

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Schulich School of Business

**PLAN ID:** 1282

## 1. 21st Century Learning

### 1.1 Diversity, Equity, Inclusion: Schulich must identify and address DEI issues at the School


**Action/Strategy:**

1. Establish Working Group on DEI to develop recommendations/strategies for addressing DEI issues at Schulich
2. Collaborate with Ontario's top business schools to find ways to address issues relating to DEI, including scholarships and mentoring/skills development programs
3. Assess and develop plans for inclusion of BIPOC issues in degree and non-degree courses

**Measures/Metrics/Milestones:**

- 1) Creation of Working Group, receipt of recommendations and development of strategies for addressing DEI issues
- 2) Developing a plan for securing and establishment of BIPOC-focused financial aid
- 3) Creation of outreach programs for BIPOC students, including clubs within the School
- 4) Development and implementation of program evaluation systems
- 5) Development of new SEEC and of degree program courses or curricular adjustments

**Evaluation Status:**

 Progressing

### 1.2 Enrolment: Attract and retain excellent diverse student body of domestic and international undergraduate and graduate students

**Action/Strategy:**

1. Maintain and promote overall quality of School through curriculum development, continuous improvement in Student Services, rankings, accreditation, promotion, student networking, formal and individual alumni networking
2. Refinement of advertising and recruitment strategies to attract 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. Development of plans for fund-raising to support scholarships for recruitment of top students from diverse range of backgrounds

**Measures/Metrics/Milestones:**

- 1&2) Sustained or enhanced quality of undergraduate and graduate diverse student bodies while meeting enrolment objectives, both domestic and international
- 3) Successful hiring of excellent candidates for Tenure Stream positions
- 4) Appropriate partner organizations at the local, national and international level contributing in a wide range of capacities (speakers, recruiters, donors)
- 5) Increased scholarship funding

**Evaluation Status:**

 On Track

### 1.3 Curricular and Program Innovation: Be a leader in pedagogical innovation or initiatives in aid of continuous improvement in Business education

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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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. Develop a plan for the establishment of an Assurance of Learning (AoL) system for all degree programs

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  
 3) Implementation of an AoL system within 5 years

 Progressing

**1.4 Teaching & Learning:  
 Continuous improvement of the teaching and learning environment**


**Action/Strategy:**

1. In addition to activities indicated in Objective 1.3, continue to use and improve upon the course evaluation process

**Measures/Metrics/Milestones:**

1) Effective use of results of course evaluation process  
 2) Creation of the Office of Curriculum Innovation and Teaching Excellence (CITE); creation of effective communication devices and front-line training programs in support of T&L  
 3)& 4)  
 Preparation of Building/facility renewal schedules  
 Successful implementation of re-organization of computing and information technologies environment within the School

**Evaluation Status:**

 Progressing

**1.5 Experiential Learning: Maintain/Create excellent experiential education through internships, exchanges, visits by industry leaders and program redesign**


**Action/Strategy:**

1. Maintain existing and as appropriate create new high quality international university partners/exchange sites for students through exchange activities, faculty and senior level contact  
 2. Continue to expand Schulich’s collaborative partnerships and experiential education opportunities  
 3. Develop a plan for program redesign to make experiential opportunities available in all programs  
 4. Develop a major student case competition program  
 5. Continue to encourage and facilitate visits by industry leaders to classes and to the School

**Measures/Metrics/Milestones:**

1) Maintenance / Expansion of relationships with preferred partners  
 2) Increased experiential education opportunities  
 3) Results of program redesign as evidenced in a catalogue of experiential opportunities within Schulich and identification of those that satisfy SMA requirements  
 4) Successful results of undergraduate and graduate teams in major case competitions  
 5) Evidence of successful visits by industry leaders

**Evaluation Status:**

 Progressing

**1.6 Technology Strategy and Investment: Improve technology assistance and increase service in support of teaching & learning, research and service provision**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1. Develop plans for improvement of coordination of planning and operation of technology assistance
2. Develop long range staffing plans aligned with development and expansion within School
3. Development plans for implementation of software solutions across School units
4. Develop plans for improvement in classroom infrastructure

- 1) Creation of an IST Steering Committee to develop a strategy that serves Schulich and aligns/synergizes with York IT.
- 2) Addition of appropriate staff as required.
- 3) Addition/Piloting of new software as required such as Canvas improvements, CampusGroups, etc.
- 4) Creation of classroom improvements as required such as one HyFlex classroom in 2020-21
- 5) Support School appropriately in emergency situations such as the Pandemic

Progressing

**2. Knowledge for the Future**

**2.1 Research Support: Maintain/improve the School’s research infrastructure, staff and financial support of the School to support and encourage research activity**

**Action/Strategy:**

1. Ensure proper staffing of the Office of Research
2. Maintain/Improve funding for research through internal budget allocations and development of plans for fund-raising for research, research Chairs and Centres of Excellence
3. Encourage and support Faculty by facilitating more release time/funding for research
4. Promote research areas/topics that play to Schulich’s core strengths (e.g, responsible business, sustainability)
5. Develop budget and fund-raising plans to ensure facilities are available to support and enrich research, and interaction of faculty and graduate students

**Measures/Metrics/Milestones:**

- 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
- 4) Establishment of research Chairs and Centres of Excellence.
- 5) Success in building and renovation programs

**Evaluation Status:**

Progressing

**2.2 Faculty Appointments: Increase full-time faculty complement**

**Action/Strategy:**

1. Ongoing updating of complement plan relying on existing and projected needs of the School, both in Canada and in India, and with due regard to program development and research intensification
2. Develop fund-raising plans to add Chairs and Professorships as a part of attracting senior faculty to provide leadership for subsequent stages of the School’s development (also supports Objective 2.2 below)
3. Secure any available strategic funding from York University

**Measures/Metrics/Milestones:**

- 1) Submission of complement plan
- 2) Execution of fund-raising plans and addition of funded chairs and professorships
- 3) Allocation of strategic funding from University budget when available
- 4) Successful recruitment of excellent new faculty with capacity for excellence in both teaching and research, as funds permit

**Evaluation Status:**

Progressing

**2.3 Research Impact: Improve research impact through collaborative research, knowledge mobilization, and communication of our research activity**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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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
4. Develop a plan for improvement of communication of our research activity (media releases, websites, etc.) to increase external visibility

- 1) Increased number of co-authored reports and publications
- 2) Increased number of collaborative projects with government and industry, and with other academic institutions
- 3) Increased participation in community events and knowledge mobilization
- 4) School publications on research activity, improved research website, creation of new ways to highlight research activity

Progressing

**3. From Access to Success**

**3.1 Student Support: Provide excellent support to students through the internal-to-Schulich services units**

**Action/Strategy:**

Continue and develop plans to 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, resumé 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, learning management systems, 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

**Measures/Metrics/Milestones:**

- 1) Effective support for and facilitation of students’ academic activities
- 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; employment and compensation survey results
- 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
- 4) Ongoing work with instructors upon entry into Schulich; provision of print and electronic resources to support teaching; provision of a neutral ‘back-channel’ to address student’s classroom concerns

**Evaluation Status:**

Progressing

**3.2 Financial Aid: Increase the resources available to merit- and needs-based student awards**

**Action/Strategy:**

1. Develop plans to maintain and where possible increase fundraising, external relationship building to reduce/replace reliance on internal funds
2. Pursue arrangements with financial institutions to provide customized loans

**Measures/Metrics/Milestones:**

- 1) Incremental increase in funding available to students through scholarships, bursaries, loans, assistantships

**Evaluation Status:**

Progressing

**3.3 Co/Extra-Curricular Activities: Support of student clubs and student government**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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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

 Progressing

**4. Advancing Global Engagement**

**4.1 Global Engagement: Engage Globally across the major Schulich Divisions**


**Action/Strategy:**

1. Develop and implement plans to ensure global recognition of the reputation of Schulich, its faculty and students

**Measures/Metrics/Milestones:**


- 1) 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

**Evaluation Status:**

 Progressing


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

 Progressing


3. Ensure continued global recognition of Schulich as knowledge leader in external business community

- 1) Advancement of 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

 Progressing

4. Continue/Refine strategy of global engagement with Alumni and with existing and emerging partners

- 1) Active and vibrant events which attract members of international Alumni chapters
- 2) Maintenance / Expansion of linkages with global leaders (public, private) of business community through Advisory Boards, executive-in-residence program, etc.

 Progressing

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5. Expand activity/presence in Emerging Economies (China, India, Latin America, Brazil) in furtherance of Schulich's Global Strategy

- 1) Maintain the Schulich MBA program in India
- 2) Expand range of academic activity in India.
- 3) Establish appropriate legal mechanism for operation in Emerging Economies
- 4) Maintain/Strengthen Schulich's network of International Representative Offices
- 5) Further develop promotional plan for Schulich in the targeted emerging economies

Progressing

**5. Working in Partnership**

**5.1 Local & National Engagement: Engage locally and nationally (as well as internationally) across the major Schulich Divisions and focus on engagement of previously underserved communities**

**Action/Strategy:**

1. Develop and Implement plans to remote local and national as well as international recognition of the reputation of Schulich, its faculty and students with governments and in external business community

**Measures/Metrics/Milestones:**

- 1) Recognition of faculty engaged in collaboration, community engaged scholarship, knowledge mobilization and knowledge transfer
- 2) Provision of excellent students for internship programs and excellent graduates who will revitalize the external community
- 3) Maintain performance in selected ranking surveys and secure appropriate accreditations
- 4) Continue and expand on promotional activities relating to faculty, student and overall School success

**Evaluation Status:**

Progressing

2. Maintain and expand local and national partnerships with all levels of government, with the business community and with the academic community, and with previously underserved communities including support for and expansion of entrepreneurial activity

- 1) Maintenance / Expansion of relationships with preferred partners
- 2) Development of key projects such as projects related to Health and to BIPOC issues
- 3) Maintenance / Expansion of linkages with leaders (public, private) of business community through Advisory Boards, executive-in-residence program, development activities, etc.

Progressing

**6. Living Well Together**

**6.1 Our Community: A community that respects, encourages and supports diversity, equality and inclusion as well as the health and wellbeing of its members**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1. Engage in activities that encourage and support Diversity, Equity and Inclusion and address BIPOC issues
2. Ensure there is training for DEI and Human Rights issues.
3. Promote Health and Wellbeing strategies

- 1) Development of DEI/BIPOC and Health and Wellness strategies based on recommendations from task forces, university offices, governmental and NG agencies
- 2) Actions taken in relation to the above-noted strategies such as workshops, training sessions

 Progressing

## 6.2 Our Environment: A physical and virtual environment that is optimizes our ability to achieve our goals and is humane and sustainable


**Action/Strategy:**

1. Ensure physical and virtual environment (buildings, technology) is appropriate to the needs of a world class business school

**Measures/Metrics/Milestones:**

- 1) Appropriate classrooms, teaching technology, library facilities, offices and common spaces for the needs of the community
- 2) Sustainability goals achieved in all new buildings and renovations

**Evaluation Status:**

 Progressing

## 6.3 Service Excellence: A culture of performance and accountability that supports to service excellence


**Action/Strategy:**

1. Engage in ongoing reviews of service provision as part of a process of continuous improvement
2. Engage in a strong program of professional development for staff

**Measures/Metrics/Milestones:**

- 1) Improved services in major offices within Schulich and in overall staff services

**Evaluation Status:**

 Progressing

## 6.4 Engagement with Alumni and Supporters: A vibrant network of alumni and donors which also supports Schulich local, national and global engagement as discussed in sections 4 and 5 above


**Action/Strategy:**

1. Development of strategies and annual plans to engage in a variety of alumni contacts through local and global events (virtual and in person) and various contact mechanisms for individuals and groups
2. Development of strategies and annual plans for cultivation of individual donors and organization of various events and campaigns to encourage donation

**Measures/Metrics/Milestones:**

- 1) Development of vibrant alumni events and participation of alumni in sponsored events and in the ongoing activities of the School (mentorship programs, committee service, SEEC, donations, etc.)
- 2) Maintenance of a strong donor community with tangible results supporting School programs

**Evaluation Status:**

 Progressing

## 7. Answering the Call

### 7.1 Sustainable Development: To be recognized as an academic community that supports and contributes to the UN Sustainable Development Goals

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1. In order to properly assess our significant contributions in SDG-relevant activities, Schulich will document such activities on an ongoing basis. This report will provide an important record and measure of our contributions but will also provide the basis for assessment of areas which would benefit from encouragement  
2. Schulich will develop plans for encouragement of research activity, course development and outreach activities related to SDGs

1) The first iteration of the catalogue of SDG-relevant activity in Schulich to be completed by April 2021, and then updated annually  
2) Percentage of faculty research related to SDG; number of courses in each program that address one or more SDGs; number of outreach activities that support one or more SDGs

 Not On Track