the chance to learn about suicide prevention.

Staff and faculty social events:

- IMI fostered social connection through an artistic metal tooling workshop, an escape-room lunch, and the annual campus scavenger hunt.
- Staff and faculty celebrated each other's accomplishments at the annual IMI Awards and the annual IMI holiday gathering



IMI Hubs: BIGDataAIHUB

The BIGDataAIHUB provides avenues for staff, faculty, students, researchers, partners, and the broader community to collaborate, share learning, and expand partnerships for the advancement of big data and artificial intelligence. The BIGDataAIHUB offers three themes: the interaction of big data with people, big data and technology, and systems and governance.

DIRECTOR'S MESSAGE

This past year, we focused on three major initiatives: the 2023–24 tri-campus Big Data and Artificial Intelligence Competition, the second annual Big Data and Artificial Intelligence conference, and our annual seminar series.

Once again, the tri-campus BIGDataAIHUB case competition engaged hundreds of University of Toronto students from three campuses, including PhD, master's, and undergraduate students from various disciplines. Special thanks to our partner, Scotiabank, which provided synthetic big data, prize money, and expertise in the form of data scientists. Student groups were permitted and encouraged to use generative artificial intelligence as a tool. Congratulations to the winning teams!

Our 2024 conference, entitled Fighting Crime with Big Data and Artificial Intelligence, focused on the illegal wildlife trade. It was very well attended. Sincere thanks to all our speakers – and to Professor Kevin Yousie for chairing the case competition and the conference.

In our seminar series, we explored many interesting topics including generative AI in education, AI in sustainability, and responsible AI. Thanks to Professor Michael Marin for organizing these sessions and to all our attendees, many of whom attended numerous seminars.

The BIGDataAIHUB aims to bring together interested parties from many domains in an engaging and interactive format to spark discussion on matters connected to big data and AI. This year, once again, we achieved that goal, and there is so much more to do!

Professor Irene Wiecek,
Director, BIGDataAIHUB

SELECT ACHIEVEMENTS

The fifth annual BIGDataAIHUB's Big Data and Artificial Intelligence Competition drew over 300 competitors and 70 teams, competing for \$30,000 in prizes sponsored by Scotiabank. The top five finalists competed, to support their work finding solutions to the illegal wildlife trade.

The second annual Fighting Crime with Big Data conference focused on the illegal wildlife trade, and hosted Scotiabank's executive vice president and chief compliance officer Nicole Frew, Ofir Drori, founder of the Last Great Ape Organization, Stéphane Sirard, acting deputy director of intelligence at FINTRAC, and others.

The 2023–24 BIGDataAIHUB Seminar Series, which offered thirteen talks, was a resounding success. Topics ranged from synthetic data and responsible AI to generative AI in post-secondary education and AI for sustainability.

IMI Hubs: ICUBE

ICUBE is the home of social entrepreneurship and early stage start-ups at UTM, offering resources, programs, workshops, and mentorship for people who are changing the world. ICUBE empowers innovators, creators, and change-makers to explore their ideas and make them happen. It provides a creation space where diverse leaders can ideate, collaborate, and make an impact together.

DIRECTOR'S MESSAGE

ICUBE is actively committed to its EDI-based approach to social entrepreneurship. We support start-ups from under-recognized and under-represented groups at UTM, from the other U of T accelerators, and from Peel Region.

Our well-attended pitch competitions attract strong talent. This year, we launched a new program, a weekend boot camp for social entrepreneurs, which was well received. ICUBE continues to strengthen its partnerships with external organizations such as Nobellum and IDEA Mississauga. Our reach and impact continue to expand!

ICUBE is examining its range of services and processes so that we can better serve our many constituencies from students to staff to faculty to the community. I look forward to another stellar year building on our many successes in 2023–24.

Professor Ann Armstrong,
Director, ICUBE

SELECT ACHIEVEMENTS

The ICUBE team presented at the Global Consortium of Entrepreneurship Centers Conference in Dallas, Texas, on the subject of utilizing AI to enhance incubator services.

The ICUBE team was awarded a U of T Sustainable Action Award in honour of our work in social impact pertaining to the environment.

Supported 127 teams across the Venture Forward and Ideation Lab programs. More than half of all ventures (57%) had a female-identifying founder or co-founder.

Hosted 45 workshops and events, bringing together over 1,545 guests.

Collaborated with Sobey's and Say Hi to the Future Mississauga to host a Sustainability Innovation Challenge, which tackled the issue of food waste. More than 70 teams applied to participate.

Continued our partnerships with The Bridge at UTSC, Redbird Circle, and the U of T Libraries to support Indigenous-identifying entrepreneurs.

In ongoing collaboration with the African Impact Challenge, ICUBE supported health-based start-ups coming from various African countries. We hosted 11 founders directly on-site in the summer of 2023.

Began a new collaboration with Nobellum—an organization that provides resources to Black founders in STEM-focused innovation.

Joined forces with The Social Venture Circuit to host a Social Entrepreneurship Weekend – a retreat that provided eight founders dedicated to social impact with an opportunity to work on business strategy and personal development.

IMI Hubs: IMix Executive Education Programs

IMix Executive Programs, led by the University of Toronto faculty and industry thought leaders, provide innovative curriculum for efficient career advancement. Our immersive and collaborative sessions empower managers with transformative tools, frameworks, and innovative thinking. IMix offers online executive certificate programs, group and custom solutions, and specialized speaker series events.

DIRECTOR'S MESSAGE

2023–24 has been a year of significant growth, innovation, and endorsement of the quality of IMix Executive Programs. We have launched and/or enhanced two longer certificate programs via Zoom, including one offered to 50 doctors, nurses, and healthcare managers every year in Africa, and another presented to budding experts in Canadian Income Taxation across Canada and around the world. The reaction to these and our shorter certificate programs has been outstanding. Our programs have attracted professional and non-professional students as well as a major international funding source, the Mastercard Foundation. Virtually all of our program participants have indicated their willingness to take additional programs from IMix and/or recommend our programs to their friends and associates.

This record of achievement has more than fulfilled our expectations in creating IMix Executive Programs, and it has been possible only because of the intelligence, diligence, and commitment of Saima Zulqamain and Lisa Huehner, our most able IMix staff. I salute them.

Professor Len Brooks,
Director, IMix

SELECT ACHIEVEMENTS

IMix continues to make significant progress in supporting UTM and the broader community through affordable non-degree certificate programs. This year, we launched two new programs: the Certificate of Canadian Income Tax Practice and the Certificate in Effective Management of People. We also more than doubled our program delivery days from 48 in 2022–23 to 98 in 2023–24.

The Certificate of Effective Healthcare Management program, funded by the Mastercard Foundation and delivered online from Toronto to Africa one evening a week, continued to thrive, completing its second cohort with an impressive 4.4 out of 5 rating. There is enormous demand for future cohorts, with over 450 registrants for an information session in June to launch the third cohort.

New certificates have broadened the scope of IMix's educational offerings to include longer, industry-specific programs taught by multiple instructors and industry experts.

98% of survey respondents said they would consider taking more IMix courses, and 95% would recommend IMix programs to others.

IMix was invited to advise other U of T units on new initiatives, including Mastercard-sponsored programs and humanities offerings.

IMI Hubs: Mobility Network

Mobility Network is a network of mobility researchers from across the University of Toronto, committed to the idea that in this “first urban century,” mobility must enable all people to achieve their potential while protecting our planet.

Mobility Network partners across community, industry, and government collaborate to find mobility solutions that serve people’s well-being, the planet’s future, and the potential of our growing cities to flourish equitably, sustainably, and productively.

The UTM Mobility Network, as part of this initiative, provides funding to support opportunities to facilitate new knowledge.

ASSOCIATE DIRECTOR’S MESSAGE

The Mobility Network is an Institutional Strategic Initiative that brings together mobility scholars and researchers throughout the University of Toronto. Our work bridges key U of T and UTM priorities including enabling healthy lives, building inclusive cities and societies, and fostering a sustainable future.

In 2023–24, the UTM Mobility Network led opportunities for mobility researchers to build connections and share research findings, hosting several formal and informal gatherings. With the support of postdoctoral fellow Dr. Gaurav Mittal, we funded research, hosted a series of faculty meet and greets, and showcased graduate student research. In fall 2023, we congratulated Dr. Mittal on his move to the Transport Studies Unit at Oxford University. We also welcomed postdoctoral fellow Dr. Emilia Bruck, who has continued to ensure that UTM mobility researchers are supported by and engaged in Mobility Network initiatives.

As I conclude my three-year term as Associate Director, Mobility Network, I celebrate the contributions of the UTM-based activities and their impact on research funding and relationship building.

Professor Shauna Brail,
Associate Director, Mobility Network

SELECT ACHIEVEMENTS

The UTM Mobility Network provided awards and funding to a number of exciting projects.

The network distributed four graduate student research awards, enabling expanded studies on active school travel and walkability indexes; urban health diseases and accessibility; the representation of disability groups in Canadian transit policy; and human mobility after natural disasters.

The network funded one MUI student to intern with the Transportation and Works Department, City of Mississauga. As part of the placement, the student helps staff to monitor and evaluate the city’s Micro-Mobility Program.

In the spring, the network also brought together students, staff, and faculty for a graduate student showcase to celebrate the work by graduate students and to share research interests.

IMI Hubs: Sustainability Engagement

IMI's sustainability group works to enhance sustainability education and engagement across UTM. Working closely with the MScSM program and IMI's sustainability research cluster, as well as the UTM Sustainability Office and the Principal's Sustainability Advisory Committee, IMI's team offers programming and initiatives for our campus and local community.

SUSTAINABILITY: TRANSDISCIPLINARY THEORY, PRACTICE, AND ACTION (STTPA) CONFERENCE

The Sustainability: Transdisciplinary Theory, Practice, and Action (STTPA) Conference, a bi-annual event, took place October 10 to 13, 2023. The conference engages transdisciplinary and intersectoral dialogue on the pressing issues, solutions, and actions for confronting wicked problems and moving towards greater sustainability. STTPA brings together voices of all stakeholders, such as academics, practitioners, policy makers, governments, Indigenous leaders, and civil society to create evidence-based and action-oriented agendas for transdisciplinary research, policy, practice, and action.

300+
ATTENDEES

10+
COUNTRIES

11
KEYNOTE SPEAKERS

125+
PRESENTERS

SUSTAINABILITY AMBASSADORS PROGRAM

This program provides experiential learning opportunities for UTM volunteers to engage in sustainability programming for the wider campus and community. Based on the United Nations' 17 Sustainable Development Goals (SDGs), the Social Change Model of Leadership Development, and the Sustainability Triangle, the program allows volunteers (called ambassadors) to connect these themes through experiential initiatives.

Volunteers are trained in foundations of sustainability and participate in reflection workshops and social events with their peers. They take part in Sustainability Week, work with youth in the community, and connect with global thought leaders in sustainability through the STTPA Conference.

43
AMBASSADORS

1700+
VOLUNTEER HOURS GIVEN
TO THE COMMUNITY

SUSTAINABILITY WEEK

This year, Sustainability Week was held from Monday March 18th–Friday March 22nd and had both a breadth and depth of programming throughout the week.

17
EVENTS

30
CAMPUS PARTNERS

1500+
PARTICIPANTS

YOUTH CLIMATE CAMPS

The 2023–24 academic year introduced youth climate camps hosted by IMI, partnering with Camp UofT. By the end of summer 2024, over 120 young people between the ages of eight and thirteen will have completed our Youth Climate Camp curriculum.

30+
EVENTS

1700+
ACTIVE EVENT
PARTICIPANTS

30+
CAMPUS AND COMMUNITY
PARTNERSHIPS

132
CERTIFICATE PARTICIPANTS

120+
YOUTH CLIMATE CAMP
PARTICIPANTS

IMI Graduate Programs



IMI is the home of professional graduate education at UTM, hosting six core graduate programs and an affiliate program. Graduate programs centre on diverse, cross-disciplinary areas including biotechnology, sustainability, innovation, accounting, and urban development. Each program focuses on interdisciplinary approaches in teaching and curriculum, and all programs emphasize experiential learning, co-curricular opportunities, and extra-curricular engagement. The programs have strong professional development offerings and engage collectively with over 2,000 industry partners. IMI graduate students benefit from ready access to support, resources, and wellness services, with one-to-one career and academic support as well as access to a dedicated counsellor in partnership with the Health & Counselling Centre. With paid co-operative education terms and strong post-graduate employment, graduates are well-positioned to contribute to society.

In 2023–24, over 1,200 prospective students applied to IMI's graduate programs. With an average entrance GPA of 3.6 and an average of two years' work experience, IMI's incoming graduate cohort numbered 231 with approximately 500 students enrolled in total.

IMI's graduate population comes from around the globe. Approximately 40% of students are international, coming from countries including Bangladesh, China, Ghana, India, Iran, Nigeria, South Africa, Taiwan, the United States and beyond. Domestically, students come from every province in Canada, and from leading undergraduate programs at the University of Toronto, McGill University, Queen's University, Western University, the University of Waterloo, the University of British Columbia, and other schools.

Master of Biotechnology

The MBiotech program is a 24-month, course-based professional degree, with streams in biopharmaceuticals and digital health technology. With a significant co-op term (8 to 12 months) providing excellent work experience, the program incorporates a blend of science and business courses, designed to meet the needs of industry.

DIRECTOR'S MESSAGE

I am proud to announce that the MBiotech program has completed 22 years of excellence. The academic year 2023–24 was an impressive one for the program, marked by numerous accomplishments. A team of four MBiotech students celebrated their victory in the Jazz Digital Marketing Case Competition, and another group of students from the digital health technology (DHT) stream won the IMI Emerging Technology & AI Award for developing an app that offers support to autistic children and their caregivers through data visualizations and wearable technology. This year, MBiotech also successfully launched a new course in partnership with ICUBE, exploring the intersection of digital health technologies, entrepreneurship, and innovative business thinking.

With the support of our dedicated staff, the MBiotech students were placed into leading internships with record speed. By demonstrating their professionalism and readiness to contribute, the students highlighted MBiotech's important role in our region's biopharmaceutical and digital health technology industries. We are incredibly proud of our excellent students, faculty, and staff, whose enthusiasm makes MBiotech a top-tier program. We cannot wait to see what the upcoming year brings!

Professor Cynthia Goh,
Director (acting), MBiotech

Co-op and post-graduate employment profile

- The program enjoyed a 100% placement rate for the 2023–24 year.
- 50% of students worked in the private sector in small and medium-sized enterprises, while 40% worked in large corporations.
- 67% of students worked in biotechnology and pharmaceuticals, with 24% in healthcare and digital health technology and 9% in consulting.
- The co-op pay rate for the 2023–24 year ranged from \$25/hour to \$39/hour, with an average of \$31/hour.
- 75% of new graduates were employed in a full-time capacity before convocation.
- New graduates earned on average \$55,000 to \$80,000, with graduates working in biotechnology, pharmaceuticals, consulting, healthcare, and digital health technology.

Select achievements

- Three DHT students won the inaugural IMI Emerging Technology & AI Award 2023.
- A team of four MBiotech students won the 2023 Jazz Digital Marketing Case Competition.
- A team of students (Class of 2024, Class of 2025) won a silver medal in the D final Mississauga Dragon Boat festival.
- MBiotech in partnership with ICUBE has successfully launched a new course exploring the intersection of digital health technologies, entrepreneurship, and innovative business thinking.
- MBiotech hosted a successful networking dinner with our industry partners and alumni at the U of T Faculty Club, providing an excellent opportunity for our students to expand their professional network and gain valuable insights.

Master of Forensic Accounting

The MFAcc program provides a graduate professional accountant, or equivalent, with the skills, knowledge, insights, and professional training to respond to the challenges of investigating fraud, white-collar crime, money laundering, and other financial disputes. Students are trained to provide reports, advice, and evidence to lawyers, courts, and clients for the resolution of criminal legal proceedings. With ten courses offered part-time over two years, the program is primarily through distance learning, with a capstone residency.

DIRECTOR'S MESSAGE

The MFAcc program enjoyed great success during the 2023–24 academic year, thanks to our world-class faculty, dedicated staff, and high-calibre students.

The program has a very positive international reputation, enhanced by the fact that MFAcc is the only program that has earned exemption by the American Institute of Certified Public Accountants (AICPA) from the academic and exam requirements of the Certified in Financial Forensics (CFF) designation for forensic accountants. This recognition has helped us to continue to admit high quality students from all over the world. The program is growing every year.

The MFAcc program is built on exceptional instructors who are leading experts in their field, and this academic year saw us welcome more of these experts to the team. We are fortunate to have wonderful staff. This year, we said goodbye to Debby Keown. Debby was a cornerstone of the program for many years, and we wish her a happy retirement. Julian Gaspini joined MFAcc in January, and together with Michelle Bailey, keeps the program running smoothly.

The program now boasts nearly 500 alumni working all over the world and doing us proud. We look forward to welcoming our new students to the program.

Professor Eckhard Schumann,
Director (acting), MFAcc

MFAcc Capstone Residency

MFAcc and its capstone develop experts in the areas of forensic, litigation, and investigative accounting. Sessions involve training candidates in moot courts where they play the role of expert witnesses, presenting evidence in both direct and cross examinations. Students are then evaluated on their competencies and skills.

More than forty volunteers – including alumni, accountants, forensic accountants, and lawyers – attend the MFAcc capstone and are critical to its success. Participants represent governing bodies such as the Ontario Securities Commission, the Law Society of Ontario, and the Department of Justice.

Post-graduate employment profile

MFAcc graduates focus on careers in anti-money laundering, cryptocurrency investigation, risk management, fraud investigation assisting banks, and law enforcement. They identify and combat unlawful financial behaviour that has exposed human trafficking, telephone scams, computer hacking, and money laundering.

Graduates have gone on to work for Google in California, the Hilton Hotels, European embassies, and federal agencies. MFAcc alumni have appeared in documentaries about investigations into cryptocurrencies and murder for hire, while others have helped to bring down human trafficking organizations.

Select achievements

- Inderjot (JT) Dhoot was awarded the CBV Institute's 2024 Top CBV Under 40 Award.
- Graduates from the Class of 2022 and Class of 2023 have had opportunities to testify as expert witnesses, undergoing direct examination and cross examination.

Master of Management & Professional Accounting

The MMPA is a master's level fast track to rewarding careers in professional accounting, finance, and the broader business world. Through a broad business curriculum, students gain core versatile accounting and business expertise, including technical and leadership skills. Students gain work experience through co-op terms, case competitions, and conferences.

DIRECTORS' MESSAGE

In the past year, MMPA students have enjoyed success in their co-op terms, and many have received full-time offers to return to their firms after graduation. We've maintained a close relationship with our alumni to ensure that our students are placed in quality positions.

Our recruitment and admissions team has done an exceptional job, with 80 students in the Class of 2026 and 24 students in the Class of 2025-12M, whom we warmly welcomed during the MMPA orientation.

Our dedicated faculty and staff have collaborated to provide superior support for our graduating students. Our initiatives include increased one-on-one time with faculty and TAs, enhanced and regular feedback on assignments, and the launch of our new MMPA Mentor program, which pairs student groups with MMPA graduates. We have also hosted sessions for students in our Summer for Success program.

We're delighted to announce that two of our MMPA graduates have been placed on the CPA Honour Roll, recognizing them as top performers on the CPA examination in 2023. To inspire future students to strive for this achievement, we've established a new award that will be presented annually to any MMPA graduates who make it onto the CPA Honour Roll. In addition, Amit Dalaya (Class of 2024) won a prestigious University of Toronto Student Leadership Award to recognize his exemplary contributions to IMI and the university community at large. These recognitions underscore the calibre of our students and graduates.

Professor Yue Li,
Director, MMPA

Co-op and post-graduate employment profile

- The program achieved 100% placement for co-op across two co-op terms.
- The average pay rate for co-op students was \$26/hour.
- 63% of students worked in large corporations, 36% in small and medium-sized enterprises, and 1% in government.
- New graduate salaries ranged from \$56,000 to \$72,000, with graduates working in accounting and finance firms both domestically and internationally.

Select achievements

- Jiahui (Crystal) Zhang and Apollo Zhao (Class of 2023) were placed on the CPA Honour Roll.
- Amit Dalaya (Class of 2024) won a University of Toronto Student Leadership Award.
- Professor Yue Li participated in a comprehensive research study quantifying the Scope 3 emissions at U of T. This research project was funded by a \$100,000 research grant from the U of T Climate Positive Energy. He also won a SSHRC Insight Grant this year to study the Scope 3 emissions from the 2025 Canada Games, and was invited to present his research at the Hong Kong Polytechnic University and the Huazhong University of Science and Technology early this year.
- Professor Irene Wiecek was invited to present her vision about teaching sustainability, big data, and new technologies in business management programs in New York and Europe. She is also revising her popular textbook Intermediate Accounting 14th edition.
- Professor Mike Marin had a research paper titled "The Relation between Payroll and Income Tax Avoidance" accepted for publication by the Journal of the American Taxation Association (JATA). JATA is a top-field research journal published by the American Accounting Association.

Master of Management of Innovation

Designed for students with a background in engineering, technology, or science, the Master of Management of Innovation (MMI) is an accelerated 12-month professional master's degree. Graduates pursue management careers in technology-focused organizations. The program emphasizes small class sizes, personalized career support, and experiential learning.

DIRECTOR'S MESSAGE

We are very proud of the accomplishments of our wonderful students, staff, and faculty this year. All our current students are succeeding in internships. Our alumni continue to support us by creating jobs for students, attending events such as mock interviews, and taking part in our bowling night as well as countless coffee chats. In May 2023, we co-hosted the biennial workshop *Frontiers in the Economics of Markets and Organizations* with the Department of Management. Five top-tier speakers presented their work, and over 60 participants from all U of T campuses and from nearby universities (Guelph, McMaster, and York) attended. We have also continued to build content in our Equity, Diversity, and Inclusion professional development workshop to help prepare our students for the working world. The program partnered with eight new employers, who created new jobs for our students and eagerly support our activities.

In February 2024, we conducted a town hall with our current class and introduced a new alumni mentorship day, both very successful initiatives. In addition, we enhanced the MMI class spirit by organizing social events, including a Raptors game in January and a Blue Jays game in April. We look forward to beginning our 17th year with our incoming students.

Professor Matthew Osborne,
Director, MMI

Co-op and post-graduate employment profile

- The program celebrated a 100% internship and co-op placement rate, with 68% of students in roles created uniquely for MMI.
- The pay rate for interns averaged \$27/hour.
- Students worked in banking and finance, biotechnology and pharmaceuticals, education, healthcare, and digital health technology.
- 20% of students worked in non-profits or NGOs, 32% in large enterprises, 32% in small or medium-sized businesses, and 15% in start-up organizations.
- 80% of MMI graduates were employed by convocation.
- New graduates earned between \$40,000 and \$86,000 in their first year.

Select achievements

- MMI's partnership with BioTalent supported networking and funding for the third year in a row.
- MMI's first alumni mentorship day brought alumni to campus from Deloitte, GSK, Amazon, OTPP, BMO, and other organizations to engage with current students.
- Two MMI students took second-place in the University of Toronto's Global Learning Case Competition on social innovation and AI.
- MMI launched MMI2000: Product Management by Design, a new course with broad experiential learning.
- An MMI student won an Ontario Graduate Scholarship.
- Two students received HATCH Awards..

Master of Science in Sustainability Management

The MScSM is a primarily course-based professional master's program with a co-op/internship term, a capstone project, an international exchange, and a research paper component. The program uses the lens of sustainability to integrate business management, social sciences, and natural sciences to develop interdisciplinary, leading managers in the field.

DIRECTOR'S MESSAGE

2023–24 was an exciting year for the MScSM family. We welcomed our tenth cohort, celebrating a decade of the program. The world has changed drastically in the last ten years – from no Sustainable Development Goals (SDGs) to SDGs and sustainability being priorities globally.

In 2023–24, students went on exchange to University of Copenhagen and Lund University. To our good fortune, all classes and activities, including the State of Sustainability Conference, Networking Day, and Research Day, took place in person. For our annual Integrated Case Competition, we focused on U of T's plan to reduce Scope 3 GHG emissions to net zero by 2050. With MMPA and MUI, we organized our second Sustainability: Transdisciplinary Theory, Practice, and Action Conference. Our students won many awards, bringing numerous laurels to the program. The program has become known as one of the best sustainability management programs in the world due to our graduates' extraordinary performance and impact.

Finally, I completed my 11-year (2013–2024) term as director of the MScSM program. This extraordinary journey has been most rewarding due to the love that I received from all members of the MScSM family – students, staff, external partners, and colleagues. I would like to express my special gratitude to Rose Mary Craig, Claire Westgate, Soo Min Toh, Amrita Danieri, and Deep Saini for their unwavering commitment and support.

Looking forward to an exciting year!

With love,

Professor Shashi Kant,
Director, MScSM

Co-op and post-graduate employment profile

- The program achieved 100% internship and co-op placement rate, with 70% of students in roles created uniquely for MScSM.
- The pay rate for interns averaged \$24/hour.
- Students worked in real estate, non-profit, consulting, energy, education, banking and finance, supply chain, technology, and other sectors.
- 56% of students worked in large corporations, with 22% in small or medium-sized enterprises, 11% in education, and 11% in non-profit organizations.
- 75% of MScSM graduates were employed by convocation.
- New graduates earned between \$60,000 and \$90,000 in their first year.

Select achievements

- Teams of MScSM students won first place in the RBC x Rotman Sustainable Finance Case Competition, second place in the UTM City Where We Live Policy Challenge and third place in the Sobeys Sustainable Innovation Challenge
- Tolu Alebiosu and colleagues founded Wamiri, which won first place at the Entrepreneurs' Organization Global Student Entrepreneur Awards
- Shreya Agarwal and her Reach Alliance team presented on alternative food systems at an Amsterdam conference.
- Se Young Park participated in the 2023 United Nations Climate Change Conference.
- Awards: Mallory Furlong (Alectra Graduate Fellowship); Rit Gofwen (Equity and Diversity Award); Shuchita Das (Stephen Bede Scharper Fellowship); Maggie Tuer (Ontario Graduate Scholarship).

Master of Science in Biomedical Communications*

The professional MScBMC program engages students in the creation and evaluation of a range of visual tools, including medical illustration, media and user experience design, animation, and virtual simulations. Unique in Canada and one of only a few accredited graduate programs globally, this two-year program is offered through the Institute of Medical Science, in the Temerty Faculty of Medicine, and principally based at UTM.

DIRECTOR'S MESSAGE

In 2023–24, we have largely focused on equity and diversity initiatives. As a program engaged in visual communication, we are stepping up our efforts to engage and elevate public participation in science and medicine. In the first of these initiatives, led by Maeve Doyle and Professor Shelley Wall, three of our graduate students participated in a training video at Western University promoting a more inclusive medical curriculum. BMC students painted the lumbar spine on the backs of nine different patients to demonstrate the diversity of anatomical landmarks in different body types. The video-recorded session will be used in training medical residents to perform lumbar puncture.

In a second initiative, Professor Shehryar Saharan received funding from eCampusOntario to support The Matilda Project, an initiative to raise awareness of inequality and gender bias towards women in science. Working with students and recent graduates, Professor Saharan created a compelling and award-winning testament to the achievements of women in STEM.

Finally, several faculty and students have collaborated with Transform HF, a U of T Institutional Strategic Initiative that aims to provide equitable care to patients with heart failure, particularly those living in remote locations. Most notably, one of our students, Beatrice Chen, helped to develop an animated short film with the communities in the James Bay and Hudson Bay region to tell their stories about accessing cardiovascular care. The narrative builds upon the culture and community of the Cree people and their realities of living in remote communities with heart conditions.

Professor Jodie Jenkinson,
Director, MScBMC

Select achievements

- Samantha Li won the Eila I. Ross Award of excellence.
- Molly Wells won the Professor Nancy Grahame Joy Biomedical Communications Entrance Award.
- Ashton Goebel received the Sherwood P. and Judith Gebhard Smith Endowed Fund.
- Natalie Lucas and Juno Shemano won the Professor Stephen Gilbert Award for Artistic Excellence in Biomedical Visualization.
- Nan-Linda Ding and Livia Nguyen won the Wendy M. Kates Memorial Award.
- Beatrice Nai-Jung Chen, Samantha Li, Natalie Lucas, and Juno Shemano received Vesalius Trust research grants.
- Jayne Leggatt won the Vesalius Trust Joyce McGill Scholarship.
- Beatrice Nai-Jung Chen, Andrew Janeczek, and Anaiah Reyes won the MScBMC Spring Critique 2024 Best in Show.

*Offered through the Institute of Medical Science

Master of Urban Innovation

The MUI is a 20-month professional master's program for students interested in urban issues and economic development. The program focuses on urban economic development, community capacity building, innovation management, local and regional governance, and the social sustainability of urban economies. This unique program provides a new generation of practitioners with an in-depth understanding of how innovative, vibrant, livable, and supportive city-regions help sustain Canadians' quality of life and economic well-being.

DIRECTOR'S MESSAGE

The MUI community continues to thrive, with a deeply connected group of faculty, students, and community partners. MUI students completed internships in government, industry, and non-profit organizations, contributing to incredible initiatives and policies to make our cities better, brighter and more equitable. Our faculty members led students in their exploration of economic policy, city initiatives, mobility, equity in cities, and more. Our students had opportunities to see urban innovation in action, including field trips to the City of Hamilton and City of Brampton Innovation District, as well as Villiers Island (Toronto) and Brightwater (Mississauga) to learn about waterfront revitalization efforts. Over the year, our students proved to be a supportive, close-knit group, committed to enhancing their graduate student experience and being a compassionate and caring community. Our senior class completed capstone projects on topics from micro-mobility to the impacts of remote work on cities. Our junior class participated in a case competition, hosted by the Toronto Region Board of Trade, focused on solutions for event congestion in downtown Toronto. I am delighted to continue our efforts to foster experiential learning and partnerships leaders across the region, support our student, staff and faculty, and continue to expand the positive impact the MUI alumni have on our cities and communities.

Professor Tara Vinodrai,
Director, MUI

Co-op and post-graduate employment profile

- The program achieved 100% co-op placement.
- 90% of students worked with governmental departments and 1% in the private sector.
- The average co-op pay rate was \$20.67.
- 80% of new graduates secured full-time employment before convocation.

Select achievements

- Professor Tara Vinodrai, who received the ACSP 2023 Best Paper Award in Planning & Entrepreneurship, was promoted to Professor.
- Professor David Wolfe recently retired inaugural director of MUI, won the Desmond Morton Research Excellence Award.
- MUI welcomed Dr. Yinnon Geva to the faculty complement.
- MUI student Yueyao Liu was selected for the UTM Mobility Network Summer Internship Award.
- MUI students attended a range of conferences, including EDCO, the Toronto Region Board of Trade Waterfront Symposium, and the Good Roads Conference.
- Students took field trips to the City of Hamilton, City of Brampton's Innovation District, Waterfront Toronto, and Brightwater/Lakeview redevelopment sites.
- MUI students engaged in 30+ professional development opportunities this year.





IMI Graduate Student Support

One of IMI's distinguishing features is our level of support, offerings, and resources for holistic student welfare. With rising global tensions, ongoing threats of climate change, cost of living challenges, and pandemic recovery, IMI's strong support to our graduate students is crucial, leading to healthy students who are deeply engaged in their studies, with high retention rates and successful school-work transitions.

This robust approach to student support makes UTM a destination of choice for professional graduate students. It ensures not only that IMI can attract the best minds from around the world but that our students thrive and become tremendous ambassadors for IMI, UTM, and U of T in the future.

IMI Welcome BBQ: IMI hosted our annual Welcome BBQ for new and returning students. This event is an opportunity for students to meet across programs and hear from IMI leadership.

IMI Student Services Session: All IMI students were offered a session highlighting the services available to them as graduate students at UTM. Presentations were held by the UTM Accessibility Office, the Academic Skills Centre, the Recreation, Athletics & Wellness Centre, the Health & Counselling Centre, and more.

IMI Grad Lounge: The Graduate Student Lounge, refreshed in 2023, provides a bright, welcoming space for graduate students to gather, connect with students from other programs, and work.

IMI Embedded Counsellor: We continued our partnership with the UTM Health & Counselling Centre, giving IMI students easy access to in-person and virtual counselling on the IMI floor.

IMI Wellness Surveys: IMI invited all graduate students to complete our biannual student survey on wellness, offering a safe and anonymous place for them to share updates on their mental health and wellness. Through this mechanism, students in distress or with elevated concerns were able to connect with IMI leadership for extra support and resources.

IMI Wellness & Student Support Website: IMI continues to maintain a wellness and support website, directing graduate students to tools and helpful resources at the university.

New Students at IMI: IMI's New Students page helps to demystify U of T tools, resources, and policies by providing easy access to information frequently needed by new graduate students.

EDI at IMI: Each year, we introduce new IMI students to the institute's EDI work through onboarding slides, sharing tools and resources on EDI, and inviting students to contribute to IMI's EDI committee.

IMI Program Support: IMI's graduate programs offer end-to-end program-specific career and academic counselling and support through workshops, seminars, and one-on-one coaching appointments. This approach gives students exceptional support for their individual career plans and academic pathways. It also facilitates access to other resources appropriate for graduate-level mature students, including financial aid, housing, awards, counselling, and referrals to central services.



IMI Graduate Student Committee

IMI gives graduate students the ability to engage, connect, and learn across programs and disciplines – a key benefit. Students expand their networks, work together in elective classes, and take on leadership opportunities through IMI’s committees and initiatives.

IMISC

The IMI Student Council (formerly GSC) holds educational events and programs that foster social engagement, connection, and a sense of place at UTM. The 2023–24 committee included students from all in-person IMI graduate programs. Offerings included four popular events:

IMISC Welcome Social: Held at the Blind Duck Pub, this annual event encourages cross-program networking through a program detective game, with a raffle, snacks, and impromptu karaoke.

IMISC Blue Jays Gathering: IMI students connected at a Blue Jays game for university students, sitting with students in other programs and meeting colleagues across the institute.

IMISC Holiday Hangout: IMI students gathered to enjoy a study break, learn about mental health and wellness resources, and hear from IMI director Shauna Brail during a late-December gathering in the IMI Graduate Lounge.

IMISC Networking Boat Cruise: Nearly 200 students from across IMI programs joined together on a cruise in Toronto Harbour, connecting with new colleagues across disciplines and cementing lifelong friendships.

IMIRS

In 2023–24, IMI brought back the IMI Review by Students (IMIRS), a student-run publication that was on hold during the pandemic. Led by a team of students from across IMI programs, the publication attracted writers from all areas, who submitted articles, research pieces, and op-eds. This cross-disciplinary journal shows the benefits of having students from many disciplines working together to address a common theme. The 2023–24 publication, “Technological Innovations for Global Sustainability and Societal Progress,” will be released in June 2024.

IMI Equity, Diversity, and Inclusion Committee

IMI graduate students are invited to join IMI’s EDI committee, to engage with staff, faculty, and leadership at IMI on EDI initiatives and projects.

Collaborative Leadership and Learning

Through electives, co-curricular activities, and extra-curricular opportunities, graduate students across IMI programs have the opportunity to connect and learn together. Examples in 2023–24 included students joining together from multiple programs to form case competition teams, and students taking electives that enabled cross-program group work and learning.

IMI Undergraduate Programs & Offerings

MINOR IN BUSINESS, SCIENCE, AND ENTREPRENEURSHIP

The IMI Business Minor is designed for students in the sciences who wish to expand their management education. The courses teach students business principles, with examples drawn from the science fields.

The program has grown again this year, rising to 243 students registered in fall 2023, up from 183 in fall 2022, 136 in 2021, and 108 in 2020.

This growth reflects a desire by science students to complement their degrees in disciplines like chemistry and biology with a set of business skills and broad business and entrepreneurship knowledge, enabling them to move into diverse careers upon graduation.

Students take eight required courses:

- Principles of Microeconomics
- Fundamentals of Marketing
- Principles of Human Resource Management
- Essentials of Accounting: Financial & Managerial
- Essentials of Finance
- Managing Projects, Operations & Preparing a Business Plan
- Technology Strategy
- Innovation & Entrepreneurship

CERTIFICATE OF COMPLETION IN GLOBAL SUSTAINABILITY

This certificate offers all UTM undergraduate students a co-curricular opportunity to learn about the holistic, global nature of sustainability. Through three required modules and three elective modules, students learn about a diverse range of sustainability topics relevant to the United Nations' Sustainable Development Goals.

2023-2024 marked the first full cycle of the Certificate of Completion in Global Sustainability, the below 10 modules were offered with 132 students participating in the certificate.

Modules included:

- Designing a Social Impact Strategy for Corporations
- Interdisciplinary Perspectives on Global Sustainability
- Sustainable Consumption
- Leadership in Sustainability
- Systems Thinking and Sustainability
- Waste Management
- International Relations of Sustainability
- Interdisciplinary Perspectives on Global Sustainability
- Social Problems and Sustainability
- Energy Efficiency

IMI Staff, Student & Alumni Achievements

IMI's dedicated staff of administrators, including career advisors, program coordinators, admissions and marketing specialists, accounting and finance staff, and operations professionals, play an essential role in the success of our students, partners, and community.

STAFF ACHIEVEMENTS:

- Michelle Atkinson received the Co-Curricular Record Distinguished Validator Award.
- Kinza Khan completed her Master of Education at OISE.
- Claire Westgate received a U of T True Blue Award.
- The ICUBE Team (Ann Armstrong, Ignacio Mongrell, Kayla Sousa, Mohamad Tahvili) won a 2024 Sustainable Action Award.

STUDENT AND ALUMNI ACHIEVEMENTS:

- Sarah Asim and Tanisha Batra (MMI '24) placed second in the U of T Global Learning Case Competition.
- Amit Dalaya (MMPA '24) received a University of Toronto Student Leadership Award.
- Linda Ding, Amy Jiao, Xinyi Li, Anais Lupu, Livia Nguyen, and Emily Tjan (MScBMC '23) received Vesalius Trust grants and scholarships.
- Inderjot (JT) Dhoot (MFAcc '23) was awarded the CBV Institute's 2024 Top CPV Under 40 Award.
- Rebecca Francolini (MScSM '21) was honoured as a Clean50 Emerging Leader.
- Prateek Gandotra (MScSM '24) and Eric Zhao (MUI '24) won the Mobility Network Summer Internship Awards.
- Mimi Gui (MScBMC '22)'s animated film was shortlisted at the World Health Organization's #HealthForAll Film Festival.
- Lucy Li, Deep Parekh, Purav Patel, Dena Van de Coevering, and Alissa Ward (MScSM '24) won the fourth annual RBC x Rotman Sustainable Finance Case Competition.
- Dr. Vadym Lytvynov (MScBMC '24) won an award of merit from the Association of Medical Illustrators for his science visualization of CRISPR gene therapy.
- Hannah MacRae (MScSM 2023) won the Graduate Research Colloquium Award.
- Anne Mayengo (MScSM '24) and Miguel Willis (MMPA '24) each received an Inclusive Excellence Admissions Scholarship.
- Daniel Tourangeau (MFAcc '18) was named a CPA Ontario Fellow.
- Crystal Zhang and Apollo Zhao (MMPA '23) were added to the CPA Canada CFE National Honour Roll.

Faculty Achievements

IMI's faculty complement of eight, with eleven additional cross-appointed faculty and a number of non-budgetary affiliated faculty, had significant impact in their respective fields this year.

FACULTY PROMOTIONS

IMI is delighted to congratulate Professor Tara Vinodrai on her promotion to the rank of Professor. We celebrate faculty members Professor Rafael Chiuzi and Professor Otto Young on their respective promotions to Associate Professor, Teaching Stream.

FACULTY AWARDS AND ACCOMPLISHMENTS

- Ann Armstrong, Ningyuan Chen, Ruben Gaetani, and Jody Grewal received 2024 IMI Research Grants for their work.
- Sonia Kang was appointed the new Academic Director of Rotman's GATE (Institute for Gender and the Economy).
- Tara Vinodrai was honoured with the 2023 Kauffman Best Paper Award.

MEDIA MENTIONS

IMI faculty members were regularly cited in the media in 2023–24. IMI's faculty members and graduate students contributed to over 37 media articles, radio interviews, podcasts, and other media outlet publications.

PUBLICATIONS

IMI's faculty and affiliated faculty published the following peer-reviewed publications, books, and book chapters this year as highlighted in our monthly newsletter, the IMI Insider.

Ann Armstrong:

Armstrong, A. (2023). Some counsel to doctoral students from a naïve and shell-shocked academic. In Robinson, S., Bristow, A. & Ratle, O. (Eds), *Doing academic careers differently: Portraits of academic life*. Routledge.

Shauna Brail:

Vinodrai, T., & Brail, S. (2023). Cities, COVID-19, and counting. *Big Data & Society*, 10(2). <https://doi.org/10.1177/20539517231188724>

Brail, S., & Lorinc, J. (2023). Rebuilding public housing in Regent Park: The shifting dynamics of financialized redevelopment models. *Journal of Planning Education and Research*, 0(0). <https://doi.org/10.1177/0739456X231183353>

Moin, J. S., Vigod, S. N., Plumptre, L., et al. (2023). Sex differences among children, adolescents and young adults for mental health service use within inpatient and outpatient settings, before and during the COVID-19 pandemic: a population-based study in Ontario, Canada. *BMJ Open* 13:e073616. <https://doi.org/10.1136/bmjopen-2023-073616>

Keidar, N., Fox, M., Friedman, O., Grinberger, Y., Kirresh, T., Li, Y., ... Brail, S. (2024). *Progress in placemaking. Planning Theory & Practice*, 25(1), 143–151. <https://doi.org/10.1080/14649357.2023.2286131>

Brett Caraway:

Al Bouchi, Y., & Caraway, B. R. (2024). The political ecology of Bolivia's state-led lithium industrialization for post-carbon futures. *Capitalism Nature Socialism*, 35(2), 17–35. <https://doi.org/10.1080/10455752.2023.2197245>

Palter, J., & Caraway, B. (2003). Understanding the approaches taken by private ski clubs in Southern Ontario to address climate change and sustainability. *Journal of Outdoor Recreation and Tourism*. <https://doi.org/10.1016/j.jort.2023.100683>

Rafael Chiuzi:

Chiuzi, R. (2023). Tri-party collaborative course design: Proposal of a framework for higher education courses. *International Journal for the Scholarship of Teaching and Learning*, 17(2), Article 6. <https://doi.org/10.20429/ijstol.2023.17206>

Ningyuan Chen:

Chen, N., et al. (2023). Model-free assortment pricing with transaction data. *Management Science*, 69(10): 5830–5847. <http://dx.doi.org/10.2139/ssrn.3759397>

Chen, N., Gao, P., & Kou, S. (2023). Does the prohibition of trade-through hurt liquidity demanders? *Operations Research*, 71(5): 1458–1471. <https://doi.org/10.1287/opre.2023.2454>

Chen, N., & Hu, M. (2023). Frontiers in service science: Data-driven revenue management: The interplay of data, model, and decisions. *Service Science*, 15(2): 79–91. <https://doi.org/10.1287/serv.2023.032>

Li, W., Chen, N., & Hong, L. J. (2023). Dimension reduction in contextual online learning via nonparametric variable selection. *Journal of Machine Learning Research*, 24(136): 1–84.

<https://doi.org/10.48550/arXiv.2009.08265>

Gabriel Eidelman:

Eidelman, G., & Lucas, J. (2023). How do municipal mayors and councillors communicate with other levels of government? Evidence from a multi-level survey of Canadian elected officials. *Canadian Public Administration*, 66(1), 78–95. <https://doi.org/10.1111/capa.12510>

Ruben Gaetani:

Berkes, E., & Gaetani, R. (2023). Income segregation and the rise of the knowledge economy. *American Economic Journal: Applied Economics*, 15(2): 69–102. <https://doi.org/10.1257/app.20210074>

Shashi Kant:

Yiwen, Z., Kant, S., & Vertinsky, I. (2024). Enhancing stakeholder engagement in sustainable forest management: A multi-domain comparative analysis of forest-related beliefs, values, and behaviors of Canadian Aboriginal and non-Aboriginal groups. *Sustainable Development*, 1–20. <https://doi.org/10.1002/sd.2895>

Martínez-Cortés, O. G., & Kant, S. (2024). Evolution of Colombia's market for manufactured products of the wood industry. *Journal of Forest Business Research*, 3(1), 34–59. <https://doi.org/10.62320/jfbr.v3i1.46>

Qiu, L., Kant, S., & Zeng, W. (2023). Indigenous people's perceptions of benefits and costs of China's second phase of the grain for green program and the influencing factors. *Ecological Economics*, 214(1). <https://doi.org/10.1016/j.ecolecon.2023.107978>

Filewod, B., Kant, S., MacDonald, H., & McKenney, D. (2023). Decision biases and environmental attitudes among conservation professionals. *Conservation Science and Practice*, 5(6), e12921. <https://doi.org/10.1111/csp2.12921>

Soo Min Toh:

Toh, S. M., & DeNisi, A. S. (Eds.). (2022). *Expatriates and managing global mobility*. Routledge.

Tara Vinodrai:

Vinodrai, T., & Brail, S. (2023). Cities, COVID-19, and counting. *Big Data & Society*, 10(2). <https://doi.org/10.1177/20539517231188724>

Collishaw, S., Moos, M., & Vinodrai, T. (2023). Does subsidized housing facilitate more sustainable commute patterns? Insights from Canadian metropolitan areas. *Housing Policy Debate*, 34(4), 552–573. <https://www.tandfonline.com/doi/full/10.1080/10511482.2023.2251431>

Minlei Ye:

Ye, M. (2023). The theory of auditing economics: Evidence and suggestions for future research. *Foundations and Trends® in Accounting*, 18(3): 138–267. <http://dx.doi.org/10.1561/1400000072>

ADDITIONAL PUBLICATIONS

IMI's faculty, postdoctoral researchers, and graduate students also had articles and case studies published both locally and globally.

Ashita Allamraju, IMI Postdoctoral Fellow, co-authored a policy brief, "Catalysing SDGs achievement through community engagement: A case study of the Dayalbagh Model," available on the G20 Task Force website.

Shauna Brail and Tara Vinodrai authored a final report entitled "Remote work: Urban panacea or curse?" commissioned and published by the Intergovernmental Committee for Economic and Labour Force Development (ICE), Toronto, Canada.

Rafael Chiuzi's case study "From Twitter to Xcorp: The Musk Change" was published by the Case Centre (UK) and appears on its global list of cases. Find it here!

Hannah MacRae (MScSM '23) co-authored, with Laura Tozer, "The use of green bonds in financing energy retrofits in buildings," published in *Energy Research & Social Science*, 112, 2024, 03500, ISSN 2214-6296.

Gabriel Eidelman co-edited the seventh release in the Who Does What report series, focusing on "The municipal role in long-term care," published by the Institute on Municipal Finance and Governance. He also co-authored a report with Don Iveson, former mayor of Edmonton, published by the School of Cities (metromindset.ca).

People at IMI

IMI Director

Professor Shauna Brail

IMI Program and Hub Directors

Professor Ann Armstrong
Director, ICUBE

Professor Len Brooks
Director, IMIx; Director

Professor Cynthia Goh
Acting Director, MBiotech

Professor Jodie Jenkinson
Director, MScBMC

Professor Shashi Kant
Director, MScSM

Professor Yue Li
Director, MMPA

Professor Matthew Osborne
Director, MMI

Professor Eckhard Schumann
Acting Director, MFAcc

Professor Tara Vinodrai
Director, MUI

Professor Irene Wiecek
Director, BIGDataAIHUB

IMI Faculty

Professor Hadi Ahmad
Professor Ann Armstrong
Professor Shauna Brail
Professor Yinnon Geva
Professor Shashi Kant
Professor Yue Li
Professor Michael Marin
Professor Tara Vinodrai
Professor Irene Wiecek
Professor Kevin Yousie

Cross-Appointed Faculty

Professor Laurel Besco (GGE)
Professor Len Brooks (MGT)
Professor Akash Chattopadhyay (MGT)
Professor Ningyuan Chen (MGT)
Professor Rafael Chiuzi (MGT)
Professor Laura Derksen (MGT)
Professor Gabriel Eidelman (MUNK)
Professor Ruben Gaetani (MGT)
Professor Jody Grewal (MGT)
Professor Leigh Revers (CPS)
Professor Otto Yung (MGT)
Professor Marius Zoican (MGT)

IMI Staff

Clerissa Albores, *MMPA*
Maria Andrade, *MMPA*
Debbi Arnold, *MMPA*
Michelle Atkinson, *Sustainability*
Simreet Aulakh, *MMPA*
Michelle Bailey, *MFAcc*
Sonia Borg, *IMI*
Ryan Cerrudo, *IMI*
Afrodite Cruz, *MMI*
Teresa Didiano, *IMI*
Maeve Doyle, *MScBMC*
Maria Dutra Cabral, *MMPA*
Beate Ensminger, *MMI*
Rosemary Fouad, *MMPA*
Bianca Gaspini, *MMPA*
Julian Gaspini, *MBiotech*
Hans Harding, *MMPA*
Lisa Huehner, *IMIx*
Debby Keown, *MFAcc*
Kinza Khan, *MBiotech*
Linnet Kocheril, *MScSM*
Patrice Lee, *IMI*
David Linden, *IMI*
Wesley Mack, *MMPA*
Alyssa Madrasto, *MUI*
Nadine Mcharafie, *MMPA*
Ignacio Mongrell, *ICUBE*
Shena Neermul, *MScSM*
Sarah Ogbiti, *IMI*
Abdullah Qaisar, *MMPA*
Ortensia Qendro, *MBiotech*
Winnie Ren, *MScSM/Sustainability*
Nazeem Shamsuddin, *MBiotech*
Martina Simmonds, *MMPA*
Kayla Sousa, *ICUBE*
Mohammad Tahvili, *ICUBE*
Natasha Walli, *MUI*
Sheel Webber, *MMPA*
Claire Westgate, *IMI*
Saima Zulqarnain, *IMIx*

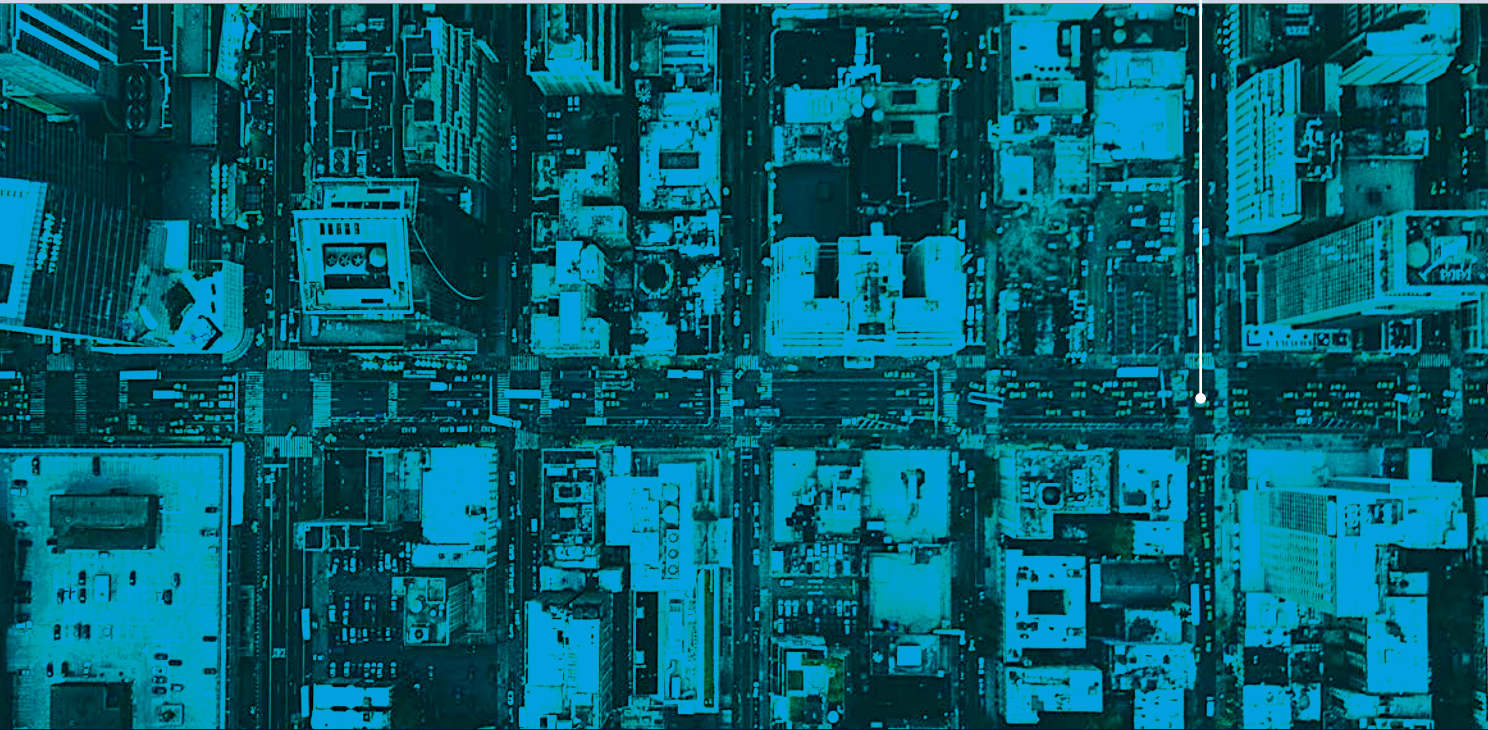
Institute for Management and Innovation
2nd Floor, Kaneff Building
University of Toronto Mississauga
3359 Mississauga Road, Mississauga, Ontario

imi@utoronto.ca

**Institute for
Management &
Innovation**
Annual Report
2023–2024

Institute for Management and Innovation
2nd Floor, Kaneff Building
University of Toronto Mississauga
3359 Mississauga Road, Mississauga, Ontario

www.utm.utoronto.ca/imi



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

**DEFY
GRAVITY**