

McMASTER UNIVERSITY  
DEGROOTE SCHOOL OF BUSINESS

**Strategic Plan: 2015-2020**

**Adopted by the Faculty of Business on  
December 11<sup>th</sup>, 2014**

## **Message from Dean Leonard Waverman**

I came to McMaster in January of 2013 because of the university's stellar reputation for innovative and interdisciplinary research and programs, and because of President Patrick Deane's emphasis on integrity. I knew that there were challenges in the DeGroote School of Business that needed to be addressed, but I believed that the talent and quality of the people and programs here at the School were strong enough to overcome them; after two years on the ground, I am pleased to say that these beliefs have rung true.

It is very important for McMaster University that the DeGroote School lives up to the high level set by this institution. I take my role in ensuring that this happens very seriously and believe that success begins with an inclusive planning process resulting in a collaborative strategic plan for the School that augments the strengths we already possess and pushes us to think much bigger.

To that end, this new strategic plan - which includes a long-term mission and a five-year vision for the School - is what I call "Dean-proof". It was created through many town halls, strategy retreats, focus groups, consultations and coffee chats with faculty, staff, students, alumni, employers and community stakeholders. It was developed through collegial collaboration, bold and innovative idea-generation and generous offering of feedback and constructive criticism. It was not born from the Dean's Office; it was created by our faculty and staff in offices, lecture theatres and hallways. It will live on past my tenure here and continue to be championed by its owners: our faculty and staff family. This ownership and pride is strengthened further since our MBA students, in a senior year branding class, helped to develop the branding that extends from this plan.

Underpinning this strategic plan is the core of what we do and have done for decades at DeGroote: top-notch, innovative and interdisciplinary business education and research. Our co-op program – the first in Canada – was launched 41 years ago and is still one of the best-regarded; the School has delivered

outstanding experiential learning opportunities such as Canada's Next Top Ad Executive; long-standing collaborative programs with other faculties, like the hugely popular Bachelor of Engineering Management, Master of Science in e-Health, and the Master of Health Management degrees continue to thrive.

Now, we are adding to this strong foundation by also focusing our efforts on two key areas in which we are confident we can excel and establish ourselves as global leaders. The first is health management, where we will work even more closely with McMaster's Faculty of Health Sciences to complement the six health management programs we currently offer. Health management is a critical global issue and an area in which we can make a significant contribution to positive transformation. An exciting new Michael G. DeGroote Global Institute for Innovation in Health Leadership, a joint effort with our colleagues in Health Sciences, will be the umbrella under which a game-changing suite of programs, research and activities will be brought to life.

The second area of focus is digital transformation and how business as a whole is affected. A major part of this will be an emphasis on "big data" – in particular, on how we can use data to make better strategic decisions. But our students and business leaders also need to understand the quickly evolving digital and cloud-based platform on which these data ride. Our first offering in this space will be a new EMBA in Digital Transformation, the only one of its kind in the world. The effects of digital transformation are to be felt across all industries and disciplines, including healthcare, so this area of expertise will be critical.

I am proud of this strategic plan document and how it has already helped create a culture in the School of going over and above what is required to "research and teach." Our value and responsibility to business and society is to create new knowledge that is significant to today and tomorrow and that drives society forward, and to transfer that knowledge to students, alumni and to the business community in an engaging and transformative way. I believe this mission, vision and plan will allow us to do that to a degree of success that we have yet to see; and it will benefit us all.

## TABLE OF CONTENTS

|                                                                            |           |
|----------------------------------------------------------------------------|-----------|
| <b>Message from the Dean.....</b>                                          | <b>2</b>  |
| <b>Section 1: Our Process .....</b>                                        | <b>5</b>  |
| <b>Section 2: Our Shared Mission, Vision &amp; Values .....</b>            | <b>7</b>  |
| <b>Section 3: Our Differentiators .....</b>                                | <b>8</b>  |
| <b>Section 4: Our Plan to Get There.....</b>                               | <b>9</b>  |
| <b>Section 5: Implications.....</b>                                        | <b>10</b> |
| <b>A: Programs (Core, Health, Digital).....</b>                            | <b>10</b> |
| <b>B: Activities (Research, Teaching, Community).....</b>                  | <b>11</b> |
| <b>C: Culture (Values-driven, Evidence-based, Interdisciplinary) .....</b> | <b>13</b> |
| <b>Section 6: Our Brand .....</b>                                          | <b>14</b> |
| <b>Section 7: Our Metrics and KPIs .....</b>                               | <b>15</b> |
| <b>Section 8: Appendices.....</b>                                          | <b>20</b> |

## 1. Our Process

Our 2015-2020 strategic plan is an evolution of DeGroote's *2010-2014 Strategic Priorities & Activities* document adopted by the Faculty of Business on July 9<sup>th</sup>, 2010.

Our new strategic plan has been structured around the following points:

- Our shared mission, vision and values
- Our differentiators
- Our plan to get there
- Implications for:
  - Programs (Core, Health, Digital)
  - Activities (Research, Teaching, Community)
  - Culture (Values-driven, Evidence-based, Interdisciplinary)
- Our brand evolution
- Our Metrics & KPIs

The process for developing our strategy has been representative and inclusive, and has followed three distinct phases:

1. Scan – collecting and analyzing external market and stakeholder data
2. Consultation – presenting, synthesizing and interpreting information collected during scan, and collecting feedback from internal and external communities.
3. Formulation – translating data, information and insights into actionable strategic outcomes and priorities.

### Scan

- DeGroote 2010-2014 Strategic Plan (Appendix 1)
- 2014 DeGroote State of the Union (facts and figures) (Appendix 2)
- Employers Study (Deloitte)
- Centre for Business and Career Development dataset
- Institutional Quality Assurance Process (IQAP) Report (May 2012)
- McKinsey Scan: core programs of DeGroote are strong and DeGroote has an opportunity to position itself through a variety of specialized programs.

### Consultation

- 192 one-on-one meetings between the Dean and alumni and business professionals between January 2013-December 2014 to listen to needs, ideas and solicit feedback.

- McKinsey Facilitation:
  - Retreats for faculty and management staff were held December 12<sup>th</sup>, 2013 and February 7<sup>th</sup>, 2014 at the Ancaster Old Mill under the guidance and facilitation of Ali Jaffer of McKinsey. Employer surveys and data on rankings and research productivity were presented. A number of areas of specialization were discussed based on available resources; four areas were prioritized: **healthcare, digital analytics, entrepreneurship and risk management**.
- Numerous meetings were held by working groups for the four above priority areas between Dec 12<sup>th</sup>, 2013 and July 3<sup>rd</sup>, 2014.
- Faculty & staff retreats, town halls and focus groups:
  - On July 3<sup>rd</sup> and 4<sup>th</sup>, 2014, a group of faculty and staff came together to participate in a two-day retreat to develop an early draft of a new mission, vision and values, and to narrow down the four priority areas to two – **healthcare management and digital analytics**. On Day 2 a panel of 4 alumni and employer stakeholders gave feedback.
  - On July 17<sup>th</sup> and October 30<sup>th</sup>, 2014 Dean Waverman held Townhalls where he previewed initial concepts arising from the work so far and solicited feedback, which was incorporated into further drafts.
  - On August 19<sup>th</sup>, 2014 Rick Hackett and Michael Hartmann facilitated a faculty and staff focus group on values to further identify the key values needed to accomplish our mission and vision.
- Key stakeholder town halls and focus groups:
  - Student town halls were held on October 20<sup>th</sup>, 2014 (MBA) and October 22<sup>nd</sup>, 2014 (BCom).
  - On September 29<sup>th</sup>, 2014 an alumni focus group was held in Toronto with 11 attendees from across various industries.

## **Formulation**

- Reports
  - Focus group summaries and documents
  - Four priority areas report
- Documents of the strategic plan presented:
  - July 3-4<sup>th</sup>, 2014 Strategy Retreat (Version 1)
  - October 29<sup>th</sup>, 2014 Decanal group (Version 2)
  - December 4<sup>th</sup>, 2014 Decanal Group for final review
  - December 8<sup>th</sup>, 2014 for presentation to faculty and staff (Version 3)

## 2. Our Shared Mission, Vision & Values

### **Mission:**

*To foster interdisciplinary thinking and evidence-based management to transform business and society.*

### **Vision:**

*To be ranked among the top tier business schools in Canada, and to be globally recognized as a leader in research, teaching, and community-building — especially in healthcare management and the management of digital innovation — by 2020.*

### **Values:**

*We support a culture that embraces bold, interdisciplinary thinking; drives the creation and application of evidence-based knowledge; and expects collegial activity undertaken with integrity.*

#### Core values (and behaviors):

- Innovation (think big, explore new possibilities, be curious)
- Collaboration (be collegial, act with integrity, embrace change)
- Generosity (give willingly, inspire others, go above and beyond)

### **3. Our Differentiators**

Over the course of its 47-year history, the DeGroote School of Business has developed a reputation for launching innovative new programs, establishing areas of research and teaching excellence, and building interdisciplinary research, teaching and degree partnerships. The School has now undergone a year-long process of broad stakeholder consultation to determine how it can build on these traditional strengths and develop new areas of differentiation. DeGroote is determined to raise both its national and its global profile in the face of ever-increasing market competition.

DeGroote's ambition to be consistently recognized as a top tier business school in Canada will continue to rest largely on the quality of its core management programs at the BCom, MBA and PhD levels. DeGroote must ensure its core programs remain relevant to the needs of current and future students and employers through ongoing innovation and continuous improvement, and continue to be interdisciplinary and evidence-based whenever possible; this is what makes us distinct.

DeGroote's vision of enhancing its global profile will require developing new areas of focus that will serve both a specific market need and leverage the unique capabilities of the Business School in collaboration with McMaster University and a broader community of stakeholders; this is what will make us stand apart.

For the 2015-2020 strategic plan to succeed, DeGroote will need to focus on strengthening core programs and activities as well as embracing new differentiators, specifically:

- Creating innovative concentration programs;
- Further integrating research, teaching, and community activities with impact;
- Continuously improving on research discoveries, influence and visibility;
- Committing to building and fostering a DeGroote values-driven culture that engages all faculty, staff and students and promotes interdisciplinary thinking and evidence-based decision-making.

## 4. Our Plan to Get There

We will accomplish our mission and vision by:

- ensuring all of our **programs** and courses create an innovative learning experience that equips our students with the new knowledge and skills needed to become leaders within and outside the university;
- ensuring our **activities** are valued by the impact they make on the economic and social wellbeing of the many communities we serve;
- building and maintaining a **culture** that engages faculty, staff and students in collegial and respectful exchanges, bold and creative interdisciplinary thinking, generation and application of evidence-based knowledge, continuous quality improvement, and institutional reputation-building.

Our success will be measured by our ability to excel in and across each of these interconnected areas.



## 5. Implications

Our strategic plan will help prioritize where we focus our resources concerning research, teaching and community. We will measure against a framework of Key Performance Indicators found in Section 7.

**Important note:** The programs, activities and culture building initiatives found below comprise forward-looking new concepts and ideas that will be developed over the next five years. We fully acknowledge that there are many activities already in place that provide evidence of strengths and progress made in our identified strategic areas. The *2010-2014 Strategic Priorities and Activities* document (see Appendix 1) outlines many that were accomplished in the past five years, and there are also long-established initiatives, too numerous to mention here, that will add to the success of this vision and plan.

### A. Programs

Enhanced resources in teaching and research are required to build expertise in core and concentration programs, and to drive further integration of teaching, research and community. Hiring will be undertaken strategically in targeted areas.

As well, to build on the success of existing innovative and interdisciplinary programs such as the MBA Co-op, the Bachelor of Engineering Management degree, and the Master of Science in e-Health (to name just a few), we will:

#### Core Programs

- Implement MBA curriculum updates including integrative cross-discipline case studies that span the 12 core courses, evidence-based teaching, and consultancy projects and experiential activities with community partners.
- Develop a new interdisciplinary BCom program in Integrated Business and Liberal Arts.
- Create a *Learn to Lead Academy* aimed at leadership skills development across both BCom and MBA programs.

### Health Management

- Create the *Michael G. DeGroote Global Institute for Innovation in Health Leadership* which will include:
  - Offering pilot health management programs to the 2015 cohort of McMaster medical and bachelor of health sciences students, including a certificate and diploma program.
  - Developing a customized accelerated pathway to the MBA for medical and health science students.
- Contribute to a new Biomedical Discovery & Commercialization degree (available 2015) offered by the Health Sciences faculty.
- Develop an interdisciplinary undergraduate health sciences-management degree.

### Digital

- Launch an *EMBA in Digital Transformation*, in collaboration with industry partners. A beta version will be offered in 2016. This program will be the first EMBA in the world in the big data space.
- Develop an interdisciplinary MSc in Data Analytics, to be offered in 2017.
- Create new and revised courses in the BCom and MBA programs that teach digital transformation.

## **B. Activities**

Fostering greater collaboration and synergies across teaching, research and community will enhance the scholarly and applied impact of our research and enrich the learning experience. It will allow us to be more impactful in service and outreach to our various stakeholder communities – students, alumni, industry, and local/regional communities – and strengthen our relationships with them.

To add to our three current Institutes and Centres, many top research publications and honours, and numerous teaching and community-building projects and platforms, we will:

### Research

- Establish an *Institute for Evidence-Based Management* that will serve as the platform for fostering research partnerships with government and the private

sector, generating and disseminating research, and developing and delivering programs that will promote an evidence-based (analytic/data-driven) approach to management and leadership. We have CFI and ORF applications currently under review, which include a number of business partners, and we are seeking donor support among our alumni base.

- Create a *Chair in Evidence Based Management* to supplement research capacity in digital transformation/data-analytics, with a focus on understanding the issues, challenges, and opportunities in the harnessing of “big data” to enhance individual and organizational effectiveness.
- Introduce a third research award which recognizes faculty who publish interdisciplinary research that has a focus on health care and data analytics.
- Provide a forum for interdisciplinary research around health and data analytics.
- Provide support for visiting professors, postdocs and/or speakers that are experts in the areas of health and digital transformation/big data.

### Teaching

- Develop best practice guidelines from evidence-based pedagogy research and annual surveys of students and employers.
- Work proactively and collaboratively with the McMaster Institute for Innovation & Excellence in Teaching & Learning (MIIETL) to learn and embrace innovative teaching methods, including blended learning and flipped classroom models.
- Hire people who share our values and who will go above and beyond to work closely with students on learning inside and outside the classroom.

### Community

- Host an annual *Digital Leadership Summit*, in co-operation with EMBA corporate partners, to begin in 2015. This event will become the “go-to” event for executives in big data leadership across Canada and will showcase DeGroote experts.
- Continue to enhance the *Knowledge@DeGroote* seminar series and website, both of which facilitate knowledge transfer from academia to industry. We will also expand the *Knowledge@DeGroote* e-magazine to include annual special print editions that focus on health and digital research and activities.
- Implement media training, social media training and seminar coaching for faculty and staff who want to become more comfortable in speaking publicly as experts on business matters to media and industry.

- Widen our dissemination of research findings beyond peer-reviewed journals and conferences to reach and impact a wider audience. This could be accomplished through a process of notification upon paper acceptance, and incentives / requirements for faculty to strategically promote their research publicly (with the help of the Advancement Office) as part of performance reviews.
- Continue to evolve *DeGroote Days*, where MBA students work with community organizations, non-profits and small businesses to provide services in exchange for real-world learning opportunities.
- Support *Forward with Integrity initiatives* by faculty, staff and students who work on community projects related to business learning.
- Solidify the *Community Engagement Task Force* to identify, drive, evaluate and reward community engagement, outreach and service activities.

### **C. Culture**

DeGroote builds upon a unique organizational culture that must be embedded in everything the School does: a culture that is values-driven, evidence-based and interdisciplinary in our approach to business education. We want to widen our collaborations with other faculties, find new approaches to evidence-based management, and inculcate our core values into all of our programs and activities.

To ensure we are embracing the organizational culture in everything faculty and staff do, we will:

- Invest in collaborative spaces where faculty, staff, students and our external stakeholders can meet, collaborate, innovate, and exchange and iterate new ideas. This would include a new Business Commons and Collaborations Rooms on the main floor of main campus and new Innovation Rooms at the Ron Joyce Centre. It also includes new spaces on the 4<sup>th</sup> Floor of the Ron Joyce Centre specifically for evidence-based and interdisciplinary health and digital programs, research and community collaboration.
- Celebrate individual and group demonstrations of values in action, through an annual "community engagement" award for faculty or staff, as well as monthly internal communication of examples currently taking place within the School.
- Recommend changing the category of "service" to "community" in annual faculty performance review documents, and recognize where faculty and staff have contributed to building DeGroote culture and engaged with community partners.

- Hold an annual innovation retreat (idea camp) to discuss and develop potential new programs, evaluate and suggest investments in activities and identify ways in which our culture can be more closely woven into everything we do.
- Implement an annual internal cultural survey to all faculty, staff and student leaders to assess our progress in supporting our culture and identify opportunities to further inculcate our culture.

## 6. Our Brand

Our mission's emphasis on interdisciplinary thinking and evidence-based management will come to define the DeGroote brand in much the same way that Ivey is branded by the case method, Rotman is associated with design, or Schulich is defined by its partnership with Kellogg and its international program.

DeGroote's brand perception is already well-established with alumni and with employers in Ontario. But to be highly respected nationally and internationally it must evolve to demonstrate our unique strengths and differentiators to a broad audience. A brand evolution is underway to be launched in early 2015, which will identify a clear value proposition, focusing on our unique attributes.

Our brand is being developed with the help of our own MBA students in a senior level branding class. Business schools teach branding, so what better opportunity to use that knowledge than to build our own.

The brand will be communicated through targeted marketing and public relations. Our target audience will include alumni, who are our greatest ambassadors; employers, who are significant influencers; and media, who carry weight with the broader community.

One of the key ways in which we will market ourselves and spread our brand widely is by celebrating alumni success. DeGroote's alumni comprise an impressive group of leaders who have already been, and continue to be, successful in transforming business and society. We will celebrate these leaders (who work across industries, roles, and the globe) as evidence of the DeGroote brand and our DNA.

## 7. Our Metrics and KPIs

“Scholarship that fosters innovation and directly impacts the theory, practice, and teaching of business and management is a cornerstone of a quality business school.”  
*Association to Advance Collegiate Schools of Business (AACSB)*

Drawing on AACSB’s list of metrics, we will develop a “strategy dashboard” for assessing, on an ongoing basis, the impact of our research, teaching and community engagement activities on our vision and mission.<sup>1</sup> It is recommended that the dashboard evaluate the School’s progress against a list of 12 impact metrics and associated KPIs.

### **Mission / Vision Alignment Impact:**

1. Demonstrated alignment of research, teaching and community engagement outcomes with the School’s mission and vision statements (i.e. Interdisciplinary, evidence-based, health and digital).
  - KPI – Achievement of KPI’s below as indicated by an asterisk (\*).
2. Transformative alumni leaders with the ability to create value for their organizations and their communities.
  - KPI – Year-over-year increase in employer satisfaction with the leadership qualities of DeGroote graduates as compared to graduates of a peer set of Canadian business schools.
3. An enhanced national/global reputation as evidenced by the School’s progress in business school ranking publications.
  - KPI: Rank in QS top 6 in Canada by 2020; rank in FT EMBA top 100 globally for EMBA.Digital program by 2020.

### **Research Impact:**

4. Publications in highly recognized, leading peer-review journals.
  - KPI: Year-over-year increase in # of publications in FT top 45 journals, and other identified top journals in key areas, relative to a peer set of top-tier Canadian business schools.

<sup>1</sup> AACSB Accreditation, Business Standards Appendix

- \* KPI: Year-over-year increase in # of publications of interdisciplinary research in quality peer-reviewed journals.

5. Publications in practitioner journals or other venues aimed directly at improving management expertise and practice.

- \* KPI: Year-over-year increase in # of practitioner publications in focus areas such as health management and digital management and innovation.

6. Competitive grants awarded by major national and international agencies or third-party funding for research projects.

- \* KPI: Year-over-year increase in income to support interdisciplinary research in focus areas such as health and digital.

### **Teaching Impact**

7. Consistently high faculty teaching scores for all DeGroote degree programs.

- KPI: Consistently maintain a # faculty teaching score for all DeGroote degree programs.

8. Documented improvements in learning outcomes that result from the adoption of best practice approaches to teaching design and delivery methods.

- KPI: Increase in year-over-year examples of improved learning outcomes.

9. Documented examples of interdisciplinary teaching activities.

- \* KPI: Increase in year-over-year examples.

### **Community Impact**

10. Media Citations (e.g., number, distribution, and effect).

- KPI: Year over year increase in number of national and international media impressions relative to a peer set of top-tier Canadian business schools.
- \* KPI: Year over year increase in number of national and international media impressions related to focus areas.

11. Net Promoter Score survey of alumni and business community friends to

determine brand awareness and level of recommendation.

- \* KPI: Year over year increase in brand awareness and level of recommendation for focus areas.

12. Sustained success of Executive Programs based on demand, level of participation, and repeat business.

- KPI: Grow Executive Program revenues by % per year.

**Note:**

The metrics and KPI's will need to be refined and will continue to evolve over the 5-year period of the strategic vision. It is recommended that a DeGroote Quality Assurance Committee be formed to further examine the metrics and KPI's, to ensure alignment of all activities of the school with strategy, and to gauge and report on progress year over year.

## 8. Appendices

1. DeGroote 2010-2014 Strategic Plan
2. 2013 DeGroote State of the Union (facts and figures)
3. AACSB Accreditation, Business Standards document