

BUILDING COMMUNITY, INSPIRING INNOVATION

ASPER SCHOOL OF BUSINESS
STRATEGIC PLAN 2025-2030



University
of Manitoba



BUILDING COMMUNITY, INSPIRING INNOVATION

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The I.H. Asper School of Business has thrived for nearly 90 years providing world-class education to leaders and innovators who contribute ethically to the social and economic well-being of Manitoba and the world. Established in 1937 and AACSB-accredited since 1999, we are one of the world's leading institutions in business and research. Our 23,000 alumni have and continue to strengthen businesses and hold leadership positions around the world.



MESSAGE FROM THE DEAN

The Asper School of Business stands at a pivotal moment: building on our historic strengths while rising to meet the demands of a rapidly changing global landscape. In the past five years, we have made tremendous progress in experiential learning, Indigenous business leadership, research excellence, and community engagement. As we look forward, our strategic plan is both a reflection of who we are and a blueprint for what we aspire to become.



The Asper School of Business is deeply rooted in the local community, with strong ties to industry, business, and government. This faculty was built by Manitoba's business community, innovators who saw the value in investing in talent trained in the heart of Canada. Today, we embrace this mindset, investing in research, teaching, and engagement that contributes to prosperity, economic growth, and regeneration.

We are a bridge between industry and academia, serving Manitoba's current business leaders at the James W. Burns Executive Education Centre and training Manitoba's future business leaders across six rigorous and dynamic academic programs, our flagship Bachelor of Commerce program and five graduate programs offered through the Stu Clark Graduate School. We are Manitoba's only research-intensive business school, home to world-class centres for research and innovation: the Stu Clark Centre for Entrepreneurship, the James W. Burns Leadership Institute, the University of Manitoba Transport Institute, and the Behavioural Management Centre.

We strive to lead change and advance Reconciliation¹ through community engagement, building reciprocal and authentic relationships, and working with Indigenous communities to drive economic growth, develop deeper knowledge, and support self-determination.

Building Community, Inspiring Innovation guides our efforts, identifying ambitious and impactful outcomes while articulating what makes the Asper School of Business special. The Asper School of Business is a community first. It is our mission to keep that community mindset in business, because at Asper, connections are our biggest assets and service to our community fuels innovation.

This plan, organized by three strategic pillars—empowering learners, advancing research excellence, and expanding meaningful engagement—is a framework that moves us forward while driving prosperity, positive societal impact, and economic well-being in Manitoba, Canada, and around the world. It is a plan informed by our community, brought to life by continuous engagement and improvement.

We are not humble in our ambitions because we know that local excellence, a sense of place, and the accountability of community are what lead to transformative ideas and global impact.

A handwritten signature in black ink, reading "Bruno Silvestre".

Bruno S. Silvestre, PhD
Dean, I.H. Asper School of Business
CPA Manitoba Chair in Business Leadership

¹ The Asper School of Business follows the Truth and Reconciliation Commission's definition of Reconciliation as the process of establishing and maintaining a mutually respectful relationship between Indigenous and non-Indigenous peoples in this country, which requires awareness of the past, acknowledgement of harm, atonement, and action to change behaviour.



WHAT GUIDES US

TRADITIONAL TERRITORIES ACKNOWLEDGEMENT

The Asper School of Business is situated on original lands of the Anishinaabeg, Ininiwak, Anisininewuk, and Dakota Oyate, and on the National Homeland of the Red River Métis.

We respect the Treaties that were made on these territories, acknowledge the harms and mistakes of the past and present, and dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of Reconciliation and collaboration.

The Asper School of Business uses the Truth and Reconciliation Commission's Call to Action framework to guide our path forward (specifically Calls to Action 92 and 57) while working towards truth and Reconciliation in business education and research.

Grateful for the territories and lands on which we learn, conduct research, and engage with external partners, we are guided by this acknowledgment in carrying out our core mission, setting our priorities, and making decisions to move forward together with purpose.

We recognize that this acknowledgment only holds meaning when reflected in the actions taken to address the injustices and barriers that have disproportionately affected Indigenous people and communities, systemically preventing them from accessing and benefitting from education.

In committing to Reconciliation, we aim to expand our partnerships with Indigenous businesses, governments, and organizations to work collaboratively and ensure that all people feel included and called in to the work of Reconciliation at our School.

We aim to create inclusive learning environments that strengthen career readiness, cultural knowledge, and connections between students and Indigenous business leaders. We remain committed to expanding accessible learning opportunities that reflect the diverse needs, strengths, and goals of Indigenous students. This includes community-driven programming that supports and honours diverse ways of knowing and being.

We strive to uphold Indigenous data sovereignty, ensuring ethical and respectful use of data, and embedding Indigenous ways of knowing into technological innovation and digital literacy. We commit to supporting Indigenous-led and community-informed research that reflects the priorities, strengths, and innovation of Indigenous businesses, contributing to economic reconciliation and inclusive prosperity.

MISSION

We keep community in business.

We are relentless in our pursuit of building community by training impactful business leaders, producing research that transcends the boundary between industry and the academy, and contributing to prosperity and progress in Manitoba and beyond.

VISION

To lead global impact through local excellence.

We will lead business excellence in Manitoba through innovation and meaningful partnerships and serve as a catalyst for broader impact in Manitoba, Canada, and the world.



WHAT GUIDES US





CORE VALUES

Belonging

We promote an inclusive, diverse, and equitable community grounded in increasing access to business education. We cultivate an environment that values engagement, mutual respect, and collaboration among all students, faculty, staff, and stakeholders. By fostering awareness of diverse perspectives, backgrounds, and experiences, we prepare our graduates to navigate complex global and professional landscapes with openness and understanding.

Innovation

Innovation underpins our teaching, research, and engagement, enabling us to address complex challenges and lead positive change. We are driven to address need and create value for our community. We innovate to educate graduates who possess skills aligned with the needs of business and society. We innovate to advance business theory and practice. We innovate to cultivate, sustain, and inspire partnerships and collaborations.

Impact

We resist the status quo and pursue transformative change by aligning our actions with societal and economic progress. Our curricula, research, and engagement are grounded in inclusion, sustainability, and Reconciliation. Our commitment to impact is about imagining and cultivating a more equitable, just, and understanding society while also pursuing advancements in business theory, practice, technology, and pedagogies.

Integrity

We uphold ethical conduct, transparency, professionalism, accountability, and academic freedom in everything we do. These principles are embedded in our academic programs, research activities, partnerships, and operations. We cultivate leaders who can make informed, complex, ethical, and future-focused decisions and who are empowered to create inclusive, regenerative, sustainable, and responsible organizations.

OUR STORY

The I.H. Asper School of Business has thrived for nearly 90 years, providing world-class education to leaders and innovators who contribute ethically to the social and economic well-being of Manitoba and the world.

Today the Asper School trains over 5,100 students each year: serving close to 2,200 students in our flagship Bachelor of Commerce program, in addition to nearly 2,000 students from other UM faculties; over 330 graduate students at the Stu Clark Graduate School; and over 600 executives through the James W. Burns Executive Education Centre.

We are leaders in experiential learning, with the largest business co-op education program in Manitoba, the largest international exchange program in Manitoba, vibrant and growing case and pitch competition programs, and the Price Student-Managed Investment Fund.

The Asper School of Business is Manitoba's only research-intensive business school, with the largest pool of PhD-educated, research-active business faculty in the province. It is the second business school in Canada to earn accreditation from AACSB, the most prestigious business school accreditation in the world, held at Asper since 1999.

We have a unique relationship with the local business community through The Associates of the Asper School of Business and the Young Associates, a network of nearly 600 business leaders who offer mentorship, networking, and financial opportunities to our students and faculty.

We're proud to be home to Canada's longest-running Indigenous business access program, the Indigenous Business Education Partners (IBEP), where Indigenous business students can receive tutoring, mentoring, financial aid, and more. For over 30 years, IBEP has been a welcoming community for Indigenous students exploring their leadership potential in the world of business.

With over 23,000 alumni around the world, the Asper School of Business community is robust, vibrant, and global.

Above all, we act as a bridge between sectors, cultures, and generations, keeping community at the heart of business education and research.



STRATEGIC PILLARS AND THEMES

EMPOWERING LEARNERS

Providing a Collaborative, Accessible, and High-Quality Learning Experience

We provide a meaningful and high-quality learning experience through updated curricula, flexible learning pathways, and unique experiential learning opportunities that enable students to develop a strong foundation in business theory, critical thinking, and practical experience; that deepen local and global industry connections; and that foster lifelong engagement with Asper.

Theme 1: Enhancing Experiential Learning Opportunities

Goals:

- Increase student participation in hands-on learning experiences inside and outside the classroom, and offer more opportunities, locally and internationally.
- Ensure experiential learning opportunities are accessible, varied, and aligned with learning objectives, student interests, and workforce trends, allowing for enhanced engagement with alumni and broader business community.

Theme 2: Fostering Future-Ready Skills and Integrating Technology

Goals:

- Invest in faculty professional development, modernize pedagogy, and integrate new technologies and future-ready teaching methods into classroom and curricula.
- Embed topics such as AI and digital tools into the curriculum to ensure students graduate with industry relevant technical skills to lead, learn, adapt, and innovate in their chosen business fields.

Theme 3: Promoting Flexible Learning Pathways

Goals:

- Expand hybrid and flexible program delivery modes to ensure broader access and innovative pathways to business education, without compromising program quality.
- Develop new micro-credentials and collaborative degree programs that promote mobility and responsiveness to business learners' needs.



ADVANCING RESEARCH EXCELLENCE

Producing Research that Matters

We cultivate a research environment that attracts top talent, drives impactful business scholarship, influences policy, addresses key societal challenges, advances sustainability, inclusion and Reconciliation, and positions the School as a leader in relevant research locally, nationally, and globally.



Theme 4: Building Research Capacity

Goals:

- Enhance research culture by strengthening support systems, resources, technologies, and global partnerships and collaborations.
- Attract and retain research faculty and students and enhance research infrastructure to create research identity.

Theme 5: Enhancing Research Impact and Visibility

Goals:

- Increase communication of research outcomes through accessible platforms to increase public awareness and understanding of important business challenges.
- Encourage and facilitate visibility of high-impact research output.

Theme 6: Driving Relevant and Community-Engaged Research

Goals:

- Increase research collaborations with community stakeholders to advance policy and prosperity and co-create solutions to business and societal challenges.
- Incorporate Indigenous knowledges, worldviews, and topics into our research portfolio.

EXPANDING MEANINGFUL ENGAGEMENT

Building Community from the Core

We cultivate sustained relationships with businesses, alumni, industry professionals, governments, and community leaders. At Asper, we care for the well-being of one another, we value community relationships that advance Reconciliation, inclusivity, and sustainability; and we engage internationally to enhance our global presence and reputation.

Theme 7: Strengthening Connections with the Business Community

Goals:

- Create new opportunities for networking and partnerships with the local business community, especially through The Associates of the Asper School of Business and Young Associates, to support our students and research while providing value to partners.
- Advance channels and awareness of pathways for volunteerism, professional development, and philanthropy for alumni.
- Deepen relationships with the business community through meaningful partnerships, with a particular focus on Indigenous businesses and organizations.

Theme 8: Building Community for Societal Impact

Goals:

- Foster an inclusive culture that puts people first and where all stakeholders feel valued and welcomed.
- Integrate Reconciliation, inclusion, and sustainability principles into policies, programs, research, and decision-making processes.
- Become a resource and hub for critical conversations in Reconciliation, sustainability, and inclusion.

Theme 9: Expanding Global Engagement and Reputation

Goals:

- Advance global partnerships to increase student and faculty opportunities in learning, teaching, research, and engagement.
- Pursue further accreditations and strive to improve national and global rankings.



NEXT STEPS



Building Community, Inspiring Innovation provides direction for the Asper School of Business from 2025 to 2030. This strategic plan reflects the values, priorities, and aspirations of our community.

The implementation phase will be collaborative and transparent, engaging the entire Asper community as we move forward. Through regular updates and shared milestones, we will ensure that this strategic plan becomes a living document, one that evolves with us and remains rooted in impact.

We will build on current initiatives and identify new ways to engage meaningfully with Indigenous communities, which will lead to the creation of an action plan to guide our commitment to Reconciliation across our three strategic pillars.

As we move forward, we commit to enhancing institutional effectiveness, fostering a responsive, accountable, and agile environment that supports our mission and growth.

We will innovate, establishing a digitally empowered culture that prioritizes timely, transparent, and actionable data to inform our decisions.

We will build community, cultivating a vibrant and inclusive environment where connection, collaboration, and belonging thrive.

In the months ahead, we will develop a detailed implementation plan to translate our vision into action.

This will include:

- Key performance indicators (KPIs) for each strategic pillar
- A timeline for milestones and deliverables
- Continuous progress monitoring across departments and units through clear roles and responsibilities
- A process for annual reporting, reflection, and celebration

ACKNOWLEDGEMENTS

This plan is the result of a deeply collaborative process.

Throughout 2024 and early 2025, the Asper School of Business engaged students, faculty, staff, alumni, and external stakeholders in a broad consultation process through a series of one-on-ones and focus groups. We also sought feedback from thousands of individuals through a large-scale survey, receiving hundreds of anonymous responses that laid the foundation for this plan. The February 2025 strategic planning retreat with faculty, staff, student representatives, alumni, and business community representatives was a key milestone in this process and was an important opportunity to refine and validate the key elements of this plan.

Through this reflective and iterative process, this plan reflects the voices of our stakeholders, articulating our collective vision and our shared commitment to move forward with focus, flexibility, and purpose. Together, we envision the Asper School of Business as an institution that embraces institutional effectiveness and fosters innovation to empower learners, expand meaningful engagement, and advance research excellence.

This strategic plan is guided by the values and aspirations of our community and aligned with the University of Manitoba's 2024–2029 strategic plan, *MomentUM: Leading Change Together*.

We extend our sincere gratitude to the students, faculty, staff, alumni, and external partners who participated in the strategic planning process. Your insights, enthusiasm, and commitment to the Asper School of Business have shaped a forward-thinking plan. Special thanks to the Strategic Planning Committee, retreat facilitators, and the Dean's Office for guiding this important work.

Together, we are building a stronger, more inclusive, and always innovative Asper School of Business.



OUR TRANSFORMATIVE AND VISIONARY BENEFACTORS



Israel Harold “Izzy” Asper, OC, OM, QC, LLD, PhD

Izzy Asper is one of the University of Manitoba’s most generous individual supporters. In 2000, the Faculty of Management was named the I.H. Asper School of Business, which Izzy Asper described as the greatest recognition he had ever received. The same year, Izzy Asper’s generosity helped create the Asper Centre for Entrepreneurship at the School. Izzy Asper’s contributions to the Asper School of Business spanned more than two decades. In 1982 he served as a member on the founding Board of The Associates of the Asper School of Business, a membership of senior-level executives and leaders who share and support the Asper School of Business’ commitment to excellence in business education and research. Izzy Asper maintained his membership with The Associates of the Asper School of Business until his passing.



Stu Clark [BComm(Hons)/76, LLD/2011]

An esteemed alumnus and entrepreneur, Stu Clark is the most generous individual supporter of the Asper School of Business. In 2019, he donated \$10 million to the Asper School of Business to establish the Stu Clark Graduate School, home to the Master of Business Administration, Master of Finance, Master of Supply Chain Management and Logistics, Master of Science in Management, and PhD in Management programs. Since then, Stu Clark has continued to support the Asper School generously and has enabled us to create the Stu Clark Centre for Entrepreneurship, the Behavioural Management Centre and Lab (a state-of-the-art research hub), the Stu Clark Chair in Entrepreneurship, and the Stu Clark Professorship in Finance, contributing a cumulative \$20 million to support our mission.

STRATEGIC PLANNING COMMITTEE

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