



SETTING THE PACE FOR THE NEXT GENERATION OF BUSINESS SCHOOLS



WHO WE ARE

Concordia University's John Molson School of Business is a world-class business school that offers an approachable and collegial atmosphere. It is led by accessible and engaged faculty members, committed to academic excellence in teaching and research, who exchange ideas with dynamic students to shape the business world of the future and to contribute to society in a meaningful way.

Our fascinating history has shaped our values, strengths and vision for the future. The product of a merger between two key educational institutions, we remain deeply rooted in the Montreal community and committed to the ideals of its founders.

EMBEDDED IN THE COMMUNITY

Loyola College offered a classical Jesuit education that promoted rigorous critical thinking and service to others. Sir George Williams University, named after the founder of the YMCA movement for adult education, provided a place where people could study part-time at the university level while working.

When these two institutions came together in 1974 to form Concordia, they forged a university where accessibility continues to play an important role. In addition to its world-renowned full-time programs, JMSB still offers many different options to part-time students who seek to improve their business knowledge.

Our continued commitment to social justice is evident in the activities of JMSB's faculty, students and staff, who regularly help raise awareness and funds for community needs and causes.

EXCELLENCE IN EXPERIENTIAL LEARNING

Serving the working community has shaped JMSB's views on education, leading to the development of initiatives that give students the opportunity to apply what they learn in class in the work environment.

RESPECT FOR THE INDIVIDUAL

At the core of the Jesuit and YMCA philosophy is a profound respect for the individual. The belief that everyone is entitled to a chance for self-improvement is evident at JMSB on a daily basis in the respectful exchange of ideas across a diversity of people, cultures and opinions.

OUR NAMESAKE

In 2000, the Molson family made a generous contribution to Concordia University. To honour the Molson family's commitment, the Faculty of Commerce and Administration was renamed the John Molson School of Business, recognizing one of Montreal's greatest industrialists and philanthropists. His spirit lives on at the John Molson School of Business as we address the changing face of business with our new strategic plan.

JMSB STRATEGIC PLAN

Our new five-year strategic 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 address new realities from how technology affects teaching and knowledge transfer to the increased internationalization and diversity of the student body.

For the next five years, JMSB will focus on seven strategic imperatives:

- Innovating in Pedagogy and Curriculum
- Elevating the Student Experience
- Enhancing Relationships with Alumni and the External Community
- Excellence in Executive Education
- Increasing Research and Knowledge Transfer
- Developing International Presence and Appeal
- Attracting and Retaining the Best Faculty

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.



STRATEGIC PLAN OVERVIEW

The JMSB strategic plan is grounded in our values and our history. The plan is supported by seven pillars which are our strategic imperatives for the next five years. They will allow us to realize our Vision and Mission for JMSB's future.

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

STRATEGIC IMPERATIVES

Innovating in Pedagogy and Curriculum

Elevating the Student Experience

Enhancing Relationships with Alumni and the External Community

Excelling in Executive Education

Increasing Research and Knowledge Transfer

Developing International Presence and Appeal

Attracting and Retaining the Best Faculty

VALUES

Advancing Knowledge • Building on Diversity • Daring to Innovate • Promoting Responsible Business • Going Beyond the Classroom
Respecting the Individual • Contributing to the Community



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STRATEGIC IMPERATIVES

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.

Objectives:

- Renew program offerings to address relevant business trends and concerns (e.g., sustainability, big data)
- Fully integrate PhD and MSc programs into the research strategy of the Faculty, taking into account the professional aspirations of our students
- Further develop innovative curricula, including online learning and blended learning options in our undergraduate and graduate programs
- Continue to grow options for experiential learning for students at all levels of study

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 (e.g., Co-op, International Student Exchange Program, MBA Community Service Initiative). 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 (e.g., cultivate graduate student competition culture, establish a case competition institute)
- Develop additional community-based initiatives that allow students to gain valuable work and life experience
- Grow student exchange programs that provide international contacts and a formative experience for students
- Enhance the integration of international students at JMSB
- Create an orientation experience for incoming students that acclimatizes them to our social and academic life

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.

Objectives:

- Develop initiatives/events that attract more alumni and potential business partners to our school (in person and virtually)
- 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)
- 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)
- Increase exchanges between the external business community and our current students, professors and staff
- Provide recent graduates with unique ways to engage in JMSB's development

EXCELLING IN EXECUTIVE EDUCATION

To better service 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
- Increase involvement of the business community and alumni in the development of programs to serve their needs
- Establish international partnerships that increase the reach of our executive training programs





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.

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
- Grow our research capacity and results through initiatives such as: additional research chairs, scholars in residence, PhD student intake and external funding
- Increase the visibility of our research strengths within the business and academic communities with focused initiatives/ activities (e.g., symposia, increased faculty participation in national and international conferences)
- Transfer research knowledge in useable form to the business community with an open dialogue to understand its research needs
- Increase the involvement of graduate students in research at JMSB

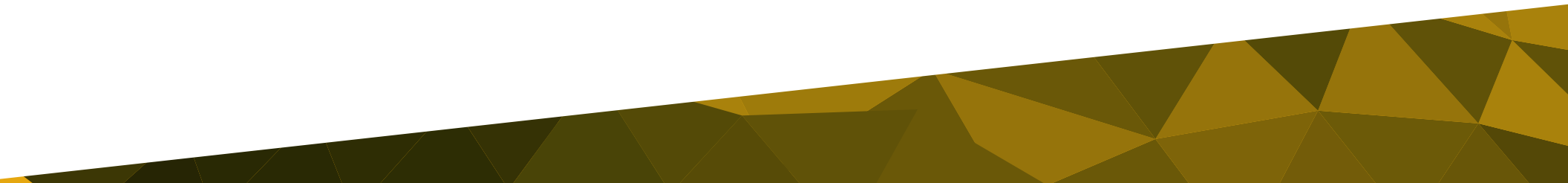
DEVELOPING INTERNATIONAL PRESENCE AND APPEAL

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 newer initiatives.

Objectives:

- Develop partnerships with other international business schools and organizations to gain strategic presence and/or recognition in key regions
- Strengthen existing international initiatives through growth and improved quality
- Involve alumni and business partners throughout the world to improve and build new international initiatives




ATTRACTING AND RETAINING THE BEST FACULTY

In order to create a stimulating, thought-provoking 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.

Objectives:

- Employ recruitment practices that ensure we continue to attract top candidates
 - Grow our pool of graduate students and provide newer faculty with access to them to engender research partnerships
 - Create forums where community members can engage with one another on topics of research, teaching and living in Montreal
 - Develop orientation and follow-up sessions that will engage new faculty and that will help identify and address concerns
 - Strengthen the integration of part-time faculty members in the life of the JMSB community
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JOHN MOLSON
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