Academic Quality
1. Innovative, Quality Programs for Academic Excellence

1. Increase full-time faculty complement

Strategy/Action	Measure/Milestone		
1. Ongoing update of complement plan relying on existing and projected needs of the School, both in Canada and in India, and with respect to program development and research intensification	1. Submission of complement plan	🟢	On Track
2. Continue to add chaired appointments as a part of attracting senior faculty to provide leadership for subsequent stages of the School's development (also supports Objective 2 below)	2. Addition of funded chairs and professorships 3. Allocation of strategic funding from University budget		
3. Secure strategic funding available from York University.	4. Successful recruitment of excellent new faculty with capacity for excellence in both teaching and research, as funds permit		

1. Improvement of academic program design through continuing review and modification, strengthening interdisciplinarity as appropriate, as a continuing agenda item for all degree program committees and degree program directors

2. Development of innovative programs and curriculum in response to emerging market requirements/conditions.

3. Improve pedagogical support through Centre for Teaching and Information Services & Technology Unit

1. Ongoing incremental adjustments to degree requirements and course content, administratively implemented after appropriate legislated approvals at Faculty Council and/or higher levels

2. Establishment of new programs when appropriate (e.g. Master of Business Analytics; Master of Accounting; Master of Management; Master of Real Estate & Infrastructure; Diploma in Financial Engineering; Certificate in International Trade; redesign of IMBA) and MBA Specialization in Global Mining Management; MBA Specialization in Private Wealth Management; Financial Regulation Stream in the Master of Finance; MBA Specialization in Global Retail Management. Master of Marketing (MMKG) launched in 2018. In 2019, launched Master of Supply Chain Management (MSCM) and Master of Management in Artificial Intelligence (MMAI). Plans to develop new programs and an Entrepreneurship Stream in 2019-2020.

3. Development and implementation (in 2012) of Just-In-Time evaluation system.

4. Successful implementation of re-organization of computing and information technologies environment within the Schulich School (see 3.1.3 below)

On Track

Academic Quality
2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative

1. Maintain and intensify
research culture and productivity of full- time faculty

Strategy/Action   **Measure/Milestone**

1. Promote research areas/topics that play to Schulich's core strengths (e.g., sustainability, global enterprise).

2. Establish Centres of Excellence in targeted areas to highlight our research strengths.

3. Encourage and support Faculty by facilitating more release time/funding for research.

4. Encourage/facilitate more discourse among faculty at the academic unit level as well as across the Faculty.

1. Increase in number of faculty who hold government research grants and private sector funding

2. Increase in number of faculty nominations for prestigious awards

3. Increase in documented research performance of Schulich faculty.

On Track

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1. Expand role of Research Officer and Research Office.

2. Maintain/improve upon communication tools (media releases, websites, etc.) to increase external visibility.

3. Improve research funding assistance and review existing funding allocation mechanisms.

4. Add an academic building to Schulich that will enrich research, and interaction of faculty and graduate students.

1. Review administrative support of research as part of overall ongoing review of support within Schulich.

2. Improved communication tools and venues.

3. Funding commitments
Secure necessary approvals to proceed with building program.

4. Construction of Rob and Cheryl McEwen Graduate Study & Research Building began in fall of 2016. Completion and changeover from Ellis Don to York in Spring 2019.

On Track

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1. Foster collaborative research across the university and build cooperative partnerships outside York.

2. Connect research with end users to support decision making and public policy.

3. Strengthen alliances with community and industry partners.

1. Increased number of co-authored reports and publications

2. Increased number collaborative projects with government and industry, and with other academic institutions

3. Increased participation in community events and knowledge mobilization

On Track

Student Success

1. Provide excellent support to students through the internal-to-Schulich services units

Strategy/Action   **Measure/Milestone**

Continue, and further refine the support to students provided by internal-to-Schulich services units

1. Schulich's Student Services and International Relations Unit: Admissions/recruiting, advising, financial aid, exchange programs, petitions, academic honesty resources

2. Schulich's Career Development Centre: Counselling, resume assistance, career-related educational and development programming, career opportunities information sessions, on-campus recruiting, support for self-organized career activities

3. Schulich's Information Services & Technology Unit: Support of student computing, including 0365 accounts, course materials data bases on CANVAS, Schulich-specific software, labs and high-tech classrooms, a help-desk to assist with ad- hoc concerns

4. Schulich's Centre for Teaching Excellence: Resources and support for instructors, mediation between instructors on a just-in-time basis.

1. Effective facilitation of students' academic programs

2. Creation of students' job search skills; introduction of students to a wide range of industry and firm representatives; creating the bridge between academic life and subsequent career positions

3. Successful implementation of re-organization of computing and information technologies environment within the Schulich School. Ongoing development of Schulich Web page and web presence, including:
Office O365 implementation
Sales Force
Canvas
KPMG Enterprise Architecture
Faculty Management System

4. Schulich's Centre for Teaching Excellence: Resources and support for instructors, mediation between instructors on a just-in-time basis. (e-learning stream)

On Track

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1. In addition to activities indicated in Priority 1, Objective 5, continue to use and improve upon the course evaluation process.

2. Sustain, refurbish, enhance the physical space and learning resources on the Keele and Nadal campuses and new Indian Campus.

3. Encourage living/learning approach with all students, including graduate students through dedicated residence facilities.

1. Effective use of results of course evaluation process

2. & 3

Construction completed on Rob and Cheryl McEwen Graduate Study & Research Building.
On-going renewal of existing Building/ facility in works.

Plans in place to upgrade Classroom space at the Miles S. Nadal Downtown Management Centre in 2019.

Successful implementation of re-organization of computing and information technologies environment within the Schulich School.

QUAD #4 Building being planned for construction as dedicated Schulich Undergrad & Master Level Student Residential Facilities in 2020/2021.

GMR Campus in India. Phase 1 Completed, awaiting changes to FEIB prior to moving to full campus plan.

On Track

1. Maintain existing high quality international university partners/exchange sites for students through exchange activities, faculty and senior level contact.	1 & 2. Maintenance/Expansion of relationships with preferred partners	● On Track
2. Continue to expand Schulich's profile by engaging in international bodies and by establishing a personal knowledge of potential partners through the international engagement of faculty and senior administrative staff.	3. Evidence of successful visits by industry leaders	
3. Continue to encourage and facilitate visits by industry leaders to classes and to the School	4. See detailed project proposal (AIF) for 4 year project (on-going) which will slowly build up leadership and functional management knowledge, adding complexity, through cross-functional integration, and the investigation of global management and stakeholder issues.	
4. Engage in program redesign projects beginning with 'Re-Tooling the IMBA Program' to implement cross-functional, experiential-based leadership and management training in the International MBA program.		
5. Review of MBA Backbone core courses leading to Strategy Field Study.	5. Proposal submitted to the Dean by Policy Area Task Force to coordinate and re-sequence MBA backbone courses. (MGMT 2560 & SGMT 6000)	

Student Success
4. A Student-Centered Approach

1. Attract and retain excellent domestic and international undergraduate and graduate students

Strategy/Action	Measure/Milestone

1. Maintain and promote overall quality of School through curriculum development, rankings, accreditation, promotion, student networking, formal and individual alumni networking.

2. Continued advertising and direct recruiting of top students, both domestic and international.

3. Continued recruiting of faculty with demonstrated capacity for excellence in both teaching and research.

4. Continuing engagement of stakeholders locally, nationally and internationally to enhance recruitment, internship opportunities, networking.

5. Continued fund-raising to support scholarships for recruitment of top students. (See Objective 3 below)

1. Sustained or enhanced quality of undergraduate and graduate student bodies while meeting enrolment objectives.

2. Successful hiring of excellent candidates for Tenure Stream positions.

3. Appropriate partner organizations at the local, national and international level contributing in a wide range of capacities (speakers, recruiters, donors).

4. Increased scholarship funding.

5. Schulich School has received 5-Year AMBA Accreditation in 2011 and 2016. Schulich School received 5-Year EQUIS Accreditation in 2012 and 2017. EQUIS Midterm report due in December 2019.
In India, Schulich continually received AICTE (All India Council for Technical Education) from 2009 to present.
In AASCB, The Schulich School's iSER (Initial Self-Evaluation Report) has been accepted and now proceeds to the next phase of AACSB Initial Accreditation. AACSB update report due in December 2019.

On Track

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1. Liaison with senior School administration to address issues of concern

2. Facilitation and support of student activities and through provision of advice, establishment of protocols and provision of assistance to student groups.

1. Continuing dialogue with student government; Faculty support of student organizations and competitive teams (case competitions, business plan competitions, etc.)

2. Examples of briefing sessions, dissemination of information, etc.
Examples of assistance with sponsorships or assistance with finding speakers and other external participants for student-initiated events

Examples of protocols such as space utilization protocols to make space available for appropriate student activities. Protocols in development for use of space in the Rob and Cheryl McEwen Graduate Study & Research Building.

On Track

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1. Maintain/Increase fundraising, external relationship building to reduce/replace reliance on internal funds;

2. Pursue arrangements with financial institutions to provide customized loans

1. Incremental increase in funding available to students through scholarships, bursaries, loans, assistantships. In 2018, negotiated a partnership with a Financial Institution to provide student loans for international students enrolled in a Master program at Schulich.

On Track

Engagement and Outreach
5. Enhanced Campus Experience

1. Increased safety and coordination of Safety at Schulich Facilities

Strategy/Action	Measure/Milestone		
1. Emergency Preparedness Plan Update: Integrate the new Rob and Cheryl McEwen Graduate Study & Research Building (MB) with revised plans for the Seymour Schulich Building (SSB), the Executive Learning Centre (ELC), Peter Bronfman Business Library (BBL)	Amalgamation and coordination of Emergency Preparedness Plan for all Schulich facilities and stakeholders. Silent Fire Drill Warden/Captain Recruitment Drive and Training Re-certification Broadcast Announcements sent regularly to the Schulich community regarding Emergency Preparedness Planning and status of campus operations.	🟢	On Track
2. Restructuring of Joint Health and Safety Committees (JHSC) at Schulich.	Recruitment for committees taking place to align with new JHSC structure proposed by HS/EWB: Keele Campus Nadal Downtown Management Centre	🟢	On Track
Health and Safety	Recruitment and training of Schulich First Aid Volunteers Annual Workplace Inspection completed for the Schulich Building & ELC. Planned for the Nadal Downtown Management Centre and McEwen Building in spring. Broadcast Announcements sent regularly to the Schulich community regarding Health and Safety.	🟢	On Track

The Rob & Cheryl McEwen Graduate Study & Research Building (MB) features for learning environment

The heart of the building is a 3-storey, multi-purpose marketplace with a café, concierge desk and direct access to a new outdoor courtyard.

Total Area = 67,000 Sq. Ft (6,495-SQ-M) & approximately 26% area of SSB + ELC.

MB increased Learning Space capacity:

one 112-seat classroom
 two 60-seat flat-floor classrooms
10 breakout rooms
 4 seminar rooms
graduate student lounges and meeting spaces

MASTER PROGRAMS: New complex built to accommodate ongoing growth in Master-level programs
including the MBA / IMBA
Master of Finance
Master of Business Analytics
Master of Real Estate and Infrastructure
Master of Accounting
Master of Management
Master of Marketing programs
New Degree Programs '19: Master of Supply Chain Management (MSCM) & Master of Management in Artificial Intelligence (MMAI)

On Track

The Rob & Cheryl McEwen Graduate Study & Research Building (MB) sustainability and environmental features

The McEwen Building features extensive outdoor courtyards, green roofs, radiant heating and operable windows with bird-friendly glazing.
One of the first to buildings in Canada to use the principles of Thermally Active Building Design (TABS), the building will maximize natural ventilation and solar energy harvesting while minimizing unwanted solar heat gain.
A 27-metre-tall solar chimney will provide free cooling and ventilation in spring and fall as well as passive solar preheating of mechanical air ventilation in winter. The new building will be targeting LEED Gold Certification. (Leadership in Energy & Environmental Design)
The building is fully compliant with the new Ontario with Disabilities Act (ODA)

On Track

| The Rob & Cheryl McEwen Graduate Study & Research Building (MB) Research Centres & Labs | The McEwen Building will also house Schulich's renowned Research Labs and Centres of Excellence to increase the intensification of research at Schulich:
NOESIS Lab for researching consumption and consumer behavior

Deloitte Cognitive & Visual Analytics Lab to enhance industry decision-making using data analytics that will be part of a proposed Centre of Excellence in Business Analytics
The 800-square-foot lab will be designed to support teaching and research goals, as well as explore advances in predictive analytics, natural language processing, machine learning, analytics design and visualization, and data-based story-telling.
It will be equipped with cognitive, data analytics and visualization technology, available to students and faculty in Schulich's Master of Business Analytics program, Master's-level programs, Executive MBA and MBA programs, as well as undergraduate business programs.
Brookfield Centre in Real Estate and Infrastructure featuring the Tim and Frances Price Urban Lab and Timothy R. Price Chair in RE&I.
Schulich's Centre for Global Enterprise. (CGI)
Centre of Excellence in Responsible Business. (COERB)
Centre for Customer Centricity to be launched in 2019-2020.
Multi-Media Lab
Start-up Lab being developed for 2020. | 🟢 On Track |

Schulich facilities at Keele Campus include the new Rob and Cheryl McEwen Graduate Study & Research Building (MB) with revised plans for the Seymour Schulich Building (SSB), the Executive Learning Centre (ELC), Peter Bronfman Business Library (BBL)	To better serve the community, all Schulich facilities at Keele Campus are open from 7am to 1am during weekdays, and extended hours on weekends. Events and Initiatives hosted at Schulich: Toronto Open Doors Connect Alumni Forum Experience Schulich Corporate Recruitment Events Research and Academic Conferences Research Day Case Competitions and industry conferences GBF Conference - Schulich will host Graduate Business conference in the Spring of 2020 Colleen and Brian Johnston Wellness Centre located in the McEwen Building: Initiatives include physical health workshops and tests, wellness & nutrition experts, mental health and stress-reduction initiatives Partnership established with HNES, where Nursing Students create health / well-being programs for the Schulich community members.	On Track

Engagement and Outreach
6. Enhanced Community Engagement

1. Engage Locally, Nationally and Internationally across the major Schulich Divisions.

Strategy/Action	Measure/Milestone	
1. Ensure recognition of the reputation of Schulich, its faculty and students locally, nationally and internationally	1. Maintain performance in selected ranking surveys. 2. Continue and expand on promotional activities relating to faculty, student and overall School success 3. Maintain/Secure accreditation from AICTE, AMBA, EQUIS, AACSB	On Track
2. Maintain and expand number of high quality international university partners/exchange sites for students and faculty through exchange activities, faculty and senior level contact	1. Maintenance/Expansion of relationships with preferred partners (See Priority 2, Objective 6 above)	On Track

3. Ensure continued recognition of Schulich as knowledge leader in external business community locally, nationally and internationally	1. Advancement of local, national/international activity of the Executive Education Centre. 2. Recognition of faculty engaged in collaboration, community engaged scholarship, knowledge mobilization and knowledge transfer. 3. Provision of excellent students for internship programs and excellent graduates who will revitalize the external community.	🟢	On Track
4. Continue strategy of local, national and international engagement with Alumni and with existing and emerging partners.	1. Active and vibrant Toronto Alumni Chapter and select international chapters 2. Signature events at select chapters during this planning period (e.g., Alumni Recognition Awards; CONNECT) 3. Maintenance/Expansion of linkages with local, national and international leaders (public, private) of business community through Advisory Boards, executive-in-residence program, etc. 4. Leading Change Campaign launched in 2016 to increase alumni engagement and fund-raising at Schulich. Built on 5 Pillars: Campus Expansion Alumni Engagement Student Success Innovative Thinking Research & Discovery	🟢	On Track

5. Expand international activity/presence in Emerging Economies (China, India, Latin America, Brazil) in furtherance of Schulich's Global Strategy	1. Establish appropriate legal mechanism for operation of Schulich activities in China and India.	⬤ On Track
	2. Maintain the Schulich MBA program in India.	
	3. Establish a fully- fledged Schulich Campus in India. (Phase 1 Completed).	
	4. Further expand Schulich activities in India. New India EMBA Program in development.	
	5. Established representative office in Mexico. (active)	
	6. Established representative office in Brazil. (active)	
	7. Develop promotional plan for Schulich in the targeted emerging economies.	

Enabling the Plan
7. Enabling the Plan

1. Valuing People and Strengthening the Workplace: 1. Support a culture of performance and accountability

Strategy/Action	Measure/Milestone	
1. Provide professional development for support staff	1. Effective operation of the annual CPM PMP program	⬤ On Track
	2. Develop an action agenda for support of faculty	
2. Provide professional development support for faculty, especially with respect to research support	3. Regular "Dean's Messages"	
3. Enhance existing and encourage new internal communication within Schulich community	@Marketplace (internal blog)	
	Timely and informative communication of process requirements and changes through Faculty Executive Officer's Office, and Associate Deans' Offices Development of a plan to encourage formal and informal communication between/among faculty/academic units	

1. Ensure effective operation of existing award structure (teaching Awards, University staff awards). 2. Explore possibilities for additional and perhaps less formal employee recognition (public recognition of faculty achievements, staff achievements) faculty performance rewards	1. Annual events 2. Development of an action agenda	🟢	On Track
1. Ensure financial models and standard operating procedures for the functional areas within the School are appropriate and integrated	Development of and adherence to a schedule for review of and revision to models and procedures	🟢	On Track
2. Ensure new sources of revenue are identified and developed where feasible and appropriate. Also identify potential cost savings	Annual School budget performance	🟢	On Track
1. Maintain appropriate academic complement plan	Submission of academic complement plan	🟢	On Track
2. Review administrative organization and ensure it is properly aligned with academic objectives	Review and revise structures to ensure maintenance and improvement of support and services to faculty and students Identify initiatives that support PRASE, SMA2, including integrated budget targets	🟢	On Track
3. Review and improve information flow within Schulich	Development of schedule for review of critical processes within Schulich Development of plan to enhance information recording and sharing within Schulich	🟢	On Track