



## SCHOOL STRATEGY

The winning photograph from this year's LENS competition: Deception Island, by Richard Heller (MBA '12)

### A Chair with a View

New buildings provide unique opportunities for fundraising, recruitment and community engagement, and ours is no exception. We came up with an idea to promote the Rotman Expansion using the image of a chair. With fantastic photos and fun language, we have everything you need to communicate to your audiences about Rotman's exciting new phase of growth.

Director, VP, President, Chair }.....{

}.....{ A first-class seat in our new building

A chair at the table

Save your seat!

Pull up your chair.

{Take a seat.

An academic chair

More seats at the table.



While taking photographs in the raw spaces of the new building, the dean had the idea of bringing colourful chairs for visual interest. Looking at the photos, we realized we could not ignore the chairs: they became accidental actors on our new stage. If you are planning any communications involving the new building to your community, contact Marketing and we will happily put together an ad or an image you can use.



**AJAY AGRAWAL**  
ACADEMIC DIRECTOR  
CENTRE OF INNOVATION  
AND ENTREPRENEURSHIP  
ON THE NEW BUILDING

**SPACE** is so important for students to be able to meet to **share ideas**, to **build ideas** and for faculty, both the Rotman faculty and visiting faculty, to **interact**.

IT'S A BEAUTIFUL SPACE. IT'S INSPIRING. We look out over the University campus. One of the missions of the CENTRE FOR INNOVATION AND ENTREPRENEURSHIP is to **bring together people** from different disciplines. Looking out over the campus and seeing Engineering and the Health Sciences and the Arts really makes us feel much **more connected to the rest of the University**.

Umpleen possible combinations: remember to use the Rotman primary & secondary colour palette in all documents

Rotman Blue RGB = 0, 73, 144	Rotman Gold RGB = 206, 157, 0	Rotman Grey RGB = 124, 152, 174	Rotman Blue - 30% RGB = 124, 151, 193	Rotman Red RGB = 211, 0, 95	Rotman Orange RGB = 255, 115, 0	Rotman Green RGB = 98, 189, 25	Rotman Sky Blue RGB = 0, 194, 226	Rotman Yellow RGB = 252, 224, 0	Use these RGB codes in your documents for a completely branded look
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## INTRODUCING

An executive-in-residence is

- the ghost of a business man who haunts your attic, basement, bedroom etc.
- your neighbour who wears a suit, works long hours, visits when he/she is lonely and won't leave.
- a distinguished business leader, recognized for achievements within their field, who brings knowledge and experience to a business school in a teaching, mentoring and research capacity.

If you guessed C, you're right! (I hope it wasn't too obvious) Rotman appoints outstanding business leaders to the position of Executive-in-Residence. These individuals have demonstrated an involvement with the School either through teaching or research; appointments also recognize exemplary achievements in their career. Execs can be engaged in various ways: as student mentors, guest speakers, course instructors, or research partners. You can imagine the value their real-world experience can add to any of those scenarios. Here are two of the latest appointments:

CURRENT EXECS-IN-RESIDENCE:

Brendan Calder Edward Kernaghan	Larry Baldachin Aubrey Sugar Larry Wasser	Elisabetta Bigsby Ron Yamada
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To learn more about these interesting Execs visit: [rotman.utoronto.ca/facbios/Executives-in-Residence.asp](http://rotman.utoronto.ca/facbios/Executives-in-Residence.asp)

## WAYS TO LEARN

### The Power of the Case Competition

At Rotman if you come upon masses of nervous, well-dressed, unfamiliar young people huddling in teams, madly prepping for some unknown exercise, you have stumbled into the world of the case competition. In the past two months, Rotman students have participated in several international case competitions, and the School has hosted five. From the very large International Trading Competition, with 46 universities and over 200 students from all over the world, to the International Net Impact CSR Case Competition, to the Business Design Case Competition, to smaller ones like the Buffalo Bills Case Competition organized by the Entertainment and Media Association student club, Rotman Commerce's NBA Canada Case Competition, and finally to the first year MBA compulsory Strategy Case Competition in mid-December – we thought we'd take a moment to explain why these competitions are so powerful. One format with multiple compelling dimensions!

"It's good. It's been amazing so far. There are so many students here and so many people. You can see that so much time and work went into actually organizing the competition. It's really professional. Really well done. And there's so much to learn from your competitors and the competition itself. I'm just delighted to be here."  
-DERMOT GREALLY, STUDENT, DUBLIN CITY UNIVERSITY, ON THE INTERNATIONAL TRADING COMPETITION

AWESOME FOR WHOM?	WHY ARE THEY SO AWESOME?
The organizers	<b>Student clubs:</b> A way to develop and demonstrate leadership, strategy, project management, marketing, event planning, personal and professional networking, initiative & ambition <b>The School:</b> Builds profile, e.g. hosting the largest MBA trading competition in the world, the Trading Lab's proprietary simulation software, now a global business school standard
The faculty/institutes	Establish relationships with academic community, volunteer time in support of the student experience, apply theory to practice
The participants	Gain experiential learning—put their knowledge to work, compete among classmates, perform under pressure, develop strategy, team-work, presentation skills, experience professional and personal networking, demonstrate capability to industry, build résumé, gain international experience
The judges	Connect with each other, the School, the faculty and the next generation of business leaders
The corporations/partners	Gain access to the best and the brightest young talent, brand alignment, future customers
The Business school community	Enjoys a platform to come together, demonstrate relative strengths
The School	Inspires innovation

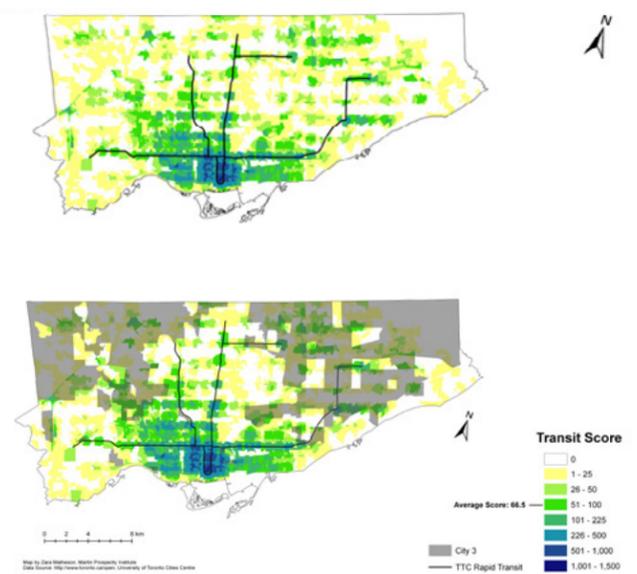
## NEW THINKING

Diagrams, content and everything reproduced with permission from the Martin Prosperity Institute. The full *Three Cities* by Professor David Hulchanski, can be accessed here: [goo.gl/MpGQT](http://goo.gl/MpGQT)

Toronto has always been touted as a city of neighbourhoods—but is it more like a city of cities? According to independent studies conducted by the University of Toronto's Cities Centre & the Martin Prosperity Institute (MPI), income and access to transit has broken Toronto into three distinct cities.

- City 1 = incomes ↑ 20% since 1970 + most access to transit (4x better than City 3, 1.5x better than City 2)
- City 2 = incomes ↑ or ↓ less than 20% since 1970 + average access to transit (2.5x better than City 3)
- City 3 = income ↓ ≥ 20% since 1970 + least access to transit

In pictures, it looks like this:



MPI developed a transit score to evaluate access in the City of Toronto by combining data from the TTC, frequency of transit service, and census information. City blocks were evaluated by their proximity to transit: 1 point for a subway stop within 500m of the city block, 0.5 point for a streetcar stop, and 0.25 point for bus stop. The average transit score? 66.5. The downtown core is 15x more connected than the overall city average.

Map 1 + income levels of City 3 – showing the connection between income & transit connectivity. Basically, the most economically disadvantaged of the three cities is the most under-served by transit.

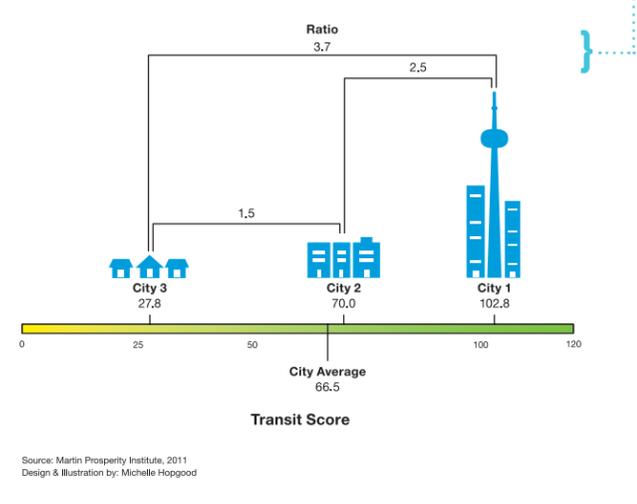
Detailing the transit score spectrum – where do each of the "cities" lie against the city average? Both, Cities 1 & 2 have above average access, while City 3 is way below.

### Hey! What about that new transit plan announced last week – how will that affect things?

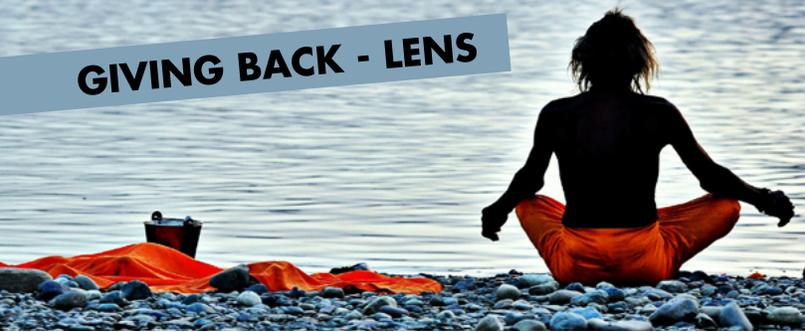
Looks like it may just scratch the surface.

For more information on the proposed transit changes – scan the QR code to read an article outlining the changes:

For late adoptors: [goo.gl/M4iB6](http://goo.gl/M4iB6)



## GIVING BACK - LENS



The second & third place winners: Varun Raj (MBA '12) with *The Ganges* (left) and Wayne Yu (MBA '12) with *7AM in Time Square* (right).

Did you see that photo on the cover? That was *Deception Island*, the winning photograph in this year's LENS competition—an annual charitable event put on by the student-led Rotman Photography Association. The winning photographs were chosen by an external jury made up of professionals from Toronto's visual and media arts community. LENS raised over \$500 for a local Toronto charity.

"I come from six years of running expedition cruise ships to the Arctic and Antarctic. This is a very different type of adventure at Rotman – broadening my horizons and meeting a lot of very interesting people." -WINNING PHOTOGRAPHER RICHARD HELLER ON THE ADVENTURE OF A ROTMAN MBA

## FACULTY STAFF CAMPAIGN

**An investment in Rotman is an investment in your own career.**



### I WORK HERE

**I AM:** Sarah Nadalin, current Associate Director of the Rotman Vision Fund

**WHAT I DO:** fundraise for unrestricted donations to support the funding priorities at Rotman.

**WHAT I DID IN MY PAST LIFE:** Director of Donor Development, Shaw Festival. Also, developed fundraising programs at Shaw, Brock University, Wilfrid Laurier University and the University of Guelph.

"I feel a great deal of pride working here, knowing that Rotman has a respected international reputation. Not only that, but I'm so impressed with all the faculty and staff. Everyone co-operates for the betterment of the School and students, as proven in our Faculty Staff Campaign results. When a colleague of mine from another business school heard I was going to work here, he said, 'Man, I wish I worked at Rotman.'"

The Faculty Staff Campaign is critical to the fundraising efforts of the Rotman Vision Fund. It's the second largest source of funding, and it demonstrates to outside donors the level of commitment employees, both faculty and staff, have for Rotman.

Your donations to the Faculty Staff Campaign are invested in many ways, and go towards the School's strategic priorities—something you may be working on yourself. Faculty research, curriculum development, and student life all benefit from the unrestricted funds the Vision Fund collects and we aren't there yet.

At this stage in the campaign, we're approaching the checkered flag, and there's only a short amount of time to reach the finish line. We're so close to matching the donations of last year. If you haven't participated in the Faculty Staff Campaign yet, please do so. For more information, contact Steve Bujas in the Vision Fund office at [sbujas@rotman.utoronto.ca](mailto:sbujas@rotman.utoronto.ca).

When the Faculty Staff Campaign began nine years ago only 5% of faculty and staff participated. Last year, that number was a massive 62%.

## MASTHEAD

yay! **What are you doing Monday April 25, 2011? Not working that's what!**

In addition to the statutory holiday on April 22, April 25 is a U of T Presidential Holiday, making April 22-25, 2011 an extra-long weekend!

Rotman School of Management  
UNIVERSITY OF TORONTO

**Rotman**

As the editorial board for *R2R* we represent diverse areas of the School. If you're interested, please join us. We are: Monica Bodurka, Courtney Brownell, Pym Buitenhuis, Steve Bujas, Sharon Doopan, Rummy Gill, Kamila Grigo, Claire Gumus, Ann Henhoeffler, Jan Kloosterhuis, Ron Levy, Sasha Lucas, Kimberley Neutens, Lynda Paterson, Deanne Saunders, Kimberly Silk and Stephen Watt.

**Is there something you want to tell us or do you have a question you want answered?**

Call, email or drop by: Courtney Brownell, [courtney.brownell@rotman.utoronto.ca](mailto:courtney.brownell@rotman.utoronto.ca), 416.978.0856, Room 316 Rotman Central