



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Cheryl Regehr, Vice-President & Provost
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PRESENTER: See Sponsor
CONTACT INFO:

DATE: April 27, 2022 for May 4, 2022

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Rotman School of Management's *Purpose into Action: Academic Plan 2022-2027*

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

GOVERNANCE PATH:

1. **Planning and Budget Committee [for information and feedback] (May 4, 2022)**
2. Academic Board [for information and feedback] (May 26, 2022)

PREVIOUS ACTION TAKEN:

The Academic Plan was endorsed in principle by the Rotman School of Management's Council on April 20, 2022.

HIGHLIGHTS:

Rotman School of Management's *Purpose into Action: Academic Plan 2022-2027* was developed through consultation with staff, faculty, students representing all Rotman graduate and undergraduate programs, and external advisory boards. Drafts of the Plan have been circulated for feedback with Rotman's Executive Leadership Team, Executive Committee, Management

Committee, and Rotman Council, as well as with senior leaders at from the Faculty of Arts and Science, University of Toronto Mississauga, and University of Toronto Scarborough.

The Academic Plan identifies four sets of strategic priorities and high-level goals for 2022-2027:

- 1. Advance the frontiers of management thinking:** “We will maintain Rotman’s place among the global leaders in management research by aiming high and fostering excellence within a vibrant and inclusive community of inquiry.”
- 2. Deliver transformational management education:** “We will expand and deepen the learning opportunities we offer students, supporting them with new and enhanced programs and environments.”
- 3. Take insight to impact:** “We will leverage our teaching and research through public engagement, collaborating with Rotman’s diverse community on creative solutions to pressing business, economic and social challenges.”
- 4. Create a more diverse and welcoming community:** “We will evolve Rotman’s supportive and collaborative culture to ensure our school is a place where everyone feels welcome, heard and valued.”

The plan identifies detailed goals for achieving each of these priorities, as well as the indicators by which they will measure their progress.

The plan was considered by the Provost’s Advisory Group on March 9, 2022.

FINANCIAL IMPLICATIONS:

There are no immediate financial implications at the point of adopting a new academic plan. As the plan moves into the implementation phase, new initiatives will be brought forward and financial implications will be reviewed as part of the University's established budget planning and approval processes.

RECOMMENDATION:

This item is for information and feedback only.

DOCUMENTATION PROVIDED:

- *Item Cover Sheet - Rotman School of Management's Purpose into Action: Academic Plan 2022-2027*
- *Item - Rotman School of Management's Purpose into Action: Academic Plan 2022-2027*

Purpose into Action

**Academic Plan
2022–2027**

Acknowledgment of Traditional Land

The Rotman School of Management has joined with the University of Toronto in responding to the Calls to Action issued by the Truth and Reconciliation Commission of Canada. We are committed to recognizing and repairing the devastating impact of colonialism on Indigenous peoples, including the traumatic legacy of the residential school system. We therefore begin this Academic Plan by acknowledging the land on which our school operates. For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca and the Mississaugas of the Credit. Today this meeting place is still home to many Indigenous people from across Turtle Island. We are grateful for the opportunity to work on this land.

Rotman Here's where it changes.

We know that change is constant, and its pace relentless. But in recent years we've seen just how dramatically change can accelerate and add new layers of complexity.

A pandemic disrupts billions of lives and the entire world economy. Geopolitical conflicts lead to tragic losses and mass migration. Old inequities emerge in a stark new light, prompting renewed demands for fairness and inclusion, for justice and reconciliation.

At the same time, technology continues to transform how we connect and collaborate while challenging us to ensure the information we share is both secure and trustworthy. And the backdrop to all of this is steadily rising concern over the impact of climate change on our planet's future.

When so many dimensions of change are converging, the lessons of the past, however valuable, are no longer enough. As we navigate unknown territory, the tried-and-true must be tested against new insights – or even set aside entirely in favour of fresh ideas and alternative approaches.

This is the critical role a leading

management school like Rotman plays. Not just to respond to unfolding events, but to be a catalyst for change. To inspire creative solutions to intractable problems. And to address challenges in their larger, global context.

Our school is a place where current and future leaders deepen their understanding of the world and their ability to shape it. At the centre of a diverse community of learning and inquiry, we know who we are and what we want to achieve. And equally important, we know *why*.

We create value for business and society by designing more resilient organizations. By driving innovation and analytical rigour. And by helping build more sustainable societies – the key to long-term prosperity.

A deep sense of purpose underlies everything we do at Rotman. And in this Academic Plan, we map out the goals, priorities and specific initiatives by which we're putting that purpose into action.

Our collective commitment is reflected in the ambitious goals we've set for ourselves, and in the concrete, measurable steps by which we're putting Rotman's purpose into action.



Message from the Dean

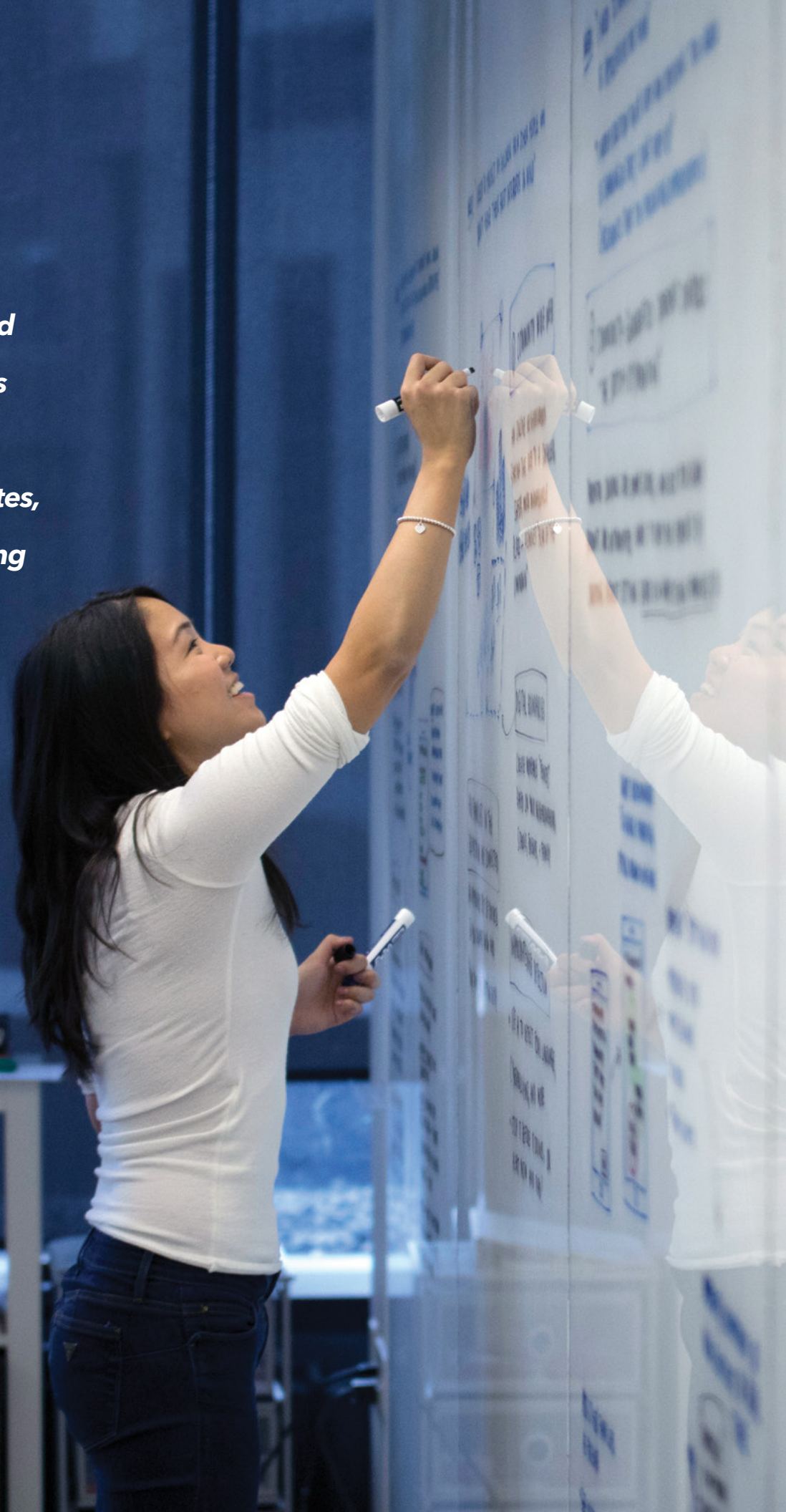
The Rotman School of Management published *A Catalyst for Change*, our last five-year academic plan, in late 2019. Developed through in-depth consultations across the Rotman community, it mapped out the strategic goals and supporting priorities by which our school would continue to evolve while exploring new ways to fulfill our fundamental promise: *Here's where it changes*.

Only a few months later, we saw just how swift and dramatic the pace of change can be. The COVID-19 pandemic plunged the world into the most severe public health crisis in a century, disrupting the global economy. Then, as governments' initial response was still gaining traction, high-profile instances of racial injustice – from police killings of Black citizens in the U.S. to the discovery of unmarked graves of Indigenous children at former residential schools

across Canada – sparked widespread calls for more equitable and inclusive societies. At the same time, even as successive waves of variants extended the coronavirus crisis, an increase in extreme weather events on every continent made clear that the post-pandemic recovery must also bring intensified efforts to address an even graver global threat: climate change.

These challenges had a galvanizing effect on Rotman, as a leading business school dedicated to redefining assumptions, reinventing models and rethinking how organizations are designed and managed. The pandemic obliged us to quickly adapt our programs and support systems to ensure students, faculty and staff could continue learning and working remotely. And like many organizations, we found that our immediate response to the crisis set in motion a longer-term transformation. Going

Recent events have underlined the need for an even broader global outlook – for strategies that can be scaled or adapted to emerging sectors and shifting economies as we support our students, graduates, scholars and partners in tackling tomorrow’s challenges.



forward, we will be collaborating and sharing knowledge in ways that are more flexible, agile and sustainable – whether working at a distance or in the reimagined spaces we’re creating on our campus. Equally important, we recognize that these new approaches must be embedded in our academic programs and research aims as we prepare current and future leaders for the realities of a changing world.

As for the renewed calls to address racial injustice and other longstanding barriers to opportunity, these have lent added urgency to initiatives already underway at Rotman to advance equity, diversity and inclusion. Here, too, our efforts to ensure all voices are heard within our school must also extend outward through the Rotman community and beyond. We have a responsibility, as an educational institution and a hub for innovative thinking, to help accelerate positive social change. Just as we’re committed, alongside the University of Toronto, to foster and strengthen environmental sustainability – again, both in our academic and research priorities and in how we equip tomorrow’s leaders, innovators and policymakers to tackle the climate emergency and work toward a net-zero future.

A change of plan

In light of these rapidly evolving factors – and even though we’d just passed the two-year mark in our existing Academic Plan – we decided to revisit the objectives we set for Rotman and the steps by which we would achieve them. To be clear, this was not a dramatic mid-course correction;

the plan’s key goals remain the same. What have changed, not surprisingly, are the specific priorities that will guide our efforts from now through the end of 2027. These are detailed in the following pages.

Another, more significant change, is in the framing perspective we bring to this Academic Plan. It continues to be built around the four pillars of Rotman’s promise: the breakthrough insights, deeper learning, productive engagement and powerful sense of community that, taken together, enable us to ignite and accelerate change. However, recent events have underlined the need for an even broader global outlook – for strategies that can be scaled or adapted to emerging sectors and shifting economies as we support our students, graduates, scholars and partners in tackling tomorrow’s challenges. And so, in analyzing the issues that our refreshed plan must address, we’ve also reflected more fundamentally on *why* we’re committed to the strategy outlined here.

In recent years we’ve summed up the collective aspirations that shape Rotman in a simple declaration of purpose: *to create value for business and society*. This is the *why* that drives everything we do. It guides our decision making and how we measure success; it helps us work together more efficiently to maximize impact; and it’s the cornerstone of our future planning. However, at a time when organizations of all kinds are being asked to explain their motives – when people want to see that commitments are anchored by principles and grounded in trust – we’ve reframed how we define Rotman’s ambitions for the

future. Rather than simply setting out a series of worthy goals, this 2022–2027 Academic Plan is our strategic road-map for turning purpose into action.

Our purpose in 3-D

We began by translating our purpose statement, *to create value for business and society*, into a set of outcomes that define that value creation in more concrete terms. These outcomes can be grouped thematically into three main dimensions of our purpose – key areas where our school and the leaders we educate and inspire are pursuing trajectories to transformative impact:

→ **Designing more responsive and resilient organizations**

To navigate relentless change, today's organizations must foster agility and creativity while building a foundation of trusted strength. Rotman is helping advance this imperative through learning and research that weave together various dimensions of management, including leadership, governance, ethics, risk management, financial disclosure, behavioural economics and business design. This multidisciplinary effort cuts across our school's seven core academic areas: accounting; economic analysis and policy; finance; marketing; operations management and statistics; organizational behaviour and human resources management; and strategic management.

→ **Driving innovation and analytical insights**

As a hub for ground-breaking research, Rotman plays a vital role in the development of creative solutions

to business problems, as well as to larger social, economic and environmental challenges. This aspect of our purpose is only heightened in a data-powered world where information has become the most valuable form of currency. Our school is committed to fostering excellence in innovation and entrepreneurship. This in turn drives teaching and research in areas such as AI and machine learning, data analytics, blockchain, simulation-based financial analysis and human-centred business design. Rotman, as we often say, is a place where change happens – where the interplay of insights and ideas illuminates unexpected connections and sparks new approaches to seemingly intractable problems. By erasing old boundaries, we help talented people create those critical inflection points where progress takes hold.

→ **Building healthy, equitable and sustainable societies**

As the world faces growing challenges to sustainability – the urgent need for action not only on climate change, but across a range of environmental, social and governance (ESG) issues – businesses are working alongside governments, NGOs and other organizations in the search for solutions. At Rotman, management education increasingly embraces a holistic outlook in which the goals of sustainability are seen as enablers of long-term prosperity – and vice versa. Our programs are evolving to integrate examinations of various ESG-related responsibilities, including analytical approaches to the mitigation of environmental impacts; advancing equity, diversity and inclusion within organizations and in the communities they serve; using behaviourally

informed nudges to advance policy objectives; and expanding access to high-quality housing, healthcare and other social infrastructure.

Woven through these themes is a basic premise that further defines Rotman's purpose and indeed underpins all successful business strategies: *think global*. Today's enterprises, whether managing supply chains, exploring new markets, seeking out investors or reducing carbon emissions, operate in a world where traditional boundaries have been erased. And the people who lead those enterprises apply the same lens to their own career paths.

At Rotman, we've long been committed to fostering a global mindset, bringing international perspectives to our academic programs, along with opportunities to study and work abroad. Our school, like the university we're part of, is recognized as a leading centre of learning and scholarship – precisely because we're connected to a dynamic worldwide network of researchers, thinkers, business leaders (including many Rotman alumni) and partner organizations.

Grounded in our values

This Academic Plan is a truly collaborative effort, incorporating strategic insights from leaders in all areas of our school, along with valuable input from across the Rotman community. I've found it both inspiring and gratifying, especially since assuming my role as Dean, to see the commitment and passion my colleagues have brought to this task, supported as always by the

University of Toronto and our wider Rotman community. Together, we've reinforced the building blocks of past plans while adapting to the needs and expectations of a world that has changed dramatically in just two years – and will no doubt continue to do so.

Above all, this refreshed plan is grounded in the values that define our school: excellence, diversity, integrity and respect. Rotman is a place where talented people with diverse backgrounds and unique points of view come together to share ideas, to motivate and support one another, and to collaborate on work that matters. That collective commitment is reflected in the ambitious goals we've set for ourselves, and in the concrete, measurable steps by which we're putting Rotman's purpose into action.



Susan Christoffersen
Dean, Rotman School of Management



Rotman

Our purpose

**To create
value for business
and society**

- Designing more responsive and resilient organizations
- Driving innovation and analytical insights
- Building healthy, equitable and sustainable societies

Our values

**Excellence
Diversity
Integrity
Respect**

Our promise

**Here's
where it
changes.**

The pillars of our promise

Rotman's role as a catalyst for innovative learning, research and engagement is supported by the pillars of our promise – and energized by the interplay among them.

1

Insights that cut through the noise

From the impact of gender inequality in the workplace to the interdependence of innovation and trade, Rotman researchers are expanding the frontiers of business knowledge. We ground fresh thinking in management fundamentals, sharing multidisciplinary insights that reach C-suites and boardrooms around the globe – and give our students a distinct edge as they advance in their careers.

2

Deeper learning

Students at every career stage come here to gain the knowledge, agility and confidence demanded by a world of accelerating change. Learning at Rotman goes deeper – with a model-based approach to successful problem-solving; with experiential learning focused on specialized skills; and with personal development programs for aspiring leaders, innovators and entrepreneurs. It's a transformative experience.

3

Engaged on the most pressing issues

How will AI affect the future of work? What are the drivers of innovation and successful ventures? How do you profit from market disruption while managing the risks? Can we improve access to healthcare? How do we achieve long-term prosperity through sustainable growth? Exploring questions like these, Rotman scholars pursue creative collaborations with business, government and not-for-profits to address the critical challenges facing business and society.

4

In a powerful place

Rotman is part of the University of Toronto, a global centre of academic and research excellence in engineering, arts, science, law, medicine and much more. At the heart of one of the world's most culturally diverse cities, we're plugged into the financial hub of a progressive, prosperous country – which in turn connects through immigration, trade and investment to a world of opportunity.

The goals of our five-year plan

Purpose into Action, Rotman's 2022–2027 Academic Plan, maps out four key goals that are aligned with the four pillars of our promise.

1

Advance the frontiers of management thinking

2

Deliver transformational management education

3

Take insight to impact

4

Create a more diverse and welcoming community

Our first three goals reaffirm Rotman's focus on critical areas where we add value: innovative research, transformational teaching and learning, and dynamic engagement with academic colleagues, business leaders and policymakers. These areas intersect in countless ways through activities that inform, support and inspire one another.

Weaving them together is our fourth goal, which reflects our deep commitment to advancing equity, diversity and inclusion. Rotman must be an open, welcoming place not only for our students, faculty and staff, but for members of our global community who benefit from the knowledge and ideas we share – and who add their own unique insights to give our collective efforts even greater impact.



How we developed this plan

After a series of discussions within Rotman's executive leadership team in the summer of 2021, we began the process of revising our Academic Plan. Starting in October 2021, we conducted eight in-depth focus groups with students, faculty and staff, and complemented these with broader consultations across Rotman and the University.

We heard the views of students

in Rotman's graduate programs – including full-time MBA, working professional and specialized degrees – as well as the undergraduate Rotman Commerce program, which is offered jointly by the Rotman School of Management and the University of Toronto's Faculty of Arts & Science. We also sought input from the Management Committee, which comprises senior leaders in all programs and departments, as well as faculty members who serve as academic coordinators.

The executive leadership team consulted with the external Dean's Advisory Board and the International Dean's Advisory Board, whose members bring a corporate perspective to Rotman's teaching, research and future planning. We also benefited from a wealth of quantitative and qualitative data gathered across different areas of Rotman, from Executive Programs, to our research centres and labs, to the online Rotman Insights Hub.

As the new plan took shape, the Dean invited feedback from the Executive Committee, as well as from Rotman Council, which includes all faculty members. Drafts were also reviewed by senior leaders at

the Faculty of Arts & Science, U of T Scarborough and U of T Mississauga. And we ensured that our goals were aligned with, and supportive of, the overall strategic objectives of the University, including the three priorities articulated by President Meric Gertler: to leverage U of T's urban location more fully, for the mutual benefit of the University and the city; to strengthen and deepen key international partnerships; and (with respect to the Rotman Commerce program) to reimagine and reinvent undergraduate education.

A draft of the Academic Plan was shared with the University of Toronto's leadership via the Provost and Vice-Provost in February 2022. After several more rounds of revisions and fine-tuning, the complete plan was presented to the Executive Committee and Rotman Council in April 2022, and final approval was sought from the University of Toronto's Academic Board in May 2022.

As a result of this comprehensive process, we're confident that *Purpose into Action: Academic Plan 2022–2027* reflects the collective goals, priorities and aspirations of all key contributors to the Rotman School of Management.

1

Advance the frontiers of management thinking

We will maintain Rotman's place among the global leaders in management research by aiming high and fostering excellence within a vibrant and inclusive community of inquiry.

Research leadership has long been a hallmark of the Rotman School of Management and the University of Toronto, and we're proud of our record of scholarship. By combining bold thinking with sound theoretical frameworks, empirical rigour and experimental design, we deliver insights that cut through the noise.

To achieve this, we will:

- Attract and retain world-class faculty members who work in emerging and existing areas that deepen Rotman's research excellence.
- Foster a dynamic, well-resourced research community, motivating faculty to create and publish cutting-edge scholarship on important management issues – applying an array of theoretical, empirical and experimental methodologies.
- Sustain a welcoming and collaborative research environment.
 - Sharpen our focus on equity, diversity and inclusion (EDI) best practices in the hiring, promotion and recognition of faculty.
 - Facilitate academic career pathways for postdocs and faculty from underrepresented groups.
- Strengthen our support for faculty to pursue more grant-based funding, building on Rotman's exceptional success rates with Tri-Council funding agencies.
- Boost recognition for Rotman faculty's scholarship and professional leadership through the following initiatives:
 - More award nominations.
 - Increased fundraising for chairs.
 - Support for conferences, seminars and other knowledge mobilization efforts.
 - Extending the reach of our Rotman Working Papers series and the Rotman Insights Hub.
- Recruit exceptional students from diverse backgrounds for the Rotman PhD program and prepare them for future success as globally recognized scholars and inspiring teachers at the world's top-ranked universities.
- Mobilize our faculty to engage in multidisciplinary initiatives that tackle complex business and societal challenges – by enabling collaborations within Rotman, across U of T and with academics, business practitioners and corporate partners around the globe.

How we're already advancing this goal

524

The total number of articles that Rotman's research faculty published in peer-reviewed journals during the five-year period ending in 2021. Rotman is consistently among the top 20 schools for management research in the *Financial Times* Global MBA ranking.

High-profile Rotman scholars

earn wide recognition for research in business and social science. They include Canada Research Chairs and U of T-designated University and Distinguished Professors, as well as winners of the Killam Prize, the National Business Book Award, Bank of Canada Fellowships and Governor's Awards, Royal Society of Canada fellowships and other distinguished honours and awards.

\$39m

Funding from external grants to Rotman's research centres, labs and institutes (over the five-year period ending in 2021) for their work with corporate, academic and government partners to translate valuable knowledge and activate ground-breaking insights in business and society.

Rotman PhD graduates

are pursuing careers at many of the world's top-ranked schools of management, including Anderson (UCLA), Booth (Chicago), Fuqua (Duke), Kellogg (Northwestern), Marshall (USC), McCombs (Texas/Austin), Sloan (MIT), Stern (NYU), Wharton, Desautels (McGill), Ivey (Western), Imperial College London, Judge (Cambridge), London Business School, HKUST and Singapore Management University.

Our engaged research faculty

play a key role in vetting, shaping and disseminating globally significant management scholarship: 15 faculty members serve as editors of the top-rated journals in their fields, and 45 serve on the editorial boards of these peer-reviewed publications.

2

Deliver transformational management education

We will expand and deepen the learning opportunities we offer students, supporting them with new and enhanced programs and environments.

Rotman will continue to provide a world-class learning experience, supported by innovative academic curricula, personal development opportunities and experiential learning within a culture of collaboration. The result: a globally recognized, transformative education yielding the managerial and leadership skills, along with the strong professional networks, that are essential for success.

To achieve this, we will:

- Foster excellence and a superior student experience across all Rotman programs.
 - Recruit top-calibre students in terms of academic achievements, personal and professional accomplishments, and potential for leadership.
 - Promote student diversity through broader recruitment efforts, as well as scholarships aimed at underrepresented communities.
 - Encourage faculty to create engaging, collaborative classroom experiences, incorporating leading-edge thinking and global perspectives into current learning materials.
 - Deliver a holistic experience by balancing academic learning with student life activities that advance personal and professional development – including clubs and organizations, alumni engagement and executive mentorship, as well as mental health and wellness programs.
- Improve career outcomes for Rotman students.
 - Enhance Rotman's academic advisory and career services to provide more proactive, personalized and well-rounded support tailored to the needs of undergraduate and graduate students.
 - Ensure online career tools are designed to help students access information, navigate job searches and match their goals and capabilities to the needs of prospective employers.
- Grow our pool of prospective employers across a wide range of global industries, enhancing career opportunities for Rotman graduates.
 - Help students expand their networks by collaborating with employers and other professionals in their fields of interest, with peers throughout Rotman and U of T, and with our extensive alumni network.
- Prepare students for a changing global economy in which the drive for innovation intersects with the vital need to advance sustainability.
 - Bring an intensified focus on sustainability, innovation and entrepreneurship to our MBA and Rotman Commerce programs.
 - Work with the Lee-Chin Institute to develop student initiatives exploring the integration of sustainability into business strategy and practices.
 - Mentor new ventures through the Creative Destruction Lab and use insights developed by the lab to identify and communicate the drivers of entrepreneurial success.
 - Explore new avenues for advancing innovation through behaviorally informed, human-centred approaches to business design, and introduce initiatives to help Rotman students launch and scale their own ventures.

How we're already advancing this goal

3,112

The total number of Rotman Commerce graduates in the five academic years through 2021. Among the 2021 graduating class, 95% had secured employment within nine months of completing their undergraduate degrees.

Rotman's Self-Development Lab

uses feedback-based learning activities to develop students' communication and interpersonal skills, helping them become more effective collaborators, decision makers and leaders. The lab serves close to 800 students annually across Rotman's graduate programs, and its materials are also adapted in communication skills training for Rotman Commerce students.

Experiential learning opportunities

enable Rotman MBA students to work with diverse organizations – from not-for-profits to local businesses to multinational enterprises – on projects designed to strengthen strategic skills. Connecting the classroom to the boardroom, past participants have tackled everything from a global human rights campaign to the development of autonomous vehicles for the logistics industry.

BMO Finance Research and Trading Lab

provides real-time access to global information and data resources, supporting both practical research and simulation-based learning. Serving approximately 3,000 Rotman graduate and undergraduate students in 2020-2021, the lab hosts international competitions and also leases its RIT Market Simulator and decision cases to over 50 universities and companies worldwide.

Applying analytics in business

is a key focus of Rotman FinHub, which fosters learning and research on various aspects of financial innovation, from machine learning to blockchain. Rotman students, faculty and industry partners also gain valuable insights at the TD Management Data and Analytics Lab, a hub for teaching, research and business applications of data science and AI.

How we're already advancing this goal

3,960

The total number of graduates from Rotman's various MBA programs, as well as our specialized graduate programs – MFin, MMA, MFRM and the Graduate Diploma in Professional Accounting – in the five academic years through 2021.

Applied learning experiences

are the focus of MFRM and MMA practicum projects, in which students apply their knowledge to real business problems faced by partner organizations – gaining experience, growing their networks and showing potential employers what they have to offer. Students worked on more than 220 projects in the six academic years through 2022.

The Centre for Professional Skills

supports Rotman Commerce students in broadening and deepening their communication and interpersonal skills, within the classroom and beyond. During the 2020-2021 academic year, students had more than 3,200 interactions with the centre's online modules, web-based workshops, and individual and group coaching sessions.

Exceptional employment opportunities

are a hallmark of excellence – and a tangible reward – of a Rotman education. Among students completing full-time graduate degrees in 2020-2021, a record number secured fulfilling employment within three months of graduation: 96% of the MBA class, 93% of MFRM and 98% of MMA.

Exploring sustainability issues

is a priority in our curriculum development, reinforcing Rotman's role as a signatory to the UN's Principles for Responsible Management Education and U of T's broader commitment to advancing sustainability. Our growing slate of courses in this area, which drew more than 400 students in 2020-2021, share research insights from 155 publications by faculty members over the previous five years.

- Strengthen and broaden analytics training across Rotman's programs to equip students for an increasingly data-focused, technology-driven economy.
- Promote curriculum redesign that explores business applications of artificial intelligence, machine learning, data analytics and blockchain.
- Enrich learning by leveraging expertise in FinHub, the TD Management Data and Analytics Lab, the BMO Financial Group Finance Research and Trading Lab, and the Creative Destruction Lab.
- Enhance and scale Rotman's specialized programs to address emerging or underserved needs in the marketplace.
- Personalize the development of professional and leadership skills.
- Ensure Rotman students graduate with the strong communication and team-building skills required of organizational leaders, leveraging the Leadership Development Lab and the Self-Development Lab.
- Improve Rotman Commerce students' professional skills and intercultural competencies through customized training and integrated programs – developed by the Centre for Professional Skills and embedded into the undergraduate curriculum.
- Expand opportunities for applied and experiential learning activities.
- Strengthen Rotman's industry partnerships to add depth and breadth to workplace projects, internships and practical learning opportunities.
- Enhance talent development through activities such as team-based case competitions, datathons, hackathons and trading competitions.
- Continue to integrate global perspectives into curricula across Rotman's programs, and provide more opportunities to gain international experience.
- Help Rotman Commerce students take advantage of exchanges with universities worldwide, as well as study tours, career treks, conferences and other international work and study options.
- Create more opportunities for MBA students to participate in international exchanges, global practicums and consulting projects abroad.
- Leverage digital technology to maximize the impact of in-person learning while expanding Rotman's global footprint.
- Identify best practices for providing synchronous online and dual-delivery courses, extending Rotman's reach to working professionals locally, nationally and internationally.
- Enhance interaction and engagement during in-person classes by leveraging complementary digital learning tools outside class time.
- Build a body of globally relevant online content and learning experiences to reach a wider audience of potential students, including executives pursuing professional development.

3

Take insight to impact

We will leverage our teaching and research through public engagement, collaborating with Rotman's diverse community on creative solutions to pressing business, economic and social challenges.

The impact we work to advance is defined by the three dimensions of our purpose: designing more responsive and resilient organizations; driving innovation and analytical insights; and building healthy, equitable and sustainable societies. Through research and thought leadership, we spark broader conversations on the challenges facing organizations, governments and communities. And through the efforts of our students and alumni, we chart new directions for a better future.

To achieve this, we will:

- Increase our efforts to translate recent research and make it more accessible to practitioners through *Rotman Management* magazine and the web-based Rotman Insights Hub.
- Grow Rotman's profile as *the* destination for gaining valuable insights via events, speaker series, forums and conferences – leveraging new investments in digital technology to engage with both local and global audiences.
- Extend the global reach and impact of our research through published content (print and digital) aimed at non-academic audiences, including Rotman news stories; faculty profiles, media appearances and expert commentary; and faculty contributions to government studies and task forces.
- Expand fundraising for Rotman's research centres, labs and institutes, supporting targeted, early-stage research on emerging issues and amplifying our school's visibility through partnerships with corporations and government.
- Strengthen and grow our Executive Programs by more broadly engaging Rotman's full-time faculty and research centres – which in turn will expand participants' access to our unique expertise and collaborative networks.
- Create micro-credentials and highly specialized programs in priority areas, enabling participants to gain vital insights while diversifying their networks.
- Raise the profile of the Intercultural Skills Lab and the Initiative for Women in Business, coordinating their activities with those of Executive Programs.
- Broaden Rotman's corporate and government partnerships to foster a larger and more diverse pool of potential Executive Programs participants.
- Continue building a strong Rotman alumni network positioned to significantly influence and create impact in the business, government and not-for-profit sectors – across Canada and globally.

How we're already advancing this goal

30,000+

The total number of registrations received for the 94 public events Rotman hosted virtually in 2020-2021. Our events bring together business leaders, policymakers, students, alumni and the general public as we share research insights and innovative thinking on business, economic and social issues.

Rotman Catalyst Fund

is a unique venture fund for bold new initiatives in management education and research. From 2016 through 2021, the fund distributed a total of \$30 million in response to 26 successful proposals, which included research centre launches, academic program innovations and strategic initiatives to boost faculty growth.

Institutes making an impact

include Behavioral Economics in Action at Rotman (BEAR), the Institute for Gender and the Economy (GATE) and the Sandra Rotman Centre for Health Sector Strategy. Rotman's institutes, centres and labs generate insights that inspire graduate students and researchers, inform public policy and provide new approaches to business and social challenges.

The Creative Destruction Lab (CDL)

has helped launch science-focused ventures with a total equity value of \$18 billion (as of January 2022). CDL welcomes some 400 students annually from across Rotman, offering a unique chance to work with entrepreneurs in emerging technology areas. Operating globally from universities in 10 cities, the lab's innovation streams range from AI and blockchain to energy and neuroscience.

Growth in Executive Programs

has been amplified significantly by partnerships with Emeritus and 2U, global providers of micro-credentials – the short skills development programs that are increasingly valued by employers. In their first year, micro-credentials have earned Rotman \$1 million in revenue, and we expect that growth to continue as more are added to the Executive Programs offering.

4

Create a more diverse and welcoming community

We will evolve Rotman's supportive and collaborative culture to ensure our school is a place where everyone feels welcome, heard and valued.

The Rotman community is both local and global. We are students and alumni. Faculty and staff. Thinkers and researchers. Partners and employers. Donors and supporters. Leaders and innovators in every sector. We are people of diverse identities, experiences and beliefs who find common ground and share a set of core values. Our commitment to advance equity, diversity and inclusion is woven into our culture and critical to fulfilling our purpose.

We're committed to positive change:

- As an integral part of the University of Toronto community, Rotman embraces the University's commitment to combat racism and other forms of social injustice.
- We reinforce U of T's calls to action in pursuit of truth and reconciliation with Indigenous peoples.
- We advance efforts to address issues such as sexual harassment, and to ensure students' mental health and well-being.
- We strive to create an inclusive, equitable environment where people with wide-ranging talents and aspirations can freely exchange ideas and learn from one another.
- We work to extend our culture of respectful dialogue outward through the global Rotman community, welcoming others' valuable perspectives and support – and amplifying our impact.

To achieve this, we will:

- Invest in Rotman's Equity, Diversity and Inclusion (EDI) Office, which champions and oversees our multi-faceted approach to addressing EDI.
- Align our equity efforts with the recommendations of the University of Toronto's task force on [anti-Black racism](#).
- Strengthen our culture of inclusion through EDI awareness and education initiatives for the Rotman community.
- Implement strategies that increase diversity among our students, staff and faculty, and improve pathways for underrepresented groups to participate in all aspects of life at Rotman.
- Track and measure diversity and representation at Rotman.
- Review existing processes for managing complaints – and, where necessary, establish new ones – to ensure we address EDI concerns effectively as they arise.
- Strengthen our commitment to equity, diversity and inclusion in the learning experiences that Rotman delivers, as well as in our public engagement efforts.
- Develop curriculum and pursue research on various facets of EDI to better educate the next generation of leaders – and better represent *their* diversity.

How we're already advancing this goal

\$71.5m

Total donations from the Rotman community for the five-year period ending in 2021. Donors directed their generous gifts toward our research centres, institutes and labs; faculty chairs and professorships; support for a diverse range of students; capital investments; and the Dean's Strategic Fund.

First-Year Learning Community

is a Rotman Commerce program that fosters new students' success by connecting them with supportive upper-year peer mentors and colleagues. More than 70% of students participated in at least one of a dozen First-Year Learning Community sessions offered in the 2020-2021 academic year.

Supportive alumni and business leaders

donated nearly \$400,000 (including matching funds) on the inaugural Rotman Giving Day in 2021, helping create 70 experiential learning opportunities and four new endowed scholarships, including one for Black MBA students. And a mentorship program called Leadership, Exploration, Advice, Development and Success (LEADS) has matched 135 Rotman students with industry leaders since launching in 2020.

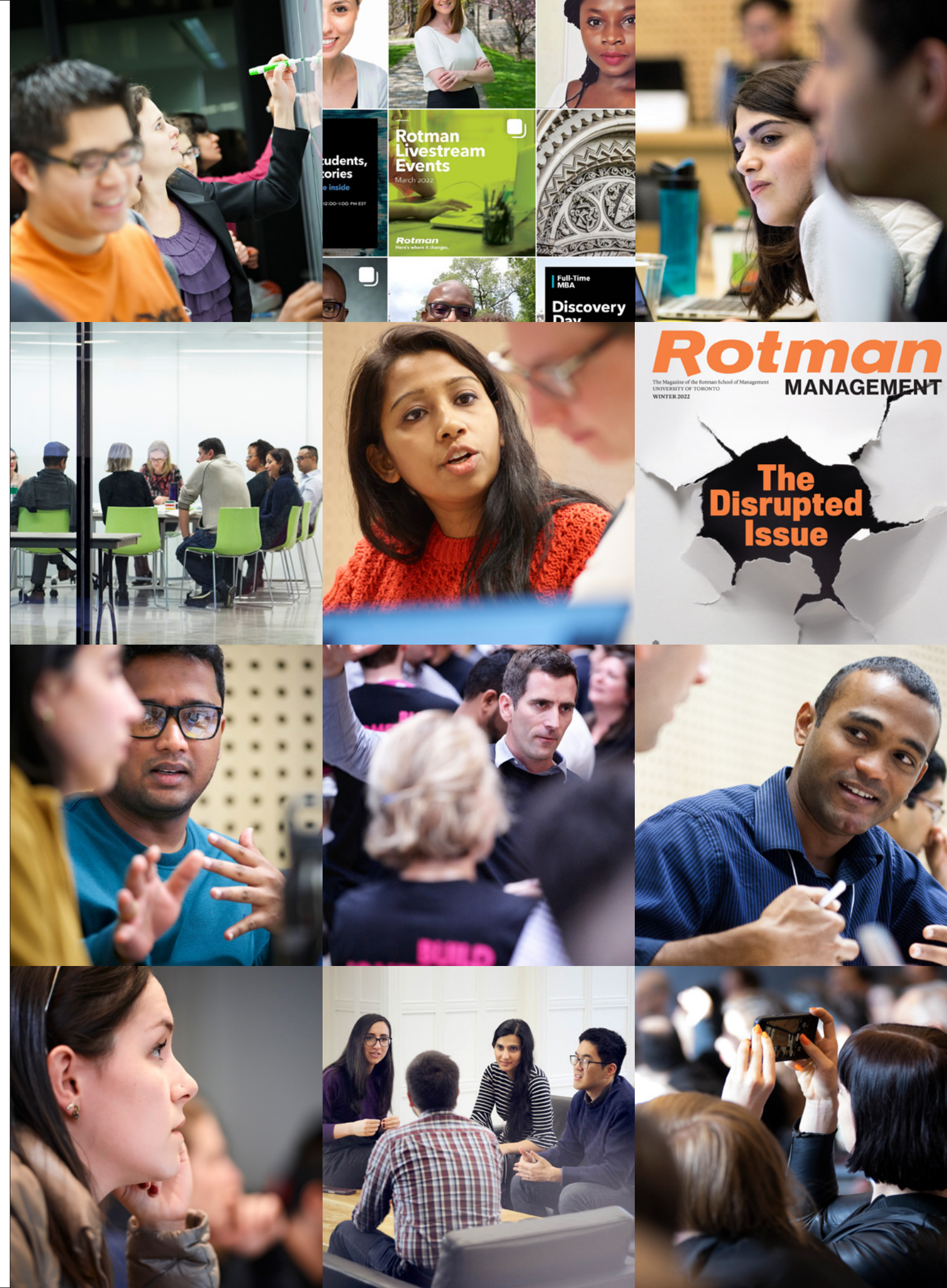
Equity, diversity and inclusion awards

at Rotman Commerce – including the Francisco Bursary, the Chung Indigenous Award and the Citi Canada Disabilities Award – reinforce our support for equitable access to undergraduate education. At the graduate level, Rotman has created leadership awards for six Black students and two Indigenous students annually, and we've offered over \$1.5 million to BIPOC students entering MBA programs.

Rotman's Business Edge program

aims to advance the careers of internationally educated professionals who are underemployed in Canada. Funded by the Government of Ontario, the program has helped some 700 Rotman alumni from over 60 countries develop cross-cultural communication and collaboration skills. We've now launched Business Edge streams in career management, finance and managing change.

- Ensure that the diversity of the wider Rotman community is reflected in teaching materials across all programs, in our external communications, and in the identities of participants – both presenters and attendees – at events such as guest lectures and speaker series.
- Develop a long-term strategy, with significant input from the Indigenous community, to address U of T's 34 [calls to action](#) responding to the final report of the Truth and Reconciliation Commission of Canada – including the recommendation that the corporate sector support “education and training for managers on the history of Indigenous people, intercultural competency, human rights and anti-racism.”
- Invest in activities and resources to support the mental health and wellness of Rotman’s staff, faculty and students, building on the [recommendations of the 2020 report of the Presidential and Provostial Task Force on Student Mental Health](#).
- Deepen the engagement of Rotman alumni – with our school and with each other.
 - Enhance programs that enable alumni to reconnect – in person and virtually – and to network with other Rotman graduates, current students and faculty.
 - Encourage alumni with diverse identities to share their perspectives as guest speakers or panellists, and to return to Rotman in search of new talent for their organizations.
 - Inspire more alumni to volunteer as mentors, helping current students and recent graduates receive valuable guidance and career advice.
- Strengthen the value and impact of our global network.
 - Encourage alumni and other Rotman community members to stay connected with our school through lifelong learning opportunities designed to sustain their career momentum and personal growth.
 - Foster a culture of philanthropy, inviting donors to direct their generosity toward critical areas of impact: scholarships; the Rotman student experience; innovative research; and initiatives at the intersection of academia, business and public policy.
 - Grow and broaden Rotman’s base of diverse donors, strengthening engagement at all levels of giving.
- Enhance and expand Rotman’s physical spaces to meet growing needs and create more welcoming environments.
 - Augment and update our existing facilities to better reflect our diversity and ensure students have access to the most current technologies and learning supports.
 - Fundraise toward and begin construction of a new Rotman Commerce building – a place where students will feel welcome and inspired as they interact with peers, extend their networks and develop lifelong connections.
 - Raise funds for and build a new executive education centre, providing a sophisticated learning environment for professionals at all stages of their careers.
 - Expand the facilities needed by our growing research centres, along with spaces across Rotman for study, reflection, collaboration, networking and events.



How we'll measure progress 2022–2027

1

Advance the frontiers of management thinking

Publications

- Increase leading scholarly journal publications per research faculty member
- Grow the proportion of research faculty contributing to *Financial Times*-ranked journals

Funding

- Increase the percentage of research faculty members making grant submissions to Canadian federal funding agencies – while maintaining Rotman faculty's overall success rate
- Create five new chaired professorships

PhD success

- Increase the proportion of Rotman PhD graduates placed at Top 50 business schools in the *Financial Times* research ranking

2

Deliver transformational management education

Student excellence

- Improve selectivity, measured by offer rates and selection metrics (i.e., GMAT, application scorecard) averaged across Rotman programs
- Raise \$50 million to support students with scholarships, experiential learning and other opportunities and activities

Program excellence

- Improve student satisfaction, measured by net promoter scores or equivalent metrics averaged across Rotman programs

Career paths and outcomes

- Increase the number and diversity of Rotman-engaged employers, both in Canada and abroad
- Increase the number and variety of job postings in a wider range of industries
- Maintain our high record of employment for Rotman graduates: 90% of full-time MBA, MFRM and MMA students within three months of graduation and 90% of Rotman Commerce students within nine months

3

Take insight to impact

Publications and media

- Maintain a high level of media coverage showcasing Rotman research, people, programs and events
- Continue developing engaging content for the Rotman Insights Hub to reach a wider audience (measured by online readership)

Events

- Increase registration levels for all Rotman public events

Industry support

- Raise \$30 million to invest in Rotman's centres, labs and institutes

Executive Programs

- Increase average annual revenues by 50%

4

Create a more diverse and welcoming community

Alumni engagement

- Increase the proportion of engaged Rotman and Rotman Commerce alumni by 50% (measured by number of alumni volunteering, donating or attending events)

Donor generosity

- Double annual giving levels for both Rotman and Rotman Commerce

Faculty diversity

- Hire equal numbers of men and women faculty members

- Recruit and successfully hire Black and Indigenous faculty and postdocs

Student diversity

- Achieve equal representation of men and women (based on incoming students across all programs)
- Increase the representation of Black and Indigenous students (based on incoming students across all programs)
- Balance the representation of international students across a broad range of countries

Capital campaign

- Raise \$45 million in philanthropic support for the new Rotman Commerce building and the new executive education centre

How we look at rankings: A further measure of Rotman's success as a leading business school will continue to be our ranking by the *Financial Times (FT)* and other third-party organizations. As we track the key performance indicators outlined here, we're confident that we will retain our high *FT* scores for research excellence and our position as the leading business school in Canada. And as a recognized global leader in business education, we aspire to continue improving the standing of our programs as measured by the *FT* and other relevant ranking organizations.

How we'll implement our plan

Purpose into Action presents a set of concrete goals that everyone at Rotman will play a role in achieving: faculty and staff, students and alumni, donors and supporters, and our community of partners around the globe.

Our commitment – and how you can help

As our Academic Plan is implemented, we'll continue to strengthen Rotman's global research leadership on management and related social and economic issues. We'll expand and enhance the learning experiences we offer students at every career stage. We'll share insights from our teaching and scholarship through public engagement, sparking dialogue and action on important challenges facing business and society. And we'll continue to foster a diverse and inclusive community, within Rotman and in our broader collaborations.

Each year we'll develop operational plans setting out specific objectives aligned with the overall Academic Plan. At the same time, members of the wider Rotman community can help us realize our goals in a variety of ways:

Learn with us. As a Rotman Commerce undergraduate. In one of our graduate degree programs. Through our Executive Programs, or the Initiative for Women in Business, or Business Edge for internationally educated professionals. And by tapping into the Rotman Insights Hub, *Rotman Management* magazine or our thought-provoking speaker series.

Engage with us. Talk to Career Services at Rotman or Rotman Commerce about recruiting graduates or offering our students internships with your organization. Become an alumni mentor. Attend one of our many public events and ask about being a speaker, panellist or partner. Talk to us about potentially teaching at Rotman or joining our administrative team.

Collaborate with us. Connect with our research centres, institutes, labs and individual scholars whose cutting-edge work is relevant to your business. Propose a research or academic partnership. Bring us a problem that Rotman students can tackle as an MMA or MFRM industry project. Work with our experts to create a custom Executive Program tailored to your organization's needs.

Invest in us. Generous support from Rotman alumni and other donors enables us to continue expanding current programs while investing in new opportunities, from innovative research to a richer student experience. Our Advancement teams at Rotman and Rotman Commerce can help you decide on meaningful investments that will benefit our school while advancing the vision of Defy Gravity: The Campaign for the University of Toronto, the largest fundraising and engagement initiative in Canadian history.

Whatever role you choose to play in the dynamic Rotman community, you'll benefit from the innovative thinking and creative energy that defines our school while helping to advance our transformative agenda as a global leader in management education and research. Together, we'll put our purpose into action.