



Rotman Reader

NEWS AND EVENTS AT THE ROTMAN SCHOOL OF MANAGEMENT

AUGUST 2001

Rotman School Welcomes Twelve Great Minds

The Rotman School has concluded one of the most successful faculty recruitment drives in recent memory, despite fierce international competition for research and teaching talent. Twelve professors, including three senior economists and a professor of strategy from Harvard Business School have joined the School.

"As we strive to be one of the leading business schools in the world, we are creating an atmosphere at Rotman that is attractive to leading researchers and teachers," says Prof. **Peter Pauly**, associate dean, research and academic resources. "Top talent is attracted by the School's strong existing network of professors for collaboration on research. There is also a sense of excitement about Rotman's future direction."

Prof. Pauly also cites the excellent reputation that the U of T has in academic circles and the quality of life in Toronto for professors and their families as contributing factors to Rotman's recruiting success.

Brian Silverman, an associate professor of strategy, rejoins the Rotman School after a three-year appointment to the Harvard Business School where he taught courses in competition and strategy in the MBA program. Prof. Silverman, who holds a PhD in business administration from the Haas School of Business, University of California, Berkeley, was a member of the Rotman faculty from 1995 to 1998.

William Strange joins the Rotman School as a professor of economics. An economist with over 12 years of teaching experience, he was previously a professor of urban land economics in the Faculty of Commerce and Business Administration at the University of British Columbia.

Continued on page 2.

Professor Wins Prestigious Education Award

Professor **Martin Evans** has been awarded the Distinguished Educator Award of the Academy of Management. He shares the award with Professor Paul Goodman of Carnegie Mellon University. Prof. Evans was the second Canadian selected to receive the highest educational achievement award of the 12,000-member organization, presented during its annual meeting in Washington, DC, August 3 to 8. Two-thirds of the members are professors who teach and conduct research in management.

In presenting the award, Rick Mowday of the University of Oregon, former president of the Academy of Management, cited Prof. Evans' contributions to the learning and development of doctoral students. Quoting one of the nominators, he said, "Prof. Evans has left his indelible mark on literally hundreds of students he has taught and mentored." Evans has been the dissertation supervisor for twenty students and has served on an additional forty dissertation committees including some in Health Administration, Nursing, Social Work, and Educational Administration. One of his nominators added, "Those who [studied with him] could not escape his passion for rigorous research and his pursuit of knowledge creation -- research values he has instilled in his students."

Prof. Evans' research in the areas of leadership, motivation, downsizing, research methods, and program evaluation has appeared in top organizational behaviour and psychological journals, as well as in several book chapters. He served in the past as Associate Dean (Research) and Director of the Doctoral Program at the Rotman School. He is currently co-editor of the international e-journal, *M@n@gement*.

New Faculty Appointed.

Continued from page 1.

Ignatius Horstmann is a professor of economics and a leading researcher in the international trade of multinational enterprises. Previously, he was a professor in the Department of Economics at the University of Western Ontario.

Dan Trefler, a professor in U of T's Department of Economics, has accepted a partial appointment to the Rotman School as a professor of economics. Prof. Trefler's primary research interests are in international economics. He is one of Canada's foremost experts in productivity and will take a lead role in Rotman's proposed Centre for Competitiveness.

Jia Lin Xie joins Rotman on a full-time basis as an associate professor of organizational behaviour after a two-year research visit in Hong Kong. Prof. Xie's research includes job design, job stress, and cross-cultural management. She has taught at the University of Toronto since 1992.

Jennifer Berdahl is an assistant professor of organizational behaviour. She comes to Rotman from the Haas School of Business at the University of California, Berkeley, where she was an assistant professor of organizational behaviour & industrial relations.

Stéphane Côté joins the Rotman School as an assistant professor of organizational behaviour. Prof. Côté, a Canadian, is completing his PhD in Organizational Psychology at the University of Michigan.

Ole-Kristian Hope is an assistant professor of accounting. Prof. Hope, a Norwegian, is completing a PhD in accounting at the Kellogg Graduate School of Management, Northwestern University.

Mengze Shi joins the Rotman School as an assistant professor of marketing. Previously, Prof. Shi was an assistant professor at Hong Kong University of Science and Technology and completed a PhD in marketing from Carnegie Mellon University.

Lisa Kramer has joined the University of Toronto at Mississauga as an assistant professor of finance. Prof. Kramer is cross-appointed to the downtown campus. Previously, she taught at Simon Fraser University.

As announced earlier this year by Prof. **Sandford Borins, Pankaj Aggarwal**, an assistant professor of marketing, and **David Zweig**, an assistant professor of organizational behaviour, have joined the Division of Management at the University of Toronto at Scarborough. Both are cross-appointed to the Rotman School.

Financial Engineering Expert Named as Chair in Investment Strategy

Alan White, a professor of finance, has been named the first recipient of the **Peter L. Mitchelson / Sit Investment Associates Chair in Investment Strategy**.

Prof. White, who has taught at U of T since 1987, is an internationally recognized authority on financial engineering. He is well known for his work with Rotman Professor John Hull on the development of the Hull-White Interest Rate Model and associated numerical procedures. This model is widely used by financial engineers in trading rooms around the world to value non-standard interest rate derivatives. His research is principally in the area of derivative securities, their pricing and their use by financial institutions for risk management. Recently his research has been focused on the pricing and management of credit risk. Prof. White earned his PhD from U of T, his MBA from McMaster University and his BEng from McGill University.

Prof. White has made numerous contributions to the academic community, publishing in both academic and practitioner journals and serving as the associate editor of both the *Journal of Financial and Quantitative Analysis* and the *Journal of Derivatives*. At the Rotman School he has taught at the graduate level and served as the supervisor of the Finance PhD program.

"The appointment of Prof. White as the first Peter L. Mitchelson / Sit Investment Associates Chair in Investment Strategy will help Rotman produce graduates that are better prepared to manage investment funds. It will also permit Prof. White to continue his research and teaching activities in investment policies and strategies," says Dean **Roger Martin**. "We are also grateful to alumni like Peter Mitchelson and his colleagues at the Sit Investment Associates Foundation. With their support, Rotman can continue to attract and keep great professors like Alan White, which in turn, attracts great students and more great professors to the School."

Peter L. Mitchelson, BCom '64, is a founding principal of Sit Investment Associates based in Minneapolis, Minnesota. He is currently the President and Chief Investment Strategist of the firm.

Rotman Reader: Please send submissions to co-editors **Betty Kung**, bkung@rotman.utoronto.ca or **Ken McGuffin**, mcguffin@rotman.utoronto.ca. Articles will be edited for content and clarity at the discretion of the editors.

G-8 Leaders Receive Advice from Rotman Professor

A report by a high level group of independent experts, including Rotman Professor **Wendy Dobson**, recommended that the leaders of the G-8 countries come to agreements in key policy areas at their summit held in Genoa, Italy in July. The report urged the leaders of the G-8 to:

- Contribute \$10 billion a year to fight HIV/AIDS, malaria and tuberculosis in the world's poorest countries;
- Launch a comprehensive new trade round in the WTO this year;
- Reform economic sanctions against Iraq in return for firm action by Iraq to permit weapons facilities inspections; and
- Enhance the effectiveness of future G-8 Summits by inviting leaders of the G-20 countries to attend future meetings.

The G-8 Preparatory Conference, a group of 23 independent experts conveyed its proposals to Italian Prime Minister Sylvio Berlusconi, Summit Chair, in Rome on July 4. Other group members include **Dr. Paul Volcker**, **Dr. Henry Kissinger**, **Dr. Fred Bergsten**, **Sir Leon Brittan** and **Hon. Barbara McDougall**, President of the Canadian Institute of International Affairs (former Minister of Foreign Affairs and International Trade).

Matching Opportunities Create Fellowships

High on the list of the Rotman School's fundraising priorities are endowed student fellowships. Graduate fellowships enable Rotman to offer financial incentives to top students to pay for the cost of their education.

Among several newly-named fellowships are two from the Rotman Campaign co-chairs – the **John M. Cassaday MBA Fellowship in Marketing** and **J. Spencer Lanthier Award in Accounting**. Cassaday, MBA'81, is President and CEO of Corus Entertainment Inc. and Lanthier is the past chair of KPMG and currently serves as a director on several boards including the Toronto Stock Exchange.

"Not only will these awards be an ongoing investment in the education of students, they will forever mark the exceptional leadership and vision of John and Spencer as Co-Chairs of the Rotman Campaign," says Dean **Roger Martin**.

There currently exists an unprecedented opportunity to leverage gifts directed to graduate scholarships within the Rotman School. Two complementary matching programs have created an opportunity for donations in increments of \$50,000 to be matched 5:1. The leverage for these graduate scholarships origi-

nates from two sources: an endowed match from the University of Toronto and a double-match of the income from the resulting endowment through the Ontario government's Ontario Graduate Scholarships (OGS) Program. The result is that for every \$50,000 donated, a minimum of \$15,000 will be generated per year in perpetuity.

These scholarships will not only help Canada to train a new generation of leaders capable of competing in the global economy, they will help the Rotman School to become internationally competitive by facilitating the recruitment of the most promising students to the University of Toronto. Recipients of these scholarships are announced every year at Rotman's student awards ceremonies.

Several donors have already benefited from this tremendous leveraging opportunity. **Larry Wasser**, President, L.W. Capital Corporation, established the **Larry Wasser / Ontario Graduate Scholarships** with a \$100,000 gift.

As well, Prof. **Harvey Kolodny**, Director of the Part-Time MBA Program, together with his fellow board members of Home Capital Group Inc. established an award. **The Home Capital Ontario Graduate Scholarship in Honour of John J. Ruffo** was created with a \$50,000 donation from the company. The OGS is a tribute to Mr. Ruffo, who was a director of Home Capital and the first Rotman Executive-In-Residence in 1984.

Rotman Scholarships provide a unique opportunity to personalize gifts and to create a legacy. The OGS matching opportunity has recently been extended until December 31, 2002. For more information or to participate, contact Nicole Nakoneshny at 416-978-3010.

Welcome MBA Class of '03

On Saturday July 21st, the MBA Admissions Office welcomed over 90 of the great students who are beginning the Full-Time MBA program this September. Students had the opportunity to meet one another as well as some of the MBA programs team. **Kimberley Neutons**, director of MBA Program Services, spoke about the Program Services Mandate and the great experience that students will have at Rotman. Second year students **Susan Dolan** and **Maurice Hart** shared advice for surviving first year, while '98 alumni **Judy Chang** and **Jane Gulian Moiroux** described their complete experience, from walking in on the first day to finding a great job.

Finance Lab Manager **Daniel Dupuis** demonstrated the ins and outs of the Financial Research and Trading Lab while second year students gave tours of the School to the new students. Professors **Joel Baum** and **Brian Silverman** also put the students through strategy games. The day concluded with a dinner in the Fleck Atrium.

Rotman School Welcomes Largest GEMBA Class

The largest Global Executive MBA (GEMBA) class in the program's history began on August 7. Forty students have enrolled in the program, which is delivered in an innovative format that combines three intensive onsite modules with individual and web-based group work in between. The first module is being held at the Rotman School and later in the academic year, the class will travel to China and Europe.

Now in its fifth year, the program continues to attract executives and senior managers who want to sharpen their business skills and achieve success in today's global markets. The entering class of 2000 is a diverse group, with the students coming from all different parts of the world-- the class consists of 14 Canadians, 17 Austrians, 6 Germans, and 3 Brazilians. The students bring an abundance of energy, experience and knowledge to the program with an average of 14 years of work experience.

Rotman Dragon Boat Crew Races to Success

At the 13th annual Greater Toronto Dragon Boat Festival at Centre Island, the School's team, "Rotman Hostile Takeover", paddled to an impressive 15th place finish overall (out of 96 community teams), and 4th in the University Cup (out of 16 teams.) The crew shaved 17 seconds off of their time from last year for their best results in the team's three-year history. The competition, which was held on June 22 to 24, consisted of 186 teams from around the world.

This year, a record number of 56 members of the Rotman community tried out for the 28 spots on the boat. The team looks forward to competing again next year and will aim to bring home the University Cup.

Record Number of CWEYA Nominations Received

The 2001 Rotman Canadian Woman Entrepreneur of the Year Awards (CWEYA) call for nominations closed on June 15 with a record 580 nominations. This is the highest number ever achieved in the CWEYA's history.

For ten years the CWEYA have been celebrating the achievements of women entrepreneurs. These Awards are an initiative of the Rotman School of Management and are consistent with

the School's mandate to develop and recognize outstanding Canadian business leaders.

Awards are given in five categories: Start-Up, Lifetime Achievement, Innovation, Impact on Local Economy and Export. The 2001 winners will be announced on November 22 at the Awards dinner, held at the Fairmont Royal York in Toronto. Tickets can be purchased by either visiting www.cweya.com or calling 416-923-1688.

Renovations at Rotman to Accommodate More MBAs

In preparation for the arrival of an additional 60 full-time MBA students in September, renovations are currently underway to enhance both the classroom and student facilities at the School.

Classroom 134A/B will be reconstructed into a new 65 seat tiered classroom and has been redesigned to accommodate group work. In addition to this, the classroom will be equipped with the same audiovisual system that exists in other tiered classrooms. The Business Information Centre (BIC) is being reorganized to facilitate the creation of seven new group study rooms, and additional carrel and table seating. To provide more flexible access to the group study area, two new doors will be installed in order to provide security to the BIC. MBA students will continue to have access to group study rooms after hours. The BIC will continue to be accessible for the duration of the construction period, with appropriate security and dust barriers put in place. Changes are being made in the MBA computer lab to accommodate some additional group study space with mobile wall partitions and white boards. More comfortable seating (chairs and a sofa) will be provided. The installation of compact storage in the BIC has required the relocation of the MBA student mailboxes and photocopier to the lab.

A locker conversion project is also underway this summer in conjunction with the implementation of a new laptop policy. This September, full-time and part-time MBA students with a locker will be able to store a laptop in a case. In addition to this, 57 lockers will be installed to accommodate multiple users requiring storage of suits during recruiting season. These lockers can be signed out for day use by MBA students on a first come, first served basis. There will be more facility changes required over the next few years, but the changes occurring this summer should help the School progress towards its goal of providing a world-class facility for business education.

Staff Changes

Three new members have recently joined the Rotman Advancement team. **Alex Vaccari** joins Rotman as the new Director of Development. Previously, Alex worked at the Faculty of Applied Science & Engineering, as the Associate Campaign Director. He also worked as a Senior Development Officer at the U ofT at Mississauga. Alex graduated from the University of Toronto and completed his MSc in Economics from the London School of Economics. He is located in Room 321 and can be reached at (416) 946-7841, or by e-mail at vaccari@rotman.utoronto.ca.

Nicole Nakoneshny is the new Assistant Director of Development. Nicole moved to Toronto from Winnipeg where she was a Development Officer at the University of Manitoba and headed a \$30 million dollar campaign for the Asper School of Business. Prior to this, Nicole was a Division Director for the annual campaign at the United Way of Winnipeg. Nicole is located in Room 325 and can be reached at (416) 978-3010 or by e-mail at nakoneshny@rotman.utoronto.ca.

Rod Lohin rounds out the Advancement team in his role as Director, Alumni & Community Relations. Rod's most recent position was at Manifest Communications. As a corporate account Director, he guided clients such as Hewlett-Packard, Ericsson, Kellogg and Sears to develop strategic philanthropy programs. Prior to that, he was Director, Partnerships and Special Projects for United Way of Greater Toronto.

In his new role at the School, Rod will be overall strategic leader of the Rotman Alumni program, including engaging and staffing the Alumni Board, leading a major update of the alumni database, heading up the Annual Fund, enhancing alumni communications, and developing strategies to enrich the Rotman community through additional alumni involvement. Rod is located in Room 315 and can be reached at 416-946-7842 or by e-mail at rlhin@rotman.utoronto.ca.

Kimberley Neutens joins the Rotman community as the Director, MBA Program Services. Prior to joining the School, Kimberly worked as an Assistant Director at the Department of International Relations at the Schulich School of Business, where she was responsible for international student recruitment & admissions, and student exchange programs. Kimberly also worked as a Manager, Study Abroad and Exchange Programs at the University of British Columbia. Her office is Room 202, and she can be reached at (416) 946-7528 or by email at kneutens@rotman.utoronto.ca.

Paula Costa is the Senior Recruitment Officer in the Recruitment and Admissions Office. She will be assisting with the marketing, recruitment and admissions of the full-time

MBA program. Paula comes to us with over ten years experience in admissions, recruitment, marketing and counseling that she gained from Woodsworth College, Professional and International Programs. Paula can be reached at 978-2227 or by e-mail at costa@rotman.utoronto.ca. She can be found in Room 102 (behind the Reception Desk).

Freeda Khan has recently been promoted to the position of Relationship Specialist at Rotman's Career Development Centre. Prior to this, she was a Career Officer for the Centre. In her new role, Freeda is responsible for assisting students with their job search, providing career counseling, and working with companies to fulfill their recruiting needs. Freeda can be reached at (416) 978-0259 or at khan@rotman.utoronto.ca.

Jody Pin joins Rotman as a Planning and Budget Analyst. Working closely with Rosemary Pierre and Mary Ellen Yeomans, Jody will be involved with the preparation and maintenance of the School's long-term budget model and a wide range of analyses. Before joining Rotman, Jody was an IT Analyst at U ofT's Department of Administrative Management Systems (AMS). Prior to this, Jody was a Budget and Statistics Officer in the University's Planning Office. She also worked as a Budget Analyst in the University's Budget Department. In total, Jody brings over 10 years of U ofT finance & budget experience to her new position. She is located in Room 337 and can be reached at 946-7331 or by email at jpin@rotman.utoronto.ca.

Diane Hughes-Leacock will be responsible for providing a full range of front-line human resources services to Rotman faculty and staff in her new position of Human Resource Services Coordinator. Before joining Rotman, Diane worked at the Department of Facilities and Services where she was the Human Resources Assistant. Diane is located in Room 336 can be reached at 416-978-4919 or by e-mail at hughes@rotman.utoronto.ca.

Eric Joy is the new IT Coordinator for the MBA Program. He will be responsible for managing the School's Web Portal system and will be the main contact person for all students, faculty and administrative staff. His office is on the 2nd floor in Room 212, and he can be reached at 946-7919 or by email at ejoy@rotman.utoronto.ca.

Kingson Chan joins the Rotman School's Computing Services as a Help Desk Technical Support Specialist. Previous to this, Kingson worked as research assistant, and was both a Commerce and MBA Lab consultant for the School. Kingson can be reached via the Computer Help Desk line at 971-2981, or by e-mail at kchan@rotman.utoronto.ca.

Kathryn Davis, who has been off with an injury since the middle of January, returned in May and has resumed her role as the Dean's Office Assistant. Welcome back, Kathryn!

Rotman in the News

Dean **Roger Martin** was profiled in the August 13 issue of the *Financial Times*. The article discussed the hiring of top management consultants as Deans of two of the top business schools in Canada. Dean Gerald Ross of McGill's Faculty of Management was also profiled.

The hiring of twelve new faculty members was the subject of articles in the August 30 issues of the *Globe & Mail* and the *Toronto Business Journal*.

As a result of her participation in the G-8 Preparatory Conference, Professor **Wendy Dobson** was sought out by the media for comments on the G-8 summit in July. She was a featured guest on CTV Newsnet with both pre and post summit live interviews.

Finance Professor **Eric Kirzner** continues to be interviewed on a wide range of investment and stock market issues. In recent weeks he has appeared in the *Globe & Mail* and handled questions from callers on a segment on ROB-TV.

In August Professor **Laurence Booth** demonstrated his expertise on mergers and acquisitions by commenting in an article distributed across the country by *Canadian Press* on Best Buy purchase of Canadian retailer Future Shop and the negative fallout surrounding Canada 3000's takeover of Royal Aviation Inc. He also was quoted in the *Toronto Star* on July 28 on the Ontario's government's decision to privatize the Province of Ontario Savings Office.

Professor Joseph D'Cruz gave several interviews on recent developments at Air Canada to CBC Television and *Canadian Press*.

Faculty News

Sandford Borins, professor of strategic management, recently gave addresses on public management innovation to city managers in Hamilton and Toronto, and to senior management at the Canada Mortgage and Housing Corporation and the Ontario Government's Inspections, Investigations, and Enforcement Project. He also served as a conference rapporteur for the Federal-provincial Public Sector Service Delivery Council.

Gary Latham, Secretary of State Professor of Organizational Effectiveness, along with Peter Mansbridge, addressed Sun Life Financial's annual meeting in Phoenix, Arizona on "Understanding How People Make Decisions."

John Crispo, professor emeritus of political economy, continues to speak to a wide range of groups on the future of Canada.

Some of the groups that he has addressed over the past few months include: MacKenzie Financial, the Canadian Marketing Association, the Canadian Construction Association, 1st Energy and the International Foundation of Employee Benefits Plan. Professor Crispo also serves on the Boards of a number of companies including the Brand Factory and Engineering.Com@E-Box.

Maria Rotundo, assistant professor of organizational behaviour, presented her research on "The Role of Task, Citizenship, and Counterproductive Job Performance in Organizational Decisions" and "Understanding Applicants' Reactions to the Job Interview" at the Society for Industrial and Organizational Psychology Conference in San Diego, California on April 27-29.

Harvey Kolodny, professor of organizational behaviour, was part of a panel at the 28th Annual Organization Behavior Teaching Conference in Harrisonburg, Virginia in June entitled "Been There, Done That, Now What?" that dealt with issues associated with academics transitioning through different phases of their academic lives. He was also a keynote speaker for a series of plenary sessions entitled, "Teaching OB: Still Seeking Goals, Methods and Identity?"

David Beatty, professor of strategic management, was a speaker at an event entitled "Corporate Governance: A Canadian Focus" on May 22. The event, which was co-presented by the Canadian Centre for Ethics & Corporate Policy and the Canadian Institute of Chartered Accountants was attended by business leaders, ethics experts and media representatives. Professor Beatty presented the lunch address entitled, "The 3 Tenors: Yali, Clarkson & Drucker - Changing the Definition of Total Returns to Shareholders".

Joel Amernic, professor of accounting and Russell Craig (Australian National University) received an Excellent Manuscript Award for their paper "Accountability and Rhetoric During a Crisis: Walt Disney's 1940 Letter to Stockholders". This was published in Volume 27, Number 2, December, 2000, of the *Accounting Historians Journal*.

Jack Mintz, Arthur Andersen Professor of Taxation, presented a paper with Michael Smart, Associate Professor of Economics, on "provincial corporate tax competition" at a conference entitled "World Tax Competition". The conference was held on May 24 at the Institute of Fiscal Studies in London, England, and was co-sponsored by the University of Michigan School of Business and the Office of Tax Policy.

Upcoming Events

For details on upcoming Rotman events, please visit www.rotman.utoronto.ca/news/events.htm.