

Strategic Plan Progress & Outlook

October 2024





INTRODUCTION

We are pleased to provide this report on progress made against Smith School of Business' Strategic Plan between August 2023, when it was launched, to the end of April 2024, the conclusion of our 2023–24 operational year. We also note our key areas of focus for 2024–25.



The school's Strategic Plan is anchored in the Strategy of Queen's University. For more detail visit queensu.ca/strategy.

Mission

Queen's is the university for the future. We stand on a history of strength but are unafraid to challenge assumptions of the past. We offer an exceptional student experience, attract and cultivate excellence and leadership, and push the boundaries of knowledge through research — in service to an inclusive, diverse, and sustainable society.

Vision

The Queen's community — our people — will solve the world's most significant and urgent challenges with their intellectual curiosity, passion to achieve, and commitment to collaborate.

Strategic Goals

Research Impact

Student Learning

Research & Teaching Integration

Global Engagement



Values

Truth – We stand for truth, integrity, creativity, and the power of the mind to understand problems and find solutions.

Responsibility – We accept our responsibility to build a diverse, equitable, inclusive, and anti-racist community for our people, to indigenize and decolonize the academy, and in all that we do, to observe the interests of the planet and the life it sustains.

Respect – We believe in collegiality, civility, generosity, trust, equity, inclusion, and respect for all, and in the relevance and potential of all the disciplines and professions, especially in their intersections and synergies.

Freedom – We uphold the principles of academic freedom and defend university autonomy.

Wellbeing – We nurture the health, safety, and wellbeing of our people and community.

Smith School of Business Strategic Plan

Role

Our role at Smith School of Business is to develop the people, research, and insights that drive best business practices so organizations can thrive and benefit society.

Purpose

To be a safe and inclusive learning community which creates, debates, and implements impactful ideas that lead business and society forward.

Priorities

Prepare Current & Future Graduates to Solve Big Challenges:

Provide excellent education that prepares our graduates for a broad range of roles in a changing world, where they will have a positive impact on business and society.

Ensure an Inclusive Student Experience:

Diversify our programs and ensure a positive, inclusive experience that reflects business and society now.

Be a Positive Force in Our Communities:

Increase Smith's positive impact on our external communities at the local, national, and global levels.

Support a Vibrant & Productive Research Culture:

Leverage and grow Smith's research culture and capabilities to create new knowledge that positively contributes to business practice and society.

Change the World with Our Knowledge:

Be a thought leader by sharing evidence-based ideas and insights that propel business and society forward.

Inspire & Support Our People:

Invest in enabling and connecting infrastructure, resources, and processes that will better inspire and support our people.



Report on Progress 2023–24

The new Smith Strategic Plan was launched in August 2023. This report reflects the key progress made by April 30, 2024 and areas of key focus for the 2024–25 year organized by the six Priorities of the Plan.

Priority: Prepare Current & Future Graduates to Solve Big Challenges

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023–24	FOCUS FOR 2024–25
<p>Prepare Current & Future Graduates to Solve Big Challenges</p> <p>Provide excellent education that prepares our graduates for a broad range of roles in a changing world, where they will have a positive impact on business and society.</p>	<p>Provide collaborative, inclusive, holistic, academic learning experiences.</p> <p>Embed work-integrated and experiential learning throughout all degree programs.</p> <p>Ensure teaching content is highly relevant, evidence based, reflects impact of transformational changes in business and society.</p> <p>Prepare students to lead effectively.</p> <p>Increase students' exposure to research, foster development of critical thinking skills.</p> <p>Support lifelong learning with high-impact, timely professional development programs.</p>	<p>Bachelor of Commerce curriculum review launched to ensure highest quality preparation for careers and graduate contributions to society.</p> <p>Launch of Discover New Knowledge: Introduction to Research in Business. A new research course in Commerce that exposes undergraduates to research methods and their applications in business. Includes exposure to possible career paths as business researchers.</p> <p>Smith's Full-time MBA, Executive MBA, and Executive MBA Americas ranked in the global top 100 by <i>Financial Times</i> due to robust performance in key program features including career support services.</p> <p>Recruitment launched for new Quinn Environmental, Social and Governance (ESG) Professorship. Supported by \$2.5 million gift from Quinn Family Future Foundation. The Quinn ESG Professor will enhance Smith's pedagogy in this area.</p>	<p>Continue Commerce curriculum review process.</p> <p>Launch curriculum reviews in graduate and doctorate programs to ensure ongoing strength of program content.</p> <p>Establish standing curricular committee for Professional Graduate programs.</p> <p>Implementation of continuous improvement recommendations from AACSB accreditation process.</p> <p>Signing and implementation of undergraduate double degree agreement with ESSEC Business School in France, second double degree option in Commerce.</p> <p>Appointment of Quinn Environmental, Social and Governance (ESG) Professor.</p>



Priority: Prepare Current & Future Graduates to Solve Big Challenges (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Completion of AACSB review and granting of continued accreditation. Only 6% of the world's business schools hold the accreditation.</p> <p>Ongoing cycle of program quality assurance assessments to ensure alignment to commitments and learning outcomes.</p> <p>Work-Integrated Learning offered to students via capstone projects; internships; applied research projects; events/hackathons/competitions; consulting projects; case studies; pitch competitions; accelerators/incubators; and simulations. Dedicated team and advisors worked with business partners.</p> <p>In 2023-24, 400+ course-based projects were incorporated across undergraduate and graduate level programs.</p> <p>Partnership with Mitacs on Business Strategy Internship program launched in 2021. Students complete supervised project as a 4-month paid internship. To date has provided \$1.3 million in funding to students across 105 projects. 2023-24 projects engaged students in Commerce, MBA, MMA, and MMAI programs.</p>	<p>Queen's Executive Education growth including launch of new programs leveraging Smith expertise and faculty in areas including AI leadership, digital transformation, strategy, and communicating with data.</p> <p>Continue Work-Integrated Learning initiative across programs.</p>



Priority: Prepare Current & Future Graduates to Solve Big Challenges (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Process launch for review of growth opportunities for Queen's Executive Education.</p> <p>New partnerships established with INCAE Business School in Costa Rica for double degree pathway in Master of International Business program.</p> <p>Launch of QVENT Project in partnership with Business + Higher Education Roundtable and Government of Canada. Preparing undergraduate Queen's students to contribute to transition to net-zero economy. Includes hands-on projects for industry and community partners, and internships.</p>	



Priority: Ensure an Inclusive Student Experience

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
<p><i>Ensure an Inclusive Student Experience</i></p> <p>Diversify our programs and ensure a positive, inclusive experience that reflects business and society now.</p>	<p>Enhance recruitment to diversify student body, particularly in Bachelor of Commerce.</p> <p>Improve access including reducing financial barriers to enrollment.</p> <p>Ensure program content reflects diverse, global perspectives, and experiences.</p> <p>Foster a respectful, supportive, resilient learning community that drives culture of belonging, collaboration, and accountability.</p>	<p>Participation in Queen’s-wide efforts to expand access and inclusion in undergraduate recruitment via new pathways, engagement events, expanded community engagement, and enhanced international recruitment. Positive outcomes being reflected in the recruitment cycle to date. Class of ’28 profile data will not be finalized until late 2024.</p> <p>Participation in Queen’sUBound engagement and support of students actively considering undergraduate at Queen’s. Included 4 Commerce student Equity Ambassadors providing connection to prospective students. Also, Indigenous and First Generation-focused supports.</p> <p>Co-sponsorship with Ivey School of Business and Schulich School of Business on University Pathways Program to support increased applications to university by Black students. Pilot phase completed with first cohort graduation.</p>	<p>Assessment of Commerce Class of ’28 final profile and priority setting for next recruitment cycle.</p> <p>Continued full engagement in undergraduate recruitment access and inclusion strategy with Queen’s Office of Undergraduate Admissions.</p> <p>Dedicated Student Engagement role established in Commerce Office.</p> <p>Incremental fundraising efforts for student support and scholarships.</p> <p>Ongoing Queen’s Shift Project providing events and initiatives for equity-deserving students.</p> <p>New cohort for University Pathways Program: 2 at Smith, 2 in other Queen’s programs.</p>



Priority: Ensure an Inclusive Student Experience (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Increased support for international and transfer students e.g., financial support for international Master of Science students in collaboration with Queen’s School of Graduate Studies and Postdoctoral Affairs.</p> <p>Bachelor of Commerce curriculum review launched and will include assessments of inclusion and diversity of content.</p> <p>Promoting Queen’s Shift Project – events and initiatives for equity-deserving students to augment their experience.</p> <p>Ongoing offering of Equity, Diversity, Inclusion & Indigenization Internship Program.</p> <p>Marking of major events through information sharing, events, and talks including keynote addresses for Black History Month, screenings, and events for National Day of Truth & Reconciliation, and more.</p>	<p>Recruitment of Indigenous faculty member.</p> <p>Continue Commerce curriculum review process.</p> <p>Launch curriculum reviews in graduate and doctorate programs to ensure ongoing strength of program content.</p> <p>Hosting of EDII Symposium for faculty, staff, and students. Bringing academics to Smith to share research.</p> <p>Marking of major milestones through information sharing, events, and talks.</p>



Priority: Be a Positive Force in Our Communities

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023–24	FOCUS FOR 2024–25
<p><i>Be a Positive Force in Our Communities</i></p> <p>Increase Smith's positive impact on our external communities at the local, national, and global levels.</p>	<p>Establish principles of community engagement; apply consistently across activities.</p> <p>Ensure community engagements reflect commitments to Indigeneity, equity, diversity, inclusion, accessibility, and anti-racism.</p> <p>Build and integrate strategic community partnerships within all Smith degree programs.</p> <p>Monitor, quantify, and communicate community impact.</p>	<p>Launch and delivery of QVENT Project in partnership with Business + Higher Education Roundtable and Government of Canada. Preparing undergraduate Queen's students to contribute to transition to net-zero economy. Includes hands-on projects for industry and community partners, and internships.</p> <p>Work-Integrated Learning offered to students via capstone projects; internships; applied research projects; events/hackathons/competitions; consulting projects; case studies; pitch competitions; accelerators/incubators; and simulations. Dedicated team and advisors worked with business partners. In 2023–24, 400+ projects in courses at undergraduate and graduate levels.</p> <p>Healthcare Analytics faculty members' applied projects positively impacting community partners e.g., Kingston Health Sciences Centre.</p> <p>Continued Smith Business Consulting initiative built into final year of Commerce curriculum. Students work with businesses, non-profits, and public institutions on projects.</p>	<p>Develop community engagement principles for cross-school application.</p> <p>Establish process for enhanced coordination of partnerships cross-school.</p> <p>Relaunch Business Forecast Luncheon event for local business in partnership with Kingston Economic Development Corporation.</p> <p>Launch Certificate for Professional Impact Analysis with Queen's Economics professors to serve increasing need for robust impact assessment in private and public sectors, NGOs and NFPs.</p> <p>Extend Smith and Canadian Olympic Committee strategic partnership through 2032. Smith as Official National Business Education Partner of Team Canada and Founding Partner of Game Plan, Canada's total athlete wellness program. Since 2016, 124 athletes have received full tuition awards for Smith's professional graduate programs and 130 for the Certificate in Business.</p>



Priority: Be a Positive Force in Our Communities (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Centre for Social Impact and Centre for Business Venturing merged into <u>Centre for Entrepreneurship, Innovation, & Social Impact</u> (CEISI) with objective: people creating possibilities and prosperity.</p> <p>CEISI working with Kingston Economic Development and other community partners.</p> <p>CEISI providing new venture support through Dare to Dream, Digital Futures Symposium, Kinnear New Venture Competition, Social Innovation Hackathon, TriColour Venture Fund and UPstart Venture Challenge.</p> <p>Queen’s Executive Education designed and delivered a custom leadership development program with and for the Apitipi Anicinapek First Nation.</p> <p>Queen’s Executive Education provided 106 charitable discounts on program fees to attendees from non-profit and public sectors.</p>	<p>Convert corporate coffee shop in Goodes Hall to a local cafe option leveraging community suppliers of meats, cheeses, breads, beverages, including an indigenous coffee provider.</p> <p>Queen’s Executive Education providing charitable discounts and design/deliver programs for not-for-profits and government agencies.</p> <p>Queen’s Executive Education to establish partnership with Macedonia2025 to provide discounted access to QEE programs for high-potential business leaders from Macedonia.</p>



Priority: Be a Positive Force in Our Communities (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>QEE provided programs for 28 non-profit and government agencies, six Kingston-based organizations, as well as other parts of Queen's.</p> <p>Organizing local community support opportunities for Smith staff and faculty in Kingston and Toronto including support of United Way projects.</p>	



Priority: Support a Vibrant & Productive Research Culture

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
<p>Support a Vibrant & Productive Research Culture</p> <p>Leverage and grow Smith's research culture and capabilities to create new knowledge that positively contributes to business practice and society.</p>	<p>Acknowledge and celebrate depth and breadth of research expertise across all domains.</p> <p>Increase visibility of research activities, engage more actively with community.</p> <p>Encourage exchange of ideas across disciplines in business and beyond.</p> <p>Develop and retain top research talent.</p> <p>Augment bench strength by attracting top talent, seek scholars from all backgrounds.</p> <p>Increase research content and exposure in undergraduate and professional graduate teaching.</p> <p>Develop critical thinkers in undergraduate, MSc, PhD, post-doctoral programs who contribute to creation and dissemination of new knowledge through development of research and teaching expertise.</p>	<p>Research@Smith profile strategy established.</p> <p>Launch of new Research@Smith newsletter highlighting achievements.</p> <p>Significant increase in internal events highlighting and connecting Smith's researchers including panel discussions, events, etc.</p> <p>Research Office provided additional support for faculty applications for grants and research awards.</p> <p>Launch of Discover New Knowledge: Introduction to Research in Business. New course in Commerce to engage students in research methods and their applications in business. Includes exposure to career paths as business researchers.</p> <p>Development & Alumni Relations has met with researchers to identify key funding opportunities.</p>	<p>Launch expanded web presence for Research@Smith.</p> <p>Continue enhanced profiling of Smith researchers and their work.</p> <p>Continue support to researchers from school to aid in more journal submissions.</p> <p>Continue support to researchers for grant applications.</p> <p>Continued engagement of undergraduates in research and research career pathways. Including involvement in SSHRC SROP grant targeting undergraduate involvement in research.</p> <p>Improve internal systems for collecting and managing data related to Smith research activity.</p>



Priority: Support a Vibrant & Productive Research Culture (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Marking of 45 years since launch of PhD program including celebrating graduates' research impact globally.</p> <p>MSc/PhD industry event held with industry representatives exploring research needs of industry and opportunities for Smith graduate students to be engaged.</p> <p>Creation of new onboarding process for MSc and PhD students including connections in research areas.</p> <p>More frequent research poster presentations at graduate and undergraduate levels.</p>	<p>Fundraise for research priority areas.</p> <p>Ensure sustainability and impact of Smith's research centres.</p> <p>Success of Scotiabank Centre for Customer Analytics' application for joint funding from Scotiabank, NSERC and Mitacs for research in analytics and AI.</p>



Priority: Change the World with Our Knowledge

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
<p><i>Change the World with Our Knowledge</i></p> <p>Be a thought leader by sharing evidence-based ideas and insights that propel business and society forward.</p>	<p>Share expertise of Smith scholars with stakeholders across school, within Queen's, across Canada, around the world. Via educational programs, expert commentary, projects, events.</p> <p>Increase impact of novel research insights from faculty, students, and post-doctoral researchers via increased knowledge translation and dialogue both within Smith and with external communities.</p> <p>Ensure efforts are having positive impact on management practices and public policy.</p>	<p>Overall support for research as per Priority above.</p> <p>Launch and delivery of QVENT Project in partnership with Business + Higher Education Roundtable and Government of Canada. Preparing undergraduate Queen's students to contribute to transition to net-zero economy. Includes hands-on projects for industry and community partners, and internships.</p> <p>Institute for Sustainable Finance – multiple reports and analyses issued in aspects of sustainable finance. Supporting the Canadian Sustainable Finance Network of researchers across institutions. See website for more.</p> <p>Scotiabank Centre for Customer Analytics' AI for Good initiative applying AI to some of the world's most critical issues from climate change to social inclusion. Plus healthcare analytics projects and engagement with healthcare sector to advance best practices. See website for more.</p>	<p>Fundraising in support of priority research areas.</p> <p>Continued work by research-focused centres including Institute for Sustainable Finance, Scotiabank Centre for Customer Analytics, CPA Ontario Centre for Corporate Reporting and Professionalism.</p> <p>Expansion of Healthcare Analytics reach, partnerships, and impact.</p> <p>Continued growth in reach of Smith Business Insight content featuring research and expertise of Smith faculty and community.</p> <p>Continued proactive media relations outreach to generate coverage of research, insights and expertise.</p>



Priority: Change the World with Our Knowledge (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p><u>CPA Ontario Centre for Corporate Reporting & Professionalism</u> reports and analysis to improve quality of reporting and thus decision-making, advocate for recognition and inclusion of stakeholder diversity, and enhance accounting professional practices. Director Bertrand Malsch named to Academic Advisory Committee of the Accounting Standards Board of Canada. See website for more.</p> <p><u>Smith Business Insight</u> content platform growth: >25k page views, 30,000+ subscribers.</p> <p>Proactive public relations to generate profile of research and thought leadership. More than 3,000 Smith media references in 2023.</p> <p>Marked 45 years since launch of PhD program including celebrating and promoting graduates' research impact globally.</p>	



Priority: Change the World with Our Knowledge (continued)

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
		<p>Professor Louis Gagnon appointed as lay bencher of the Law Society of Ontario.</p> <p>Queen's Executive Education provided programs for 5,500 leaders and business professionals from 750+ organizations in the private, public, government and NFP sectors.</p>	



Priority: Inspire & Support Our People

STRATEGIC PLAN PRIORITY	AREAS OF FOCUS	KEY PROGRESS IN 2023-24	FOCUS FOR 2024-25
<p><i>Inspire & Support Our People</i></p> <p>Invest in enabling and connecting infrastructure, resources, and processes that will better inspire and support our people.</p>	<p>Commit to principles of transparency, fairness, and equity.</p> <p>Ensure clarity of accountabilities and expectations.</p> <p>Improve work processes to better balance capacity, reduce inefficient/ redundant efforts.</p> <p>Focus on improvement areas in employee engagement from employee experiences survey.</p>	<p>Professional Graduate Program marketing-to-enrollment process optimization project launched.</p> <p>New Recruitment & Admissions team structure and approach introduced for Professional Graduate Programs.</p> <p>HR launched projects on standardized, streamlined, automated people processes. Completed for casual hiring, and recruitment. Launched for onboarding/offboarding, offers, and TA/AA hiring.</p> <p>HR launched projects on improved talent management initiatives including an annual Talent Management Toolkit, and professional development support process.</p> <p>Queen's Executive Education established 50% discount for staff and faculty to take programs, and to incorporate into professional development plans.</p>	<p>Complete process standardization and improvement initiatives launched in 2023-24.</p> <p>New talent management process improvements.</p> <p>First phase of new Employment Engagement strategy.</p> <p>New internal resource & reference site for staff. Development of faculty-specific version.</p> <p>New Technology Governance process to decide priority tech investments across school.</p> <p>Launch of new Faculty Employee Resource Group for Women.</p> <p>Launch of project to improve tracking & reporting of projects and outcomes across Smith.</p>



smithqueens.com/strategicplan

