

2019-2024
Strategic Plan

**GROWING
FOR THE
FUTURE.**



Algoma
UNIVERSITY

SCHOOL OF
BUSINESS &
ECONOMICS



GO WHERE BUSINESS TAKES YOU.

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A MESSAGE FROM OUR DIRECTOR



Algoma University's School of Business & Economics (SchoolBE) is launching into a period of unprecedented growth at a time when disruption to the global economy is presenting challenges that require innovative leaders and talent who recognize that this period also brings tremendous opportunity.

World economic trends, as well as those in Ontario and the communities we serve, have been at the forefront of our minds as we consulted with students, staff, faculty, community partners and business leaders to develop a five-year strategic plan that will enable our SchoolBE to play a meaningful role in addressing local, regional and global issues.

Growing for the Future, Algoma University's School of Business & Economics' Strategic Plan 2019-2024, is our response to what you told us and what we believe the economy and the communities we serve need.

Our vision is to focus our efforts on how business education can serve the public interest.

A significant expansion of our campus in the Southwestern Ontario City of Brampton and anticipated growth at our founding School on Algoma University's Sault Ste. Marie campus in Northern Ontario will allow us to deepen our impact in this way.

We are building the infrastructure – physical space, technology and innovative programming led by top-tier faculty in a personalized learning

environment – and expanding our partnerships so that we can provide more students with the education and real-life experiences they need to thrive and help our economy grow. At the same time, we are developing the talent pipeline the fast-moving economy demands.

Our plan focuses on strategies to drive economic and social prosperity for students, regions, the province, the country and beyond - as we build on existing partnerships with industry, communities and governments, and create new ones.

We will be driven by our mission to offer the best possible educational experience for students so that they will find their place in the world as problem-solvers and leaders in social and economic prosperity.

And at the centre of all we do is Algoma University's Special Mission to advance the recommendations of the Truth and Reconciliation Commission and ensure we are a welcoming place for all.

Cathy Denomme

Director, School of Business and Economics

**GROWING FOR
THE FUTURE.**



OUR VISION

We will be a driving force for economic and social prosperity, now and in the fast-moving future.

OUR MISSION

We transform lives by providing a personalized, real-life, quality business and economics education to learners who will be inspired to achieve social and economic prosperity in their own lives, in their communities and across the globe.

OUR VALUES

Quality
Integrity
Accountability
Responsiveness
Respectfulness
Diversity



OUR CORE COMMITMENTS

Our stakeholders have guided the Algoma University's School of Business & Economics (SchoolBE) to focus on five priorities as we fulfil our mission and bring to life our vision over the next five years. Meeting these commitments will be the foundation of all we do, and they are supported by a set of goals and concrete actions outlined here. We will be true to our values as we implement the commitments in this plan within a culture of collaboration.

-
- 1 We Will Expand Our Public Impact Through Growth**

We are expanding in a significant way our campus in downtown Brampton and also growing in Sault Ste. Marie to accommodate more students and serve the public interest in these fast-moving times by deepening the impact our business education has on individual, community, provincial and global social and economic prosperity.
 - 2 We Will Provide the Infrastructure and Technology Required for a Modern Education**

The SchoolBE recognizes that significant growth will require equally significant investment in infrastructure and technology to ensure students have the optimum teaching and learning environments at each of our campuses, and that they will be supported by the most up-to-date technology and administrative support from Algoma University.
 - 3 We Will Provide a Transformative Student Experience**

The SchoolBE invests in your future by providing state of the art technology, experienced faculty focused on your success, and real-world experience to jump start your business career. We are committed to ensuring our graduates are ready to meet the future.
 - 4 We Will Provide Academic Programs and Real-life Experiences that Prepare Students for the Future**

Our students will benefit from academic programming that is relevant to the evolving economy and experiential learning opportunities inside and outside the classroom that will allow them to grow as individuals and find their place as business leaders who make an impact in the world in which they live.
 - 5 We Will Expand our Impact Through Partnerships, Relationships and Collaboration**

Our SchoolBE's desired public impact and that of our graduates can only be achieved in collaboration with our partners in industry, community, government and internationally. Together, we will meet today's challenges by strengthening and seeking out new partnerships, relationships and collaborations.

COMMITMENT

1



We Will Expand Our Public Impact Through Growth

Algoma University's School of Business & Economics takes pride in the impact it has been having on students and communities through our campuses in Sault Ste. Marie and Brampton.

Now, the School of Business & Economics is seeking to expand our impact in addressing the economic challenges of our times on the students, cities, regions, province and international communities we serve so that individuals, communities and the global economy thrive.

GOAL 1

To grow overall enrolment at both campuses to provide education and experiential learning to 500 full-time equivalent students at the Sault Ste. Marie campus and 800 at the Brampton campus within five years.

ACTIONS

- ✓ Work with Algoma University to develop and implement a Multi-Year Marketing Strategy that includes a crisp, clear value proposition for the SchoolBE that will distinguish it from others offering business education and to build awareness of our niche.
- ✓ Develop programs and services that are in high demand and reflective of the evolving economy by creating a Labour Market Advisory Council with advisors from the business community and maintaining an ongoing Labour Market Data Analysis capacity.
- ✓ In collaboration with Algoma University, develop a Targeted Recruitment Strategy that recognizes and builds on what's unique about each student group and campus.



“It’s great to see that Algoma University’s School of Business & Economics is investing in Brampton. Post-secondary education plays a role in building jobs. Good talent attracts employers, revitalizes communities, and makes cities more attractive to live and work and play. All of those factors combined have a ripple effect on economic development.”

– Paul Aldunate, Expeditor, City of Brampton

GOAL 2

To increase enrolment of international students in order to expand the SchoolBE's international impact, ensure students and faculty benefit from global experiences and perspectives, and attract top talent to Northern and Southwestern Ontario.

ACTIONS

- ✓ Develop an Internationalization Strategy that incorporates all the benefits of international partnerships, including recruitment of students from diverse countries and agreements with international universities that include international exchanges for students and faculty abroad.
- ✓ Develop an International Student Support Plan that will provide students with the academic and social supports they need to succeed, even before they arrive. The Plan will support the SchoolBE efforts to be a welcoming place where students benefit from the perspectives of others.



20-27% of international students
become permanent residents in Canada

– Statistics Canada 2015

GOAL 3

We will work towards fulfilling Algoma University's Special Mission by reaching and building positive relationships with Indigenous communities.

ACTIONS

- ✓ Work in partnership with Algoma University to strengthen our relationships with Indigenous Peoples by helping to create opportunities for Indigenous learners.
- ✓ Actively participate in the process of reconciliation by ensuring all students and staff have a deep understanding and appreciation of Indigenous Peoples, their ways of knowing and histories.
- ✓ Ensure a continued focus in pedagogy that incorporates Indigenous ways of knowing and learning.

We Will Provide the Infrastructure and Technology Required for a Modern Education

Expanding our impact by providing Business & Economics education and experience to more students requires investments by the SchoolBE and University so that all who walk through our doors - or reach us online - will feel supported.

To ensure we are equipped to provide the best possible student experience and to provide the talent pipeline business and the economy requires to thrive, the SchoolBE is investing in modern learning environments and state of the art technology at each of our campuses.

GOAL 1

Ensure students are learning in modern, up-to-date facilities that will enhance the student experience and set them up for success.

ACTION



Working with Algoma University, develop and deliver on a Capital Expansion Strategy that will result in a multi-million-dollar investment in new or improved learning, studying and social spaces for students in Brampton and Sault Ste. Marie.



Grappling with the impacts of technological advancements on labour force development is one aspect of the broader skills challenge which government, industry and post-secondary education must confront.

– Ontario Chamber of Commerce, Ontario Economic Report 2019

GOAL 2

Provide students and faculty with the technology they expect in modern learning environments and allowing technology to be used in creative ways consistent with new trends in the evolving workforce.

ACTION



Create an Innovative Technology Development Strategy that will conduct an inventory of the technology that currently exists on campuses and consult with industry and community partners to guide its expanded use in new and creative ways.

GOAL 3

Growth must be supported by excellence across all areas of the SchoolBE's services, including programming that is responsive to today's needs, quality teaching and learning inside and outside the classroom, student and faculty supports, and links to our communities.

ACTION

Create a Sustainable Growth Steering Committee that is accountable for quality assurance at both campuses in academic programming, teaching excellence, experiential learning, community responsiveness and administrative support from Algoma University. SchoolBE leads in each of these areas will report regularly to the Committee and, in turn, the Director.

“We look for good communicators – collaborators – people who can think creatively and critically. We need to develop leaders who can choose a destination, motivate a team, achieve that vision. We often hire people with “power” skills and then teach them to be bankers. Not “soft” skills - power skills.” – David McKay, Royal Bank CEO



**INVEST IN YOUR
FUTURE.**

COMMITMENT

3



We Will Provide a Transformative Student Experience

We invest in your future by providing state-of-the-art technology and experienced faculty focused on your success. We will provide real-world experience to jump start your career.

As the smallest university in Ontario, Algoma University and its School of Business & Economics are known for high student satisfaction in part because of our personalized learning environment.

Our commitment to Indigenous Peoples means we have adopted teaching and learning borne of the Indigenous storytelling traditions, which are effective in helping all students achieve high levels of competency in communications and the soft skills employers value.

We are committed to ensuring our graduates are ready to meet the future.

GOAL 1

Build on the SchoolBE's student satisfaction and employment ratings, and ensure domestic, international and Indigenous learners benefit from a positive, inclusive and supportive experience.

ACTIONS

- Develop and implement a Student Success Strategy that develops protocols and initiatives to ensure our diverse students have the academic, administrative and social supports they need from the time they are accepted, in those crucial first weeks and months, and on to graduation.
- Work with Algoma University's leadership team and administrative staff to ensure a seamless experience for students on all campuses and from diverse backgrounds as they navigate the application and acceptance process, orientation, course selection, and plan their schedules.

“The skills from class, the real-life experiences and the atmosphere at the School of Business and Economics provide a good environment to gain the confidence you need to contribute to a vastly changing workforce.”

– Justin-Peter Stefanizzi, graduated in 2017, completed an MBA and achieved his CPA designation in 2018.



GOAL 2

Ensure programing and teaching and learning are recognized as high quality by students, faculty, administration, employers and other external partners.

ACTION

- Create an Academic Excellence Review Process where faculty peers experience each other's teaching and offer feedback. Student feedback will also be sought.

GOAL 3

Ensure the SchoolBE is doing all it can to prepare students for the workforce or to start their own companies, even as the economy changes.

ACTIONS

- ✓ Create a Career Success Strategy that prepares students for the workforce or to start their own enterprises by ensuring the right mix of academic and experiential learning, connections and mentorship of business and alumni, resume building and interview preparation.
- ✓ Create pathways for students between universities and colleges – and, in our case, campuses - so that they can customize their education to find their own place in the economy.
- ✓ Review and expand the SchoolBE’s online education programs so that students in remote areas or working parents, for example, can access our programs.



86%

86% of students and recent grads in Canada said experiential learning led to an easier transition from school to a successful career. - Abacus Data report, 2016.

COMMITMENT

4



We Will Provide Academic Programs and Real-Life Experiences that Prepare Students for the Future

Our academic programming must be relevant as the economy evolves and creates jobs that we can't even anticipate. We must build connections to business and develop research activities that will provide meaningful experiential learning opportunities for students so that they leave the SchoolBE ready to begin or resume their careers, or to start their own businesses. The programming and experiential learning must be relevant to each of the markets we serve and address the unique needs of our diverse students.

Consideration must be given to all levels of education, including certificate and degree programming, and professional programs. In some cases, academic programs will be offered in partnership with other institutions.

GOAL 1

Ensure our academic programs and curricula are innovative and relevant to the demands of the economy.

ACTION



Conduct an Academic Program Review that relies on the labour market research conducted by our Labour Market Advisory Council and a competitive analysis to refresh and expand program offerings. Key will be achieving the right mix of degree and certificate programs, undergraduate and post-graduate, and respecting the differences in demand in each of the markets we serve.



“The pace of business is quickening, and we are looking for people who have a strong capacity for critical thinking, an ability to solve complex business challenges, and who are entrepreneurial. We are finding this in graduates of Algoma University’s School of Business and Economics.”

– Michael Pratt, graduated in 2009, Commercial Director, Lallemand Plant Care.

GOAL 2

Ensure we have the right mix of faculty to ensure we are meeting our own standards of quality assurance in teaching and learning, student supports, and responsiveness to business and the community.

ACTION



Develop a Faculty Growth and Renewal Strategy to ensure the SchoolBE has the right complement of faculty to address our growth. The strategy would consider number, mix of full- and part-time faculty, as well as subject matter and industry experts.

GOAL 3

Ensure students are job-ready by expanding experiential learning and teaching the soft skills employers want.

ACTION



Establish an Employer Advisory Council, that will include students, to advise on academic programing, curriculum, co-ops, placements and other types of experiential learning.

COMMITMENT

5



We Will Expand our Impact Through Partnerships, Relationships and Collaboration

We know that in this complex economy, problems can best be solved and solutions found through collaboration.

Similarly, our SchoolBE's desired public impact and that of our graduates can only be achieved in collaboration with our partners in industry, community, government and internationally. Together, we will meet today's challenges by strengthening and seeking out new partnerships, relationships and collaborations.

GOAL 1

Deepen the SchoolBE's roots with industry and in our communities and regions while providing real-life learning to students through applied research that will provide innovative solutions to problems.

ACTION



Establish a Future Solutions Research Hub where students can gain experience in applied research and the SchoolBE can serve the community by finding solutions to industry and municipal problems. This will deepen our connection to the business community and contribute to city building and economic development. Visiting professors and international faculty will be invited to take part.

GOAL 2

Look for opportunities to support city building and regional economic development by partnering with industry and governments on special projects relevant to them and develop a reputation as the go-to place for solutions and partnerships.

ACTION



Deepen relationships with municipal and regional governments in the North and in Southwestern Ontario through new City-University Relationships Committees, and sit at their tables, to understand their unique issues and industry mix, and partner on solutions where possible. Using our resources and knowledge to contribute to economic development will help build a strong economy that makes Ontario an attractive place to live and invest.

GOAL 3

Continue to build on our relationships with Indigenous Peoples in our communities and fulfil our University's Special Mission.

ACTION



Deepen partnerships with Indigenous Peoples, offering course-specific academic content, and continue to carry on and expand the Indigenous ways of teaching across the SchoolBE so that all will learn and respect Indigenous cultures.

GOAL 4

Partner with other post-secondary institutions to support each other and to allow students to choose their own educational paths.

ACTION

- Seek out opportunities to create new meaningful pathways for students between universities and colleges, growing relationships with institutions abroad, in Northern Ontario, and in the Greater Toronto Area and Peel Region where we are taking root.
- Pursue a pathway for graduates to a Master’s program in Business.





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