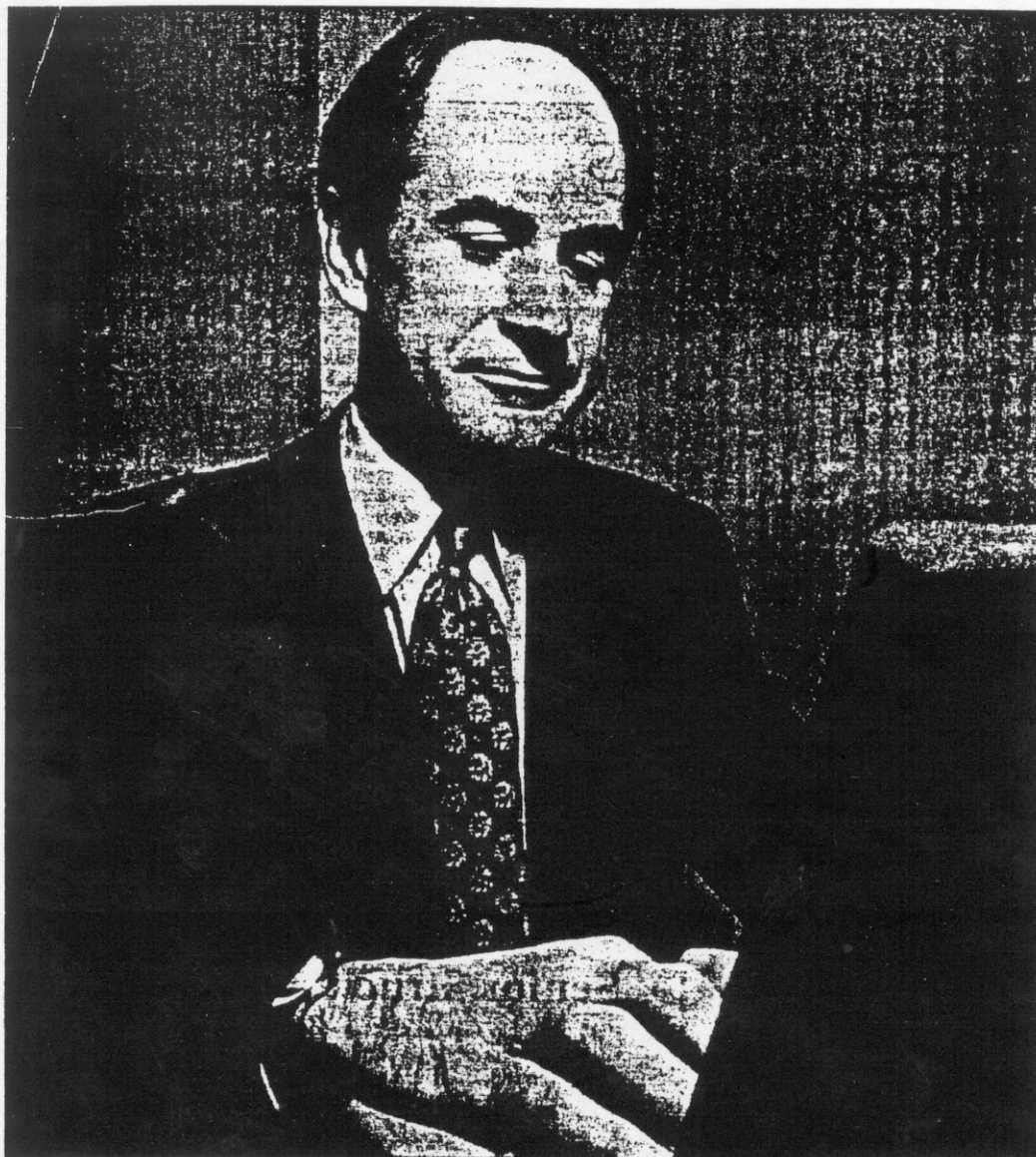


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Roger Martin, the new dean of U of T's Rotman School of Management, says he understands Canada must produce executives that can help its companies succeed on a worldwide scale.

(AP)

## Business dean sets lofty standards

**HIGHER LEARNING** / Roger Martin says his goal as the new head of U of T's Rotman school is to stop the loss of bright students to U.S. institutions.

BY ELIZABETH CHURCH  
The Globe and Mail

**R**oger Martin, the new dean of the University of Toronto's business school, says he took the job for just one reason: To make it one of the top 10 management schools in the world.

"I have no interest in making it better or the No. 1 school in Canada. That's not a useful goal," the globe-trotting management consultant said in an interview between trips to London and Hong Kong.

"I'm doing this because Canada does not have a top 10 business school."

These are fighting words to the University of Western Ontario's Richard Ivey School of Business, home to what many regard as the country's leading MBA program.

But Mr. Martin, a native of Elmira, Ont., and a Harvard Business School graduate, says Canada is losing bright students to U.S. schools because it does not have a management faculty with an international reputation. Once these students leave, it's hard to get them back, he adds.

U of T's Joseph L. Rotman School of Management is the logical place to build a leading business school, Mr. Martin maintains. It sits in the heart of Canada's business centre and it is linked to a university with other prominent professional faculties.

"You have to take the best raw materials," he says. "The status of the business school is less important."

The way Mr. Martin sees it, his new job is of national importance. As a senior partner with Cambridge, Mass.-based consulting firm Monitor Co., he says he understands Canada must produce executives that can help its companies succeed on a worldwide scale.

"I've worked for 18 years helping companies compete globally. I understand what's happening globally — you either win or you lose."

The challenge of training these people is what persuaded Mr. Martin to come home, giving up a job he says he loves at a firm he helped create. "I've always said this is the one job that would bring me back to Canada."

It is not the first time Mr. Martin

## Personal profile

**Roger Martin**

**Job:** Becomes dean of Rotman School of Management, University of Toronto, on Sept. 1.

**Age:** 41

**Education:** MBA, Harvard Business School; BA, Harvard College.

**Experience:** Now a director of Monitor Co., a consulting firm with 1,000 employees based in Cambridge, Mass. He opened its Toronto office in 1987, and now sits on the firm's global executive committee. Co-head of the firm in 1995 and 1996.

**Publications:** Changing the Mind of the Corporation, an article in Harvard Business Review, November-December, 1993. Working on his first book, *The Responsibility Virus*.

has moved north. In 1987, he opened the Toronto office of Monitor, which was established by Harvard strategy guru Michael Porter. Four years later, the company completed a \$1.2-million study of Canadian competitiveness, partially funded by the government.

Mr. Martin, 41, the father of three children between the ages of seven and 12, always thought he might move into academia, but he figured it would come later in his career.

U of T president Robert Prichard had a big hand in convincing him to make the switch now. Mr. Prichard suggested he apply for the post after watching Mr. Martin consult Toronto-based Moore Corp. Ltd., the troubled business forms company.

Mr. Prichard, a Moore director, says he was taken with Mr. Martin's leadership and intellect. "People like this don't come along often. The job of people like me is when you see one going by, persuade them to come home."

The dean's appointment, he says, is just the latest in a series of moves to improve the school. In recent years, the Rotman school has moved from old quarters on the edge of campus to a new building near its centre. It has attracted sizable donations, including two totalling \$18-million from Toronto

financier Joseph Rotman.

It has had its share of troubles, too. Three years ago, the former dean came under fire and an assistant dean was reprimanded over the apportioning of teaching assignments in the school's lucrative executive MBA program.

Even Mr. Rotman's largess has sparked debate because of his stipulation that instalments could be withheld or redirected under certain circumstances. The school has been run by an interim dean since early 1997, when Mr. Rotman's second and biggest donation was announced.

Mr. Martin says he is not concerned about donor interference, and he insists the school's main benefactor had no hand in his selection. "In this process there was lots of opportunity for influence if influence was the desire. I can guarantee you there was none."

Coming from Boston, he says he is

used to close relationships between universities and their funders. He is counting on forging closer ties with the Canadian business community in his efforts to push the school up the world rankings.

But Toronto consultant Joe Shlesinger warns that raising interest among Canada's corporate elite could be a challenge. A few years ago, Mr. Shlesinger, an Ivey graduate and now one of its instructors, worked on a project to rally business leaders behind the creation of a world-class management school.

"There was virtually no interest," says Mr. Shlesinger, managing director of Bain & Co. Canada in Toronto.

Lawrence Tapp, dean of the Ivey school in London, Ont., says Canadian schools have a tough time attracting top talent because they can't come close to matching U.S. universities in

endowments for salaries and research.

"Roger's going to have to face that," Mr. Tapp says. "Where are you going to get the research money to attract some of these outstanding faculty members to your school?"

Mr. Martin says that money has to come from Canadian companies. "They are the beneficiaries. These people are going to get the jobs to help the business community win."

He says the Rotman school will likely follow the Ivey school and Queen's University in charging MBA students the full cost of their studies. To do otherwise is "unnatural."

Brian Levitt, president of Montreal-based Imasco Ltd. and one of Monitor's clients, is probably someone Mr. Martin will be calling on for cash. He isn't making any commitments, but he is pleased with Mr. Martin's goals.

"If anyone can do it, he can."