

# Strategic Plan 2023-2028





## INTRODUCTION

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



The demands on business and leaders are evolving dynamically. Recent major influences include transformational technology, expectations for ESG accountability and sustainability, shifting global business dynamics, pandemic impacts and economic upheaval, and the need to advance accessibility, equity, diversity, inclusion, and Indigenization, among other factors.

Employers expect Smith graduates to have the knowledge and competencies needed to navigate this changing world.

Teaching and learning are also evolving. We know there are many ways to learn and that our students' needs change with life and career stages. Technology is opening new capabilities for collaboration but strong intrapersonal skills remain vital. Most importantly, today's students have different expectations for how they will make their impact on the world.

Therefore Smith must regularly evaluate its purpose and priorities, and its capacity to stay at the forefront of business education and research.

In 2022, the School began work on a new five-year Strategic Plan. We deliberately took a collaborative and iterative approach. Hundreds of faculty, staff, students, and alumni were engaged.

We identified areas of strength for Smith that we will continue to uphold and enhance including: our talented, committed faculty and staff; groundbreaking research and thought leadership; highly-respected, innovative academic programs; work-

integrated and experiential learning approaches; fostering of global perspectives; leadership in building student capacity for strong team collaboration, resilience, and communications; and outstanding graduate career outcomes.

We also had frank discussions about areas of challenge including: the need for greater diversity in the undergraduate student body; addressing troubling racism and exclusion experienced by members of the Smith community; the importance of a safe and productive environment to debate important and challenging issues; and ensuring a strong culture of collegiality and collaboration. It is critical that we address these issues.

The School has grown significantly over the last decade so we also must ensure our operations and processes are optimized and effective, and our people well-supported.

Finally it is essential that our School is aligned to the Queen's University Strategy – For the Future. Launched in 2022, it centres on the role of the university community in solving the world's most significant and urgent challenges.

I am proud to share our new Smith School of Business Strategic Plan. It will guide our efforts over for the next five years and establish a strong foundation for the years that follow.

**Wanda M. Costen, Ph.D.**

Dean, Smith School of Business,  
Queen's University



## 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.

## 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.

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

Our Purpose Statement was created through a collaborative process with Smith faculty and staff. It provides the focus that will guide our efforts in the years ahead. The Purpose includes key dimensions identified in the development process:



**Safe and Inclusive** – Environment where people of all backgrounds and experiences are respected, free to share their perspectives, be their authentic selves.



**Community** – We are more than a campus or institution. We are a network of talented and diverse people who collaborate to achieve our Purpose.



**Creates** – We strive to be at the forefront of business innovation.



**Debates** – High-impact ideas cannot be created without embracing and welcoming dissenting points of view.



**Implements** – Ideas without execution do not create value for society.



**Impactful** – The impact of our efforts will not only benefit business, but positively advance society.



# 6 Strategic 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.

# 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.**



## **Areas of Focus**

- Provide collaborative, inclusive, holistic, academic learning experiences
- Embed work-integrated and experiential learning throughout all degree programs
- Ensure teaching content is highly relevant, evidence based, reflects impact of transformational changes in business and society
- Prepare students to lead effectively
- Increase students' exposure to research, foster development of critical thinking skills
- Support lifelong learning with high-impact, timely professional development programs

## **Targeted Outcomes**

**Smith graduates have knowledge, perspectives, skills to be highly influential and effective inside organizations and/or as entrepreneurs. They are in demand across Canada and around the world.**

How will we know we are achieving our goal? Assessments of recruiter and employer feedback, career outcome data, tracking of alumni activity and impact.

**Opportunities for student engagement in research are embedded in all programs.**

How will we know? Baseline tracking and improvements in amounts of research content within academic programs.

**Work-integrated and experiential learning are included in all programs.**

How will we know? Baseline tracking and improvements in work-integrated and experiential learning across all academic programs.

# Ensure an Inclusive Student Experience

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



## **Areas of Focus**

- Enhance recruitment to diversify student body, particularly in Bachelor of Commerce
- Improve access including reducing financial barriers to enrollment
- Ensure program content reflects diverse, global perspectives, experiences
- Foster respectful, supportive, resilient learning community that drives culture of belonging, collaboration, accountability

## **Targeted Outcomes**

### **Student body reflective of similarly-aged Canadian population by 2028.**

How will we know we are achieving our goal? Census and enrollment data comparisons.

### **Significant access and financial support options in place.**

How will we know? Baseline tracking and improvements across Smith programs. Queen's University overall data.

### **Robust, detailed assessments of student experiences being used to identify, act on areas for improvement.**

How will we know? Implementation of core assessment tools. Identification and action on key needs.

### **Academic content reflects diverse, global perspectives and experiences.**

How will we know? Curriculum reviews, Academic Learning Outcome assessments, and employer and student feedback.



# Be a Positive Force in Our Communities

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



## **Areas of Focus**

- Establish principles of community engagement; apply consistently across activities
- Ensure community engagements reflect commitments to Indigeneity, equity, diversity, inclusion, accessibility, anti-racism
- Build and integrate strategic community partnerships within all Smith degree programs
- Monitor, quantify, and communicate community impact

## **Targeted Outcomes**

**Positive impact demonstrated through annual reporting of community engagement activities.**

How will we know we are achieving our goal? Assessment of regular community engagement reports.

**Student community engagement is increased in all educational programs.**

How will we know? Baseline tracking and improvements across programs.

# 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.**



## Areas of Focus

- Acknowledge and celebrate depth and breadth of research expertise across all domains
- Increase visibility of research activities, engage more actively with community
- Encourage exchange of ideas across disciplines in business and beyond
- Develop and retain top research talent
- Augment bench strength by attracting top talent, seek scholars from all backgrounds
- Increase research content and exposure in undergraduate and professional graduate teaching
- 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

## Targeted Outcomes

**New Smith Research Strategy established that defines priorities, initiatives, measures of progress.**

How will we know we are achieving our goal? Launch of new Smith Research Strategy and tracking against commitments.

**Smith has highly-engaged, supportive, vibrant, and productive research culture - one that produces high-quality research that furthers our understanding of business and related domains, and that positively contributes to business practice and the broader political, regulatory and social contexts in which businesses operate.**

How will we know? Growth of research support infrastructure to foster more sharing of research, mentoring and collaborations, external funding, publication.

# Change the World with Our Knowledge

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



## **Areas of Focus**

- Share expertise of Smith scholars with stakeholders across school, within Queen's, across Canada, around the world. Via educational programs, expert commentary, projects, events.
- 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.
- Ensure efforts are having positive impact on management practices and public policy.

## **Targeted Outcomes**

### **Smith positively impacting business and society with research, expertise and insights.**

How will we know we are achieving our goal? Tracking reach of thought leadership activities, placement of experts in media, publications, events, forums, contexts of influence

### **Demonstrated impact on business practices, public policy.**

How will we know? Ongoing tracking of uses of research and thought leadership content.

### **We celebrate and highlight our knowledge mobilization.**

How will we know? Increase in activities celebrating and highlighting knowledge mobilization.

### **More opportunities for faculty to showcase their research and its implications for business and society.**

How will we know? Creation of forums within Smith for sharing and showcasing our research.

# Inspire & Support Our People

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



## Areas of Focus

- Inspire, connect, support Smith faculty and staff to achieve high-impact outcomes by improving communications, information access, cross-functional collaboration
- Commit to principles of transparency, fairness, and equity
- Ensure clarity of accountabilities and expectations
- Improve work processes to better balance capacity, reduce inefficient/redundant efforts
- Focus on improvement areas in employee engagement from employee experiences survey

## Targeted Outcomes

**Regular assessments show positive employee engagement, continual improvement.**

How will we know we are achieving our goal? Regular employee surveys, participation rates in engagement activation, successful implementation of internal communications platform.

**Key process improvements measurably relieving workload and improving efficiency.**

How will we know? Internal feedback on progress and impact.

# From Plan to Action to Impact

## Delivering on the promise of this Plan requires:

**Strong communications** – providing clarity and timely information about the Plan; aligning all activities; and regularly reporting progress.

**Engaged leadership** – assigning implementation and outcome responsibilities; ensuring Plan initiatives are prioritized in annual operating plans and budgets; and mentoring staff and faculty to achieve goals.

**Supporting operations & processes** – improving capacity at Smith through process improvements.

Bridging from the macro priorities of the School to specific deliverables will be done through the school's annual operating plans.

The operating plans are reviewed and ultimately approved by the Dean and an advisory committee drawn from school leadership, within the context of the larger university planning and budget.

This process will ensure efforts align to the Strategic Plan. This includes making choices about what initiatives proceed and have resourcing allocated to them.

On an ongoing basis the Dean and school's leadership will monitor progress and the School will report its efforts and achievements annually to the Smith community.

[smithqueens.com/strategicplan](https://smithqueens.com/strategicplan)

