



PROFILE ROTMAN SCHOOL OF MANAGEMENT

Expansion goes on as salary packages rise

Toronto, Canada's largest city should have a world class business school. Such was the premise that persuaded management consultant Roger Martin to take up the dean's job at the Rotman School of Management at the University of Toronto in 1998.

Now, halfway through his seven-year tenure and with a new home for the business school in the city centre, he believes many of his objectives have been achieved, though he says he is "far from declaring victory". And he believes many of the ambitions he brought to the Rotman school have been instrumental in raising standards in the Canadian business school community in general.

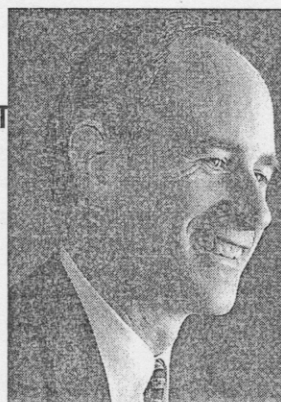
A Canadian by birth, he says he would rather the Rotman school were ranked, say, second in Canada and tenth in the world than number one in Canada and 15th in the world.

A Harvard MBA, Prof Martin believes that one of the most profound problems affecting Canadian schools in general, and the Rotman school in particular, has been the shortage of funds, which has hampered the recruitment of a world-class faculty. And faculty, he says, "is the foundation for creating a great business school". In the couple of years prior to Prof Martin's appointment, 14 professors left their jobs at the Rotman school; since his arrival, only one has left and the number of tenure-stream assistant professors has increased from two to 23.

The huge expansion in faculty – the school now has a full-time faculty of 76, 42

of whom are from outside Canada – has been achieved by increasing the salaries on offer. When Prof Martin joined Rotman, the salaries at Canadian business schools were just half those of their US counterparts.

Now, although the salaries are still not on a par with the top US schools, the Rotman school is able to put together much more attractive packages. The salary increases are based on higher revenues in two areas: course fees and



Roger Martin, dean, Rotman School of Management: raising the standards

increase in fees means an increase in quality: not only has the price gone up, but so has the quality of the applicant. The average GMAT score for this year's entering class is 671, in line with many of the very good US business schools.

The school has also seen a phenomenal growth in income from its executive education projects – revenues in non-degree executive education has increased five-fold in the

Martin now has to persuade those supporting companies to offer jobs to the graduating MBA class.

Rotman, traditionally, has had a focus on finance, which may help the school to weather the storm. It is the recruiters in management consultancy that are really pulling in their horns this year, he believes. "My feeling, my gut feeling right now, is that consulting is down further than finance."

The good news, however, is all the traditional recruiters are hiring students of the class of 2003 for summer internships, a suggestion that they believe the downturn will be for one year at the most.

Prof Martin is not scared to lead from the front, nor to get his hands dirty at the coalface. Earlier this year, he single-handedly taught a five-day executive programme, 'Strategy, leadership and integrative thinking'.

Integrative thinking is his grand mission at the school, and is central to the curriculum reform now in process. The aim is to do away with academic silos.

Moves towards interdisciplinary teaching have been less than productive in other schools, he adds, because of the way the deans have approached them. "The way most people approach integrative thinking is on the backs of professors in the form of more work that they do not want to do... That's just painful for professors."

Prof Martin's approach, by comparison, is to create a demand "pull" from students for integrative teaching, rather than a supply "push" from the dean's office. Encouraging students to ask the right questions will be part of the solution, he says.

While he is confident that the Rotman school is winning the game when it comes to attracting world-class faculty, increasing the endowment base, increasing executive education and improving the profile of the school, he says it will be another two years before he knows whether the school is on the winning side when it comes to integrative thinking.

Della Bradshaw

University of Toronto: Rotman

Programme length (months)	16	Number of students	167
Percentage of international students	36	Percentage of women students	31
Percentage of graduates employed after three months	82	Audit date: MBA2002	

'Having worked at two global banks after completing my MBA I have had the opportunity to work with many MBAs from other schools. The Rotman school has definitely given me the skills necessary to compete with these people. For finance, I would be very surprised to find a school offering a better programme than Rotman.'

UK alumnus

endowments. During the past couple of years, fees for the full-time MBA programme have risen from C\$7,000 to C\$21,00. In two years' time, they will be C\$25,000.

Moreover, the school is rapidly expanding the size of the MBA programme and so multiplying revenues. Three years ago, the incoming class was just 130; by 2003, it will be up to 230. As well as increasing revenues, the dean hopes this increase will make it easier to attract big recruiters to the school and will enable it to offer a wider choice of electives.

The Rotman School has achieved an impressive sleight of hand by persuading MBAs that the

past two years, albeit from a low base.

Prof Martin is particularly trying to push the school to increase its customised programmes, working closely with companies, or quasi-open programmes for specific groups, such as its programme for the Toronto police. As to endowments, his plan is for the school to raise C\$100m by the end of March 2004, of which C\$53m has already been raised. "It's tough," says Prof Martin. "I had to make a bet that if we started to do good things, then businesses would support us. The cool thing is, they do."

Like almost every other business school dean, Prof