



JOHN MOLSON  
SCHOOL OF BUSINESS



# JMSB 2014-2019 STRATEGIC PLAN PROGRESS REPORT

APRIL 2016

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## A MESSAGE FROM INTERIM DEAN, STÉPHANE BRUTUS

In 2014, we set our five-year strategic plan into motion. I am pleased to report that we have made excellent progress in advancing the plan so far.

Our plan reaffirms our mission and our values while setting out our key strategic initiatives to address the changing face of business. JMSB will adapt and grow to address how our new reality affects teaching and knowledge transfer to the increased internationalization and diversity of the student body.

This report highlights the progress that has been made thus far and identifies the areas where activities are still in development. I look forward to our continued collaboration on initiatives that will help us set the pace for the next generation of business schools.

Sincerely,

Stéphane Brutus  
Interim Dean

## VISION

To set the pace for the next generation of business schools

## MISSION

To provide an engaging learning and research environment that inspires us to go beyond the commonplace for the development of business and society

## VALUES

**ADVANCING KNOWLEDGE:** We advance knowledge through excellence in intellectual pursuit. This is at the core of everything we do.

**BUILDING ON DIVERSITY:** Our success is grounded in a rich diversity of viewpoints, backgrounds and experience.

**DARING TO INNOVATE:** We foster intellectual curiosity and ideas that break with convention to improve on a continuing basis our teaching, research and management.

**PROMOTING RESPONSIBLE BUSINESS:** We assume a leadership role in making the world a more sustainable and ethical place.

**GOING BEYOND THE CLASSROOM:** We provide students with both a quality education and a memorable experience at JMSB through activities that go beyond the classroom such as our Co-op program, case competitions, community service, student-led organizations and international exchange programs.

**RESPECTING THE INDIVIDUAL:** We respect the unique strengths of each individual - student, staff member, volunteer, alumnus, faculty member - and recognize their important contribution to our continued success.

**CONTRIBUTING TO THE COMMUNITY:** The history and future of JMSB are intimately bound to the Montreal communities that it serves. JMSB has a strong tradition of community service and in return those communities contribute to JMSB's unique and vibrant organizational culture.

# SEVEN

## STRATEGIC IMPERATIVES

1. Innovating in Pedagogy and Curriculum
2. Elevating the Student Experience
3. Enhancing Relationships with Alumni and the External Community
4. Excelling in Executive Education
5. Increasing Research and Knowledge Transfer
6. Developing International Presence and Appeal
7. Attracting and Retaining the Best Faculty

# HOW WE GOT HERE



# THE JOHN MOLSON SCHOOL OF BUSINESS: BY THE NUMBERS

Total enrolment

**8,434**

**Undergraduate 7,038**

Part-time 1,184

Full-time 5,854

**Graduate 1,396**

Part-time 562

Full-time 834

International  
students **1,491**

Alumni **51,000+**

**161**  
Full-time  
faculty

**83**  
Staff

**11** Research  
centres

**9** Concordia University  
Research Chairs

**7** Distinguished  
Professorships

**165**  
Part-time  
faculty

# CONCORDIA UNIVERSITY'S STRATEGIC DIRECTIONS

In January 2015 Concordia University's launched its Strategic Directions Initiative. The Nine Directions for a Next-Generation University outline the university's vision to be widely recognized as one of Canada's top comprehensive universities, with an overall goal of being a first choice for students and faculty across Canada and internationally.

## THE STRATEGIC DIRECTIONS ARE:

- DOUBLE OUR RESEARCH**  
Pursue bold goals in research that reflect our talents and our ambition to tackle big challenges
- TEACH FOR TOMORROW**  
Deliver a next-generation education that's connected, transformative, and fit for the times
- GET YOUR HANDS DIRTY**  
Use rich experiences outside the classroom to deepen learning and effect change
- MIX IT UP**  
Build agile structures that facilitate intellectual mixing and internal collaboration
- EXPERIMENT BOLDLY**  
Be inventive and enterprising in creating tomorrow's university
- GROW SMARTLY**  
Add capacity where our strengths and emerging enrolment demand intersect
- EMBRACE THE CITY, EMBRACE THE WORLD**  
Achieve public impact through research and learning
- GO BEYOND**  
Push past the status quo and go the extra mile for members of our community
- TAKE PRIDE**  
Celebrate successes and be purposeful about building a legacy

## PROGRESS REPORT BY STRATEGIC IMPERATIVE

Each strategic imperative has multiple objectives. We have included the following indicators to provide a better sense of how far we have come to meeting those objectives:

-  A substantial amount of the work has already been completed
-  Initiatives are in various stages of development
-  Most activities in this area are planned for the future





# 1

## INNOVATING IN PEDAGOGY AND CURRICULUM

To facilitate innovative pedagogical practices, we will:

Build on our strengths and reputation as a leader in experiential learning. We will continue to respond to changes in the business environment and will integrate new technologies into the classroom experience to complement our existing commitment to faculty-student interactions.

### STRATEGIC DIRECTIONS

- TEACH FOR TOMORROW
- GET YOUR HANDS DIRTY
- MIX IT UP
- GROW SMARTLY

## STRATEGIC PLAN IN ACTION

In the Fall of 2016, JMSB will launch the new Masters in Supply Chain Management – an innovative and exciting new program that contains an applied research component. Interest in the program by prospective students has been overwhelming.

## OBJECTIVES

### Renew program offerings to address relevant business trends and concerns (e.g., sustainability, big data)

- Entrepreneurship course (COMM 320) curriculum revision
- Sustainability added to Contemporary Business Thinking (COMM 210) and being tested in Business Communication (COMM 212)
- Big Data added to the Business Statistics courses required for the minor in Data Intelligence
- Data Intelligence program and certificate approved by SAS and launched in 2015
- Development of a graduate certificate in Big Data in collaboration with ENCS
- New EMBA curriculum introduced in Fall 2014
- Launched revised GDBA curriculum in Fall 2015
- Launch of MBA surgical innovation training program
- MBA program curriculum to be revised by Fall 2017
- Certificate in Foundations for Business to launch in Fall 2016
- Masters of Supply Chain Management to launch in 2016

### Fully integrate PhD and MSc programs into the research strategy of the Faculty, taking

### into account the professional aspirations of our students

- Statistics tutorials were held for PhD and MSc students in 2015 and 2016
- Seminar for MSc students on research evaluation in March 2014 and March 2015
- New fellowships offered by JMSB research centres to PhD and MSc students

### Further develop innovative curricula, including online learning and blended learning options in our undergraduate and graduate programs

- Project Management module integrated into Contemporary Business Thinking (COMM 210)
- Two online courses developed for the revised Graduate Certificate in Business Administration
- Hybrid version of MBA 622 (Strategy and Competition) launched in Winter 2016
- Online version of COMM 222 launched in 2015

### Continue to grow options for experiential learning for students at all levels of study

- More experiential learning options available through the undergraduate Co-op program, the Case Competition program, the MBA-Community Service Initiative and through the revised EMBA curriculum

## STRATEGIC DIRECTIONS

GET YOUR HANDS DIRTY

GO BEYOND

TAKE PRIDE

# 2

## ELEVATING THE STUDENT EXPERIENCE

To support the whole student, we will:

Build on our reputation of providing an outstanding environment for students by growing the many extra-curricular and experiential learning activities that we support.

We will engage students from the moment they arrive at Concordia, inviting them to be involved in a wide range of school and experiential learning activities and community events. This rich diversity of opportunities will inspire our students to develop as whole individuals.



## OBJECTIVES

### Capitalize further on the case competition model for the success that it has brought to JMSB

- Enrolment increase in undergraduate and graduate competition programs
- Increase in the number of competitions hosted by JMSB
- Increase in the number of competitions attended by MBA competition program participants

### Develop additional community-based initiatives that allow students to gain valuable work and life experience

- The MBA Community Service Initiative (MBA CSI) has begun to offer local entrepreneurs with training and business counseling through a partnership with the Adult Development Department of the Tyndale St. George Community Centre
- The revised EMBA curriculum has students working on business cases for organizations in the local business community

### Grow student exchange programs that provide international contacts and a formative experience for students

- Concordia International Task Force formed to develop guiding principles and best practices for international alliances
- Formal partnership established between the John Molson MBA program and Universidad de Chile Engineering school

### Enhance the integration of international students at JMSB

- Career Management Services launched a series of activities to meet the career needs of international students.
- International graduate students can now enrol in CEEN 860A Academic English for Graduate Business Students

as a preparatory course to improve their English

- JMSB LIFE (Living the International Faculty Experience) was created to enhance the experience of international students at JMSB through a series of workshops, social and cultural events organized for international students and their parents

### Create an orientation experience for incoming students that acclimatizes them to our social and academic life

- The proposed revision of the MBA program includes a focus on student socialization
- MBA orientation went from a one-day to two-day affair in September 2015 with the second day focused on opportunities available to students outside the classroom
- Orientation sessions were held for the first time in the GDBA / GCBA programs
- A number of new CASA initiatives are now run during the summer and during orientation to help new students acclimatize to their new environment
- Frosh leader training was created in conjunction with the Dean of Students office
- A Responsible Frosh Action Plan was created in the summer of 2014 to address concerns from the Dean of Students about the inclusion and safety of new students at JMSB
- As part of “Welcome Week” the John Molson International Exchange Committee (JIC) student group ran an event to help students discover Montreal and learn about opportunities to get involved with the JIC community.
- In 2014, a speaker series was organized during Frosh week to introduce an academic element to the schedule of events

## STRATEGIC PLAN IN ACTION

JMSB LIFE is an initiative focused on international student integration. In September 2015, 55 undergraduate students, 55 graduate students and 30 parents participated in an orientation event specifically designed to engage international students from the moment they arrive. A variety of cultural and social events have been organized under the JMSB LIFE banner since.



*Vincent Fraser ,CEO of Processia Solutions, Graeme Lowdon, team president and sporting director of Marussia F1 and JMSB's Alexandra Dawson at Young Entrepreneurs Symposium: The Business of Grand Prix*

# 3 ENHANCING RELATIONSHIPS WITH ALUMNI AND THE EXTERNAL COMMUNITY

To elevate JMSB's relationships with alumni and partners in the business community, we will:

Offer innovative ways to meet their needs through our services and contribute to our advancement and success. We will expand the scope and number of these valuable partnerships over the next five years to stimulate our growth and extend our reach.

## STRATEGIC DIRECTIONS

🏠 MIX IT UP

🌍 EMBRACE THE CITY,  
EMBRACE THE WORLD

🚀 GO BEYOND

## STRATEGIC PLAN IN ACTION

In November 2014, JMSB hosted “Big Ideas for Better Business,” an event for students, alumni and member of the business community which included a panel discussion on succession planning in Quebec. The panelists include JMSB researchers Peter Jaskiewicz and Alexandra Dawson as well as local business owners, Norman Hebert Jr., Chairman of the Board of Governors at Concordia and President and CEO of Groupe Park Avenue Inc., and Diane Lanctôt, President, Lanctot Ltée Distributor.

## OBJECTIVES

- // Develop initiatives/events that attract more alumni and potential business partners to our school (in person and virtually)
  - A series of successful public events dealing with topics of interest to alumni and business community members were organized since 2013
  - A series of invitation-only alumni events were organized for alumni to strengthen their relationship with the dean and with the school
- // Heighten awareness and drive engagement in JMSB by keeping the business community and alumni informed and interested in our initiatives, strengths and activities (e.g., JMSB Business Magazine)
  - Increased media mentions of and expert commentary by JMSB faculty members
  - 2015 saw the highest number of JMSB-related research media releases to date
  - JMSB Magazine to be launched in 2016
- // Raise awareness among alumni and business partners about key services available at JMSB that can help them achieve their career goals (e.g., JMEC, Career Management Services)
  - Increased career services offered to alumni like coaching, and workshops on career transitions
- // Increase exchanges between the business community and our students, professors and staff
  - Increased communication with alumni to identify Co-op opportunities for JMSB students
  - Increased participation by employers in Career Management Services events
- // Provide recent graduates with unique ways to engage in JMSB’s development
  - Select graduates are now invited to participate in information sessions or to provide testimonials to assist in the schools recruitment efforts

## STRATEGIC DIRECTIONS

TEACH FOR TOMORROW

MIX IT UP

EXPERIMENT BOLDLY

GO BEYOND

# 4

## EXCELLING IN EXECUTIVE EDUCATION

To improve serving the learning needs of our business community and alumni, we will:

Engage our alumni and members of the business community as partners in developing high quality, innovative programs that meet their evolving needs. We will commit to being relevant to students at all stages of their career development, well beyond graduation.



## OBJECTIVES

### Grow the Executive Centre's presence in the local market by offering increasingly rich and different programs

- Executive Director of the John Molson Executive Centre hired during the Winter of 2015. She is currently developing her business plan
- New open-enrolment programs offered in 2015: Family Wealth Management, Advanced Management Program, Advanced Business Analytics Certificate
- Online CPA program offered in collaboration with UQAM

### Increase involvement of the business community and alumni in the development of programs to serve their needs

- Dean's Advisory Board to become more involved in identifying opportunities related to executive education

- Potential partnership between the JMSB Alumni Association and the John Molson Executive Centre

- Plan being developed for greater involvement on the part of Sustainable Investment Professional Certification program board members

### Establish international partnerships that increase the reach of our executive training programs

- New executive education business plan to address opportunities in international markets
- "Trainer Plus Partner" status conferred upon the Executive Centre by ICAO
- New aviation management program being developed
- New wealth management program being developed in partnership with a university in the UK

## STRATEGIC PLAN IN ACTION

In December 2015, an Executive Director was hired to lead the John Molson Executive Centre. Steps are being taken to develop and deliver new non-credit, executive education programs.



# 5

## INCREASING RESEARCH AND KNOWLEDGE TRANSFER

In order to develop a culture that inspires quality research and scholarship across a wide spectrum, and values the importance of transferring knowledge to society in all its forms, we will:

Leverage our vibrant research environment with centres dedicated to highly diverse areas of research. We will increase research capacity in our traditional areas of strength and encourage work throughout a full spectrum of scholarship. We will create substantial impact on the world by making knowledge more accessible to the greater community.

### STRATEGIC DIRECTIONS

- ▮ DOUBLE OUR RESEARCH
- ▮ TEACH FOR TOMORROW
- ▮ MIX IT UP
- ▮ EMBRACE THE CITY,  
EMBRACE THE WORLD

## OBJECTIVES

- Develop a framework to guide JMSB in its assessment of “impact” as defined in the new AACSB standards, one that provides a widened definition of intellectual contributions
  - A framework that widens the definition of intellectual contributions is currently being developed in preparation for 2017 maintenance of accreditation visit
- Grow our research capacity and results through initiatives such as: additional research chairs, scholars in residence, PhD student intake and external funding
  - Two new Concordia University Research Chairs (CURC Tier 2 and CURC New Scholar) awarded
  - The Stephen A. Jarislowsky Chair in Corporate Governance established
  - National Bank Initiative in Entrepreneurship and Family Business established in 2014
  - Intensive grant proposal development process, in collaboration with the Office of Research, has led to a significant increase in grants
- Increase the visibility of our research strengths within the academic community with focused initiatives/activities
  - Symposia organized by JMSB research centres
  - Increase in the number of refereed journal articles and conference presentations in 2015 and 2016
- Several faculty members named to editorial boards
- Increase the visibility of our research strengths within the business community with focused initiatives/activities
  - Establishment of research centres and other initiatives through donations from the business community and participation of the business community on the advisory boards of those centres
- Transfer research knowledge in useable form to the business community with an open dialogue to understand its research needs
  - Annual Research Bulletin expanded to include more editorial content and to feature research by JMSB’s PhD and MSc students
- Increase the involvement of graduate students in research at JMSB
  - Funding formula to support PhD students modified to include research assistantships which will enhance student-faculty collaboration
  - Plans have been approved for a new PhD and MSc student space which will enhance community-building and knowledge transfer

## STRATEGIC PLAN IN ACTION

Plans are underway to construct a new area in the John Molson School of Business building for PhD students, consolidating them all in a modern, dedicated space.

## STRATEGIC DIRECTIONS

📌 MIX IT UP

📌 EMBRACE THE CITY,  
EMBRACE THE WORLD

📌 TAKE PRIDE

# 6

## DEVELOPING INTERNATIONAL PRESENCE AND APPEAL

To grow our reputation on the world stage, we will:

Leverage the strengths of our growing international reputation in the business school environment. The areas in which we have excelled internationally are rankings, student exchange programs, faculty involvement conferences and student case competitions. We will continue to grow our brand through these and new initiatives.

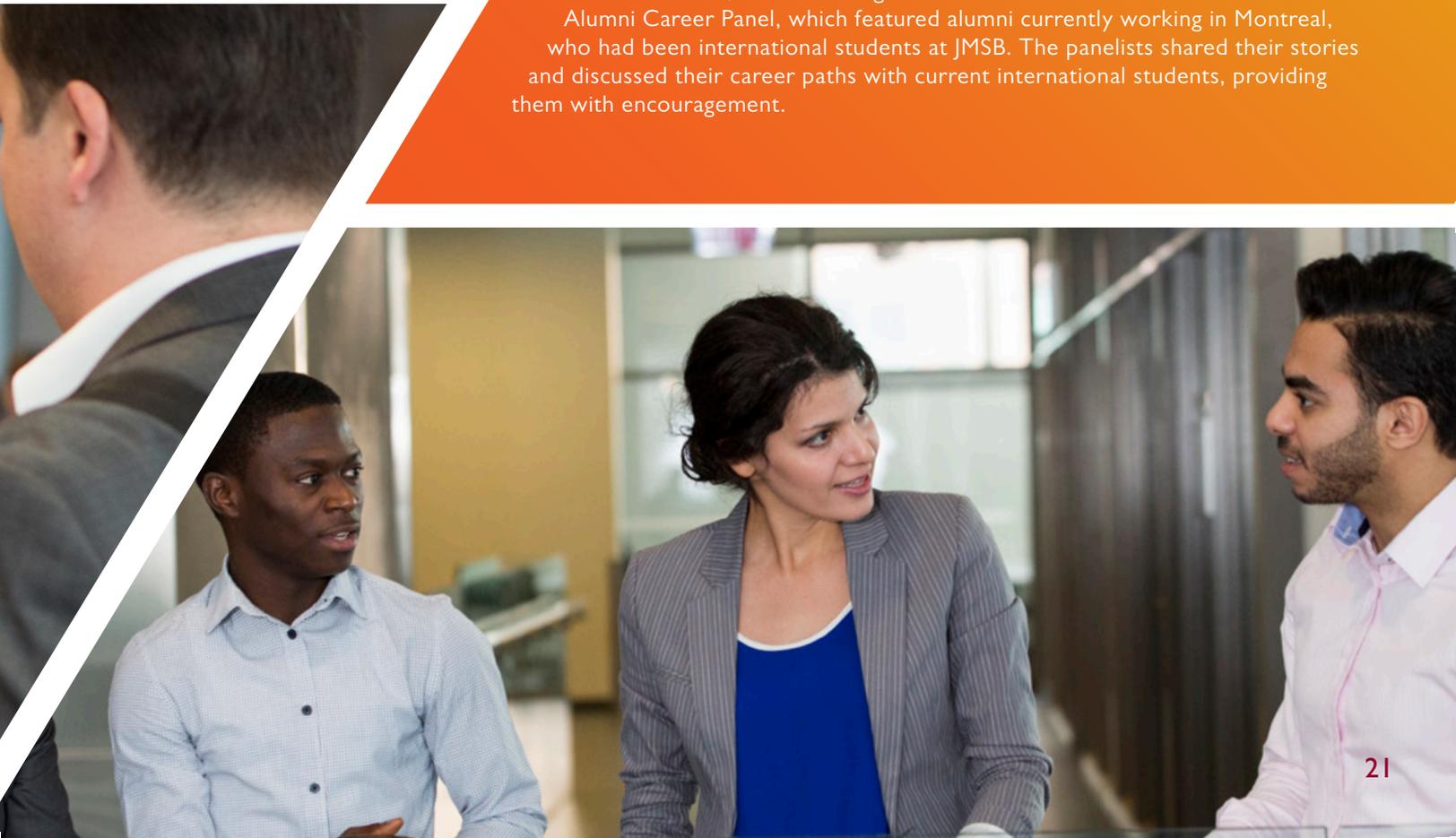


## OBJECTIVES

- Develop partnerships with other international business schools and organizations to gain strategic presence and/or recognition in key regions
  - Formal partnership established between the John Molson MBA program and Universidad de Chile Engineering school
  - Concordia International Task Force has been formed to develop guiding principles and best practices for international alliances
  - In collaboration with Concordia International, steps have been taken to streamline the process of developing international alliances
- Strengthen existing international initiatives through growth and improved quality
  - Career Management Service offerings were revised to take into account the employment barriers that are unique to international students
- Involve alumni and business partners throughout the world to improve and build new international initiatives
  - Activities to occur between 2016 and 2018

## STRATEGIC PLAN IN ACTION

In March 2015, Career Management Services hosted the International Student Alumni Career Panel, which featured alumni currently working in Montreal, who had been international students at JMSB. The panelists shared their stories and discussed their career paths with current international students, providing them with encouragement.





# 7

## ATTRACTING AND RETAINING THE BEST FACULTY

In order to foster a stimulating and supportive culture for faculty, we will:

Design our practices to make significant gains over our competitors in attracting and retaining the highest-ranking faculty.

### STRATEGIC DIRECTIONS

- ▮ DOUBLE OUR RESEARCH
- ▮ TEACH FOR TOMORROW
- ▮ MIX IT UP
- ▮ GROW SMARTLY

## OBJECTIVES

- Employ recruitment practices that ensure we continue to attract top candidates
  - Faculty recruitment process has been streamlined
- Grow our pool of graduate students and provide newer faculty with access to them to engender research partnerships
  - MSc admissions increased by 20% in 2015-2016
  - PhD enrolment increased by 30% in 2015-2016
  - Policy change now allows tenure-track faculty members to supervise PhD students
  - PhD funding re-organized in 2015-2016. Second and third-year students now provided with research assistantship funds, allowing junior and mid-career faculty members to work with PhD students
- Create forums where community members can engage with one another on topics of research, teaching and living in Montreal
  - Departmental brown bag lunches have been established to allow faculty members and graduate students to share ongoing research, receive feedback and develop partnerships
  - Departments have set up social committees to organize social activities for faculty members and build departmental esprit de corps
- Develop orientation and follow-up sessions that will engage new faculty and that will help identify and address concerns
  - New faculty orientation sessions now allow for greater exchange of ideas and include a "teaching and learning at JMSB" component that gives new faculty members the opportunity to ask questions and discuss topics related to teaching at JMSB
  - Meetings between probationary faculty members and the dean have been instituted
- Strengthen the integration of part-time faculty members in the life of the JMSB community
  - Some departments have adjusted the staff working hours to provide support to part-time faculty members who arrive after 5 p.m.
  - Departments now actively encourage part-time faculty members to attend departmental events
  - Part-time faculty members' names have been added to departmental web pages
  - A series of news articles profiling part-time faculty members began running in 2014
  - Part-time faculty members can now apply for internal research funding to pursue scholarly activities

## STRATEGIC PLAN IN ACTION

Since the launch of the strategic plan, JMSB has hired 12 new tenure-track faculty members that are actively involved in research spanning a variety of business disciplines.



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