

STRATEGIC PLAN 2013-2018



SUMMARY

Citizens of the World, Leaders of Tomorrow

Where Sobey School of Business students come from:



Our more than 3300 students come from all over the world. More than one-third come from outside Canada, adding to our rich, diverse community. Their countries of origin are marked in maroon on the map:

- Afghanistan
- Algeria
- Antigua and Barbuda
- Argentina
- Australia
- Bahamas
- Bangladesh
- Barbados
- Belarus
- Bermuda
- Bermuda
- Brazil
- Burkina Faso
- Canada
- (all 10 provinces)
- Chile
- Colombia
- Costa Rica
- Denmark
- Egypt
- England
- Ethiopia
- France
- Germany
- Ghana
- Hong Kong
- India
- Indonesia
- Iran
- Iraq
- Italy
- Jamaica
- Japan
- Jordan
- Kenya
- Kuwait
- Lebanon
- Madagascar
- Mauritius
- Mexico
- Morocco
- Netherlands Antilles
- Nigeria
- Norway
- Oman
- Pakistan
- Palestine
- Peoples Republic of China
- Peru
- Philippines
- Russia
- Saint Kitts and Nevis
- Saint Lucia
- Saudi Arabia
- Senegal
- Serbia
- Sierra Leone
- Singapore
- Slovakia
- South Africa
- South Korea
- Sri Lanka
- Sudan
- Suriname
- Syria
- Taiwan
- Thailand
- Trinidad and Tobago
- Tunisia
- Turkey
- Uganda
- Ukraine
- United Arab Emirates
- United Kingdom
- United Republic of Tanzania
- United States of America
- Uzbekistan
- Venezuela
- Vietnam
- Yemen
- Zambia
- Zimbabwe

** Based on 2012-2013 enrollment at Sobey School of Business*

Dean's Message

On behalf of the faculty and staff at the Sobey School of Business, I am delighted to share with you the School's new mission statement and strategic priorities. I want to thank the many members of the community who participated in the consultations that informed this exciting new direction. With this mission and plan we are positioning ourselves to be Halifax's national and most outstanding business school.

The metaphor of a bridge is the one that best captures our goals and aspirations. The School aims to be the bridge between our students and scholars and the communities that we live in and contribute to. We will mobilize new scholarship in service of the Atlantic region and Canada through consulting, hosting workshops, contributing to policy development and other forms of community involvement. In this way, we will make a significant and meaningful difference.

We look forward to continuing to offer you ways to be involved in the life of the School. As our community outreach grows, we encourage alumni, businesses, community leaders and everyone to participate in our events and join with us. We want you to inspire and lead our students by guest lecturing in our classes, partnering in active learning initiatives, judging case competitions, providing co-op and internship opportunities and hiring our skilled and eager graduates. We hope you will sponsor important projects that will flow out of the new strategic plan, and will help us build awareness of the Sobey School of Business so we may bridge to even more businesses and communities.

The Sobey School of Business's commitment to internationalization will enrich the community through exchange of ideas and creation of connections. This will help us all thrive in an ever-more global business context.

We aspire to prepare all our students, through active learning, to lead sustainable, entrepreneurial businesses and communities. We look forward to working with you to build a bridge between the university and yourselves, one that will be marked by the flow of creative, dynamic ideas, a courageous and an ethical embracing of uncertainty. Join us in welcoming the world to our community, with all the advantages diversity provides.

With sincere appreciation and embracing of our shared future,

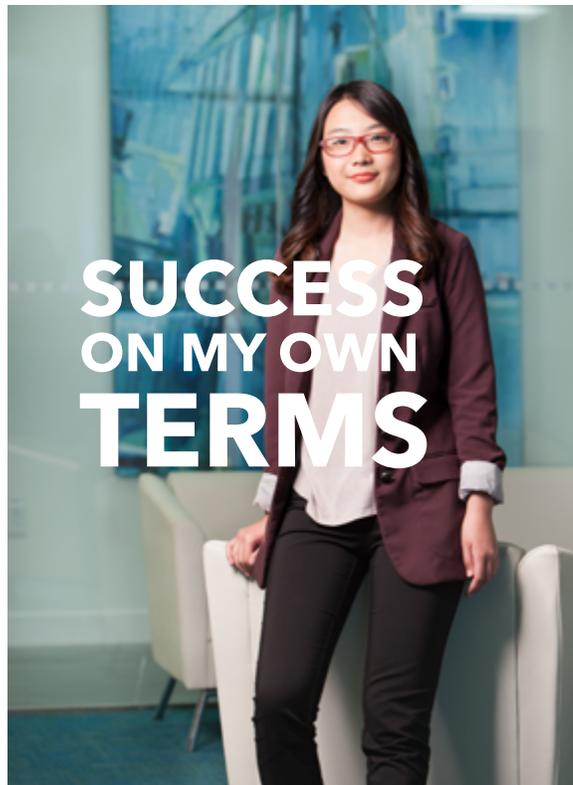


Patricia Bradshaw, Ph.D.

Dean, Sobey School of Business.

Our Mission

The Sobey School of Business, through active learning and the creation and mobilization of scholarship, prepares citizens of the world to lead sustainable, entrepreneurial businesses and communities



Active Learning:

Our students participate in a large variety of applied and experiential learning activities. These methods (which include case studies, class discussions, simulations, experiential learning, consulting projects and cooperative learning) provide students with opportunities for critical skills development as well as depth in content areas.

Creation and Mobilization of Scholarship:

Our faculty conduct world-class original research. In addition to basic research, we employ our scholarship to build bridges with other universities, the business community and the public through collaboration, policy development, action research, consulting, and civic involvement.

Citizens of the World:

Our internationalization mandate informs all of our operational and strategic decisions. Our students are mobile citizens of the world and we are preparing them to thrive and excel in the global business environment in the spirit of good citizenship.

Prepared to Lead:

Our community of learners demonstrate initiative, take responsibility, create shared value and make a difference in the world.

Sustainable:

We celebrate the social, economic and environmental successes of business and communities. Graduates are ethically reflective, have practical skills for integrating sustainability into business practices and promote corporate social responsibility.

Entrepreneurial:

We foster an entrepreneurial mindset and personal traits such as courage, resiliency, risk-taking and determination. Graduates are entrepreneurial in their thinking and actions. The definition of entrepreneurial includes social entrepreneurship.

Businesses:

This is a very broad definition that is inclusive of all organizational forms from business, non-profit and government to co-operatives and credit unions. It also reflects our commitment to professional organizations and professions such as accounting.



undergraduate and graduate students, alumni, faculty, business leaders, employers

research

plan

Strategic Plan
2013-2018

consult

reflect

civic organizations, advisory groups, adjunct faculty, government...

Our Process

Engaging our Communities

The committee that developed our mission statement comprised representation of key stakeholders: faculty, students, staff, business community, administration and more.

This document was developed after a process of research, consultation, reflection and planning. Following a series of face to face meetings and dialogues with important groups of stakeholders, literature research and analysis, our steering committee held iterative discussions to pull the key themes and discoveries into a unified mission. Reflection and validation followed.



5 months
from inception of working group
to draft mission

175+ people
consulted face-to-face

9 separate
events



50+ hours
of working group meetings

22 reports
commissioned and/or consulted

50+ pages
of consultation results
synthesized

Word Cloud

The following word cloud was generated from the collected responses from all our consultations.



Our Strategic Priorities

and Five Year Goals

A) Internationalization

Internationalization includes the policies and practices undertaken by academic systems and institutions—and individuals—to thrive in the global context. Globalization and internationalization are related but not the same thing. Globalization is the context of economic and academic trends that are part of the reality of the 21st century.

1. Incorporate global perspectives and inter-cultural learning into our curricular, research and service initiatives.
2. Further diversify our on-campus student body through enhanced international recruitment efforts.
3. Broaden our international reach through strategic partnerships and collaborations.



B) Engagement

Students are engaged when they are involved in their work, persist despite challenges and obstacles, and take visible delight in accomplishing their work. We aspire to create engagement with all our stakeholders and through the process build commitment, pride, community and successful outcomes for the school, our students, businesses and our extended communities.

1. Develop 'the Sobey Experience' as the strategic framework for improving student engagement and retention in both the classroom and on campus.
2. Build bridges with all stakeholders, especially alumni, donors and the business community more widely.
3. Strengthen our culture of scholarship including knowledge creation and research mobilization.



C) Innovation and Development

In order to be recognized as a top business school in the country and internationally, the School will continue to innovate and develop in all elements, including academic programs, brand, physical space and scholarship.

1. Develop new facilities to support the growth of our faculty, our programs and the innovative delivery of curriculum.
2. Sustain and accelerate the development and renewal of programs and program formats.
3. Increase the size and quality of faculty in strategically important academic areas.
4. Develop an enrollment management plan to facilitate growth and improve student retention.



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How would you like to be involved?

To discuss, please contact:

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Alumni?

Update your address, request a transcript, get your alumni card, or find out more about what's happening on campus: smu.ca/alumni

sobeys.smu.ca