

Strategic Plan

INSPIRE. IMPACT. TRANSFORM.

I am proud to announce the latest strategic plan for the DeGroot School of Business. The priorities of the plan are rooted in our values, with an emphasis on digital transformation, entrepreneurship, health innovation, and sustainability. We will look back at this period and say this was the beginning of thinking bigger; thinking about how to create change that impacts business and society, locally, nationally, and globally.



Khaled Hassanein,
Dean, DeGroot School of Business

VISIT OUR WEBSITE



Our Vision. Our Mission. Our Values.

Our vision is to open minds, transform lives, build sustainable communities, and contribute to positive change in business and society.

Our mission is to make a meaningful impact through knowledge creation, student-centred learning, and community engagement.

Our values. Collaboration. Community. Inclusivity. Innovation. Integrity.

Teaching and Learning

Foster a culture of excellence in teaching and learning that motivates students to become mindful leaders and active lifelong learners.

Major Initiative	Our Planned Activities
Deliver innovative courses, integrated programs, and co-curricular activities that are contemporary, global in nature, and in line with the evolving needs of business and society.	<ul style="list-style-type: none"> Conduct an audit of current student learning journeys for all programs to identify gaps and/or duplication. Engage in continuous improvement processes for courses and programs to ensure that content and delivery are aligned with evolving needs of the job markets and society. Develop and implement a methodology to identify, define, and evaluate core skills for all DeGroot students based on evolving employer and societal needs. Ensure that all instructors have access to resources, tools, and training to develop and deliver contemporary, integrated, and innovative content. Investigate and identify alternative learning pathways to program completion (e.g., micro-credentials or transfer credits).
Strengthen existing and create new interdisciplinary programs.	<ul style="list-style-type: none"> Develop a framework to deliver business knowledge efficiently and effectively across existing and new interdisciplinary programs. Explore and introduce new interdisciplinary undergraduate and graduate programs that fulfill the future needs of business and society.
Enhance opportunities for experiential learning across all our programs.	<ul style="list-style-type: none"> Expand opportunities for students to apply core knowledge in experiential settings to develop and build essential skills within all programs. Evaluate work-integrated learning opportunities to determine appropriate offerings for each program. Create a working group to explore and develop experiential micro-credentials to meet current and future needs of students and other stakeholders.
Create an ecosystem that encourages and supports entrepreneurial, socially responsible, and ethical mindsets.	<ul style="list-style-type: none"> Review and update programs through a lens of social responsibility, ethics, and entrepreneurship. Develop a range of experiential activities to enhance students' appreciation of and skills in social responsibility, ethics, and entrepreneurship.

Research and Scholarship

Further our excellence in all aspects of research and discovery to advance knowledge and have a positive impact on business and society

Major Initiative	Our Planned Activities
Pursue and support growth in research funding, infrastructure, and impactful dissemination.	<ul style="list-style-type: none"> Enhance internal support and recognition for research success. Reinforce commitment to areas of focus. Amplify research impact to academic, business, and not-for-profit organizations.
Increase collaborative research within DSB and McMaster, including establishing and participating in cross-disciplinary research centres and initiatives.	<ul style="list-style-type: none"> Foster and support interdisciplinary research activities. Establish additional interdisciplinary research centres.
Cultivate a training environment where our undergraduate and graduate students are meaningfully engaged in research.	<ul style="list-style-type: none"> Enhance graduate and undergraduate students' engagement in research activities. Increase targeted research funding for graduate and undergraduate students
Promote and support research collaborations and knowledge mobilization with business and community partners.	<ul style="list-style-type: none"> Create an industry/community advisory board for research partnerships. Expand funding and coordinate efforts in support of knowledge mobilization.

Engaging Communities

Expand community engagement to deliver a meaningful impact to our stakeholders.

Major Initiative	Our Planned Activities
Strategically build relationships with employers to contribute to their future workforce needs and enhance career opportunities for our students.	<ul style="list-style-type: none"> Steward relationships with current and prospective employers by integrating their presence in existing DeGroote activities. Showcase employers to highlight and recognize partnerships. Expand opportunities for employers to engage top talent through all program stages.
Strengthen our connection with alumni throughout their career journeys.	<ul style="list-style-type: none"> Plan and execute an Alumni Experts Circle program to recognize alumni and community partner expertise and knowledge sharing with the DeGroote community. Plan and execute an alumni-to-alumni program to foster meaningful connections within our alumni community. Reinvigorate the Executive-in-Residence program to connect students with industry leaders. Actively seek opportunities to nominate alumni for internal and external awards and recognition.
Expand executive development programs for organizations and individuals as an integral part of our commitment to active lifelong learning.	<ul style="list-style-type: none"> Expand the scope of executive programs in themes aligned with our areas of focus. Implement strategic marketing initiatives to introduce executive programs to new audiences and partner organizations. Feature alumni and custom executive programs' clients through stories, testimonials, and profiles to reinforce the impact that DeGroote has on individuals and organizations. Explore deeper partnerships within the McMaster community to expand the reach of our executive programs.
Strengthen connections and knowledge exchange among our communities.	<ul style="list-style-type: none"> Offer networking opportunities to connect diverse groups and foster collaboration. Develop a communications strategy to promote our research and community impact efforts. Connect communities and showcase thought leaders through events, content pieces, and webinars.
Leverage partnerships with key stakeholders to proactively contribute to building sustainable communities.	<ul style="list-style-type: none"> Create opportunities to facilitate connections between our students and community partners. Seek opportunities for DeGroote to have an authentic presence at events that represent the diversity of our community. Create connections with partner organizations to foster and enhance sustainable local and regional communities.

Inclusive Excellence

Foster and promote a culture of equity, inclusivity and respect that embraces and leverages the diversity of our communities in everything we do.

Major Initiative	Our Planned Activities
Increase opportunities for listening to, understanding, and amplifying varied perspectives through appropriate structures, systems, and policies.	<ul style="list-style-type: none"> Create the Equity, Diversity, and Inclusion Advisory Committee. Create an online space where DeGroote students, staff, and faculty members will have access to resources, contacts, and support related to EDI.
Embed McMaster's principles of Inclusive Excellence in our recruitment of faculty members, staff, and students by removing systemic barriers and creating opportunities for our communities to fully engage in our mission.	<ul style="list-style-type: none"> Implement annual Refresher Employment Equity Facilitator Training. Provide bias-free recruitment training for faculty and staff and other stakeholders who review applications for prospective students. Offer bias-free recruitment training for student leaders. Set and measure progress on EDI metrics, using current McMaster census data.
Expand internal and external partnerships that support our equity, diversity, and inclusion objectives	<ul style="list-style-type: none"> Strengthen and formalize partnerships to promote continuous review of curriculum to include EDI and Indigenous perspectives. Expand relationship with the Equity and Inclusion Office to provide ongoing support to DeGroote students, staff, and faculty members. Actively contribute to the President's Advisory Committee on Building an Inclusive Community (PACBIC). Expand relationships with the external partners to build and enhance our impact and outreach in the community.
Incorporate ethical principles, and a variety of perspectives and ways of knowing in all our educational programs and research.	<ul style="list-style-type: none"> Support faculty members in incorporating ethical principles, EDI and Indigenous perspectives in their grant applications, research design, teaching, and training. Share information and deliver training on EDI, Indigenous perspectives, and accessibility in teaching and research.
Support the mental wellness, work-life balance, and overall well-being of our entire community.	<ul style="list-style-type: none"> Establish an intersectional approach to mental wellness supported by the delivery of themed workshops and a speaker series. Actively promote resources available through McMaster's Employee and Family Assistance Program (EFAP). Encourage participation in McMaster programs and initiatives to enhance faculty and staff awareness of student mental wellness and available resources.

Operational Excellence

Support and celebrate a culture of continuous improvement through collaboration and evidence-based decision making.

Major Initiative	Our Planned Activities
Promote innovation, evidence-based decision making, and effective stewardship of resources in all our processes.	<ul style="list-style-type: none"> Establish a working group to develop and recommend operational metrics and associated targets. Develop dashboards to report on operational metrics. Implement customer relationship management tools to support and expand stakeholder journey mapping, and track affinity with students, alumni/donors, and employers. Expand opportunities to celebrate success and excellence in all areas within the DeGroote community.
Operate in a collaborative, open-minded culture wherein operating policies and practices are regularly reviewed, updated, and optimized.	<ul style="list-style-type: none"> Engage faculty and staff to provide feedback on what's working, what needs enhancement, and how to implement change. Periodically review all DeGroote operating policies and identify priorities for updating.
Foster a collaborative community culture by nurturing open communication and transparency at all levels.	<ul style="list-style-type: none"> Implement processes for regularly collecting and reporting staff and faculty engagement, including identification of engagement metrics and targets. Continue to explore new opportunities for periodic, informal conversations and networking opportunities between faculty, staff, and students.