

November 27, 2023

Dear Vice-Provost McCahan,

As requested, what follows is an interim monitoring report on the implementation of plans outlined in our last submission for the University of Toronto Quality Assurance Process. We will address each of the recommendations that were noted in former Dean Tiff Macklem's letter to you from September 2019.

Balance distribution of rank among professoriate

- Continue to replace all faculty exits with junior faculty where possible
 - 14 full-time tenure stream faculty retired or resigned between 2018 and 2022, and two are deceased. We hired 19 full-time tenure stream faculty from 2019-2023; 18 are assistant professors.
 - 2.5 full-time teaching stream faculty retired or resigned between 2018 and 2022. We hired three assistant professors, teaching stream from 2019-2023.
- Develop and assess plan to hire postdocs or limited term junior professors to ensure continuous presence of new scholars and cutting-edge knowledge.
 - Between 2018 and 2022, appointed 69 post docs, with 22 different faculty advisors.
 - Between 2018 and 2022, appointed two junior faculty on limited term appointments.

Increase faculty diversity; introduce mentorship programs for junior women faculty to prepare them for leadership roles; add more women to faculty senior management

- Hire Director of Equity, Diversity and Inclusion (EDI)
 - We have now established a three-person EDI Office. The director reports directly to the dean. Two other staff assist in the office's work, with one focusing specifically on delivering EDI programming and training. We have also maintained our Rotman EDI Committee, chaired by a faculty member, and made up of faculty, staff, students and alumni representatives. This committee provides advice and support to the EDI Office.
- Roll out expanded EDI training for all search committees
 - Not just search committee members, but members of all similar committees (e.g., search, tenure, promotion, chairs, awards and grant adjudications) are now expected to take an online EDI course produced by U of T. Chairs are encouraged to review this content at the start of meetings.
 - This has paid off. Since 2019, we have hired 16 faculty, of which eight are women and eight are members of the BIPOC community.
- In next round of leadership appointments, ensure consideration of all potential candidates and work to improve diversity
 - Diversity considerations remained front of mind throughout subsequent faculty leadership appointments. Women or members of the BIPOC community were appointed to roles as dean, vice-dean (twice), program director (five times), director of faculty recruitment (once) and academic area coordinator (at least twice).
- Provide opportunities for women faculty for committee chair and academic area coordinator roles
 - Two women currently serve among our seven academic area coordinators. A woman chairs our Executive Committee. These roles are all elected.

Address salary gaps impacting retention and recruitment

- Continue to collect salary benchmark data and refine analysis; review non-salary elements
 - We collect salary data for peer schools from AACSB (Association to Advance Collegiate Schools of Business), including public and private institutions, with salary studies going back to 2018. Offer letters for new faculty include housing loans. The school provides course releases for faculty on parental leave. The school provides childcare travel support to faculty. The academic director of Executive Programs has engaged a wide range of faculty, including junior faculty.
 - As a result of these efforts, we have responded to several outside offers and have maintained high retention, losing less than one faculty member per year since 2019 (excluding retirements).
- Consult with faculty to determine important non-salary elements
 - The school provides junior faculty with guaranteed research funding. It offers renewable research funding to senior faculty. It provides grant writing support to all faculty.

Increase collaboration with rest of university; establish more structured entrepreneurship initiative

- Continue participation in university-wide entrepreneurship-related activities
 - Rotman has continued as a supporting division of the Schwartz Reisman Institute for Technology and Society, whose academic director is jointly appointed by Rotman and the Faculty of Law. We remain involved in the governance and programming of U of T Entrepreneurship, the university-wide body that encourages collaboration among the divisional accelerators and offers high-impact community-engaged programming. We are also undertaking a joint search with the Faculty of Arts and Science for a faculty member who will serve as academic director of their Centre for Entrepreneurship.
- Conduct analysis of new initiatives to support Rotman students launching/scaling ventures
 - We introduced StartUp Rotman, an entrepreneurship platform to support student efforts to move their business ideas from conception and ideation to execution and validation. The program combines mentoring by alumni and other entrepreneurs, financial support for venture testing, and course credit.
- Invest in strengthening JD/MBA; determine if strengths can be leveraged in other joint programs
 - During the pandemic recruiting year of 2020/2021, the number of JD/MBA students was down significantly to 11. The current classes have 16 and 23 students. To further support JD/MBA we have asked Professor Alexander Dyck to be their advocate and create opportunities for them to extend their learning beyond the classroom with special programming.
 - For the past three years we've had an MD/MBA program, bringing in classes of one to three students with a targeted maximum of five students. The program provides students in their fourth year of the MD program with the ability to get an MBA by extending their program by one year.
- Launch discussions with other parts of university about collaborating on new initiatives
 - We're initiating discussions with the Faculty of Pharmacy on rethinking our PharmD/MBA program. The program serves on average one student per year. The program does not have much administrative burden for us, but we understand for Pharmacy there is considerable effort to ensure students' progress. We are discussing establishing a diploma program, perhaps in conjunction with other healthcare divisions (e.g., Medicine, Nursing, Public Health).
 - We have taken a more prominent role in staffing and delivery of the courses in the Joint Rotman Engineering Business minor, and we have launched a business certificate for non-Rotman Commerce students in the Faculty of Arts and Science. Both are supported by formal IDTs.

Strengthen school's international footprint; increase marketing efforts in US and beyond

- Formalize and fully launch Guanghua-Rotman partnership
 - The Guanghua-Rotman Centre for Information and Capital Markets Research secured funding from the Rotman Catalyst Fund and continues its work.
- Involve Rotman Institute of International Business in developing program partnerships
 - We have launched the Global Manager Initiative with Profs. Bernardo Blum and Walid Hejazi. With funding from the Rotman Catalyst Fund, students learn all aspects required to drive the internationalization process of a firm by taking a course in international business, then undergoing practical training with a company and ultimately working on an international trade mission.
- Assess marketing and recruitment strategies in US and beyond
 - The school has revamped its marketing and recruiting leadership, adding the role of managing director for recruitment, admissions and business development for all Rotman graduate master's programs. We have a new director of recruiting and admissions for the Full-Time MBA (FT MBA) and Morning/Evening MBA (M/E MBA) programs. Together they are ensuring capitalization of recruitment efforts.
- Assess international activity across programs to ensure alignment and collaboration
 - As part of the change in management structure, we can now better assess global strategies.

Expand pool of quality PhD applicants from which to select future PhD cohorts

- Determine support for larger cohort while continuing to admit only candidates of highest quality; determine feasibility of attracting additional students
 - Funding, not quality student availability, remains the principal constraint on PhD program growth. We have allowed minimal program growth in one academic area where additional funding was secured. We continue to prioritize quality and financial sustainability with robust student financial support.
- Explore alternative funding models to assess financial feasibility of increasing the stipend

- We are reviewing our student support and are committed to a substantial increase. Diverse financial sources, including the two sources mentioned above, will play a key role in funding these commitments.

Allocate further resources to attract top women students, especially for the M/E MBA program

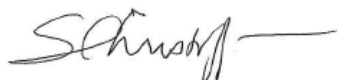
- Continue to profile women in recruitment material and at recruitment events; provide women-targeted scholarships; create mentorship opportunities for women students; develop Women's Advisory Board
 - The FT MBA reached a new high of 49% women in the current class (up from 42% in 2019), including 43 Forté fellows, also a new high point. The M/E MBA program has a new high of 44% women (up from 37% in 2019) and 14 Forté fellows. Our Executive MBA suite of programs (EMBA/GEMBA/GEMBA-HLS) are 36% women (up from 34% in 2019); we acknowledge we have additional work to do there.
 - We feature women in our recruiting materials and events including a panel of alumnae from 2022, a Women in Finance panel, and sample classes featuring women faculty. We feature women in our EMBA program materials, including blogs and media features of multiple alumnae. We have entrance awards dedicated to exceptional women applicants.
 - In attempting to establish a Women's Advisory Board, we partnered with Lean In; however, we did not receive any applications as a result, so we ended this partnership.

Continually refresh program curricula and explore alternative modes of course delivery

- Implement new M/E MBA curriculum
 - The new curriculum has been implemented. The courses align with the FT MBA program, with additional leadership preparation. About 30% of core coursework takes place online. Though designed in 2018, this works well post-pandemic as fewer students are traveling to work in the city centre.
- Launch entrepreneurship and international experience opportunities
 - As discussed above, StartUp Rotman and the Global Manager Initiative provide such new opportunities. Further, we have developed global learning activities such as a business design program in Singapore, a social innovation in Barcelona and a module on entrepreneurship and innovation in San Francisco.
- Continue to roll out increased online modules and courses
 - We are renewing our GEMBA-HLS program to consist of 50% online coursework. We are also discussing similar changes to the traditional EMBA program. We plan to create both fully online courses and hybrid courses with both in-person and online content to better support the goal of bringing in executive students from across Canada, including northern and other remote communities.
- Increase proportion of personalized, self-paced digital learning across all programs
 - The school continues to integrate personalized and self-paced digital learning across all programs. It is a particularly effective tool for students to self-study prerequisite materials. For example, Master of Financial Risk Management (MFRM) and Master of Management Analytics (MMA) students are given videos to self-study accounting, finance and Python courses before these programs start. FT MBA and Master of Finance (MFin) students are also given videos to self-study as pre-courses.
- Consider launching non-degree certificate programming like micromasters
 - We are introducing micro-credential courses in response to the ever-changing landscape of management education. The Rotman Catalyst Fund recently approved a proposal to expand our infrastructure to enhance our ability to deliver micro-credentials. One objective of this initiative is to expand our reach to non-Rotman Commerce students and deepen our application pools, especially for MMA and MFRM.

This report was prepared by the decanal leadership team in consultation with academic and staff leadership in the relevant portfolios. The review recommendations were largely folded into our strategic plan and annual priorities, and they align with the performance metrics we track annually. Progress against these objectives is reviewed regularly by the dean with individual portfolio leads, and annually in an executive leadership retreat and with the Dean's Advisory Board.

Sincerely,



Susan Christoffersen
Dean