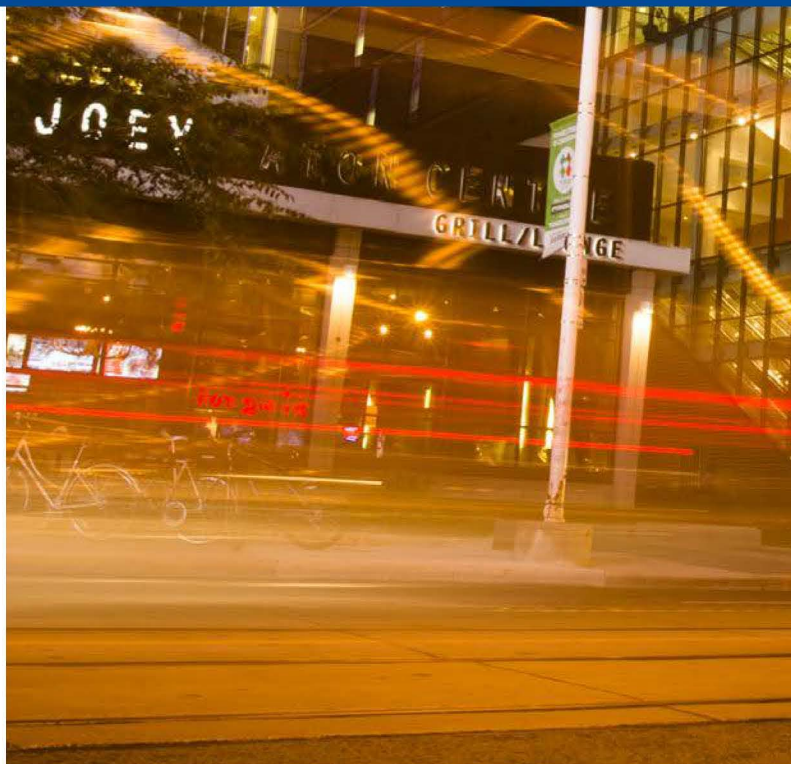


# Shaping tomorrow's global business leaders



## Academic Plan 2014-2019 Executive Summary

Office of the Dean  
Ted Rogers School of Management

Ryerson  
University

TED  
ROGERS  
SCHOOL  
OF MANAGEMENT



# Discover the Ted Rogers School of Management

The Ted Rogers School of Management (TRSM) at Ryerson University is the future face of business in Canada, with arguably the most diverse student population of any business school nationwide. Its undergraduate student body is the largest in Canada, and its graduate programs are poised for growth. The school's location, in the heart of Toronto, next-door to Canada's largest corporations, offers students unique opportunities for experiential education and the faculty bring a mix of practical and theoretical experience to their teaching and research.

TRSM is positioned to assume a larger, distinctive role in the global business landscape. Its applied roots and the breadth of its academic capacity position TRSM to be a Canadian pioneer, not only in adapting to the changing business world, but in thriving under new national and international market forces and technological innovation.

The school's academic plan for 2014 to 2019 builds upon TRSM's core strengths, adding new initiatives to the mix to ensure that its students are prepared for the business challenges of the coming decades.

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# Ted Rogers School of Management

## Mission

To provide students with a unique and innovative learning experience in a vibrant urban environment, combining critical reflection and practical skills. To shape socially conscious leaders with an entrepreneurial orientation and promote impactful research that has local, national and global relevance and impact.

## Vision

Shaping diverse global leaders through experiential education that is practical, innovative and socially conscious.

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## Values

- Relevance and innovation
- Commitment to community
- Diversity and inclusion
- Spirit of collaboration

## Charting a course toward success

Ryerson University has had a business school since 1948 and achieved university status in 1991. In 2006 the Ryerson business school moved to its Bay Street location and was named the Ted Rogers School of Management (TRSM) in 2007, thanks to a generous donation from Ted Rogers and his family. In 2009, TRSM set its sights on accreditation from the Association to Advance Collegiate Schools of Business (AACSB) which was granted in 2011. Since its beginnings almost 70 years ago, TRSM has continued to evolve in order to offer students the most relevant business education possible. In education, as in business, remaining stagnant is the kiss of death; the school must continually look toward the future, regularly adjusting its programs to meet the demands of the times.

## TRSM by the numbers:

**200**

faculty with  
10+ years  
of industry  
experience

Programs:

**12 BComm**  
**2 BHA**  
**2 MBA**  
**1 MScM**

**35+**

international  
study  
exchange  
partners in  
23 countries

**13**

research  
institutes,  
centres  
and labs

**\$880K+**

awards and  
scholarships  
available annually

**30**

student groups  
that are part  
of the Ryerson  
Commerce  
Society

## Innovative approach to learning

Since its inception, the Ted Rogers School of Management has adopted an innovative style of business education that today includes state-of-the-art computer simulations and experiential learning. Like its parent institution, Ryerson University, innovation is central to TRSM's values and its approach to post-secondary education. It will remain nimble, incorporating new trends and directions into its curriculum to mirror the changing business world.

### Graduate programs integral to success

The Ryerson MBA program is its calling card in the business world, showcasing the quality and complexity of the school's programs. In 2013 and 2014, the MBA program was ranked in the top 10 by Canadian Business magazine, further evidence of TRSM's ability to compete successfully with the top business schools in Canada. The program is known for its exceptional experiences, including internships, case competitions and co-curricular activities.

TRSM seeks to enhance the reach and opportunities offered by its MBA program, moving it into the ranks of globally recognized schools. With Ryerson's maturing research culture, the school also plans to place new

emphasis on its thesis-based, research-oriented master of science in Management program as an essential component of the school's commitment to research, part of Ryerson's maturing scholarly culture.

### Enhancing the undergraduate experience

After a period of exceptional growth to meet the demand for business education in the GTA, the next five years will focus on enhancing the student experience. With a strong foundation of in-demand degree specializations and a student-centric approach to learning both in and outside of the classroom, Ted Rogers School of Management is positioned to attract the top students.

## Strategic objectives guiding TRSM

Ted Rogers School of Management approaches its future strategically, considering how best to continue to provide its students with leading-edge experience and knowledge. The Academic Plan 2014 to 2019 highlights four strategic objectives to guide the administration, faculty and staff as they navigate the future of business education:

1. **Redefine experiential learning for the 21st century**
2. **Enhance graduate programs and scholarly, research and creative (SRC) activities**
3. **Cultivate a reputation for community building**
4. **Improve our internal governance, communications and structures to enable lasting innovation**

# Redefine experiential learning for the 21st century

1

Ted Rogers School of Management has always prided itself on offering students practical, hands-on experience, as well as the underlying theories that keep the economic engine humming. It is vital to ensure that the curriculum remains relevant as the world of business changes to meet the challenges of the 21st century. A thorough program review will ensure that financial and technological literacy, critical thinking and ethical reasoning are embedded throughout TRSM courses. Concurrently, the core BComm curriculum will undergo a review to determine how that selection of courses can best serve the needs of TRSM undergraduates.

TRSM will continually seek to incorporate more real-world experience into its programs, given its value to students' understanding of the theory that they learn in the classroom, as well as its popularity with employers. Methods for introducing more experiential learning include:

- Co-operative education
- Internships
- Zone education
- International exchanges
- Opportunities to start and develop a business

In addition, students have the opportunity for experiential learning outside the classroom through work-study, student clubs, events and competitions. Not only will they gain experience; they will learn leadership skills and gain confidence through participation in co-curricular activities.

TRSM also seeks to expose its students to the best research and teaching available. The school will provide them with access to faculty who are immersed in research and help them to become familiar with competencies, such as identifying trends that will be in increasingly high demand in the global labour market. TRSM is also committed to becoming a pioneer and leader in innovation in teaching. The school will be looking to our dynamic faculty and to other leading practitioners for ideas regarding advances in course delivery.

# Enhance graduate programs and scholarly, research and creative (SRC) activities

2

As discussed previously in this document, the MBA program is a business school's calling card and Ryerson's MBA program, with its experiential Major Research Project (MRP) component, is on the business world's radar. MBA students can earn either a global MBA or an MBA in the management of technology and innovation; both are options designed with an eye toward the demands of 21st century businesses. TRSM aims to put more resources into marketing these programs, along with the new master of science in Management degree. The MScM, with its research component, meets the needs for specialized business knowledge and enhances the school's scholarly, research and creative (SRC) contributions.

Within the next few years, TRSM also plans to introduce two additional applied master's programs that meet industry needs and will develop professional master's

diplomas targeting specific topics, such as data analytics and entrepreneurship, which will also help build brand awareness for the school's graduate offerings.

In the research arena, TRSM is committed to fostering the research culture within the school. TRSM believes that the marketplace has room for a Canadian management school that focuses on applied graduate programs and research: a school whose research is actually read and disseminated by practitioners.

Many TRSM faculty members are equally dedicated to research and teaching and the school wholeheartedly supports their focus on applied research that has industry value. In fact, TRSM is ready to begin discussing the possibility of establishing a doctoral program for those students who wish to take their research a step further, mindful that the program would have an applied focus.

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## Cultivate a reputation for community building

Ted Rogers School of Management is known as an urban school located in the heart of Toronto's downtown core, and as a hub for diversity, with a diverse student body that reflects the multi-cultural nature of the city. These defining characteristics offer many avenues for enhanced community outreach.

### Beyond Our Student Body

With a large and culturally diverse student base, it follows that TRSM is a logical leader for discussions about diaspora, innovation and society. The school plans to build on this strength to become a well-known name in the communities it serves and to establish a two-way dialogue with the various diasporas represented in the student body and the GTA.

### The Business Community

Given TRSM's location in the heart of the downtown business district, it makes sense to better integrate the local business community into the school's daily operations, whether through the use of Distinguished Visiting Professors or engaging stellar academics in the development of business cases for classroom use. TRSM's new executive education program also offers business leaders an opportunity to connect with the school and become familiar with its varied offerings. The more involvement industry has with TRSM, the more ambassadors the school will have who are invested in promoting its programs and testifying to the quality of the education it offers.

### Alumni

Alumni engagement is crucial to building a strong sense of community. TRSM alumni are natural ambassadors for the school: living proof of the quality of the education offered. By harnessing their passion on behalf of their alma mater through a stronger alumni program, both the alumni and TRSM will benefit.

### The Larger Community

Not only does TRSM graduate talented business people, it fosters good citizenship. No community-building effort would be complete without becoming engaged in the community where TRSM resides. As a management school, TRSM can give something back to Toronto through social justice and by applying entrepreneurial principles to the city's social challenges. TRSM students currently display their civic-mindedness through student groups such as the Corporate Social Responsibility Student Association, Enactus Ryerson and Ryerson Students Offering Support. The TRSM curriculum must provide the foundation to reinforce students' social consciences and the social expectations the school has for its students.

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## Improve internal governance, communications and structures to enable lasting innovation

Without good governance, no school can truly thrive and progress. Ted Rogers School of Management has been fortunate to be part of Ryerson University's dynamic growth during the past decade, but it cannot afford to rest on its laurels. TRSM's Faculty Council, created in 2014, provides a forum for open and transparent discussion about the best way forward. In addition to fostering social cohesion, the council has the opportunity to chart a near limitless future for TRSM with a strong commitment from faculty members.

Progress at TRSM doesn't occur without input from a variety of partners, so the school must also continue to make both its partners and the larger community aware of its achievements through continued marketing and communications. A strategic marketing and communications plan will ensure that TRSM's achievements and programs aren't overlooked and that recruitment, industry partnerships and fundraising continue to be successful. It will also create a path for limited resources to be utilized to achieve maximum exposure.

TRSM will also continue to be innovative in its use of resources, given the funding constraints placed upon all Ontario universities. While all fiscal restraint is undertaken with the quality of the student experience foremost in mind, TRSM plans to make these constraints apparent to its stakeholders through additional clarity, transparency and timeliness of financial and administrative information. Only with a true understanding of the circumstances can our community understand how decisions are made.

## Reach for the stars

At Ted Rogers School of Management (TRSM), the bar for accomplishments is set high. If TRSM continues to educate students to meet the challenges of the future, it will have achieved the best possible reward.

The full Ted Rogers School of Management Academic Plan is available online at [ryerson.ca/tedrogersschool/about/academic-plan](http://ryerson.ca/tedrogersschool/about/academic-plan).

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