

Purpose into Action

**Highlights from
our Academic Plan
2022-2027**

Purpose into Action is our **Strategic Plan**

It is our plan to be at the centre of the issues that matter.

- Combining authoritative information with innovative research
- Equipping current and future leaders with the knowledge and skills they need

What is Rotman's 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

Woven through these themes is a basic premise that further defines Rotman's purpose and indeed underpins all successful business strategies: *think global*.

Mapping the next leap forward

Our big, concrete goals for the next five years.

Our priorities: the specific actions we'll take to achieve those goals.

Our five-year goals

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**



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.



Advance the frontiers of management thinking

- 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
- Boost recognition for Rotman faculty's scholarship and professional leadership
- Recruit exceptional PhD students and prepare them to be globally recognized scholars at top-ranked universities



Deliver transformational management education

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

2

Deliver transformational management education

- Foster excellence and a superior student experience across all Rotman programs
- Improve career outcomes for Rotman students
- Prepare students for a changing global economy in which the drive for innovation intersects with the vital need to advance sustainability
- Strengthen and broaden analytics training across Rotman's programs to equip students for an increasingly data-focused, technology-driven economy
- Personalize the development of professional and leadership skills
- Continue to integrate global perspectives into curricula across Rotman's programs and offer international experience



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.



Take insight to impact

- 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
- 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 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.

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Create a more diverse and welcoming community

- Invest in Rotman's Equity, Diversity and Inclusion (EDI) Office, which champions and oversees our multi-faceted approach to addressing EDI
- Develop a long-term strategy to address U of T's 34 calls to action responding to the final report of the Truth and Reconciliation Commission of Canada
- Deepen the engagement of Rotman alumni—with our school and with each other
- Strengthen the value and impact of our global network

**How we'll
measure our
progress ...**



Advance the frontiers of management thinking

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

- Increase the percentage of research faculty making grant submissions to Canadian federal funding agencies

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

2

Deliver transformational management education

- Raise \$50 million to support students with scholarships, experiential learning and other opportunities and activities
- Improve student satisfaction, measured by net promoter scores or equivalent metrics averaged across Rotman programs
- Increase the number and variety of job postings in a wider range of industries
- Maintain our high record of employment for Rotman School and Rotman Commerce graduates



Take insight to impact

- Maintain a high level of media coverage showcasing Rotman research, people, programs and events
- Increase registration levels for all Rotman public events
- Raise \$30 million to invest in Rotman's centres, labs and institutes
- Increase average annual Executive Programs revenues by 50%

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Create a more diverse and welcoming community

- Increase the proportion of engaged Rotman School and Rotman Commerce alumni by 50% (measured by number of alumni volunteering, donating or attending events)
- Double annual giving levels for both Rotman School and Rotman Commerce
- Recruit and successfully hire Black and Indigenous faculty and postdocs
- Increase the representation of Black and Indigenous students (based on incoming students across all programs)
- Raise \$45 million in philanthropic support for the new Rotman Commerce building and the new executive education centre

What does success look like?

Through innovative research and thought leadership, we help shape broader public conversations and address major challenges facing business, government and society.

And through our students and alumni—undergraduate, graduate and executive—we chart promising new directions for organizations and communities.

Thank you.