

## STRATEGIC PLAN 2013-2018

# Progress Report

Action to Date on  
Strategic Plan Goals

For time period  
January 2013 - December 2015

# Our students come from around the globe to find success on their own terms.



Our approximately 3300 students come from all over the world. More than one-third come from outside Canada, adding to our rich, diverse community.

- Afghanistan
- Algeria
- Antigua and Barbuda
- Azerbaijan
- Bahamas
- Bangladesh
- Barbados
- Belarus
- Benin
- Bermuda
- Brazil
- Burundi
- Cameroon
- Canada
- Chile
- Colombia
- Democratic Republic of Congo
- Denmark
- Dominica
- Egypt
- England
- Germany
- Ghana
- Hong Kong
- India
- Iran
- Iraq
- Italy
- Ivory Coast
- Jamaica
- Japan
- Jordan
- Kuwait
- Lebanon
- Libya
- Madagascar
- Malaysia
- Mauritius
- Mexico
- Morocco
- Netherlands Antilles
- Nigeria
- Norway
- Oman
- Pakistan
- Palestine
- Paraguay
- People's Republic of China
- Peru
- Philippines
- Republic of Moldova
- Russia
- Saint Kitts and Nevis
- Saint Lucia
- Saudi Arabia
- Senegal
- Serbia
- South Korea
- Sri Lanka
- Sudan
- Suriname
- Syria
- Taiwan
- Thailand
- Turkey
- Uganda
- Ukraine
- United Arab Emirates
- United Kingdom
- United Republic of Tanzania
- United States of America
- Venezuela
- Vietnam
- Yemen
- Zambia
- Zimbabwe

*\* Based on 2014-2015 enrollment at Sobeys School of Business*



# DEAN'S MESSAGE

A strategic plan is a living document. Our mission and the strategic directions we have chosen are daily guides in making priority decisions, whether related to partnerships, programs, events or just what we give attention to. The Sobey School of Business is now two and a half years down the road pursuing our strategic directions of internationalization, engagement, and innovation and development.

In this report, we invite you to judge our progress on these plans, and toward strengthening our position as one of Canada's most outstanding business schools.

In carrying out our plans, we aim to be the bridge between our students and scholars and the communities in which we live and to which we contribute. We have mobilized our research and scholarship in service of making a meaningful difference, in keeping with our commitment to sustainability and ethics.

It is a catalytic time at the Sobey School. New Saint Mary's University President Dr. Robert Summerby-Murray has taken on leadership of the university with new ideas and energy, and we have welcomed Dr. Colin Dodds back to the Faculty, as he assumes direction of our Master of Finance program. We have new programs, programs in transformation, and as always, waves of dynamic, enthusiastic new students ready to take on the world and succeed on their own terms.

The One Nova Scotia *Now or Never* report continues to resonate through our community, with its call to action and change, a response to the ever-more challenging demographics of our region. We have accepted the challenge and reaffirm our commitment to working with business, both here and abroad, to create prosperity.

We encourage alumni, businesses, community leaders and other stakeholders to participate in our events and join with us to enrich the life of the School and our community. We invite you to inspire 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 projects that flow out of this strategic plan, and help us build awareness of the Sobey School of Business so we may reach even more businesses and communities.

We look forward to working with you to build a bridge between the university and yourselves, one 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

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

# Report on Our Strategic Priorities and Five Year Goals



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.

## GOALS:

1. Incorporate global perspectives and intercultural 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.

## Internationalization

Attracting international faculty and students has long been a recognized strength of the Sobey School of Business and Saint Mary's University. Slightly more than half our faculty members were born outside of Canada and have immigrated here. About 50% of our student body comes from outside of Canada (see page 2). Our new president, Dr. Robert Summerby-Murray calls Saint Mary's University "Canada's most international university." Our goals describe how we embed this approach into our work.

## Achievements to date

**We have incorporated global perspectives and intercultural learning into curricular, research and service initiatives.**

- The Sobey School of Business offered faculty opportunities to develop their ability to lead in the Plurilingual Classroom, through a course taught by international pedagogy expert Julian L'Enfant from The Language Centre.
- Dr. David Wicks led a faculty development session in intercultural teaching and learning contextualized for China to prepare faculty heading to Beijing Normal University, Zhuhai (BNUZ) to teach.
- The Sobey School of Business has become a PRME signatory. The six Principles of Responsible Management Education provide a global engagement platform for academic institutions to coordinate and assure that consistent ethics and responsibility are taught as part of a business curriculum.
- The Sobey Executive MBA curriculum is being realigned toward international business success. New, more integrated global modules are being implemented.



*Sobey School hosted the 5th International Doctoral Consortium in summer 2015. Researchers attended from around the globe.*



*Sobey School staff member Christine Hamblin traveled to Dubai to recruit future students.*

- Our researchers at Saint Mary's have been ranked first for international research collaboration, calculated by measuring the proportion of total publications at each institution from 2008-2012 that were co-authored with researchers outside of Canada.
- The EMBA program continues to host a successful trade mission as a program capstone, giving the executive students a sometimes out-of-comfort-zone experience of international business. In 2014, the mission traveled to Peru and in 2015, to Ecuador, with students representing Nova Scotian companies. In 2016, the destination will be Poland.
- Sobey EMBA students hosted peers from the University of Texas, Dallas, who visited the province to explore the implications and implementation of the One Nova Scotia report.
- Approximately 70 Sobey School students have taken part in international study and travel opportunities including field courses, exchanges and summer programs.
- Sobey School sponsored students to travel to the World Youth Forum for Ethics in Business in Belgium.

- Several projects were funded through Saint Mary's International Student Success fund:
  - The Speak Up! student-led conversation and integration group for international and domestic students.
  - Awesome International SMU, a campus-wide contest based on the work of the Awesome Foundation, which saw three teams funded for 'Awesome' student projects.
  - A Leadership Institute, coordinated by Sobey student Barrinique Griffin, which is currently being planned for another year.

**Our on-campus student body has been further diversified through enhanced international recruitment efforts.**

- Graduate program managers coordinated recruiting efforts, traveling to India, Turkey, Saudi Arabia, across Canada, Brazil and beyond. The group works together to determine strategic geographic targets.
- Managers monitor relationships with agents, adjusting where required and seeking new ways to leverage these partnerships for best results.



*Dr. Patricia Bradshaw visited Sobey BComm students at Beijing Normal University in May, 2015.*



*Visitors Rohan Marley and representatives from Mother Parkers talk with students about Fair Trade, coffee and international business.*

- We continue to work on building our relationships with distant alumni, who are positioned to be our greatest brand advocates.
- More online advertising has been employed, reaching further afield than traditional print.

**We have broadened our international reach through strategic partnerships and collaborations.**

- The first two cohorts—200 students—have entered our partnership BComm (Finance) program at BNUZ. Faculty start traveling to Zhuhai, China in March 2016 for 5 week teaching modules.
- The MTEI class has produced an award-winning international collaboration with Afri-Sea: a Canadian student, a marine biologist, met a student from the Gambia and heard firsthand of the drought affecting the company. With a third student, a team was formed, and the business entered an international business model competition in Utah. They placed fifth in a field of over 3,500.
- Sobey School has been accepted as a full member of the European Foundation for Management Development (EFMD). The EFMD

is mandated to act as a catalyst to promote and enhance excellence in management development internationally - the “internationally” is a key component.

- Albert Mills, a director of the Sobey PhD (Management) program, and Jean Helms Mills, teach and research for part of the year at the University of Eastern Finland.

**LOOKING FORWARD:  
INTERNATIONALIZATION**

- In 2016, the Sobey MBA program will launch with newly incorporated immersive service learning and international/inter-cultural experiences.
- Graduate program staffing is being restructured to enable a dedicated recruiter to strategically pinpoint best geographic targets.
- New international exchange partnerships and articulation agreements are being developed including an international entrepreneurship partnership.



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.

#### GOALS:

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.

## Engagement

As the strategic plan was drafted, it was recognized that there were significant gaps in engagement to be addressed. Engagement is a key factor in student success, and has become a point of focus for the university community. However, we also recognized some of our alumni, donors and business community members were feeling disconnected.

### Achievements to date

**We have developed a template for 'the Sobey School Experience', which serves as the strategic framework for improving student engagement and retention in both the classroom and on campus.**

The Sobey School Experience is defined by these parameters:

#### TEAM BUILDING & PERSONAL LEADERSHIP

- Orientation for new students introduces inter-cultural communication, team building, entrepreneurial mindset, the concept of responsibility and a feeling of belonging.
- Support for annual and ad hoc student-led events including the Commerce Dinner, Speak Up sessions and the Sobey Leadership Forum.
- Competitions offer an opportunity to demonstrate integrated learning; competitions our students have competed and excelled in include the Bob Shaw Case Competition for MBA students, the new David Sobey Centre Live Case Competition, the Accounting Case competition, the Intercollegiate Business Competition (ICBC), the Keybank International, Focus 2040, the IBM/Sobey's Retail Hackathon, and the Risk Management Association Sobey Credit Risk Case Competition.

#### COMMUNITY SPIRIT & INDEPENDENT THINKING

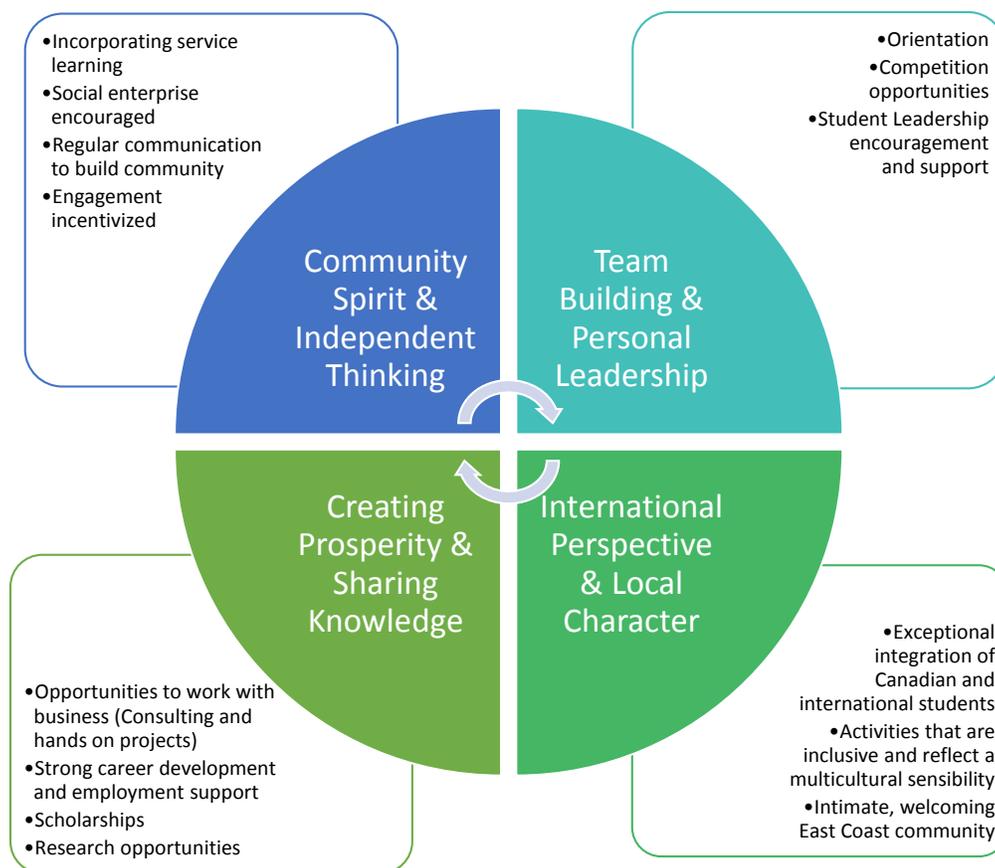
- Philanthropic and community service mindset is encouraged through service learning projects and social enterprise opportunities such as Enactus.

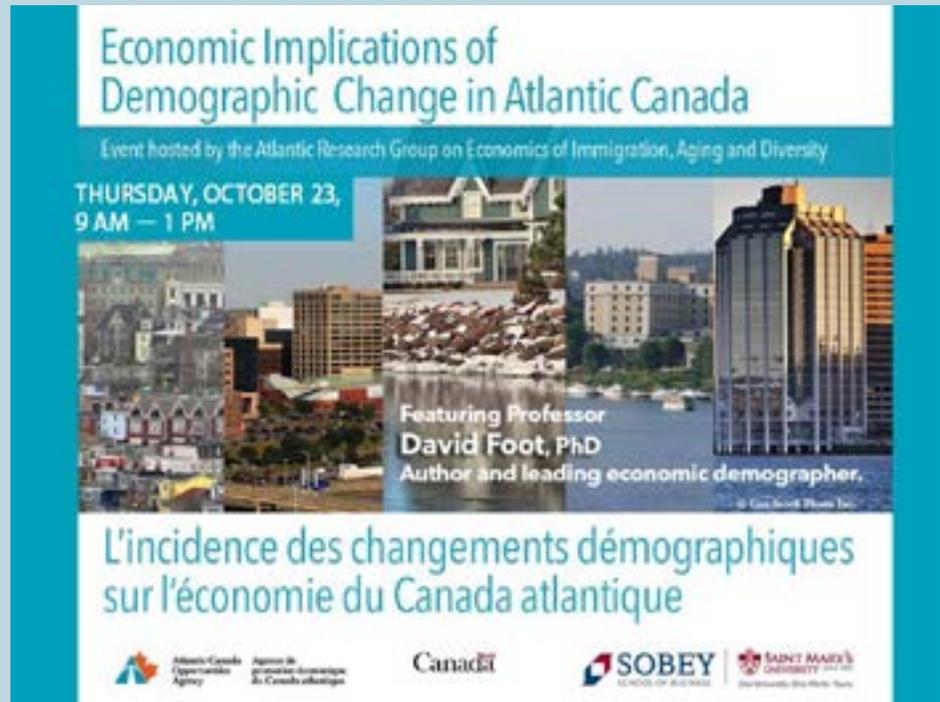
- Students are encouraged and supported in pursuing international study exchanges.
- Through the MTEI program, entrepreneurship pitching competitions, and hosting the Sandbox project, we are encouraging innovative thinking among students.
- Regular communications with students, including social media, newsletters, digital screen posts, and the Dean’s open-door policy help create a greater sense of community.
- The Sobey Passport Program was implemented to reward students for attending speaker events, career sessions and other events on campus. Over 120 students registered for a four-month pilot.

#### CREATING PROSPERITY & SHARING KNOWLEDGE

- Sobey School Business Development Centre (SSBDC) coordinators offer the opportunity to work hands-on with business under the guidance of a professional consultant. With the SSBDC moving back to campus in 2014, engagement has increased.
- Career Services support has increased for BComm students, while many graduate students benefit from a partnership with Knightsbridge Robertson Surette.
- Senior students are enlisted as quantitative skill tutors at the new Sobey Math Help Centre.
- The Sobey School Dean convened an ad hoc cross-campus Engagement and Retention Council in 2014-2015 to share best practices and build staff and faculty awareness of available supports and opportunities for students.
- New scholarships to support student success have been announced thanks to recent donor cultivation activities.

### The “Sobey School Experience” Model





Senior Director of Business Outreach Lynn Coveyduck (top) and Senior Development Officer Barbara Haley. A poster for the first event hosted by the Atlantic Research Group on Economics of Immigration, Aging and Diversity.

#### INTERNATIONAL PERSPECTIVE & LOCAL CHARACTER

- Exceptional integration of Canadian and international students was noted by AACSB (Association to Advance Collegiate Schools of Business) peer review team.
- Hosted activities that resonate with international students like kite flying and an annual international residence student holiday party.
- Over 50 guest speakers have been brought in to enrich the student experience, ranging from international business people like John Betts, Rohan Marley, Sir John Elvidge, Julie Toskan-Casale and Johnny Cupcakes to well-known Canadians like Warren Jestin, Paul Sobey, and Michael Donovan.
- Themes of respect and consent have been woven into the welcome and orientation of all students, graduate and undergraduate.

#### We have taken steps to build bridges with all stakeholders, especially alumni, donors and the wider business community.

- Staff complement has been enhanced with the addition of two key relationship building roles: Lynn Coveyduck as Executive Director Business Outreach and Barbara (B.) Haley as Senior Development Office.
- Events designed to cultivate dialogue with and among our alumni, business community and scholars have included:
  - Dialogue on Economic Prosperity
  - Provoking a Bold Future women's dialogue
  - Atlantic Research Group on Economics of Immigration, Aging and Diversity's event, The Economic Implications of Demographic Change in Atlantic Canada, which featured David Foot
  - Doug Stephens (the Retail Prophet) presented on the Future of Retail, an event hosted by the David Sobey Centre for Innovation in Retailing and Services



Above, a book recently published by Sobey School management faculty, Dr. Chantal Hervieux.



Clockwise from top left, Dr. Harvey Millar, Dr. Michael Zhang, Dr. Camilla Holmvall and Dr. Ramesh Venkat, four of the researchers receiving funding from the David Sobey Centre.



Dr. Ellen Farrell's research into the Atlantic Entrepreneurial Ecosystem provided the focal point for a conference in September, 2015.

- Alumni events have been hosted in Calgary, Edmonton, Toronto, Hong Kong, Shanghai, St. John's and Halifax. We have also hosted special themed events for alumni, such as the *Improvisation as a Metaphor for Leadership* event with Dr. Harvey Millar and the Accounting Smoker specifically for accounting graduates.
- Start-Up 100 program, a project led by the Sobey School Business Development Centre, engaged over 100 young entrepreneurs in 50 communities across the province, supporting their success with education and inspiration.
- The Atlantic Entrepreneurial Ecosystem Policy Workshop was hosted in 2015, spotlighting the research of Dr. Ellen Farrell.
- Dean Bradshaw released annual updates to community and is preparing themed reports on accomplishments for future release.
- We have sponsored or appeared at more than 50 trade shows, forums, conferences and other events since 2013, including the Atlantic Petroleum Show, the Halifax Entrepreneurship Expo, Atlantic Business Magazine's Top 50 CEOs, the Progress Top 101, Human Resources Association of NS' annual conference, Engage,

Collide, Invest Atlantic, Women in Business trade show, International Summit of Co-operatives, Atlantic Schools of Business conference, and Progress Women of Excellence.

- New high-profile members have been added to the Sobey Dean's Advising Board.
- We are participating in the Business School Impact Survey to help assess our value to our community.

### **We have strengthened our culture of scholarship, including knowledge creation and research mobilization.**

- From January 2013 to September 2015, Sobey School professors listed credits on 98 journal articles, 12 books, 38 book chapters, 203 presentations and 39 conference proceedings.
- Dr. Jean Helms Mills was recognized with Saint Mary's University President's Award of Excellence for her research efforts.
- A new Scotiabank Technology Entrepreneurship and Innovation professorship has been awarded to Dr. Dawn Jutla.



Sobey School scholars Dr. Albert Mills, the highly-published director of the PhD Management program; Dr. Najah Attig, Canada Research Chair in Finance; and Canada Research Chair and Associate Dean, Research and Knowledge Mobilization Dr. Catherine Loughlin.

- The David Sobey Centre for Innovation in Retailing and Services was founded. One of its key goals is to support research into retail and services innovation, and a number of funding awards have already been made.
- Dr. Michael Zhang of the Finance, Information Systems and Management Science department was one of a group of researchers awarded a \$2.3million grant to conduct a multi-year study of how to improve youth mental health experiences with the health system. (*Barriers and Facilitators in Access to Child/Youth Mental Health Services: A Mixed Methods, Intersectorial Study in Atlantic Canada*)
- The Atlantic Research Group on Economics of Immigration, Aging and Diversity was founded. The Group has hosted the Economic Implications of Demographic Change in Atlantic Canada symposium, education sessions in Halifax and Moncton on the government's new Express Entry system, and a workshop in New Glasgow on Immigrant Support Services Delivery. It delivers a quarterly research newsletter to interested scholars and policy professionals.
- In cooperation with Saint Mary's Executive Professional Development, the Sobey School has become the Halifax delivery partner for the ICD-Rotman Directors' Education Program.
- The Associate Dean, Research and Knowledge Mobilization position was created, with Dr. Catherine Loughlin appointed to fill it.
- Jean Helms Mills and Albert Mills will take over co-editorship of the scholarly journal *Qualitative Research in Organizations and Management*, effective January 1, 2016.
- Jean Helms Mills and Albert Mills are part of a research project based in Finland that was awarded a €7.6 million (\$11.4m) award, announced in September. The research project is themed Social and Economic Sustainability of Future Working Life. In the summer, the pair received another research grant to study human resource management in SME's, involving study of Finland, Canada and the UK. That award is worth €209,000 (\$312,000).
- Faculty have organized "brown bag lunches" to discuss and preview current and ongoing research.
- Sobey School initiated the implementation of a new university-wide research database system, which will facilitate faculty in promoting and sharing their research work with each other and the community.

#### LOOKING FORWARD: ENGAGEMENT

- Build a speaker database to track interactions with business community and alumni who wish to share their experience with our students.
- Continue to refine the Sobey Experience and build opportunities for student success.
- Explore opportunities to profile research in a blog or other digital interactive format.
- Find ways to publicly highlight and recognize the work of our exceptional research faculty.
- Seek support for more chairs and professorships.



## Innovation and Development

Innovation is a tricky attribute to quantify, but our academic setting means it is essential to continually review and find ways to improve what we do and how we do it. External factors like economy, demographics and expectations of the public have a continual impact on our work. Innovation and development are necessary responses.

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.

### Achievements to date

**New facilities have been established to support the growth of our faculty, our programs and the innovative delivery of curriculum.**

- 960 Tower Road has opened, allowing our Sobey School Business Development Centre to move back onto campus.
- The Sobey School Business Development Centre houses a 'sandbox' project funded by the province. Titled the "Spark Zone", this initiative, launched in 2014, offers entrepreneurs and students the opportunity to explore social enterprise businesses.
- A new office has been set up at Beijing Normal University, Zhuhai Campus to support our student cohort and further develop opportunities for cross-over education.

**Programs and program formats have been reviewed, developed and renewed where appropriate.**

- Program reviews are being undertaken of the BComm, MBA, and Executive MBA programs. The learning outcomes of the BComm program were updated.
- The Master of Technology Entrepreneurship and Innovation and Master of Applied Economics programs have successfully launched and show significant yearly enrollment growth.
- The Dean established a fund to support innovative teaching methods. Projects have explored new technology use in the classroom, inter-cultural approaches, and methods of encouraging attendance.



Left: the first cohort of the Master of Applied Economics (MAE) program. Right, an artist's rendering of a potential new Global Innovation Centre.

- A Principles of Responsible Management Education (PRME) working group has been created to help lead implementation of the key principles.

**The number of faculty members has been increased, with particular attention to areas of strategic academic importance.**

- New faculty members hired have brought new expertise in marketing, management, finance and economics.
- Three new faculty positions have been created.
- Professorships and chairs are planned in strategic areas.
- Currently searching for a new Canada Research Chair in International Business Trade (winter 2015-16).

**We have taken steps towards establishing an enrollment management plan to facilitate growth and improve student retention.**

- Sobey School is supporting a Saint Mary's University initiative to explore recruitment and enrollment management.
- Planned new staff structure in graduate programs will allow stronger focus on enrollment management and student advising.

## LOOKING FORWARD - INNOVATION AND DEVELOPMENT

- A fundraising case for support is in development to help with new facilities and professorships.
- New Executive Education programs are in development.



**50+**

STAFF AND FACULTY MEMBERS HAVE PARTICIPATED IN INTER-CULTURAL PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

**STUDENTS**  
from nearly

**100**

**COUNTRIES**

during 2013-2015

**PRME** Principles for Responsible Management Education

**Sobey School became signatory with unanimous faculty agreement**



**70 students** participated in international travel & study exchanges

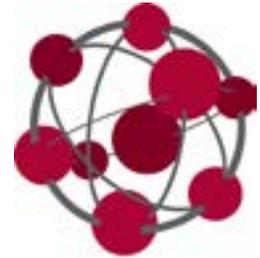
PARTICIPATED IN OR SPONSORED



**50+** TRADE SHOWS, FORUMS, CONFERENCES.



# SUMMARY OF ACCOMPLISHMENTS



**北京師範大學 珠海分校**  
BEIJING NORMAL UNIVERSITY, ZHUHAI

200 Chinese Sobey Students enrolled in BComm at BNUZ

**11**  
**NEW**  
**FACULTY**

INTERNATIONAL INNOVATION HUB PLANNED.



Accepted to full membership in the European Foundation of Management Development

**500+** community members attended **5** events

**SOBEY SCHOOL PROFESSORS**

listed credits on **139** journal articles, **13** books, **40** book chapters, **302** presentations and **58** conference proceedings.

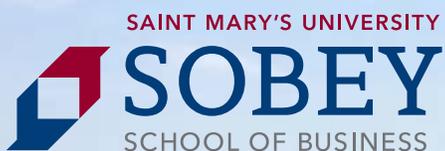
(From January 2013 to December 2015, about half reporting)

**FOUR** active research Centres: Centre of Excellence in Accounting and Reporting for Co-operatives, Centre for Leadership Excellence, David Sobey Centre for Innovation in Retailing and Services, Atlantic Research Group for Economics of Immigration, Aging and Diversity

**SPARK ZONE** social enterprise innovation sandbox launched



# CONNECT WITH US



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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](http://smu.ca/alumni)

**[sobeys.smu.ca](http://sobeys.smu.ca)**