



ACTION PLAN

Academic years 2020/21 to 2023/24

TED
ROGERS
SCHOOL OF
MANAGEMENT

Ryerson
University

TED
ROGERS
SCHOOL
OF MANAGEMENT

Everyone has a well-developed strategic plan until they live through a global pandemic.

This **three-year plan** will guide the Ted Rogers School of Management (TRSM) through the pandemic and its aftermath. It honours the aspirations of Ryerson University while capitalizing on the unique strengths and ambitions of the Ted Rogers School.



WHAT WE ARE

**BOLD
RELEVANT
DIVERSE
AMBITIOUS
RESILIENT**

WHAT WE DO

Help rebuild from the pandemic by melding the relevant and practical with the rigorous and theoretical through diversity of people, backgrounds and ideas.

OUR POST-PANDEMIC ASPIRATIONS

Every action we take will improve the career prospects for our students, elevate our reputation as a top research institution, and demonstrate our commitment to innovation within a focus on wellness and diversity. We will emerge from the pandemic with a flexibility in pedagogy and work arrangements that allow for superior student experiences.

HOW WE'LL DO IT

Meaningful effort

We teach, research and support programs and activities that matter.

Community focus

We have a strong sense of belonging and engagement for students, alumni, faculty and staff. We create opportunities for economic integration and participation.

Inclusion, Access, Diversity and Respect

We foster a welcoming, supportive and respectful environment for learning, teaching, research and work. We intensify our commitment to the success of Aboriginal peoples following from the Truth and Reconciliation report. We make concrete steps to reduce disadvantages for under-represented and marginalized groups, and we eliminate systemic barriers to opportunities. Respect includes different ways of teaching, learning and living.

Continuous improvement

We embrace meaningful change efforts that bring about better service, efficient delivery of information, and open new opportunities for learning and research. We put aside habits and practices that are ineffective and are willing to innovate. We collaborate with each other and break down silos.

Sustainability

Of the planet and the people living on it. The wellbeing of our community and stakeholders is integrated into our deliverables.



STRATEGIES AND ASSOCIATED TACTICS

This action plan is intended to have precise targets. See [Appendix A](#) for associated metrics and targets.

I ACHIEVE MOMENTUM

A. Reputation Building: Our Time to Shine

- Close the gap between actual strength of the Ted Rogers School versus how it is perceived in various ranking systems. Celebrate hiring, productivity and innovation of faculty.
- Embed considerations of perceived reputation in decision making processes related to research, teaching and curriculum. When innovation happens, have a communication strategy.
- Promote achievements via media outlets and networks of external stakeholders.
- Ensure diversity in hiring practices.
- Increase visibility of student academic achievements to attract the highest quality students (e.g. case competition wins, CPA accreditation, CPA pass rates)
- Advance the profile and awareness of research successes locally, provincially, nationally and internationally. Maintain premier place in Corporate Knights for Sustainability and rise in other ranking systems, e.g. Shanghai.

B. Advancement, Alumni and External Partnerships

- Establish an alumni strategy that includes donor initiatives, alumni support networks and alumni champions.
- Advance Dean's Circle, which raises funds that go 100 percent into student support.
- Queue up a Family Business initiative, which harmonizes with the aspirations of many students and their families.
- Seek large gifts that advance Cyber, data analytics, and reputation in technology and business.
- Investigate Luxury initiative for Hospitality and Tourism.
- Seek gifts that help the National Institute on Ageing and the Master of Health Administration (Community Care) [MHA(CC)] program harmonize and grow.
- Grow a micro-loan fund for students, currently launching with \$100K.
- Intensify Executive Education through partnerships with industry associations.
- Continue to foster community outreach with a particular focus on communities in crisis due to the pandemic, via student engagement, research and experiential learning opportunities.
- Identify market segments aligned with current graduate and undergraduate programs that drive growth and have first mover advantage (e.g. Sales Leadership).
- Maintain the vigour and increase the diversity of advisory councils while also strategically realigning advisory council representation to meet the needs of target industries.
- Explore fundraising opportunities as they relate to graduate program expansion.

UNDERGRADUATE ENGAGEMENT AND SUCCESS

- A.** Improve the undergraduate student experience (e.g. well-being, retention, access and transferability across Ted Rogers School programs).
- Monitor the recently introduced math class for all Ted Rogers School undergraduates to ensure strong foundation for upper-year quantitative courses.
 - Re-sequence first year classes to ensure communication and quantitative skills.
 - Monitor and revise cohort registration (TedPacks).
 - Improve transfer process to ease the pathway for students to switch programs within the Ted Rogers School and between the Ted Rogers School and other Ryerson programs.
 - Investigate admission and program pathways to enhance attractiveness of programs with decreasing enrollments.
- B.** Advance initiatives for marginalized student populations.
- Implement a recruitment/admission process for underrepresented groups, including Indigenous and Black applicants.
 - Support faculty members in increasing race and/or culturally specific content in the undergraduate curriculum.
 - Create Top 200 opportunities for Black students.
 - Advance initiatives that create pathways to success for underrepresented or marginalized groups.
 - Increase scholarship and bursary programs for underrepresented groups.
- C.** Harness the boldness of faculty members so that our values of sustainability; equity, diversity and inclusion (EDI); research excellence; and entrepreneurship and innovation are reflected in our learning outcomes and our undergraduate curriculum.
- Revisit program learning outcomes.
 - Increase the number of courses that address principles of sustainability.
 - Embed EDI principles throughout course content.
 - Introduce undergraduate research courses to prepare students for graduate studies.
 - Be alert to cutting-edge business issues and concepts in curriculum.
- D.** Establish excellent working relationships with Student Societies.
- Facilitate relationships between Advisory Councils and Student Societies and Clubs to help with guest speakers, mentors and idea-generation.
 - Ensure leading accounting and governance practices are adopted, which assist students to flourish.
- E.** Innovate course delivery and increase experiential learning opportunities.
- Retain the best advances in remote teaching to create more flexibility in course delivery methods.
 - Adopt innovative teaching schedules such as sprint courses, weekend courses, co-teaching, modular courses, spring/summer options and Tri-Flex or Multi-Flex models.
 - Encourage greater collaboration and investment with the DMZ and other entrepreneurial ventures and Zones across Ryerson.
 - Grow the number of courses with a travel component (domestic or international) and support students with travel awards.
 - Encourage faculty members to embed experiential learning opportunities within their courses.
 - Maintain Career Services momentum and ensure equity and transparency in co-op admission and continuation standards.
 - Intensify experiential opportunities, even in virtual environments. Launch and grow the student managed investment portfolio.



ENRICHING GRADUATE EDUCATION

- A.** Introduce measures to influence graduate program growth in all graduate programs.
- Double the MHA(CC) program by aligning the MHA(CC) with Ryerson faculty resources (pending government approval).
 - Adopt the MBA model to attract faculty to teach in the MHA(CC) and make stronger use of the National Institute on Ageing.
 - Grow PhD program and ensure that admissions to graduate programs, in particular the PhD, be aligned with forecasted employment prospects in academia.
 - Explore moving from Government of Ontario corridor funding for the MBA to a new model that will allow for expanded graduate program enrollments.
 - Explore cross-Faculty co-development of graduate programs.
- B.** Explore options for new graduate programming that will enhance existing course offerings.
- Explore the possibility of non-thesis based Professional Master's Degrees in accounting, digital enterprise, real estate, finance, entrepreneurship and other areas where program champions are identified and student demand can be established; leverage the national hub model developed by Osgoode Hall Law School for its LLM programs.
 - Collaborate with the Yeates School of Graduate Studies (YSGS) and Central to further develop and implement online/offline hybrid and modular teaching formats to better serve the diverse needs of graduate students.
- C.** Expand and further develop graduate student support services.
- Reimagine graduate career services to create high-touch support for students throughout their journey, from application to post-graduation.
 - Stabilize the growth in International Students in the MBA program.
 - Build a welcoming and holistic support infrastructure for international graduate students.
 - Create transparent and visible demonstration of stakeholder engagement through Salesforce to support reputation-building efforts of the graduate programs.



INTERNATIONALIZATION

- A.** Increase international enrollment.
- Work with Central to increase international student numbers.
 - Initiate and maintain well-integrated and successful graduation rates from the Ryerson University International College (RUIC) program.
- B.** Expand and increase supports for international students.
- Create a welcoming environment, using student leaders as ambassadors.
 - Embed the experiences and energy that international students bring into our existing student support programming.
 - Learn best practices from RUIC and integrate into our programming.
- C.** Investigate opportunities in international exchange.
- Join the existing Ryerson University agreement with Universities Canada Egypt.
 - Pursue a global partnership with the Aga Khan University.
 - Select an additional two partnerships with narrow focus and capacity to foster deep and enduring relationships.
 - Investigate international placement options for co-op students.

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STRENGTHENING RESEARCH AND FACULTY SUPPORT

- A.** Continue to focus efforts on improved rankings.
- Analyze ranking methodologies and establish a cross disciplinary group to recommend strategic direction and where to focus effort and resources.
 - Continue to focus faculty recruitment efforts in areas of scholarly excellence.
 - Develop focused support/recognition programs.
- B.** Intensify research impact measures.
- Continue the Dean's program of research account rewards for pinnacle journal publications.
 - Continue careful monitoring of research impact, citation scores and high-quality publications.
 - Initiate a Sabbaticants-in-Residence program to entice senior, top researchers.
 - Make strategic investments to grow existing and emerging areas of research excellence and program areas that address the most pressing issues.
 - Create opportunities for engagement with faculty researchers and advisory board members.
- C.** Faculty support and training.
- Consolidate a well-defined Research Support Unit.
 - Integrate PhD students using a mentorship model, and ensure they are well-supported in teaching/research/publishing by faculty role models.
 - Repatriate research labs so they are proximate and share the excitement of discovery and all the advantages of concentrated brainpower.
 - Ensure support for accreditation renewal, able to support transitions to new standards.



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CONTINUOUS IMPROVEMENT IN OPERATIONS

The following initiatives cross multiple strategies and are meant to support all of the above-mentioned strategies and tactics.

- A.** Flexible work arrangements.
- Promote the Ted Rogers School to be Ryerson's pilot project for flexible work arrangements where possible.
 - Achieve a balance between individual preferences and the duties of the job.
- B.** Technological and physical space investment.
- Invest in better online technologies—larger screens, more student engagement and presence.
 - Renovate the buildings to allow flexible work spaces.
 - Merge all current building usage from eight to two locations, queuing us up for one large, new, technologically-advanced and nimble space on campus.
 - Embed the use of Salesforce into all our departments (advising, careers, co-op, alumni, student development, advancement, graduate programs, etc.). Ensure ongoing training and establish a Faculty-wide oversight committee.
- C.** Budget.
- Renegotiate base budget allocation to rectify a structural deficit.
 - Advocate for greater transparency and activity-based budgeting in Ryerson University's budget allocation process. Create a clear and transparent allocation formula (as it relates to faculty-student ratios) that is easy to measure, verify, and creates obvious incentives.



See [Appendix A](#) for the metrics and targets associated with each strategic priority.

**WHEN WE TAKE OUR MASKS OFF,
WE WILL BE MORE RESILIENT,
STRONGER, AND MORE NIMBLE.**

**WE WILL RECOVER FROM THE
PANDEMIC **DEMONSTRABLY BETTER**
THAN WE WERE BEFORE IT.**

