

Global Reach. Innovative Programs. Diverse Perspectives.



Schulich



Taking the Lead

Schulich in Global and National Rankings

WHAT WE STAND FOR

Since our doors first opened in 1966, the School has worked to fulfill a three-part mission:

- To generate and disseminate new knowledge on management and leadership.
- To prepare women and men to provide leadership for a changing world.
- To achieve excellence nationally and internationally in all school endeavours.

HOW WE HAVE TAKEN THE LEAD

We believe that to lead, a school of management must develop a strategic focus and must continually strengthen the six key building blocks of a world-class institution.

Six Building Blocks

- Excellent, diverse students.
- World-class faculty and staff.
- Innovative, relevant programs.
- A state-of-the-art, dynamic, interactive learning environment.
- Successful and committed alumni.
- A strong network of external stakeholders.

Strategic Focus

Early on, we selected three key strategic platforms which continue to give us a competitive advantage:

- Global reach and focus.
- Innovative areas and methods of study.
- Diverse programs, perspectives and people.

HOW WE MEASURE SUCCESS

First, we use internal mechanisms to decide whether or not we are meeting short- and long-term operational and strategic goals. External benchmarking is also important. For this reason, we participate in reputable national and global rankings of business schools.





Global, innovative and diverse, the Schulich School of Business at York University in Toronto is **Canada's Global Business School™**, with degree programs at the undergraduate, graduate and postgraduate levels, as well as extensive executive education programs

RANKING HIGHLIGHTS

EMBA RANKINGS

THE WALL STREET JOURNAL

1st in Canada and 5th in the world

The *Wall Street Journal* ranks the Kellogg School of Management's global network of EMBA programs (including Schulich's) #5 in the world

FINANCIAL TIMES

1st in Canada and 11th in the world

in the 2011 global EMBA ranking

MBA RANKINGS

Forbes

1st in Canada and 10th among non-US schools

in the 2011 Best Business Schools ranking

The Economist

1st in Canada and 9th in the world

in the 2011 global MBA ranking (only Canadian School to make the top 50)

Bloomberg Businessweek

9th among non-US schools

in the 2010-2011 *Bloomberg Businessweek* ranking

FINANCIAL TIMES

2nd among Canadian schools

in the 2011 global MBA ranking

EXPANSION

1st in Canada and 18th in the world

in the 2011 Best Global MBAs ranking, conducted by *Expansión*, a Time Inc. publication based in Mexico City

Beyond Grey Pinstripes
Preparing MBAs for social and environmental stewardship

2nd in the world

in the 2011-2012 ranking of the top 100 MBA programs incorporating social and environmental leadership into the main curriculum, conducted by the Aspen Institute, a Washington, DC-based leadership think tank

Corporate Knights

1st in Canada

in the 2011 ranking of the top MBA programs in Canada incorporating social and environmental stewardship into the main curriculum, conducted by *Corporate Knights* magazine

MESSAGE FROM THE DEAN

Business schools regularly grade their students. But who grades business schools?

Today, the task of ranking business schools globally is performed by some of the most prestigious business publications in the world: *Forbes*, the *Financial Times* of London, *The Wall Street Journal* and *The Economist*. Their most recent surveys are included in *Taking the Lead*, as are the surveys conducted by the Aspen Institute, *Corporate Knights* magazine and *Expansión*, a Time Inc. publication.

These rankings serve as a report card on the quality and progress of a business school. They are independent, third-party assessments of how well each school is doing in a number of categories. Different rankings measure different aspects of management schools. The *Forbes* ranking, for example, measures which schools offer the best return on investment. *The Economist* magazine ranking, on the other hand, measures a wide range of categories that business students have deemed to be the most important.

I strongly believe a school's progress can most accurately be measured against a broad range of rankings and over an extended period of time. When these criteria are applied to the Schulich School of Business, we fare exceptionally well. In recent years, Schulich has consistently been ranked the number one business school in Canada in most of the major global surveys. In these rankings, Schulich has also placed among the leading business schools in the world. Taken as a whole, it is an impressive record.

Surveys are by no means the final word on the quality or performance of a business school, but they do offer prospective students and corporate recruiters a truly independent and objective assessment of a particular school. Unlike reputational surveys, most of which are based on perceptions and past performance, statistically-based rankings offer a factual snapshot of how a school measures up to other schools from around the world in a wide range of categories. In this regard, they are an invaluable tool for measuring performance.

I encourage you to examine the results of these surveys to learn why Schulich has universally been ranked among the very best.



**"I strongly believe a school's progress
can most accurately be measured
against a broad range of rankings
and over an extended period of time."**

Dezső J. Horváth, PhD, CM

Dean, Schulich School of Business
Tanna H. Schulich Chair in Strategic Management
2004 Dean of the Year, Academy of International Business (AIB)

TABLE OF CONTENTS

Ranking Highlights	4	EMBA Rankings		MBA Rankings			
Dean's Message	5	<i>The Wall Street Journal</i>	7	<i>Forbes</i>	15	Award-Winning Faculty	41
Dean's Advisory Council	6	<i>Financial Times</i> of London	9	<i>The Economist</i>	17		
				<i>Bloomberg Businessweek</i>	21		
				<i>Financial Times</i> of London	25		
				<i>Expansión</i>	31		
				Beyond Grey Pinstripes	35		
				<i>Corporate Knights</i>	39		

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The Honourable Sergio Marchi

Senior Fellow

International Centre for Trade and

Sustainable Development

(Switzerland)

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Retired President & CEO

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Ontario Teachers' Pension

Plan Board

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General Manager

OPEN Product Management

and Acquisition

American Express

Anna Porter, OC

Former President & Publisher

Key Porter Books

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Brookfield Asset Management Inc.

Andrew Prozes (MBA '75)

Former Global CEO, LexisNexis Group

Reed Elsevier Inc.

(USA)

G.M. Rao

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(India)

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Chief Executive Officer

The Rose Corporation

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BMO Financial Group

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Former President & CEO

Export Development Canada (EDC)

Donald Stewart

CEO

Sun Life Financial

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Chair & CEO

Kilmer Van Nostrand Co. Limited

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Teshima International Inc.

(Japan)

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Vice President, Technology Support

Americas' Technology Services

Hewlett-Packard Company

Kiyotaka Watanabe

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& COO, Iron & Steel Products

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(Japan)

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Scotiabank

Galen G. Weston

Executive Chairman

Loblaws Companies Limited

TAKING THE LEAD

THE WALL STREET JOURNAL.



PERSPECTIVES ON SCHULICH

"In today's dynamic and competitive markets, leaders cannot afford to rely on instinct or innate ability alone. Leadership skills must continuously be honed to meet the challenging demands of shareholders and stakeholders alike. Through its curriculum, outstanding faculty and the excellence of its students, the Kellogg-Schulich EMBA offers real-world guidance on this path of continuous self-improvement."

DENNIS FOTINOS
 (EMBA Class of '03)
 President & CEO
 Enwave Energy Corporation

RANKING HIGHLIGHTS

2010 – **1st** among Canadian EMBA programs

5th overall in the world (as part of Kellogg's global network of EMBA programs)

ABOUT THE SURVEY

Focus

A survey of students and corporate managers that assesses how well the world's top EMBA programs develop management and leadership skills.

Methodology

The ranking is based on three components: 1) an alumni survey completed by 5,065 recent graduates from 87 EMBA programs at 64 schools in 18 countries (Alumni Rank category); 2) a corporate survey that asked Human Resource and Executive Development Managers to rate programs based on their overall quality and value (Corporate Rank category); and 3) an assessment of how well each EMBA program imparted management and leadership skills that were considered most important to corporate executives (Management Skills Rank category).

SCHULICH BY THE NUMBERS

#1 in the world in the Corporate Rank category.

#1 in the world in the category of Average Years of Management Experience (14).

Overall rank	EMBA program	School Alumni rank	Corporate rank	Management skills rank	Average management experience	Total program cost
1	Wharton ¹ (Pennsylvania)	20	2	20	8	\$167,250
2	Olin ² (Washington)	3	6	4	9	\$99,500
3	Thunderbird	1	13	1	7	\$90,000
4	Marshall (Southern California)	2	10	2		\$101,110
5	Kellogg Global Network³	41	1	39	14	\$153,900
6	Mendoza ⁴ (Notre Dame)	7	12	6	10	\$68,000
7	Stern (New York)	4	20	8	9	\$144,000
8	Johnson ⁵ (Cornell)	10	11	10	8	\$142,000
9	Columbia ⁶ (NY Program)	20	4	25		\$144,000
10	Kenan-Flagler (North Carolina)	11	14	13	5	\$87,000
11	Anderson (UCLA)	9	19	19	8	\$114,000
12	McCombs (Texas at Austin)	15	18	11		\$75,000
13	W.P. Carey (Arizona State)	5	34	3		\$67,440
14	Illinois at Urbana-Champaign	6	30	9		\$89,500
15	Ross (Michigan)	26	5	24	10	\$130,000
16	Booth ⁷ (Chicago)	28	3	35		\$142,000
17	Fisher (Ohio State)	13	23	12		\$81,125
18	Johnson (Cornell/Queen's Joint Program)	17	21	16	7	\$103,680
19	Jones (Rice)	19	16	22	10	\$96,000
20	Boston	14	27	18	8	\$84,000
21	Rutgers	12	41	7		\$95,000
22	Smith (Maryland)	16	33	15		\$95,000
23	Haas (Berkeley) – Columbia (Joint Program)	22	24	12		\$150,000
24	IE	8	50	4	8	\$73,000
25	Owen (Vanderbilt)	18	31	17	8	\$96,526

Note: 56 schools were eligible for ranking. Ratings for program quality, faculty quality, classmate quality, career-services access and immediate relevance of coursework were based on student survey responses from 64 schools whose response rates were high enough to be included; schools and scores were divided into thirds. Average management experience and costs provided by schools.

1 University of Pennsylvania's Wharton School of Business ratings include Philadelphia and San Francisco campuses. Total program cost is the average of the school's two campuses.

2 Washington University in St. Louis's Olin Business School's ratings include monthly and weekend cohorts.

3 Northwestern University's Kellogg School of Management's ratings include seven programs: Regional, North America, Miami, Kellogg-HKUST, Kellogg-WSHU, Kellogg-Recanti, and Kellogg-Schulich. Figures for Average Management Experience and Total Program Cost are for the North American program. For the rest of the programs, average management experience ranges between 7 and 15 years; total program costs ranges from \$61,000 to \$153,900.

4 University of Notre Dame's Mendoza College of Business's ratings include Chicago and South Bend campuses. Total program cost is the average of the school's two campuses.

5 Cornell's program with Queen's University is rated separately as courses are split 50-50.

6 Columbia programs with London School of Business and UC Berkeley's Haas School of Business are rated separately as courses are split 50-50.

7 University of Chicago's Booth School of Business' ratings include Chicago, Singapore and Europe campuses. Total program cost is for Chicago campus. Singapore and Asia were N.A.

Source: *The Wall Street Journal* surveys of E.M.B.A. students and corporate executive-development executives; surveys developed with the help of Management Research Group and administered by Critical Insights.

Kellogg-Schulich executive MBA wins kudos

The Wall Street Journal has ranked the Kellogg global network of Executive MBA programs, including the Kellogg-Schulich school in Toronto, among the top five executive MBA programs in the world, York University said Thursday.

The Kellogg School of Management at Northwestern University, together with its

partner schools in Canada, Germany, China, Germany, Israel and the U.S. placed fifth in the overall ranking.

"We partnered with Kellogg in order to create a world-class EMBA program for Canada's most promising business leaders and entrepreneurs," Schulich Dean Dezsó Horváth said in a statement.

The Wall Street Journal ranking was based on a survey of 5,065 recent graduates, as well as assessments by human resource and executive development managers.

Established in 2001, the Kellogg-Schulich EMBA program will graduate its eighth class this year.

From *The Toronto Star*, September 30, 2010.

TAKING THE LEAD



PERSPECTIVES ON SCHULICH

"I knew from previous postings to Asia and the United States that the more contact one has with people with different cultural, political and economic backgrounds, the more effectively one can manage international business needs. The emphasis of the Kellogg-Schulich EMBA on global perspectives allowed me to continually fine-tune my international business decision-making skills. Since completing the EMBA, I have been promoted to positions of increasing responsibility in the Asia Pacific region."

CECILIA LI

(EMBA Class of '05)

General Manager, Brand Operation
Procter & Gamble Greater China
(Guangzhou, China)

EMBA RANKINGS

FINANCIAL TIMES

RANKING HIGHLIGHTS

2011 – 1st among Canadian EMBA programs

11th overall in the world

ABOUT THE SURVEY

Focus

Diverse range of categories, including salary, salary increase and career progression (representing 50% of the final rank), as well as categories that measure various international dimensions and faculty research.

Methodology

The ranking is compiled using data from an online alumni survey and from a school survey. More than 100 business schools took part in the 2011 ranking and more than 7,000 alumni were contacted to provide salary information and various qualitative assessments of the program from which they graduated.

SCHULICH BY THE NUMBERS

3rd in the world in the "International Students" category, which measures international diversity and experience in the classroom;

8th in the world in the "Work Experience" category, which measures the seniority and international experience of the EMBA program's students;

12th in the world in the "International Course Experience" category, which measures the percentage of classroom teaching hours that are carried out in countries outside of the country where the program is located;

14th in the world in the "Career Progress" category, which measures rises in the seniority of job positions held; and

15th in the world in the "Research" category, which measures the number of articles published by the entire faculty in leading academic and business practitioner journals.

\$182,969 US – the average annual salary earned by graduates of the Kellogg-Schulich EMBA program.

*See page 14 for the *Financial Times* EMBA 2011 Table Key.

FINANCIAL TIMES TOP GLOBAL EMBA PROGRAMMES, 2011

ALUMNI CAREER PROGRESS								
Rank 2011	Rank 2010	EMBA program	Country	Salary today (US\$)	Salary increase (%)	Career progress rank	Work experience rank	
1	1	Kellogg/HKUST	China	419,416	63	6	3	
2	3	Trium: HEC Paris/LSE/Stern (New York)	France/UK/US	307,808	58	71	1	
3	2	Columbia/London	US/UK	259,833	85	13	35	
4	4	INSEAD	France/Singapore/U.A.E.	219,441	60	31	4	
5	5	Booth (Chicago)	US/UK/Singapore	219,736	70	23	17	
6	9	Fuqua (Duke)	US	254,564	54	57	12	
7	8	Wharton (Pennsylvania)	US	220,704	62	34	67	
8	7	IE	Spain	177,026	153	39	78	
9	–	UCLA/NUS	US/Singapore	232,928	72	21	15	
10	6	London	UK/U.A.E.	180,409	79	9	33	
11	18	CEIBS	China	267,062	72	24	21	
11	23	Kellogg-Schulich (York)	Canada	182,969	66	14	8	
13	26	IESE	Spain	206,276	70	4	13	
14	10	Chinese University of Hong Kong	China	275,866	57	83	11	
15	18	Olin (Washington)	US/China	237,847	52	59	5	
16	12	IMD	Switzerland	213,929	58	19	2	
17	14	Kellogg-WHU	Germany	163,628	79	3	22	
17	20	Kellogg (Northwestern)	US	238,155	52	30	20	
19	27	National University of Singapore	Singapore	219,571	58	50	18	
20	28	Carey (Arizona State)	China	239,622	66	67	41	
21	17	Stern (New York)	US	193,390	59	12	79	
22	13	UC Berkeley/Columbia	US	204,244	50	55	43	
23	34	Imperial College	UK	149,250	79	2	73	
23	–	Korea University	South Korea	234,006	93	96	100	
25	15	Columbia	US	203,239	53	27	87	
26	22	CUHK/RSM/UNC/FGV São Paulo/EGADE	China/Netherlands/US/Brazil/Mexico	184,615	55	32	14	
26	24	(Johnson) Cornell	US	226,040	66	70	64	
28	29	Rotman (Toronto)	Canada	155,168	53	33	10	
29	10	Cass (City)	UK	156,726	75	16	58	
29	32	Saïd (Oxford)	UK	191,168	66	53	16	
31	15	ESCP	France/UK/Germany/Spain/Italy	138,657	72	7	24	
32	31	Ross (Michigan)	US	202,256	55	77	38	
33	32	Essec/Mannheim	France/Germany	151,282	73	10	25	
34	35	Warwick	UK	131,479	77	11	83	
35	46	McDonough (Georgetown)	US	184,398	67	8	69	
36	29	Ivey (Western Ontario)	Canada/China	182,992	62	54	28	
37	38	Anderson (UCLA)	US	196,505	46	56	26	
38	–	WU (Vienna)/Carlson (Minnesota)	Austria	146,414	56	20	6	
39	24	Rotterdam (Erasmus)	Netherlands	143,412	68	40	36	
40	41	Jones (Rice)	US	176,461	56	28	65	
41	41	Goizueta (Emory)	US	180,838	54	26	56	
41	44	Katz (Pittsburgh)	US/Brazil/Czech Republic	172,112	50	44	55	
43	21	Purdue/TiasNimbas/CEU/Gisma	US/Netherlands/Hungary/Germany	141,199	51	18	39	
44	55	Johnson (Cornell)/Queen's	US/Canada	152,732	64	36	45	
45	37	National Taiwan	Taiwan	209,688	47	92	32	
45	52	McCombs (Texas at Austin)	US	151,110	51	22	80	
47	44	Cranfield	UK	136,036	64	35	27	
48	36	Smith (Maryland)	US	166,149	48	93	47	
49	72	Owen (Vanderbilt)	US	162,104	63	49	71	
50	–	Henley	UK	140,008	69	47	63	

Aims achieved rank	SCHOOL DIVERSITY								IDEA GENERATION		
	Women faculty (%)	Women students (%)	Women board (%)	International faculty (%)	International students rank	International board (%)	International course experience rank	Languages	Faculty with doctorates (%)	FT doctoral rank	FT research rank
2	21	17	12	94	6	94	39	1	96	17	14
1	23	26	13	90	4	76	2	1	99	18	24
6	19	21	13	62	24	42	8	1	98	23	12
3	14	18	22	90	16	70	1	1	97	6	11
14	15	18	14	79	18	36	28	1	96	4	3
71	17	28	11	42	44	44	6	1	99	28	2
12	20	24	11	33	38	56	70	1	100	1	1
53	32	26	24	54	40	81	81	1	95	66	57
85	24	21	19	70	17	20	5	1	97	45	31
5	21	19	17	84	5	70	17	1	99	37	7
55	13	36	17	62	42	50	33	1	98	83	69
26	22	35	17	87	3	70	12	1	96	26	15
21	21	25	26	51	8	87	9	2	100	68	56
84	21	33	50	82	28	100	30	1	96	55	74
57	21	38	14	91	34	100	33	1	98	79	20
22	17	19	12	98	10	75	14	2	100	83	65
20	19	15	11	79	30	81	22	1	95	20	18
33	20	24	8	45	26	8	81	1	94	10	9
15	30	22	14	61	1	29	10	1	94	58	53
68	25	27	11	96	98	0	81	1	87	32	27
31	16	29	10	48	41	16	44	1	100	3	8
4	19	28	10	56	39	28	70	1	98	8	6
11	27	24	40	80	20	50	51	1	94	31	45
43	7	13	0	10	98	0	24	2	100	15	66
32	17	37	10	61	56	35	70	1	97	9	16
38	21	19	14	77	14	85	7	1	94	34	55
48	25	17	24	32	45	24	56	1	91	57	26
46	26	31	41	71	2	53	81	1	98	12	10
40	28	19	43	74	12	57	21	1	95	29	58
10	13	10	35	55	13	38	70	1	97	33	46
25	35	25	38	68	9	41	4	2	91	75	96
29	24	18	18	33	62	12	81	1	84	2	4
16	25	22	4	65	22	78	11	1	96	44	67
8	39	29	14	60	33	14	52	1	97	7	44
51	20	28	12	38	48	15	44	1	100	83	34
90	24	30	16	59	32	28	56	1	98	30	33
35	16	25	19	37	81	11	33	1	100	38	17
39	34	34	20	45	29	46	13	1	88	73	51
23	16	25	25	37	25	21	33	2	100	11	36
45	21	23	20	23	35	4	79	1	93	83	13
42	24	25	15	19	63	4	59	1	94	71	23
61	29	28	6	71	43	3	15	1	91	63	39
36	19	12	14	48	21	29	2	1	99	46	54
24	27	13	21	35	15	25	54	1	88	69	41
89	21	28	7	18	98	33	81	2	98	5	89
19	28	17	12	27	36	2	59	1	86	27	19
27	32	27	21	48	19	36	44	1	86	53	87
69	26	22	17	29	89	4	81	1	97	40	5
79	13	29	10	23	47	3	70	1	100	80	37
17	36	19	15	32	23	15	28	1	71	70	91

ALUMNI CAREER PROGRESS

Rank 2011	Rank 2010	EMBA program	Country	Salary today (US\$)	Salary increase (%)	Career progress rank	Work experience rank
51	75	Villanova	US	175,621	57	62	44
52	43	Fox (Temple)	US	155,979	51	65	50
53	62	Aalto	Finland/S. Korea/Singapore/Poland	134,914	51	25	31
54	53	National Sun Yat-Sen	Taiwan	141,656	61	82	98
54	62	Mays (Texas A&M)	US	170,471	45	85	23
56	39	Tongji/ENPC	China	147,316	70	80	74
57	54	Smurfit (Dublin)	Ireland	124,694	60	58	53
57	66	FIA	Brazil	195,214	30	52	7
57	71	Yonsei	South Korea	151,819	66	64	90
60	–	Georgia Tech	US	154,178	42	75	97
61	84	Euromed	France/China	138,582	56	95	81
62	64	Ashridge	UK	141,970	60	79	66
62	51	Buffalo	US	146,090	60	69	72
64	78	Robinson (Georgia State)	US	153,219	48	89	57
65	50	Stockholm	Sweden/Russia/Latvia	130,166	49	74	29
65	–	Hough (Florida)	US	141,483	47	37	49
67	–	Fordham	US	156,418	56	17	96
67	–	Gordon	South Africa	180,836	56	46	88
67	–	SDA Bocconi	Italy	138,488	50	86	42
70	73	Rutgers	US	158,108	38	29	37
70	78	Cox (Southern Methodist)	US	167,015	38	66	40
72	57	Koç	Turkey	135,771	56	51	99
73	48	Haskayne (Alberta/Calgary)	Canada	138,591	48	68	62
74	75	Freeman (Tulane)	US	167,458	54	100	19
75	60	Terry (Georgia)	US	147,856	43	97	77
76	47	Copenhagen	Denmark	119,410	41	43	9
76	64	Texas at Dallas	US	131,569	40	88	34
78	59	St.Gallen	Switzerland	129,414	50	5	54
78	80	Incae	Costa Rica	161,190	45	99	59
80	73	Fisher (Ohio State)	US	151,228	36	48	68
81	61	Gent	Belgium	116,509	54	41	70
82	75	Auburn	US	147,792	48	38	30
83	84	Foster (Washington)	US	152,857	28	87	46
84	69	Queen's	Canada	120,780	37	72	51
85	89	Strathclyde	UK	121,893	34	42	84
85	–	Nyenrode	Netherlands	108,488	42	1	82
87	–	Eller (Arizona)	US	127,870	46	78	91
88	88	Eccles (Utah)	US	133,570	43	90	75
89	91	Hankamer (Baylor)	US	131,582	58	81	85
90	86	Graziadio (Pepperdine)	US	168,652	36	73	60
90	86	Bauer (Houston)	US	136,382	41	94	76
90	–	Simon (Rochester)	US/Switzerland	121,911	46	91	61
93	55	Thunderbird	US	146,508	26	45	48
94	81	Miami	US	128,842	34	60	89
95	69	Bradford/TiasNimbis	UK/Netherlands/Germany	109,936	50	76	94
95	89	Sellinger (Loyola)	US	118,630	55	61	93
97	96	IAE	Argentina	157,403	46	63	95
98	93	IPADE	Mexico	179,016	51	15	86
99	95	Daniels (Denver)	US	151,236	44	84	52
100	83	Broad (Michigan)	US	119,524	39	98	92

Aims achieved rank	SCHOOL DIVERSITY								IDEA GENERATION		
	Women faculty (%)	Women students (%)	Women board (%)	International faculty (%)	International students rank	International board (%)	International course experience rank	Languages	Faculty with doctorates (%)	FT doctoral rank	FT research rank
18	32	22	17	11	76	5	44	1	84	83	79
88	26	31	26	35	27	50	17	1	81	36	63
76	30	23	43	79	75	86	33	1	76	24	78
9	27	42	29	8	97	43	30	1	95	21	95
41	33	18	24	16	83	0	81	1	82	65	29
99	37	41	17	3	94	58	81	1	79	13	75
58	24	33	17	42	49	54	81	1	97	48	68
72	18	17	36	9	91	43	30	2	100	19	98
65	14	23	40	10	95	40	81	2	100	49	83
28	10	28	7	29	60	2	15	1	90	51	25
52	30	51	20	42	67	13	25	1	89	83	82
63	39	40	14	36	7	14	41	1	53	83	84
97	28	23	11	70	37	7	81	1	81	67	59
77	31	32	13	27	52	13	44	1	82	50	52
49	17	23	33	58	57	0	41	1	95	16	70
73	22	15	29	18	77	2	77	1	94	42	30
100	26	31	30	29	54	32	44	1	86	83	76
93	25	29	44	29	74	11	50	1	58	82	88
92	38	18	33	27	81	67	59	2	89	22	64
44	20	39	19	16	92	0	59	1	74	35	61
59	29	21	11	24	79	3	59	1	92	83	47
67	43	25	20	16	93	73	81	1	95	83	62
74	26	17	16	54	85	9	70	1	88	72	32
96	35	18	9	32	71	26	56	1	88	62	72
47	28	32	14	16	65	0	59	1	88	59	42
54	31	24	18	29	50	0	70	1	90	14	60
86	23	32	20	56	66	14	41	1	80	47	22
13	11	13	11	66	55	56	40	2	52	61	85
56	10	12	13	50	11	80	27	1	90	83	97
78	27	13	12	21	68	4	77	1	83	43	21
37	27	9	20	23	59	100	55	2	92	74	81
62	22	19	19	7	86	3	69	1	96	77	86
91	29	42	19	18	80	13	81	1	90	41	28
34	28	25	19	44	46	55	53	1	86	56	49
94	31	33	33	100	31	33	81	1	79	39	71
7	39	45	0	18	58	33	19	1	57	78	99
98	30	26	16	29	77	2	59	1	91	25	40
80	36	10	13	36	84	4	22	1	87	76	43
30	32	21	19	3	70	8	59	1	75	83	77
60	22	35	18	6	96	4	80	1	79	83	90
66	27	19	24	23	63	21	59	1	84	60	50
50	19	21	12	29	61	18	20	1	81	64	48
83	27	21	20	29	53	23	25	2	90	83	73
70	26	26	6	32	73	0	81	1	95	81	38
64	25	23	35	45	69	10	81	1	86	52	80
81	25	30	20	20	71	0	68	1	92	83	94
75	13	17	5	34	51	38	81	2	57	83	93
82	6	18	0	8	87	9	81	1	32	83	99
95	27	24	12	3	90	4	33	1	67	83	92
87	29	23	26	22	88	9	81	1	89	54	35

Footnote: Although the headline ranking figures show changes in the data year to year, the pattern of clustering among the schools is equally significant. Some 290 points separate Kellogg/Hong Kong UST Business School at the top, from the school ranked number 100. The first ten business schools, from Kellogg/Hong Kong UST Business School to London Business School, form the top group of schools. The second group is headed by the CEIBS, which would need to increase its score by 5 points in order to move up a group. Top of the third group is the joint programme from Cornell University: Johnson and Queen's School of Business. Some 40 points separate the top and bottom schools in this third group. The fourth group is slightly closer together, separated by 33 points.

Schulich gets top billing in EMBA ranking

For the second time this month, **York University's Schulich School of Business** has won top billing among Canadian schools in an international ranking of business programs.

In this week's review of executive MBAs by the *Financial Times* of London, a program offered by Schulich and Chicago-based Kellogg School of Management led schools in Canada for the fifth year in a row. Internationally, the program tied for eleventh, up from number 23 in 2010.

Earlier this month, in a survey by *The Economist* magazine, Schulich was the only Canadian business school to crack the top 10 MBA programs in the world.

In the *Financial Times* ranking, four other Canadian schools made the top 100: the University of Toronto's Rotman School of Management (28), the University of Western Ontario's Ivey School of Business, (36); Queen's University School of Business (44) for its program with Cornell University; and a program delivered by the University of Alberta School of Business and the University of Calgary's Haskayne School of Business (73).

From *The Globe and Mail*, October 27, 2011

Dean profile: Dezső Horváth of the Schulich School of Business

BY DELLA BRADSHAW

There are few business school deans these days who can claim to have the scale of influence over their business school as Dezső Horváth, boss of Canada's **Schulich School of Business at York University** on the outskirts of Toronto.

Though the business school was set up just 40 years ago – York University itself is just 50 years old – Dean Horváth has been on the faculty of the school for 31 years. For the past 20 of those he has been dean: he started his fifth five-year term in July.

But the globe-trotting 65-year old shows no sign of hanging up his gown. "I believe there is still work to be done," he says. "The school has to be made more robust, which means more resources, more [academic] chairs and developing more centres of excellence."

That said, the scale and scope of the Schulich school owes much, if not all, to Dean Horváth's 20 years at the helm. So much so that in July this year, the dean was awarded the Order of Canada, the centre-piece of Canada's honours system.

Dean Horváth has pushed the school to be one of the most international in Canada – at the last count more than 70 per cent of the full-time MBA students were non-Canadian. Schulich has a dual degree programme with the Guanghua School of Management at Peking University and has opened satellite centres in Beijing, Mumbai and Seoul.

EMBA 2011 TABLE KEY (weights are in brackets)

Salary today US\$ (20) The average alumni salary three years after graduation. (The 2011 ranking surveyed the EMBA class that graduated in 2008). This figure includes alumni salary data for the current year and the one or two preceding years, where available.

Salary percentage increase (20) The percentage increase in average alumni salary from before the EMBA to today as a percentage of the pre-EMBA salary. This figure includes data for the current year and the one or two preceding years, where available.

Career progress (5) This is calculated according to changes in the level of seniority and the size of the company alumni are working in now versus before their EMBA. Data for the current year and the one or two preceding years are included where available.

Work experience (5) This measures the previous experience of EMBA participants by examining seniority of positions held, number of years in each position, size of company, and any international work experience prior to starting the EMBA.

Aims achieved (5) The extent to which alumni fulfilled their goals or reasons for doing an EMBA.

Women faculty (3) The percentage of female faculty.

Women students (3) The percentage of female students.

Women board (1) The percentage of female members of the advisory board.

International faculty (5) The percentage of faculty whose citizenship differs from their country of employment

International students (5) This combines two pieces of data: the percentage of participants who are resident in the country of the business school but whose citizenship is different to that country and the percentage of participants who are resident outside the country in which the business school is situated.

International board (2) Percentage of the board whose citizenship differs from the country in which the business school is based.

International course experience (5) Ranks the number of classroom teaching hours that are carried out outside the country in which the business school is situated.

Languages (1) Number of languages students are required to speak on graduation.

Faculty with doctorates (5) Percentage of faculty with a doctoral degree.

FT doctoral rank (5) This is calculated according to the number of doctoral graduates from each business school during the past three years. Additional points are given if these doctoral graduates took up faculty positions at one of the top 50 full-time MBA schools of 2011.

FT research rank (10) This is calculated according to the number of faculty publications in 40 international academic and practitioner journals. Points are awarded to the business school at which the author is currently employed. The total is weighted for faculty size.

Perhaps Dean Horváth's most significant cross-border venture, though, is the Executive MBA, which the school runs jointly with the Kellogg School at Northwestern University, just over the border in the US. This year the programme is the highest-ranked Canadian-based programme in the FT EMBA rankings.

In future, he believes, there will be global schools and local schools but there will be no place for national schools. And he believes that a handful of Canadian schools – Schulich amongst them – will be in the 50 or so business schools that dominate the global environment.

He is particularly optimistic about the future of the MBA, in spite of, perhaps because of North America's economic woes. All of which is good news for someone who looks set to continue in his role for some time to come.

From *The Financial Times*, October 27, 2008



PERSPECTIVES ON SCHULICH

“My investment in a Schulich MBA has paid enormous dividends. Drawing on the skills and knowledge it provided, I was able to grow Goldcorp successfully to its current status as one of the world’s most profitable gold producers and, according to *BusinessWeek* magazine, one of the most innovative companies worldwide on the Web. I have a tremendous affinity for Schulich. It is now among the world’s great business schools. I am proud to be one of its alumni.”

ROBERT R. McEWEN, CM
(MBA '78, Hon LLD '05)
Chairman & CEO
US Gold Corporation
Chairman & CEO
Lexam VG Gold Inc.
Chairman & CEO
Minera Andes Inc.

RANKING HIGHLIGHTS

2011 – 1st among Canadian schools

10th overall among two-year MBA programs outside the US

ABOUT THE SURVEY

Focus

Return on investment (ROI).

Methodology

- Rankings based on the return on investment experienced by graduates of the Class of 2006.
- 16,000 surveys sent to alumni of more than 100 MBA programs around the world.

The ranking measured pre-MBA salaries as well as compensation figures for three of the last five years since graduation. Post-MBA compensation was compared with opportunity cost (tuition, fees and foregone salary) as well as salaries that would have been earned had graduates stayed in their pre-MBA jobs. Figures were adjusted for cost-of-living expenses and earnings gains were discounted using a rate tied to money market yields.

SCHULICH BY THE NUMBERS

1st among all MBA programs in Canada in the Return on Investment (ROI) category, with Schulich graduates reporting an average ROI of US\$47,000 (post-MBA compensation over a five-year period, minus the costs associated with attending business school.)

THE TOP NON-U.S. TWO-YEAR MBA PROGRAMS

Rank	School	Class of 2006				Class of 2012			
		5-year MBA gain		Years to Payback	Salary		Median GMAT	% Accepted	Location
		Total ¹ (\$thou)	As % of expenses ²		Pre-MBA (\$thou)	2010 (\$thou)			
1	London	\$155	79%	3.2	\$68	\$197	710	NA	UK
2	Manchester	105	75	3.5	48	155	630	25	UK
3	IESE	89	44	3.7	56	161	683	14	Spain
4	Singapore	88	173	2.0	14	72	670	5	Singapore
5	CEIBS	75	115	3.0	20	106	691	35	China
6	Escade	74	56	3.4	42	130	670	46	Spain
7	IPADE	67	103	2.9	16	65	645	30	Mexico
8	HEC-Paris	62	35	4.0	59	161	690	13	France
9	AGSM	53	30	4.0	59	181	680	49	Australia
10	Schulich (York)	47	40	4.1	36	121	650	27	Canada
11	Desautels (McGill)	40	32	4.1	43	134	660	32	Canada
12	Sauder (British Columbia)	21	18	4.3	31	92	640	36	Canada

1 Five-year total compensation after graduation, minus the sum of tuition, fees and foregone compensation. Figures are before taxes and adjusted for the time value of money.
 2 M.B.A. profits divided by sum of tuition, fees and foregone compensation.

THE TOP 5 NON-U.S. ONE-YEAR MBA PROGRAMS

Rank	School	Country
1	IMD	Switzerland
2	INSEAD	France/Singapore
3	IE	Spain
4	SDA Bocconi	Italy
5	Judge (Cambridge)	UK

THE TOP 10 US MBA PROGRAMS

Rank	School
1	Harvard
2	Stanford
3	Booth (Chicago)
4	Wharton (Pennsylvania)
5	Columbia
6	Tuck (Dartmouth)
7	Kellogg (Northwestern)
8	Johnson (Cornell)
9	Darden (Virginia)
10	MIT Sloan

TAKING THE LEAD

MBA RANKINGS

The Economist



PERSPECTIVES ON SCHULICH

"As a Schulich International MBA student, I gained international skills and knowledge, as well as real-world experience living and working abroad. It was a combination of this international expertise, an IMBA regional specialization in South and Southeast Asia, and fluency in Hindi, Tamil and Telugu that helped me to secure my former position in India. I also gained valuable experience during my IMBA work term abroad at CIBC World Markets in London, UK."

PRAFULLA METAPARTI
(IMBA '07)

Vice President, Asia Capital Markets Middle Office
JP Morgan
(Hong Kong, China)

RANKING HIGHLIGHTS

- 2011 – 1st among Canadian schools
- 2nd among non-US schools
- 8th among North American schools
- 9th overall in the world

ABOUT THE SURVEY

Focus

The Economist survey uses both key numerical data and qualitative assessments from students and alumni across a wide range of categories to rate business schools. It is the only major global ranking that rates business schools on criteria which MBA students and alumni consider to be the most important to them.

Methodology

The Economist survey measured the opinions of approximately 20,000 MBA students and alumni on categories they consider to be most important, including: the ability of a school to open new career opportunities; personal development and educational experience; salary increase; and the potential to network, as measured by the internationalism of the school's alumni and the breadth of its alumni network.

SCHULICH BY THE NUMBERS

2nd in the world in the category of faculty quality, which looked at factors such as the student/faculty ratio and faculty rating by students. (99 percent of Schulich faculty have a PhD).

2nd in the world in the category of educational experience, which included a student assessment of the program and the range of electives offered, the school facilities and the number of overseas exchange opportunities.

4th in the world in the category of recruiter diversity (the number of industries represented by recruiters who hire Schulich graduates) – a reflection of the broad range of industry and functional specializations offered at the School (18 in total).

4th in the world in the category of internationalism of alumni – a key consideration for MBA graduates interested in seeking global opportunities after graduation. (Schulich has more than 84 alumni chapters in 61 countries and more than 22,000 alumni working in over 90 countries).

5th in the world in the category of salary increase – a measurement that captures the percentage by which salaries increased pre-MBA to post-MBA. Within three months of graduation, Schulich graduates reported an average 127% increase over their pre-MBA salary.

8th in the world in the broad category of personal development and educational experience, which encompasses faculty quality, student quality, student diversity and educational experience.

10th straight year that Schulich has been ranked #1 in Canada.

6th straight year in which Schulich has improved in the ranking.

GLOBAL RANKINGS, 2011

Rank (last year's position in brackets)	School	Country	Rank (last year's position in brackets)	School	Country
1 (2)	Tuck (Dartmouth)	US	51 (n/a)	Fisher (Ohio State)	US
2 (1)	Booth (Chicago)	US	52 (n/a)	Smith (Maryland)	US
3 (6)	IMD	Switzerland	53 (41)	Jones (Rice)	US
4 (11)	Darden (Virginia)	US	54 (49)	EDHEC	France
5 (4)	Harvard		55 (34)	Warwick	UK
6 (3)	Haas (UC Berkeley)	US	56 (44)	Olin (Washington)	US
7 (12)	Columbia	US	57 (17)	Henley	UK
8 (7)	Stanford	US	58 (76)	Curtin	Australia
9 (10)	Schulich (York)	Canada	59 (66)	Tippie (Iowa)	US
10 (5)	IESE (Navarra)	Spain	60 (71)	Saïd (Oxford)	UK
11 (13)	MIT Sloan	US	61 (60)	UC Davis	US
12 (14)	Stern (New York)	US	62 (52)	HKUST	Hong Kong
13 (19)	London	UK	63 (62)	Grenoble	France
14 (9)	HEC Paris	France	64 (n/a)	Desautels (McGill)	Canada
15 (8)	Wharton (Pennsylvania)	US	65 (63)	Carlson (Minnesota)	US
16 (21)	Tepper (Carnegie Mellon)	US	66 (65)	SDA Bocconi	Italy
17 (20)	ESADE	Spain	67 (57)	Rotterdam (Erasmus)	Netherlands
18 (16)	Kellogg (Northwestern)	US	68 (73)	George Washington	US
19 (23)	INSEAD	France	69 (69)	Nanyang	Singapore
20 (28)	Fuqua (Duke)	US	70 (68)	Birmingham	UK
21 (29)	Bath	UK	71 (77)	Strathclyde	UK
22 (18)	Marshall (Southern California)	US	72 (67)	Ashridge	UK
23 (15)	Cranfield	UK	73 (64)	Macquarie	Australia
24 (22)	IE	Spain	74 (72)	Audencia Nantes	France
25 (33)	Johnson (Cornell)	US	75 (55)	Durham	UK
26 (24)	Yale	US	76 (n/a)	Yonsei	Republic of Korea
27 (37)	Anderson (UCLA)	US	77 (74)	Aston	UK
28 (36)	Goizueta (Emory)	US	78 (85)	Ahmedabad	India
29 (27)	Hult	US	79 (78)	Cox (Southern Methodist)	US
30 (25)	Ross (Michigan)	US	80 (96)	Molson (Concordia)	Canada
31 (43)	McCombs (Texas at Austin)	US	81 (82)	Haskayne (Calgary)	Canada
32 (46)	Melbourne	Australia	82 (79)	Sauder (British Columbia)	Canada
33 (30)	Judge (Cambridge)	UK	83 (98)	Copenhagen	Denmark
34 (45)	Owen (Vanderbilt)	US	84 (75)	Edinburgh	UK
35 (32)	Foster (Washington)	US	85 (90)	Krannert (Purdue)	US
36 (48)	Hong Kong	Hong Kong	86 (84)	NUS	Singapore
37 (53)	Cass (City)	UK	87 (80)	Thunderbird	US
38 (31)	Smurfit (Dublin)	Ireland	88 (70)	Chinese University of Hong Kong	Hong Kong
39 (35)	Kelley (Indiana)	US	89 (n/a)	Fox (Temple)	US
40 (39)	Mendoza (Notre Dame)	US	90 (87)	Terry (Georgia)	US
41 (47)	Gent	Belgium	91 (100)	CEIBS	China
42 (26)	Mannheim	Germany	92 (91)	Brandeis	US
43 (38)	EMLYON	France	93 (86)	TiasNimbas	Netherlands
44 (50)	McDonough (Georgetown)	US	94 (n/a)	Nottingham	UK
45 (54)	Wisconsin	US	95 (95)	EADA	Spain
46 (81)	Queensland	Australia	96 (n/a)	HEC Montréal	Canada
47 (40)	Kenan-Flagler (North Carolina)	US	97 (99)	Hough (Florida)	US
48 (59)	Wake Forest	US	98 (94)	Katz (Pittsburgh)	US
49 (42)	Boston	US	99 (92)	Moore (South Carolina)	US
50 (56)	Smeal (Pennsylvania State)	US	100 (89)	Lancaster	UK

SUMMARY OF MBA SURVEY RANKING CRITERIA AND WEIGHTINGS^a

Measure	Indicators	Weighting as percentage of category
A. Open new career opportunities (35%)		
1. Diversity of recruiters	Number of industry sectors	25.00
2. Assessment of careers services	Percentage of graduates in jobs three months after graduation	25.00
3. Jobs found through the careers service	Percentage of graduates finding jobs through careers service	25.00
4. Student assessment	Meeting expectations and needs	25.00
B. Personal development/education experience (35%)		
1. Faculty quality	Ratio of faculty to students ^b	8.33
	Percentage of faculty with PhD (full-time only)	8.33
	Faculty rating by students	8.33
2. Student quality	Average GMAT score	12.50
	Average length of work experience	12.50
3. Student diversity	Percentage of foreign students	8.33
	Percentage of women students	8.33
	Student rating of culture and classmates	8.33
4. Education experience	Student rating of program content and range of electives	6.25
	Range of overseas exchange programmes	6.25
	Number of languages on offer	6.25
	Student assessment of facilities and other services	6.25
C. Increase salary (20%)		
1. How much did your salary increase after graduating?	Salary change from pre-MBA to post-MBA (excluding bonuses)	25.00
2. Leaving salary	Post-MBA salary (excluding bonuses)	75.00
D. Potential to network (10%)		
1. Breadth of alumni network	Ratio of registered alumni to current students	33.33
2. Internationalism of alumni	Ratio of students to overseas alumni branches	33.33
3. Alumni effectiveness	Student assessment of alumni network	33.33

a. A minimum threshold of data was required for each category. Weightings for schools meeting the category threshold but not providing all data were redistributed evenly within the category.

b. Faculty were weighted as follows: full-time 100%; part-time 50%; visiting 25%.

TOP TEN FULL-TIME MBA PROGRAMMES, 2011

Rank, 2011 (2010)	Business School	Country	Average salary of new graduates \$	Increase in pre-MBA salary %	Graduates in jobs within three months of graduation %	Total tuition fees (months)	Duration of programme
1 (2)	Tuck (Dartmouth)	US	106,578	65	97	101,400	21
2 (1)	Booth (Chicago)	US	108,045	38	91	101,800	21
3 (6)	IMD	Switzerland	129,600	68	96	57,692	11
4 (11)	Darden (Virginia)	US	100,839	58	87	99,000	21
5 (4)	Harvard	US	114,896	48	95	102,400	24
6 (3)	Haas (Berkeley)	US	107,451	48	90	104,656	21
7 (12)	Columbia	US	106,472	41	93	106,416	20
8 (7)	Stanford	US	118,793	51	92	110,400	21
9 (10)	York (Schulich)	Canada	93,450	127	89	63,000	8-16
10 (5)	IESE	Spain	119,067	150	92	94,267	19

Schulich among world's top 10 MBA programs

The **Schulich School of Business** at Ontario's York University has been ranked among the top 10 MBA programs in the world in *The Economist* magazine's annual ranking of 100 MBA programs. The survey rates business schools on criteria most important to MBA students and alumni – from diversity of career opportunities to earning potential.

Student and alumni ratings make up 20 per cent of the survey and 80 per cent is

based on quantitative data such as student and faculty quality and post-MBA salary and salary increase.

"We're once again extremely proud to be ranked among the very best business schools by one of the world's most respected business publications," said Schulich Dean Dezső J. Horváth.

As well as its Toronto campuses, Schulich also operates satellite centres in Mumbai,

Beijing, Shanghai, Seoul and Moscow.

Dartmouth College's Tuck School of Business, in New Hampshire, is No. 1 while Harvard University – which had 11 applicants for each of its MBA spots this year – is fifth. Hong Kong University is the highest-placed Asian school at 36, while the Indian Institute of Management in Ahmedabad, India's sole representative, is 78th.

From *The Globe and Mail*, October 14, 2011.

Prestigious Economist magazine ranks Schulich MBA as one of world's 10 best

The Economist magazine's latest rankings identify a Canadian school – the **Schulich School of Business** at York University – among the top 10 MBA programs in the world. The magazine ranked Schulich 9th overall, up from 10th place the previous year, and Schulich was the only Canadian business

school to make the top 10. In placing 9th overall, Schulich ranked ahead of MIT, London Business School, Wharton and INSEAD, and behind Stanford, Columbia, Berkeley and Harvard. The rankings are based upon indicators such as alumni salary, faculty credentials and standards for admission. Also

included in *The Economist's* scores is student feedback on how their school performed in four categories: opening new career opportunities, personal development/educational experience, increasing salary, and the potential to network.

From *National Post*, October 18, 2011.

York's Schulich business school places 9th in international MBA rankings

The **Schulich School of Business** in Toronto is the top-ranked Canadian institution in an international ranking of MBA programs compiled by *The Economist*.

The York University school was No. 9 in the British magazine's annual ranking, putting it ahead of five other Canadian schools that offer university-level business degrees.

The No. 1 ranking went to Dartmouth College's Tuck School of Business in New Hampshire. The second-highest was Booth School of Business at the University of Chicago.

The famed Harvard Business School was ranked No. 5 and the London Business School was No. 13.

McGill University's Desautels Faculty of Management in Montreal was the second-highest Canadian school on the list at No. 64.

The others were the John Molson School of Business in Montreal at Concordia University (No. 80), the University of Calgary's Haskayne School of Business (No. 81) and the Sauder School of Business in Vancouver at the University of British Columbia (No. 82) and HEC Montreal (No. 96).

The Economist, one of the world's most prominent business-oriented magazines, said it used four categories of information to compile its ranking and weighted them according to student feedback.

The four major criteria (and their weightings) were: opening career opportunities (35 per cent), personal development and educational experience (35 per cent), increasing salary (20 per cent) and the potential to network (10 per cent).

The magazine acknowledged that such rankings are difficult to compile and sometimes controversial.

"To compare a one-year Danish program with a cohort of 50 students with a two-year American one with 1,000 is to court controversy. The lowly-ranked often feel misjudged, and say so. We welcome their feedback."

Several of Canada's most prominent business schools didn't make the list, including the University of Toronto's Rotman School of Management, the Richard Ivey School of Business at the University of Western Ontario in London, Ont. and the Queen's University business school in Kingston, Ont. the potential to network.

From *The Canadian Press*, October 13, 2011.

TAKING THE LEAD

MBA RANKINGS

**Bloomberg
Businessweek**



PERSPECTIVES ON SCHULICH

"Schulich graduates bring prospective employers the many advantages of the School's innovative MBA programs. Global themes and issues have been integrated across their courses. They've gained extensive experience working in multinational, multicultural teams. They're able to combine specialized knowledge of specific industries with management expertise in areas such as marketing, strategy and finance. As well, they bring hands-on strategic consulting experience gained during a team-based six-month project working with real clients to solve real-world problems."

COLLEEN M. JOHNSTON
(BBA '82)

Group Head Finance & Chief Financial Officer
TD Bank Financial Group

RANKING HIGHLIGHTS

2010 – 9th overall in "The Best International B-Schools of 2010" ranking

ABOUT THE SURVEY

Focus

A survey of graduating students and corporate recruiters, as well as research output by a school's faculty members.

Methodology

The first stage of the ranking process – the Graduate Poll, worth 45% of the score – involved a 50-question survey sent to 17,941 MBA graduates from the Class of 2010 at 101 schools in North America, Europe and Asia. *Bloomberg Businessweek* received 9,827 responses for a response rate of 55 percent. The Class of 2010 survey results counted for 50 percent of each school's total student satisfaction score, while results from the 2008 and 2006 surveys counted for 25% each. The second stage of the process – the Corporate Poll, worth 45% – involved a survey of 514 corporate MBA recruiters. *Bloomberg Businessweek* received 215 responses for a response rate of 42 percent. The 2010 Corporate Poll results counted for 50 percent of each school's total recruiter satisfaction score and were combined with results from the 2008 and 2006 surveys, which counted for 25% each. The remaining 10% of the overall score – the Intellectual Capital category – was based on a tally of the number of articles published by each school's faculty in 20 leading business journals.

SCHULICH BY THE NUMBERS

4th among international schools in the "Intellectual Capital" segment – a category that measures the research output of a school's faculty in top-rated journals.

4th among international schools in the "Corporate Recruiter" category, which measures corporate recruiter perceptions of the quality of a school's graduates.

Schulich's faculty members were given a grade of "A" by Schulich MBA students from the Class of 2010 (the graduating class surveyed by *Bloomberg Businessweek* for this ranking).

2010 Rank	2008 Rank	School	Grad. Poll ¹	Corp. Poll ²	Intellect. Capital ³	Tuition & Fees ⁴ (\$)	Pre-MBA Pay ⁵ (\$)	Post-MBA Pay ⁵ (\$)	Selectivity (%)	Job Offers ⁶ (%)	Career Services ⁷	Teaching ⁷	Analytical Skills ⁸	Gen. Mgmt. Skills ⁸
1	1	Booth (Chicago)	2	1	8	103,360	NA	102,000	22	91	A+	A+	A+	A+
2	2	Harvard	5	3	14	112,400	NA	110,000	11	95	A+	A	A+	A+
3	4	Wharton (Pennsylvania)	11	2	13	106,303	75,000	110,000	17	87	A	C	A+	A+
4	3	Kellogg (Northwestern)	6	4	28	102,990	72,000	105,000	19	90	A+	B	B	B
5	6	Stanford	7	7	7	106,236	NA	120,000	6	93	A	B	B	A
6	8	Fuqua (Duke)	15	8	1	99,492	59,600	100,000	24	81	B	B	A+	A+
7	5	Ross (Michigan)	16	5	11	100,189	64,000	100,000	25	78	A	B	A+	A+
8	10	Haas (UC-Berkeley)	4	11	5	99,294	72,163	110,000	12	90	A+	B	A	A
9	7	Columbia	10	9	12	107,824	NA	100,000	15	94	A+	C	A+	A+
10	9	Sloan (MIT)	3	14	18	101,250	75,000	110,000	13	95	A+	A	A+	A
11	16	Darden (Virginia)	1	16	36	100,000	NA	100,000	26	87	A+	A+	A	A+
12	18	Cox (Southern Methodist)	21	6	40	87,980	50,000	81,000	35	67	A	A+	A+	A+
13	11	Johnson (Cornell)	8	23	6	98,544	57,500	96,000	23	83	A+	A+	A	A
14	12	Tuck (Dartmouth)	14	15	4	104,700	64,400	105,000	20	97	A	B	A	A
15	19	Tepper (Carnegie Mellon)	12	20	16	105,000	60,000	95,000	27	89	A+	A+	A+	A
16	17	Kenan-Flagler (North Carolina)	19	17	26	95,879	51,000	95,000	36	84	B	A	B	B
17	14	Anderson (UCLA)	17	26	15	97,854	63,000	100,000	29	85	A	A	A	A
18	13	Stern (New York)	20	22	19	94,572	65,000	100,000	13	90	A	B	A	A
19	15	Kelley (Indiana)	26	18	46	90,327	50,875	90,000	42	86	B	A	A	A+
20	2T	Broad (Michigan State)	13	32	39	74,580	35,000	86,200	29	72	A+	A+	B	B
21	24	Yale	18	37	9	103,725	60,000	100,000	17	92	A	A	B	B
22	23	Goizueta (Emory)	22	31	21	84,800	52,013	90,000	33	93	B	A	A	A
23	29	Georgia Tech	25	30	20	70,716	58,031	85,020	21	97	A+	B	A	A
24	20	Mendoza (Notre Dame)	24	33	25	83,997	50,000	90,000	33	82	A	A+	B	B
25	21	McCombs (Texas at Austin)	29	29	17	90,856	67,000	95,000	24	93	B	B	A	A
26	25	Marshall (Southern California)	9	45	35	97,800	57,000	94,000	22	88	A+	A+	B	B
27	22	Marriott (Brigham Young)	31	19	49	41,120	50,700	88,550	47	86	B	A	B	B
28	2T	Carlson (Minnesota)	35	21	29	93,449	40,500	90,000	30	91	A	B	B	B
29	NR	Jones (Rice)	27	44	10	89,620	50,000	95,000	36	84	A	A	B	B
30	NR	Mays (Texas A&M)	43	13	34	42,925	44,871	85,000	23	92	C	A	A+	A+
31	27	Foster (Washington)	36	25	32	62,520	57,750	85,000	31	86	B	C	C	C
32	2T	Fisher (Ohio State)	41	27	30	84,266	NA	85,000	27	94	B	B	B	B
33	2T	McDonough (Georgetown)	23	48	43	96,128	58,000	95,000	42	88	A	A+	B	C
34	NR	Wisconsin-Madison	32	38	24	55,573	52,725	87,500	31	87	B	B	B	B
35	NR	Freeman (Tulane)	52	12	48	87,290	NA	72,000	41	94	C	B	A	A
36	NR	Terry (Georgia)	53	10	47	60,892	46,000	65,000	41	83	B	C	C	B
37	30	Owen (Vanderbilt)	30	43	33	86,440	52,000	88,000	36	87	A	A	B	B
38	2T	Boston	34	36	44	79,632	NA	85,000	28	86	B	B	B	B
39	2T	Olin (Babson)	38	35	56	83,740	49,070	83,500	48	82	C	A	C	NA
40	28	Olin (Washington-St. Louis)	28	55	37	90,550	NA	85,000	29	94	A	A+	C	C
41	2T	Krannert (Purdue)	39	39	42	78,220	41,500	85,000	33	68	B	A	A	A
42	26	Smith (Maryland)	33	54	2	92,851	55,535	85,625	38	81	C	B	C	B
43	2T	Simon (Rochester)	37	41	41	88,960	28,500	72,000	34	76	B	A+	NA	C
44	NR	Smeal (Penn State)	42	40	23	67,812	NA	87,500	37	81	B	A	B	B
45	2T	Thunderbird	47	28	55	85,505	NA	81,500	81	48	C	C	A	B
46	2T	Illinois-Urbana Champaign	56	24	22	62,776	41,000	87,500	28	82	C	B	C	C
47	NR	Mason (William and Mary)	46	34	50	73,800	47,750	75,000	52	72	C	A+	C	C
48	NR	Wake Forest	44	51	3	77,304	49,777	80,000	51	92	B	B	B	B
49	2T	Carey (Arizona State)	40	49	38	68,794	45,000	85,000	30	89	C	B	B	C
50	NR	Carroll (Boston College)	45	47	31	71,270	60,000	87,000	33	90	B	B	C	C

Please see endnotes on page 19.

2010 Rank	School	Grad. Poll ¹	Corp. Poll ²	Intellect. Capital ³	Tuition & Fees ⁴ (\$)	Pre-MBA Pay ⁵ (\$)	Post-MBA Pay ⁵ (\$)	Selectivity (%)	Job Offers ⁶ (%)	Career Services ⁷	Teaching ⁷	Analytical Skills ⁸	Gen. Mgmt. Skills ⁸
1	INSEAD	5	3	2	68,107	NA	111,900	NA	86	A	A	A	A
2	Queen's	4	5	8	71,000	NA	77,944	NA	NA	A+	A+	B	B
3	IE	1	9	14	68,900	62,000	101,000	33	89	A+	A+	A+	A+
4	ESADE	9	2	16	68,000	52,500	82,000	46	76	B	C	A+	A
5	London	6	7	1	78,842	NA	NA	18	NA	A	B	A+	A+
6	Ivey (Western Ontario)	7	6	18	79,120	58,289	84,075	NA	92	A	A	A	B
7	IMD	2	10	9	82,488	75,000	124,700	22	96	A+	B	A+	A+
8	Rotman (Toronto)	16	1	3	99,693	NA	80,000	44	NA	C	B	A	B
9	Schulich (York)	13	4	4	58,000	43,400	81,980	26	86	B	A	B	B
10	Judge (Cambridge)	3	13	12	56,338	NA	84,677	27	76	A+	A+	C	NA
11	Desautels (McGill)	15	8	6	64,000	49,500	84,000	30	93	C	B	B	C
12	IESE	10	12	10	90,715	43,550	110,400	21	87	B	B	A	A
13	Cranfield	8	16	13	48,765	47,200	84,998	50	96	A	B	B	B
14	HEC Paris	12	14	5	60,925	56,700	117,857	14	96	B	A	B	C
15	HEC Montreal	14	11	15	30,000	54,400	69,250	50	72	C	C	C	C
16	Saïd (Oxford)	11	17	7	63,597	61,970	90,430	NA	69	B	A+	C	NA
17	Manchester	18	15	17	53,756	34,579	82,144	43	100	C	C	B	NA
18	SDA Bocconi	17	18	11	55,065	45,696	98,316	38	86	B	C	B	NA

1. Rank based on surveys of MBA grads conducted in 2010, 2008, and 2006, with 26,389 total responses. Contributes 45 percent to final ranking. 2. Rank based on surveys of MBA recruiters conducted in 2010, 2008, and 2006, with 680 total responses. Contributes 45 percent to final ranking. 3. Rank based on review of faculty research published over 5-year period in 20 top academic journals and faculty books reviewed in *The New York Times*, *The Wall Street Journal*, and *Bloomberg Businessweek* over same period. Contributes 10 percent to final ranking. 4. Tuition and all required fees for entire program; excludes living expenses. Where applicable, nonresident figures used. 5. Self-reported by schools. Median base salary for incoming class of 2010 (pre-MBA pay) and graduating class of 2010 (post-MBA pay) only; does not include signing bonus, stock options, or other compensation. 6. Self-reported by schools. Percentage of job-seeking 2010 MBA graduates reporting at least one job offer within 3 months of graduation. Job offer figures for Cranfield, Oxford, and SDA Bocconi are acceptances, not offers. 7. Based on 2010 student survey. A+=top 20 percent; A=next 25 percent; B=next 35 percent; C=bottom 20 percent. No Ds or Fs awarded. 8. Based on 2010 recruiter survey. A+=top 20 percent; A=next 25 percent; B=next 35 percent; C=bottom 20 percent. No Ds or Fs awarded. NR=Not ranked. School participated in the 2008 ranking but lacked an adequate response rate in one or both surveys. 2T=Second tier. School ranked below the top 30 U.S. or top 10 international in 2008. NA=Not available. Data: *Bloomberg Businessweek*, Cambria Consulting.

RANK BASED ON 2010 DATA ONLY

2010 Rank	School	Graduate Poll (2010 Only)	Corporate Poll (2010 Only)	Intellectual Capital (2010 Only)
1	INSEAD	6	1	2
2	London	9	5	1
3	Queen's	5	8	8
4	ESADE	11	1	16
5	Schulich (York)	13	2	4

Hire Up

Schulich MBA student Lisa Marie Chen

Lisa Marie Chen is a self-described “car nut.” She imported her Toyota Scion from Japan two years ago, when it was not available in Canada, and promptly installed hot pink rims and hubcaps. “Cars and me, we’re in sync,” she says on the phone from Tokyo, where she is on exchange at the Keio Business School in Tokyo.

Her enthusiasm landed her a gig producing a promotional glossy for the Scion’s Canadian launch. “I asked Toyota a year ago if they might sponsor me, throw me a free body kit or a free set of wheels. What happened is they started keeping tabs on me,” says Chen. Scion Canada ended up borrowing her car for a press junket, where Chen stayed up until 2 a.m. talking to journalists. “It was free PR they couldn’t pay for, and I guess it made a lasting impression.”

At the University of Toronto, where she studied sociology, she founded *blink*, a magazine that catered to Asian Canadians. After *blink* folded in 2008, Chen started job-hunting and found the same question on the lips of every employer. “I’d always get asked did I have an MBA.” She enrolled in Schulich in January 2010.

From *Canadian Business*, November 8, 2010

An international outlook

More than half the students at the Schulich School of Business are international, which means special challenges for the school's career counseling office

The student body at York University's Schulich School of Business in Toronto is diverse in more ways than one. More Schulich MBAs have a background in tech and engineering than business, and former students of the arts and humanities make up a big slice of recent classes. More than half of the students are international, and 37% of those students are from Asia. More than a third of students are women. Many of Schulich's [full-time] MBA students take night classes where they are mixed in with part-time [MBA] students.

This all makes for an eye-opening MBA education, but it can also make the job tough for the school's career-services director, Joseph Palumbo. Palumbo recently talked about the changing needs of Schulich grads with *Bloomberg Businessweek* intern Kristin Dew. Here are edited excerpts of their conversation:

How does the student body diversity come into play when it's time for you to do your job?

You have to be an active, focused, energized, confident job-seeker that seeks opportunities, that doesn't sit back and wait for the company to come on campus or for the job to hit the bulletin boards. If you're an international student, you are even more under pressure to do this because this is perhaps your life savings that you've put into this program. Not only have you given up two years of income, but you've traveled a long way.

Do a lot of grads look for jobs in the U.S.?

Five years ago, most students wanted to stay in Canada and the U.S. While there's still a core group of people who want to stay here, more are looking to build their career based on where they've been. They have a Western education from a top-quality school, so they're going to go back to their home country

and hopefully take their careers even farther because that's the edge they have (see BusinessWeek.com, 5/31/06, "India: A Hot Brand Climate?").

How has that changed your job?

Now we have to not only give them the tools to look on their own, but we're also supporting their career search globally. We attend the international MBA consortiums, but we also make frequent job treks to the U.S., Britain, India, China, Hong Kong, South Korea, France, and Japan. We're doing virtual global career fairs, job postings, and networking. We also have full-time offices in Beijing, Mumbai, Seoul, and a small office in Moscow.

Which companies are tops for internships and hiring at York, and who would you like to see more often?

We see all the Canadian banks and some U.S. banks, especially Citibank (C). We also see a lot of the capital markets, like UBS (UBS). We're getting increased business from the banks with a British and China presence, like Bank of America (BAC), HSBC (HBC), and Standard Chartered Bank. And then we have other non-banking institutions, like [Proctor & Gamble] (PG), General Mills (GIS), Kraft (KFT), Pfizer (PFE), Johnson & Johnson (JNJ), and Dell (DELL). The area that is the fastest growth for us would be consulting. We're up 84% from the previous year, but we have a ways to go.

Can you differentiate your career services from those of a U.S. program?

Generally, the amount of experience and the age is dropping in a lot of the top schools in the U.S., while our age and experience and diversity is going up. We also do something called Career Boot Camp, which is a two-day

intensive program. It's self-branding and marketing during the job search: How do you identify what your brand is? What is your unique selling proposition? How do you convey that message clearly, concisely, effectively to your target audience?

It can be an ordeal to get a visa in the U.S. right now. Does that give you an advantage?

U.S. schools' ability to attract international students has gone down (see BusinessWeek.com, 5/1/06, "Give Me Your Diligent, Your Smart"), so students are choosing to go to Canada, Britain, Australia, and Europe rather than going to the U.S. We've got the same student visa, which allows students one year to work in their field of study. And while it may be difficult to get your citizenship in Canada, we have this landed-immigrant status that means you can work legally anywhere you want.

I would say as long as you are a professional, have a strong degree, and speak English or French, most people who come to a Canadian program will get this status of landed immigrant within two years.

What's new in your international offerings for students?

The first dual degree we had here was with Kellogg and our Executive MBA. It's the first Canada-U.S. joint venture on the Executive MBA, but to me a real interesting one that we've just launched with Peking University in Beijing [is] where the students do one year in China, one year in Toronto, and get degrees from both places. We're looking to do more of those in countries that we feel are very rapid-growth, very sound, very much more than emerging markets.

businessweek.com

TAKING THE LEAD



PERSPECTIVES ON SCHULICH

"My broad exposure to all aspects of general management during my MBA studies at Schulich, combined with my law degree from Osgoode Hall, gave me an excellent foundation for building a strong career with one of the world's leading luxury hotel companies and helped prepare me to conduct business in multicultural, multinational contexts."

KATHLEEN TAYLOR
(MBA/LLB '84)
President & CEO
Four Seasons Hotels & Resorts

MBA RANKINGS

FINANCIAL TIMES

RANKING HIGHLIGHTS

2011 – 2nd in Canada
– **16th** in the world in the category of Faculty Research

ABOUT THE SURVEY

Focus

Broad-based, global orientation driven by performance in career progression, diversity and research.

Methodology

- 55% based on independent survey of 2007 graduating class.
- 25% of total score based on school survey.
- 20% based on school's research performance and faculty quality.

SCHULICH BY THE NUMBERS

1st in Canada in the category of Faculty Research and 16th in the world.

Rated 8th best in the world in International Business and rated **10th best in the world** in Corporate Social Responsibility based on the nominations of more than 9,000 MBA graduates from 158 business schools.

1st in Canada in the category of International Experience.

Schulich climbed 5 positions in the 2011 ranking and performed best among the top three Canadian schools. (FT uses a rolling, three-year weighted average in determining a School's final score, with 50% of the score based on the two previous years' results).

*See page 30 for the *Financial Times* Global MBA 2011 Table Key.

FINANCIAL TIMES TOP 100 FULL-TIME GLOBAL MBA PROGRAMMES

Rank in 2011	Rank in 2010	Rank in 2009	School name	Country	Audit year*	ALUMNI CAREER PROGRESS					
						Salary today (US\$)	Weighted salary (US\$)	Salary increase (%)	Value for money rank	Career progress rank	Aims achieved
1	1	1	London	UK	2010	146,332	145,776	132	57	11	2
1	2	1	Wharton (Pennsylvania)	US	2008	175,153	171,551	123	89	33	32
3	3	3	Harvard	US	2008	170,817	170,238	116	87	22	51
4	5	5	Insead	France/Singapore	2009	147,974	147,883	108	4	18	14
4	4	6	Stanford	US	2010	182,746	183,260	115	98	9	17
6	9	16	HKUST	China	2011	133,334	133,334	142	16	36	31
7	6	4	Columbia	US	2009	167,366	163,407	117	97	17	28
8	6	6	IE	Spain	2009	142,894	149,584	136	28	4	82
9	8	9	MIT Sloan	US	2009	158,353	158,387	121	88	10	54
9	11	12	IESE	Spain	2009	133,338	131,890	138	65	3	8
11	–	–	IIM, Ahmedabad	India	2011	174,440	174,440	152	26	1	94
12	9	11	Booth (Chicago)	US	2007	152,370	151,373	109	95	55	26
13	12	15	Indian School of Business	India	2011	132,352	134,406	187	39	28	66
14	15	14	IMD	Switzerland	2009	145,539	145,846	89	6	5	1
15	13	10	Stern (New York)	US	2008	138,398	138,865	119	91	34	40
15	16	19	Yale	US	2008	151,451	146,959	133	79	41	6
17	22	8	CEIBS	China	2011	118,514	126,315	155	46	43	48
18	13	13	Tuck (Dartmouth)	US	2008	155,732	155,020	113	90	56	3
18	18	29	HEC Paris	France	2008	123,287	122,828	106	36	14	4
20	20	22	Fuqua (Duke)	US	2008	136,248	136,563	107	93	68	22
21	19	18	ESADE	Spain	2009	124,572	125,346	128	40	2	41
21	22	21	Kellogg (Northwestern)	US	2008	143,777	143,365	100	100	27	19
23	–	35	National University of Singapore	Singapore	2006	100,456	100,456	140	35	53	62
24	28	23	Ross (Michigan)	US	2008	134,208	137,189	104	78	37	39
25	28	31	Haas (UC Berkeley)	US	2007	143,538	144,790	87	85	47	23
26	21	17	Judge (Cambridge)	UK	2007	135,475	137,199	101	18	20	18
27	16	20	Saïd (Oxford)	UK	2008	134,667	132,905	102	19	30	42
28	38	38	SDA Bocconi	Italy	2008	110,829	110,186	123	12	32	71
29	40	32	Manchester	UK	2010	115,544	116,100	111	48	13	27
30	36	34	Johnson (Cornell)	US	2008	140,454	140,273	107	92	46	16
31	33	29	Anderson (UCLA)	US	2008	136,906	137,726	106	77	45	53
32	41	41	Cass (City)	UK	2007	124,006	124,006	90	15	15	67
33	27	24	Nanyang	Singapore	2011	104,952	104,952	121	25	23	85
34	26	35	Cranfield	UK	2008	128,608	132,059	89	5	8	7
35	36	32	Australian School of Business	Australia	2011	123,520	123,520	99	31	12	11
36	25	26	Rotterdam (Erasmus)	Netherlands	2011	107,573	107,969	91	23	42	35
37	32	39	Imperial College	UK	2008	115,563	115,563	92	21	29	37
38	34	24	Goizueta (Emory)	US	2010	120,796	120,835	105	80	66	30
38	38	40	McDonough (Georgetown)	US	2010	126,500	127,539	108	94	54	9
40	43	44	Smith (Maryland)	US	2010	110,931	110,931	105	73	69	76
41	24	27	Lancaster	UK	2008	110,526	110,526	95	11	19	44
41	31	27	Darden (Virginia)	US	2009	130,082	130,788	102	82	60	12
41	34	51	Tepper (Carnegie Mellon)	US	2009	127,018	127,078	100	96	48	47
44	44	53	Jones (Rice)	US	2008	117,812	117,812	104	81	82	34
44	54	57	Mays (Texas A & M)	US	2008	108,435	108,435	116	8	78	13
46	52	55	Illinois at Urbana-Champaign	US	2010	102,947	102,947	121	54	92	36
46	45	47	Rotman (Toronto)	Canada	2010	100,176	98,760	87	66	84	64
46	49	47	Ivey (Western Ontario)	Canada	2008	104,586	104,327	97	33	59	57
49	54	49	Schulich (York)	Canada	2009	86,844	87,849	94	32	71	68
49	52	49	McCombs (Texas at Austin)	US	2010	118,422	119,298	93	68	57	21
51	57	56	Owen (Vanderbilt)	US	2009	114,567	115,194	105	75	25	24

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Placement success rank	Employment at three months (%)	Alumni recommend rank	DIVERSITY									IDEA GENERATION		
			Women faculty (%)	Women students (%)	Women board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International experience rank	Languages**	Faculty with doctorates (%)	FT doctoral rank	FT research rank
41	91 (97)	4	24	28	16	85	92	60	2	11	1**	98	23	7
11	84 (96)	2	19	40	8	37	34	66	43	33	0**	100	2	2
32	90 (100)	1	22	36	48	37	34	21	52	59	0	92	14	1
44	82 (97)	7	14	33	17	90	92	80	8	5	2	97	17	10
20	92 (97)	3	19	39	17	38	41	25	56	15	0	92	4	8
52	69 (90)	50	25	34	39	88	93	94	19	9	1	100	19	14
23	90 (86)	6	18	35	10	62	46	35	49	57	0**	97	7	10
49	91 (90)	29	33	29	23	54	87	82	31	34	1	93	69	62
16	89 (96)	8	22	35	13	32	51	60	51	25	0	100	11	19
25	94 (97)	17	18	24	28	49	80	90	3	4	1	100	48	70
14	97 (100)	10	12	7	30	0	8	0	42	81	0	96	55	92
1	89 (100)	9	15	35	13	37	44	38	65	50	0**	96	8	4
35	98 (99)	28	15	28	5	21	5	55	35	77	0	100	n/a	81
2	83 (100)	15	10	23	16	98	100	81	1	46	1	100	n/a	67
10	86 (97)	11	16	36	10	49	35	16	59	31	0	100	5	13
30	90 (97)	20	19	37	24	31	33	17	72	35	0	97	35	33
69	92 (95)	40	13	37	17	65	42	50	50	22	1	96	n/a	76
15	93 (99)	13	21	35	17	31	40	12	55	38	0	100	n/a	22
66	89 (84)	27	27	26	7	65	83	41	5	13	1**	99	47	33
9	77 (100)	16	18	30	10	39	39	41	74	28	0	99	20	3
45	82 (98)	35	29	31	25	19	85	90	12	17	1	82	66	89
7	88 (96)	5	19	31	8	45	34	10	70	16	0	95	6	8
64	93 (82)	56	31	33	17	59	88	17	9	12	0	97	51	43
4	78 (95)	14	23	30	20	31	29	17	58	44	0	94	3	6
6	87 (100)	12	30	30	9	44	42	9	61	30	0**	100	9	5
55	74 (89)	43	10	26	19	52	94	55	11	70	0	96	52	51
73	71 (92)	30	15	24	30	56	95	32	4	56	0	97	32	51
59	88 (90)	51	40	33	21	29	67	64	22	43	0	88	12	62
70	80 (84)	39	33	23	23	35	93	23	14	19	0	89	1	70
13	81 (98)	25	25	29	16	33	31	27	64	42	0	89	65	33
34	81 (90)	19	17	31	20	32	37	12	88	45	0	92	24	16
56	97 (99)	61	27	39	43	58	77	57	33	29	0	96	42	62
85	82 (98)	76	32	26	22	61	87	56	17	61	0**	90	70	62
42	96 (84)	37	28	24	23	44	82	33	20	68	1**	80	37	86
75	82 (97)	83	26	20	14	61	78	27	18	18	0	95	72	67
65	87 (90)	48	17	29	24	37	93	21	10	14	1	100	13	39
48	77 (94)	62	26	35	36	79	70	55	46	75	0	95	33	54
21	87 (99)	36	22	31	18	19	36	7	68	76	0	93	68	19
40	88 (90)	45	24	28	12	24	28	16	63	62	0**	94	n/a	43
60	81 (93)	66	26	23	16	29	46	7	48	97	0	98	38	10
72	71 (88)	74	25	30	31	34	94	38	26	69	0	89	16	76
5	83 (100)	18	22	29	21	13	33	9	73	58	0	94	79	43
24	83 (99)	26	19	25	16	40	37	5	87	53	0	95	10	48
22	84 (99)	54	21	36	19	23	31	4	82	86	0	93	n/a	14
39	93 (100)	46	34	22	24	17	19	0	83	72	0	81	57	33
63	82 (93)	71	22	32	21	11	37	0	85	87	0	97	49	33
78	89 (95)	22	27	32	41	72	42	53	39	65	0	98	18	16
28	92 (93)	24	26	32	14	56	23	27	57	66	0	91	27	38
95	84 (94)	31	28	35	22	70	69	52	38	21	0**	99	73	16
33	90 (93)	21	29	33	10	28	27	2	89	64	0**	86	21	22
31	83 (94)	52	12	25	10	14	23	3	84	79	0	100	76	31

**These schools run additional courses for MBA students for which additional language skills are required. These figures are included in the calculations for the ranking but are not represented on the table to avoid confusion.

Rank in 2011	Rank in 2010	Rank in 2009	School name	Country	Audit year*	ALUMNI CAREER PROGRESS					
						Salary today (US\$)	Weighted salary (US\$)	Salary increase (%)	Value for money rank	Career progress rank	Aims achieved
52	48	46	Simon (Rochester)	US	2011	111,226	111,226	110	64	77	46
53	63	52	Melbourne	Australia	2011	111,621	111,621	77	37	44	52
53	72	74	Merage (California at Irvine)	US	2011	101,495	101,495	113	59	97	55
55	74	80	Durham	UK	2007	101,181	101,181	89	7	35	72
55	87	75	Gent	Belgium	2011	105,484	105,484	87	3	61	79
57	95	–	Desautels (McGill)	Canada	2009	92,937	92,937	97	51	96	83
58	42	37	Warwick	UK	2010	109,311	109,311	66	22	38	61
59	–	63	Smeal (Pennsylvania State)	US	2007	110,085	110,085	88	53	52	10
60	89	71	Cape Town	South Africa	2007	140,896	140,896	76	1	31	73
61	94	97	Hult	US/UK/U.A.E./China	2010	107,079	107,079	87	41	16	58
62	46	45	Kenan-Flagler (North Carolina)	US	2011	112,324	114,650	88	62	75	45
63	67	95	Wisconsin	US	2009	106,523	106,523	100	45	65	59
64	57	60	Marshall (Southern California)	US	2010	116,624	116,448	86	99	50	29
64	64	63	Tippie (Iowa)	US	2008	92,658	92,658	119	38	100	25
64	89	76	Carey (Arizona State)	US	2010	98,862	98,862	96	50	90	60
64	93	–	Ipade	Mexico	2006	96,729	96,729	139	47	6	87
68	61	57	Boston	US	2008	104,796	104,796	99	74	67	75
68	67	67	Thunderbird	US	2011	102,639	102,984	98	56	64	20
68	75	83	Birmingham	UK	2007	97,119	97,119	87	13	39	97
68	–	–	SP Jain	Dubai/Singapore		79,607	81,512	106	9	79	92
72	67	80	Fisher (Ohio State)	US	2010	100,191	100,191	95	61	62	81
73	57	60	Kelley (Indiana)	US	2007	112,524	112,676	86	67	98	15
74	51	41	Strathclyde	UK	2010	103,801	103,801	87	2	70	99
74	54	80	Krannert (Purdue)	US	2010	100,252	100,252	94	55	80	84
74	47	89	Carroll (Boston)	US	2009	111,114	111,114	83	63	76	49
77	–	–	Incae	Costa Rica	2006	89,212	89,212	106	52	21	89
78	79	86	Babcock (Wake Forest)	US	2010	108,520	108,520	110	70	87	63
78	98	99	Smurfit (Dublin)	Ireland	2007	105,354	105,354	72	10	72	33
80	67	67	Moore (South Carolina)	US	2010	91,297	91,297	93	60	93	65
80	71	77	Mendoza (Notre Dame)	US	2008	108,256	107,914	101	76	73	77
80	82	71	Sauder (British Columbia)	Canada	2011	88,894	88,894	72	42	51	95
83	80	–	Davis (California)	US	2011	100,875	100,875	93	58	99	69
84	99	89	Olin (Babson)	US	2008	113,392	113,392	85	84	26	56
84	–	91	Eada	Spain		90,881	90,881	86	20	7	43
86	78	67	Foster (Washington)	US	2010	107,118	107,118	73	71	89	38
86	–	–	Mason (William and Mary)	US	2004	98,238	98,238	102	49	91	86
88	96	70	Cox (SMU)	US	2010	103,150	103,150	89	86	83	5
88	89	92	Edinburgh	UK	2010	102,068	102,068	64	27	49	78
90		87	Bradford/TiasNimbas	UK/ Netherlands/ Germany	2007	84,274	84,274	81	14	24	98
91	83	92	Marriott (Brigham Young)	US	2008	99,557	99,557	102	44	74	74
92	–	–	Graziadio (Pepperdine)	US	2006	100,000	100,000	103	72	94	88
93	–	–	Terry (Georgia)	US	2009	101,750	101,750	82	43	88	93
94	77	63	Hough (Florida)	US	2011	93,317	93,317	85	34	95	90
94	–	57	Leeds	UK	2010	95,498	95,498	70	29	63	80
96	–	–	Politecnico di Milano	Italy		74,184	74,184	94	24	85	96
97	–	–	Georgia Institute of Technology	US	2004	105,000	105,000	60	69	58	50
98	–	–	IAE	Argentina	2006	72,797	72,797	82	17	40	70
99	–	–	Kaist	South Korea		98,927	98,927	74	83	81	100
100	97	–	EM Lyon	France	2009	89,246	89,246	53	30	86	91

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Placement success rank	Employment at three months (%)	Alumni recommend rank	DIVERSITY									IDEA GENERATION		
			Women faculty (%)	Women students (%)	Women board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International experience rank	Languages**	Faculty with doctorates (%)	FT doctoral rank	FT research rank
51	73 (92)	86	17	31	15	36	55	33	62	93	0	84	61	61
88	88 (91)	68	31	27	31	72	90	6	15	37	0	100	78	62
54	82 (100)	82	40	23	16	30	30	11	53	85	0	98	54	54
96	82 (84)	81	25	32	39	66	85	39	40	49	1	93	50	86
91	65 (95)	85	31	37	17	22	86	100	7	91	1	93	74	81
87	93 (97)	41	28	25	16	77	61	26	29	27	0**	96	67	48
98	96 (88)	34	38	31	19	56	80	19	23	26	1	97	15	54
18	76 (97)	49	20	38	19	21	39	0	75	89	0	85	39	27
92	82 (99)	93	31	35	17	31	34	30	28	7	0	62	77	92
99	80 (100)	99	22	29	10	48	91	80	6	1	0**	66	n/a	92
36	79 (97)	23	23	27	10	30	27	34	69	47	0	86	34	39
29	87 (100)	67	23	40	17	23	16	0	96	63	0	92	71	51
27	88 (100)	42	29	27	11	30	22	15	86	80	0	80	41	27
19	95 (100)	89	23	14	19	21	19	3	71	94	0	91	58	54
8	89 (100)	60	24	27	11	27	24	0	60	100	0	88	31	31
3	100 (100)	72	9	23	8	17	9	25	92	3	1**	33	n/a	99
67	86 (90)	44	26	37	10	38	37	8	78	55	0	87	44	54
71	40 (85)	33	28	25	23	30	55	34	36	36	1	89	n/a	70
89	96 (84)	89	26	31	52	36	93	59	32	84	0**	85	22	76
38	100 (80)	75	37	20	25	100	100	100	13	39	0	43	n/a	92
58	94 (90)	59	25	32	12	20	27	4	80	23	0	86	28	22
12	84 (100)	32	27	24	21	23	28	28	79	67	0	79	43	27
100	95 (62)	96	39	24	33	33	97	33	16	60	0	72	40	76
68	64 (93)	53	27	20	11	38	50	3	77	95	0	98	30	43
53	88 (90)	55	35	31	3	17	34	8	93	82	0	88	60	22
47	47 (39)	73	10	30	12	45	61	75	45	8	1	88	n/a	92
46	92 (99)	70	27	17	13	8	30	2	94	83	0	91	n/a	86
90	100 (90)	97	25	29	17	44	47	56	30	48	0	97	63	70
62	82 (87)	89	23	36	13	18	27	6	47	2	0**	86	62	48
57	76 (98)	64	24	22	12	10	18	5	95	40	0	87	n/a	39
61	83 (94)	58	14	26	25	68	45	16	21	20	0	100	29	21
79	93 (100)	88	42	35	20	29	25	7	97	90	0	100	n/a	54
86	84 (100)	38	25	30	14	20	49	11	66	73	0	80	n/a	81
97	83 (71)	97	33	45	33	36	93	38	24	51	1**	36	n/a	99
37	80 (100)	65	27	34	18	19	18	12	67	41	0	88	36	39
74	70 (100)	78	29	28	13	8	33	0	81	88	0	90	n/a	76
50	67 (99)	57	28	23	12	27	23	5	91	71	0	91	n/a	54
94	86 (97)	84	33	32	42	39	96	25	34	32	0	89	45	81
83	94 (79)	92	28	24	41	30	94	6	25	74	0	86	56	81
26	87 (100)	47	8	19	10	2	13	1	98	78	0	86	n/a	67
80	63 (85)	94	21	36	14	6	24	0	54	52	0**	81	n/a	89
81	78 (96)	77	29	30	17	15	18	0	90	99	0	92	64	43
76	66 (89)	69	19	30	31	21	20	0	99	98	0	94	59	27
93	90 (71)	79	21	29	22	31	79	56	44	96	0	84	26	70
84	69 (96)	100	23	44	31	3	80	69	41	10	1	57	46	89
43	94 (99)	62	14	31	7	27	13	2	76	92	0	88	53	22
77	78 (100)	87	8	42	3	31	57	41	37	54	1**	53	n/a	92
17	100 (100)	95	13	30	9	16	6	28	100	6	0**	88	25	92
82	86 (73)	80	27	23	11	51	68	89	27	24	0**	99	75	70

**These schools run additional courses for MBA students for which additional language skills are required. These figures are included in the calculations for the ranking but are not represented on the table to avoid confusion.

A foothold in India

BY AMY YEE

The crowded streets of Mumbai are a long way from the leafy streets of Toronto. But a programme launched early this year by **York University's Schulich School of Business** in Toronto, seeks to bridge the two financial capitals by offering a two-year MBA where students spend their first year in India and their second in Canada.

To gain a foothold in India, Schulich has partnered with SP Jain Institute of Management and Research to offer the Schulich India MBA at SP Jain's Mumbai campus. With its vast young population, fast-growing economy and need for trained graduates, India is a promising market for higher education.

While there are plenty of exchange programmes and tie-ups between Indian and international universities and business schools, there are no overseas university campuses in India. And there are just a handful of programmes such as Schulich's, which offer a full-time degree from a foreign university by partnering with an Indian institution.

While Indian law allows overseas direct investment in higher education, international universities cannot establish campuses in India. Ambiguous regulation and stringent restrictions on tuition, faculty salaries and curricula in higher education have also limited the presence of international institutions in India.

However, India's cabinet last month approved a proposal to allow international higher educational institutes to establish campuses in India. The Foreign Educational Institutions Bill is expected to be introduced in parliament this month and would need final approval before becoming law.

Some hope the proposed legislation could help to change the landscape of higher education in India. However, others doubt that overseas universities will rush into India due to lingering issues about accreditation, regulation and quality. Some experts also believe the impact of international universities in India is limited and the country would be better off strengthening domestic institutions to raise the bar on higher education.

Schulich has long been bullish about India, setting up a representative office in India in 2005 and recruiting heavily in India for its Toronto MBA. Dezső Horváth, dean of Schulich, believes that India's higher education market represents a more attractive investment than China.

"The shortfall in business education in India is much more significant than in China," he says. India also has a plethora of English speakers and a large pipeline of young people; half of its population is aged under 25.

FINANCIAL TIMES GLOBAL MBA 2011 TABLE KEY

(weights are in brackets)

Audit year Indicates the most recent year that KPMG audited a business school, applying specified audit procedures relating to selected data provided for the *Financial Times* MBA ranking.

Salary today The average alumni salary three years after graduation. (The 2011 ranking surveyed the MBA class that graduated in 2007). This figure includes alumni salary data for the current year and the one or two preceding years, where available. The figure is NOT used in the ranking.

Weighted salary (20) The average alumni salary today with adjustment for salary variations between industry sectors. This figure includes data for the current year and the one or two preceding years where available.

Salary percentage increase (20) The percentage increase in average alumni salary from before the MBA to today as a percentage of the pre-MBA salary. This figure includes data for the current year and the one or two preceding years where available.

Value for money (3) This is calculated using the salary earned by alumni today, course length, fees and other costs, including the opportunity cost of not working for the duration of the course.

Career progress (3) This is calculated according to changes in the level of seniority and the size of the company alumni are working in now versus before their MBA. Data for the current year and the one or two preceding years are included where available.

Aims achieved (3) The extent to which alumni fulfilled their goals or reasons for doing an MBA.

Placement success (2) Alumni who used the careers service at their business school were asked to rank its effectiveness in their job search. This figure includes data for the current year and the one or two preceding years where available.

Employed at three months (2) The percentage of the most recent graduating class that had found employment or accepted a job offer within three months of graduation. The figure in brackets is the percentage of the class for which the school was able to provide employment data.

Alumni recommend (2) Alumni were asked to name three business schools from which they would recruit MBA graduates. The ranking is calculated according to the votes for each school. Data for the current year and the one or two preceding years are included where available.

Women faculty (2) Percentage of female faculty.

Women students (2) Percentage of female students.

Women board (1) Percentage of female members of the advisory board.

International faculty (4) Percentage of faculty whose citizenship differs from their country of employment.

International students (4) Percentage of students whose citizenship differs from the country in which they are studying.

International board (2) Percentage of the board whose citizenship differs from the country in which the business school is based.

International mobility (6) This is calculated according to whether alumni worked in different countries before the MBA, on graduation and also where they are employed today.

International experience (2) Weighted average of four criteria that measure international exposure during the MBA programme.

Languages (2) Number of extra languages required on completion of the MBA. Where a proportion of students requires a further language due to an additional diploma, that figure is included in the calculations but not presented in the final table.

Faculty with doctorates (5) Percentage of faculty with a doctoral degree.

FT doctoral rank (5) This is calculated according to the number of doctoral graduates from each business school during the past three years. Additional points are given if these doctoral graduates took up faculty positions at one of the top 50 full-time MBA schools of 2010.

FT research rank (10) This is calculated according to the number of faculty publications in 40 academic and practitioner journals. Points are awarded to the business school at which the author is currently employed. The total is weighted for faculty size.

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TAKING THE LEAD

EXPANSION



PERSPECTIVES ON SCHULICH

"As Canada's most international bank, Scotiabank has much in common with Canada's Global Business School". Schulich MBA graduates offer the skills and knowledge that a company like ours needs to succeed in today's fast-paced global economy. Scotiabank is a leading employer of Schulich graduates, recruiting them year after year for positions in Canada and around the world. We value the international perspective and cross-cultural sensitivity that each Schulich graduate contributes to our company."

RICHARD E. WAUGH
(MBA '74, Hon LLD '07)
President & CEO
Scotiabank

RANKING HIGHLIGHTS

2011 – Top-rated Canadian school

4th highest salary percentage increase of any school in the world

9th among non-US schools

10th among North American schools

18th overall in the world

ABOUT THE SURVEY

Focus

Broad range of criteria, including Academic Quality, Return on Investment and Global Value.

Methodology

The survey employs a predominantly statistical-based methodology to rank business schools, with points awarded in key areas of measurement such as average GMAT, research output, post-graduation average salary and international scope and orientation.

EXPANSION TOP 50 GLOBAL MBAS, 2011

						ACADEMIC QUALITY								
Rank 2011	Rank 2010	Rank 2009	Business school	Country	Months	STUDENTS		PROFESSORS			COSTS (USD)		SALARY	
						GMAT	Selectivity ¹	Total	PhD/total	Research quality ²	MBA cost	Living ³ cost	Post MBA	% change ⁴
1	1	1	Harvard ⁷	US	18	719	10%	238	95%	1	92,300	1,800	113,880	46%
2	3	6	London	UK	15-21	701	18%	127	91%	8	78,842	8,100	113,316	49%
3	3	6	IESE ⁷	Spain	18	683	11%	170	100%	60	nd	925	119,659	140%
4	4	2	Wharton (Pennsylvania) ⁷	US	21	720	12%	423	100%	3	84,700	1,740	112,223	47%
5	6	4	INSEAD	France/Singapore	10	703	21%	143	97%	11	68,107	3,078	111,700	30%
6	9	6	Columbia ⁷	US	20	713	11%	284	97%	16	53,208	2,040	106,246	45%
7	12	12	IMD ⁷	Switzerland	10	671	17%	55	100%	56	61,800	996	114,415	41%
8	7	5	Booth (Chicago) ⁷	US	21	717	15%	187	97%	4	99,953	1,125	104,757	45%
9	11	8	Tuck (Dartmouth)	US	21	716	20%	43	100%	5	101,400	5,494	106,578	73%
10	5	8	Sloan (MIT) ⁷	US	21	710	8%	106	100%	14	nd	2,000	106,536	55%
11	15	8	Haas (UC Berkeley)	US	21	718	12%	219	92%	7	99,294	2,247	107,451	48%
12	10	14	Judge (Cambridge)	UK	12	690	27%	52	96%	40	54,373	2,588	92,708	50%
13	18	15	Saïd (Oxford) ⁷	UK	12	688	nd	71	100%	45	15,360	1,434	90,781	38%
14	16	17	IE	Spain	13	685	33%	579	88%	74	69,700	3,000	101,000	63%
15	2	2	Stanford	US	21	728	7%	172	60%	6	106,236	6,749	118,793	43%
16	-	-	Yale ⁷	US	21	722	8%	95	80%	37	103,725	nd	98,420	44%
16	17	23	HEC Paris	France	16	685	14%	143	89%	53	61,258	1,852	108,267	91%
18	18	21	Schulich (York)	Canada	8-16	660	27%	115	97%	18	60,000	2,200	89,000	120%
19	23	36	Mannheim	Germany	12	670	16%	122	98%	0	38,400	1,580	117,000	83%
20	14	15	Kellogg (Northwestern)	US	22	714	20%	267	66%	18	68,660	4,500	107,027	46%
21	42	47	Bath	UK	12	640	11%	84	90%	56	30,000	1,200	118,974	139%
22	20	24	ESADE	Spain	12-18	670	46%	121	85%	91	68,000	2,000	87,990	68%
23	28	21	Anderson (UCLA)	US	21	710	29%	89	99%	26	97,854	5,126	97,191	43%
24	21	-	Tepper (Carnegie Mellon)	US	21	694	27%	106	90%	32	105,000	2,467	93,723	109%
25	44	45	E.M. Lyon	France	12-15	642	25%	37	100%	85	45,600	2,506	106,000	112%
26	36	-	Lancaster	UK	12	646	8%	53	92%	85	37,591	1,250	84,653	159%
27	22	25	Melbourne	Australia	16-20	650	41%	67	94%	45	54,100	1,800	109,700	108%
28	-	-	Ross (Michigan)	US	20	704	25%	143	75%	8	90,379	76,776	98,720	64%
29	29	26	McCombs (Texas at Austin)	US	21	684	24%	87	99%	22	90,856	1,838	95,221	52%
30	24	26	Kenan-Flagler (North Carolina)	US	21	686	36%	111	95%	37	93,176	4,318	93,926	52%
31	13	11	Stern (New York)	US	19	715	13%	331	48%	11	94,572	7,154	100,448	51%
32	36	32	SDA Bocconi	Italy	12	650	38%	76	79%	69	54,459	1,517	100,216	102%
33	25	30	Warwick	UK	12	620	33%	209	97%	79	35,500	3,400	70,000	44%
34	42	43	Audencia Nantes	France	12	638	49%	31	97%	0	35,730	1,350	130,908	38%
35	25	-	Goizueta (Emory)	US	18	680	33%	72	78%	32	85,752	4,946	92,371	83%
36	-	-	Manchester	UK	18	623	43%	48	85%	79	55,509	2,654	84,389	91%
37	25	26	Jones (Rice)	US	22	672	36%	75	87%	16	89,620	3,750	91,068	82%
37	30	33	Boston	US	18	681	28%	98	72%	66	79,632	1,805	93,725	42%
39	31	29	Mendoza (Notre Dame)	US	20	685	37%	155	81%	40	82,690	2,927	86,172	71%
40	39	-	Owen (Vanderbilt)	US	21	673	36%	63	79%	60	42,834	3,620	86,234	57%
41	-	-	Indiana	US	21	664	42%	245	69%	32	90,362	2,660	89,144	71%
42	32	-	McDonough (Georgetown)	US	21	684	42%	168	62%	45	96,128	2,702	91,721	42%
43	45	40	Mays (Texas A&M)	US	16	646	23%	18	94%	53	42,925	1,110	84,305	85%
44	41	37	(Simon) Rochester	US	18-22	677	34%	70	81%	69	87,474	3,046	72,744	64%
45	-	-	HULT	US/UK/China	11	500	0%	116	71%	95	55,500	2,916	95,000	103%
46	40	41	Davis (California)	US	21	692	24%	62	71%	45	62,906	3,964	84,690	49%
47	37	38	Hough (Florida)	US	20	694	27%	108	94%	20	38,495	1,236	70,668	18%
48	-	-	Freeman (Tulane)	US	18	674	41%	83	73%	74	87,300	2,200	73,900	109%
49	50	-	Grenoble	France	12	620	31%	66	44%	0	36,093	1,600	102,295	75%
50	-	-	ESMT	Germany	12	645	33%	27	100%	0	66,630	600	90,522	122%

1. Selectivity: Students accepted as a proportion of total applicants.

2. Index of faculty articles published in principal academic publications, as reported in the *Financial Times*.

3. Monthly living expenses off-campus. In US dollars.

RETURN ON INVESTMENT

EMPLOY.		LOCAL VALUE				GLOBAL EXPERIENCE	
In three months	Reader ⁶ survey	Foreign students	# of countries	Foreign professors	Where do graduates work?	In which industry do graduates work?	
91%	100.0	19%	70	35%	US 80%, EU 7%, Asia-EU 7%	Finance 31%, Consulting 26%, ONG's 7%	
91%	21.2	46%	61	86%	EU 76%, Latin America 9%, Asia 7%	Finance 29%, Management 21%, Technology 6%	
85%	14.7	80%	48	46%	nd	nd	
79%	8.9	17%	68	0%	North America 76%, Asia-EU 10%, EU 8%	Finance 42%, Consulting 27%, Technology 8%	
77%	3.4	92%	83	88%	UK 16%, France 8%, Singapore 9%	Consulting 37%, Finance 9%, servicios 5%	
85%	12.1	40%	86	61%	nd	Finance 48%, Consulting 25%, Manufacturing 11%	
96%	5.0	89%	42	98%	EU 82% , Asia-EU 12%, Latin America 5%	Industrial products 34%, Consulting 12%, servicios 13%	
87%	4.2	20%	48	40%	North America 67%, Asia-EU 13%, EU 10%	Finance 51%, Consulting 24%, Consumer products 6%	
93%	1.4	19%	29	28%	nd	nd	
87%	0.0	21%	65	0%	nd	Consulting 27%, Finance 12%, Technology 11%	
87%	4.3	19%	38	44%	US 82%, S. Korea 3%, China 2%	Consulting 24%, Technology 31%, Finance 12%	
76%	40.2	94%	43	52%	nd	nd	
66%	23.7	94%	51	58%	North America 30%, UK 48%, Asia-EU 14%	Finance 43%, Industry 37%, Consulting 12%	
91%	9.1	65%	63	51%	Spain 27%, Germany 3%, US 10%	Consulting 23%, Finance 15%, Technology 13%	
92%	32.2	20%	53	38%	nd	Finance 31%, Consulting 29%, Technology 18%	
92%	34.3	12%	107	31%	North America 87%, EU 10%, Asia 3%	Finance 30%, Consulting 16%, Energy 11%	
89%	2.5	39%	50	55%	France 36%, US 8%, UK 6%	Finance 21%, Consulting 17%, Technology 8%	
84%	0.0	72%	49	70%	Canada 80%, China 6%, S. Korea 2%	Finance 39%, Consumer products 20%, Consulting 13%	
85%	1.2	19%	12	15%	Germany 45%, Switzerland 10%, US 7%	Consulting 22%, Technology 18%, Telecommunications 18%	
88%	29.1	10%	46	45%	US 83%, S. Korea 3%, China 2%	Consulting 27%, Finance 16%, Consumer products 14%	
93%	0.0	33%	29	46%	UK 30%, India 17%, China 15%	Finance 24%, Consulting 9%	
80%	8.7	42%	45	20%	Spain 24%, US 5%, UK 5%	Finance 20%, Manufacturing 26%, Consulting 13%	
82%	3.6	15%	30	48%	US 91%, S. Korea 2%, China 2%	Finance 22%, Consulting 14%, Technology 14%	
83%	6.7	14%	15	49%	US 92%, S. Korea 1%, China 3%	Finance 25%, Manufacturing 27%, Consulting 19%	
100%	2.0	6%	13	67%	nd	nd	
89%	0.0	95%	19	28%	UK 65%, India 19%, Japan 5%	Finance 21%, Consulting 18%, Technology 20%	
88%	1.9	51%	36	68%	Australia 51%, India 8%, Singapore 4%	Consulting 32%, Finance 15%, Government 6%	
72%	0.0	13%	30	29%	US 87%, S. Korea 3%, China 2%	Consulting 26%, Finance 17%, Telecommunications 12%	
90%	1.3	13%	22	22%	US 92%, Mexico 2%, Taiwan 2%	Finance 25%, Technology 27%, Consulting 15%	
79%	0.2	12%	25	31%	US 94%, Brasil 1.5%, China 1%,	Finance 41%, Consulting 15%	
86%	2.2	11%	37	38%	US 87%, UK 3%, Mexico 2%	Finance 48%, Consulting 15%, Consumer products 13%	
88%	0.0	69%	26	29%	Italy 28%, Germany 4%, Switzerland 5%	Consulting 28%, Finance 12%, Pharmaceutical 12%	
96%	1.4	3%	30	56%	UK 48%, Asia 26%, EU 9%	Consulting 17%, Technology 15%, Industrial products 14%	
100%	0.6	89%	15	87%	France 37%, US11%, India 7%	Consumer products 22%, Technology 11%, Finance 7%	
93%	0.0	15%	12	35%	US 86%, China 4%, S. Korea 3%	Consulting 20%, Finance 19%, Technology 16%	
80%	4.1	44%	40	35%	UK 60%, India 6%, China 4%	Finance 27%, Consulting 26%, Commerce 9%	
84%	0.0	12%	21	23%	nd	nd	
86%	20.2	18%	24	37%	US 86%, Turkey 2%, China 2%	Pharmaceutical 21%, Technology 14%, Consulting 13%	
76%	0.5	8%	12	13%	US 95%, Mexico 2%, Germany 1%	Finance 30%, Consulting 15%, Manufacturing 9%	
83%	0.0	29%	35	1%	US 98%, Asia 2%,	Finance 23%, Consumer products 14%, Pharmaceutical 13%	
84%	0.0	13%	18	16%	US 88%, S. Korea 4%, China 2%	Consumer products 20%, Finance 18%, Manufacturing 18%	
88%	0.0	11%	18	24%	US 87%, S. Korea 5%, China 1%	Finance 26%, Consulting 20%, Consumer products 14%	
92%	3.5	13%	7	33%	US 87%, India 64%, China 3%	Consulting 29%, Technology 15%, Finance 11%	
73%	0.2	9%	12	36%	US 91%, China 3%	Finance 34%, Marketing 33%, Consulting 22%	
82%	0.1	92%	36	36%	nd	Finance 18%, Consulting 14%, Technology 11%	
93%	0.1	12%	5	29%	nd	Technology 32%, Consulting 15%, Telecommunications 12%	
79%	0.0	1%	5	21%	nd	nd	
93%	0.0	4%	12	27%	US 89%	Finance 50%, Consulting 18%, Marketing 14%	
97%	0.0	43%	37	63%	France 38%, US 12%, Germany 9%	Technology 17%, Manufacturing 18%, Finance 13%	
91%	0.0	85%	21	89%	Germany 60%	Energy 18%, Consulting 14%, Finance 10%	

4. Salary increase immediately after the MBA.

5. Students employed three months after finishing the MBA.

6. Results of the survey among *Expansión* subscribers (where 100 is the maximum preference and 0 is the minimum).

7. These schools didn't take part formally in the survey; in these cases, data was collected from the principal public information sources.

Canadian universities see India as land of opportunity

Interest in expansion abroad driven by scarce resources at home and huge untapped market

BY ELIZABETH CHURCH

In a rocky field dotted with mango trees, five minutes from southern India's gleaming new Hyderabad airport, Dezső Horváth sees a solution for Canadian universities struggling with limited public dollars. The York University business dean has struck a deal with a developer to build an outpost for the **Schulich School of Business**, making it one of the first foreign campuses in the world's fastest growing market for higher education.

"If you analyze the global environment, you have no choice but to move into India," said Mr. Horváth, long a student of international commerce. "The opportunities for the Canadian education system are endless."

His reasoning is straightforward. India is home to an increasing share of the planet's under-25 population, and Canadian universities, some of which are chronically short of students and funds, need to tap into that market. In the tussle for government dollars, higher education must compete with rising health-care costs for scarce resources. Expanding abroad will allow schools to add faculty and programs, Mr. Horváth says, and give them the heft they need. Canadian schools, which have long recruited heavily in such countries as China and the United States, are increasingly targeting India. But what Schulich is doing is new, made possible by an Indian law, expected to pass later this year, that would allow foreign universities to open campuses on Indian soil.

The schools' new interest in India is shared by federal and provincial governments, which see the country's booming economy as a perfect fit for their trade and

innovation agendas. Since last fall, Prime Minister Stephen Harper and the premiers of Ontario, Quebec and Saskatchewan have visited the emerging nation, all with university presidents in tow.

This week, Mr. Harper and Indian Prime Minister Manmohan Singh agreed to encourage the continued development of "synergies" between Canadian and Indian universities.

In a decade, 30 million Indian students are expected to be looking for a postsecondary education – double current enrolment levels – and Indian schools, even with the expected addition of 1,400 more, are unlikely to meet that demand. But Canadian universities are coming to the party as relative unknowns compared with their counterparts in the United States, Britain and Australia. Most, unlike York's business school, are still ruminating over how best to make inroads, although there are a growing number of joint research projects and student exchanges. The University of Waterloo, the University of Alberta and Concordia University are active in India, as is the University of Western Ontario's Richard Ivey School of Business, among others.

Many campus leaders have also mounted their own fact-finding missions. The Association of Universities and Colleges of Canada is aiming to co-ordinate efforts – and gain more profile with Indian officials and media – by organizing a tour of the vast country this fall for a group of 15 Canadian university presidents.

The Schulich campus in Hyderabad – part of a 2,225-hectare development that includes

the new airport, a hotel and convention centre, and retail and recreation facilities – is helping to raise Canada's profile. It will take 120 students in its first year and can accommodate up to 350, drawing from outside India as well. It will offer the same courses and have the same requirements as the school in Toronto, and will use Schulich faculty, who may choose to spend two or three years in the country. Having a presence there, Mr. Horváth says, will strengthen the home campus by allowing the school to offer students more options and hire more professors. There's a financial benefit as well: Under the proposed Indian law, foreign schools cannot take profit out of the country, but those restrictions do not apply to executive MBA programs, traditional money-makers for business schools.

To York's Mr. Horváth, Canadian universities need to act now and be ready to invest for the long term. Being one of the first foreign schools ready to build a campus when new legislation is passed later this year has put Schulich on the front pages of the Indian press, along with such U.S. schools as Virginia and Georgia Tech, which also have plans for campuses.

"I want to be the first foreign MBA program going into India because of the attention we are going to get," said Mr. Horváth, who in 2005 opened an office in Mumbai and this year also began a joint MBA with a local school there, actions he said helped pave the way for the new campus.

From the Globe and Mail, July 2, 2010.

TAKING THE LEAD

Beyond Grey Pinstripes

Preparing MBAs for social and environmental stewardship



PERSPECTIVES ON SCHULICH

When announcing the endowment of the Hewlett-Packard Chair in Corporate Social Responsibility at Schulich, Paul Tsaparis, President and CEO of Hewlett-Packard (Canada) Co., said: "Schulich's long-standing commitment to advocating and teaching the principles of transparency, sustainability and overall corporate responsibility and its ability to attract students from more than 50 countries enable it to act as a powerful global force for the right kind of corporate citizenship."

PAUL TSAPARIS
(MBA '84)
*Vice President, Technology Support
Americas' Technology Services
Hewlett-Packard Company*

RANKING HIGHLIGHTS

2011-2012 – 2nd in the world

ABOUT THE SURVEY

Focus

Assesses schools across four criteria: Relevant Coursework (20%), Student Exposure (25%), Business Impact (30%) and Faculty Research (25%).

Methodology

Invitations to participate in the 2011-2012 *Beyond Grey Pinstripes* survey were sent out to internationally accredited business schools with full-time MBA programs. More than 12,000 courses and research abstracts were collected and audited from 149 schools representing 22 countries. Business schools were then rated in four categories: Relevant Coursework; Student Exposure; Business Impact; and Faculty Research.

SCHULICH BY THE NUMBERS

2nd in the world overall.

1st in the world in the category of Faculty Research.

1st in the world in the category of Relevant Coursework.

2nd in the world in the category of Business Impact.

Greening the MBA

BY GRAHAM F. SCOTT

“A lot of people call it the Al Gore factor,” says Ashley Hegland, a Hong Kong-based manager with global PR firm Edelman. With the surprise success of the former U.S. vice-president’s climate-change documentary *An Inconvenient Truth*, public interest in environmental issues is at an all-time high, and businesses are scrambling to prove their enviro-cred to customers. And where the business world goes, the business schools follow: MBA courses and entire degree specializations in environmental sustainability are creeping into course calendars across the country, driven by demand from students and employers alike. “Now every company is trying to market themselves as green,” says Hegland. “That’s the hot thing to do right now.”

He would know. As manager for corporate social responsibility and sustainability for Asia Pacific, Hegland’s role includes helping some of the world’s most recognizable brands trumpet their environmental initia-

tives. He’s also a 2005 graduate of the Haub Program in Business and Sustainability, a specialized MBA offered by **York University’s Schulich School of Business**. And he believes the green trend is more than just a passing fad or public-relations window dressing. “Sustainability is absolutely becoming more mainstream now.”

Schulich pioneered the sustainability MBA in Canada when the Haub Program launched in 1994, but it’s since been joined by an MBA in Global Energy Management and Sustainable Development at University of Calgary’s Haskayne School of Business. Last year, the University of British Columbia’s Sauder School of Business launched a Sustainability and Business specialization, and today, roughly half the business schools in Canada offer some sort of elective course in environmental issues.

From Canadian Business Online, October 22, 2007.



Ashley Hegland (MBA ‘06) is a graduate of Schulich’s Erivan K. Haub Program in Business and Sustainability and a CSR business consultant with Edelman in Hong Kong

Beyond Grey Pinstripes ranking

BY JENNIFER LEWINGTON

Four Canadian business schools made the Aspen Institute’s international list, released this week, of “Top 100 MBA Programs” that integrate social, environmental and economic realities of business into management teaching and research. York University’s **Schulich**

School of Business (2), the University of British Columbia’s Sauder School of Business (24), the University of Calgary’s Haskayne School of Business (35) and the John Molson School of Business at Concordia University (42) scored in the top half of the “Beyond Grey

Pinstripes” survey, an evaluation of 149 MBA programs in 22 countries by the American think tank.

From *The Globe and Mail*, September 23, 2011.

THE GLOBAL 100, 2011-2012

2011/12 Rank	School	Country	Relevant coursework	Student exposure	Business impact	Faculty research	2011/12 Rank	School	Country	Relevant coursework	Student exposure	Business impact	Faculty research
1	Stanford	USA	2	24	1	4	50	Gordon (Aberdeen)	UK	79	9	52	80
2	Schulich (York)	CAN	1	13	2	1	51	Anderson (New Mexico)	USA	60	37	70	27
3	IE	ESP	9	1	7	46	52	AIM	PHI	28	60	27	111
4	Mendoza (Notre Dame)	USA	5	65	5	2	53	Colorado at Denver	USA	36	51	37	82
5	Yale	USA	3	30	5	17	54	Darden (Virginia)	USA	63	108	23	43
6	Kellogg (Northwestern)	USA	6	34	2	14	55	Fisher (Ohio State)	USA	35	86	60	38
7	Ross (Michigan)	USA	11	62	7	5	56	UC Davis	USA	28	38	60	82
8	Johnson (Cornell)	USA	7	6	20	34	57	Thunderbird	USA	48	53	46	67
9	Kenan-Flagler (North Carolina)	USA	15	49	4	19	58	McCallum (Bentley)	USA	20	121	70	22
10	Haas (UC Berkeley)	USA	12	71	13	10	59	Kansas State	USA	70	57	60	39
11	George Washington	USA	16	36	11	29	60	Lundquist (Oregon)	USA	69	50	27	90
12	ESADE	ESP	7	28	20	34	61	USF St. Petersburg	USA	79	11	70	92
13	Columbia	USA	13	83	14	9	62	San Francisco	USA	28	91	70	50
14	Portland State	USA	36	22	10	39	63	Weatherhead (Case Western)	USA	42	41	85	60
15	Daniels (Denver)	USA	9	16	14	62	64	Ashridge	UK	100	40	46	71
16	Loyola (Chicago)	USA	17	3	70	22	65	Stellenbosch	S AFR	70	21	52	117
16	San Francisco State	USA	28	14	18	31	66	Olin (Babson)	USA	39	118	27	71
17	Wisconsin	USA	28	92	11	8	67	Audencia Nantes	FRA	76	19	111	49
18	Simmons	USA	25	2	37	62	68	Tepper (Carnegie Mellon)	USA	66	58	70	58
19	Rotterdam (Erasmus)	NED	34	68	37	2	69	Marshall (Southern California)	USA	51	106	52	54
21	Leeds (Colorado at Boulder)	USA	24	15	33	27	70	CEIBS	China	56	85	70	60
22	Stern (New York)	USA	4	64	27	30	71	Katz (Pittsburgh)	USA	39	12	85	133
23	Atkinson (Willamette)	USA	14	23	7	124	72	Carey (Arizona State)	USA	70	42	96	55
24	Sauder (British Columbia)	CAN	18	61	52	6	74	Robinson (Georgia State)	USA	113	105	70	25
25	Donahue (Duquesne)	USA	48	4	14	90	75	Western Washington	USA	66	93	46	111
26	Griffith	AUS	83	26	37	6	76	Michigan Tech.	USA	117	18	70	124
27	Colorado State	USA	100	7	23	31	77	CENTRUM Católica	Peru	74	45	85	97
28	McCombs (Texas at Austin)	USA	19	97	18	25	78	Boston	USA	70	112	37	97
29	ESMT	GER	51	17	14	71	79	Norwegian Univ. of Life Sciences	NOR	83	70	46	119
30	Moore (South Carolina)	USA	23	54	33	21	80	Curtin	AUS	105	44	111	52
31	IESE (Navarra)	ESP	33	29	60	11	81	Lamar	USA	76	47	96	82
32	Illinois State	USA	59	56	23	18	82	Albers (Seattle)	USA	92	87	60	87
33	Monterey	USA	26	10	20	127	83	KAIST	USA	42	131	33	119
34	Rutgers	USA	51	46	60	12	84	Villanova	USA	79	101	129	14
35	Haskayne (Calgary)	CAN	27	32	70	31	85	Graziadio (Pepperdine)	USA	55	78	70	119
36	Wharton (Pennsylvania)	USA	46	107	27	14	86	Clark	USA	105	130	60	44
37	Smith (Maryland)	USA	22	80	37	46	87	WHU – Otto Beisheim	GER	63	84	85	92
38	Heller (Brandeis)	USA	56	5	37	115	88	de los Andes	COL	92	89	85	71
39	San Diego	USA	46	20	46	62	89	Oregon State	USA	113	88	85	55
40	INSEAD	FRA	44	123	23	12	90	Dallas (Texas)	USA	48	96	111	71
41	Jyväskylä	FIN	51	33	46	50	91	Stuart (Illinois)	USA	79	98	70	97
42	Molson (Concordia)	CAN	66	27	70	19	92	Mercy (Detroit)	USA	90	59	96	106
43	Owen (Vanderbilt)	USA	36	76	37	39	93	Jones (Rice)	USA	83	133	85	46
43	Copenhagen	DEN	92	52	52	9	94	Vermont	USA	107	43	129	62
44	Babcock (Wake Forest)	USA	21	72	27	71	95	Seattle Pacific	USA	56	79	96	124
45	Nottingham	UK	63	39	60	23	96	Glasgow	UK	111	63	111	71
46	Neeley (Texas Christian)	USA	39	73	52	24	97	EGADE	MEX	107	110	85	67
47	Exeter	UK	90	25	33	55	98	La Trobe	AUS	121	113	70	67
48	Melbourne	AUS	60	35	52	45	99	Whitman (Syracuse)	USA	74	125	60	106
49	McDonough (Georgetown)	USA	44	94	37	34	100	IPADE	MEX	60	67	96	127

Green MBA ranking

BY ALISON DAMAST

Stanford Graduate School of Business has bounced back to its number one slot as the greenest school on the block, according to the Aspen Institute's Beyond Grey Pinstripes Survey. The biennial alternate ranking of business schools looks at how schools weave social, environmental and ethics content into their curriculum, examining everything from schools' extracurricular activities to the number of course offerings on the topic. This year's ranking shakeup pushed **York University's Schulich School of Business**, number one in the 2009 ranking, to second place. Stanford ranked first in the ranking in 2005 and 2007, but stumbled to fourth place in 2009, the last time the survey was conducted.

Stanford earned back its top spot because of the large number of courses the school offers with social and environmental content, as well as classes that directly look at the role mainstream business can play in improving society, the survey authors noted. In addition, the school has done a good job creating an environment that allow fac-

ulty to explore these topics in their research, they said.

Closely following on the heels of the Schulich School are IE Business School in Spain, University of Notre Dame's Mendoza College of Business and the Yale School of Management, at no. 3, 4, and 5, respectively. For this year's ranking, the Beyond Grey Pinstripes team looked at data from 149 schools in 22 countries.

This year's findings are particularly interesting because they allowed the Aspen Institute to track what type of impact the global financial meltdown had on schools' approaches to business and society issues, said Judith Samuelson, executive director of the Aspen Institute Business and Society Program, which conducts the survey. Student demand, increased faculty readiness and administrators' growing desire to clarify how they approach these issues as a school have brought these ideas to the forefront in the last two years, she noted.

"In the wake of the financial crisis, we're seeing an increased willingness to address these issues," Samuelson said.

This new go-getter mindset can be found at many schools, especially in the core curriculum, which has seen a "striking increase" in content on social, ethical and environmental issues, the survey authors said. For example, there has been a 38 percent spike in the number of core classes addressing these issues in finance, a 57 percent increase in operations, and a 41 percent increase in marketing departments. Even more encouraging, there has been a steady increase in the percentage of schools requiring students to take a course dedicated to business and society issues, jumping from 69 percent in 2009 to 79 percent in 2011.

Professors also are addressing these topics more in their research, and there has been an uptick in papers that look at renewable energy, climate change and carbon markets. However, most of the research so far has been theoretical, and often fails to address current challenges facing business, Samuelson noted.

From Bloomberg Businessweek, September 21, 2011.

Schulich students use business smarts to fight poverty

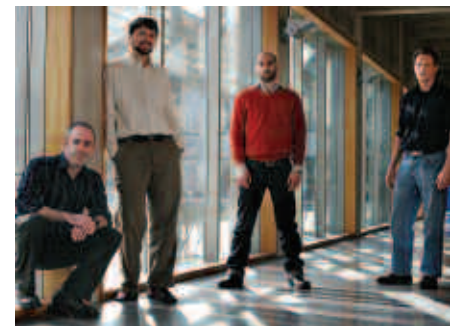
A team of MBA and IMBA students from York University's Schulich School of Business took home the top prize at a North American competition designed to find a real-world business solution for alleviating poverty in Ghana.

Known as the Project Pyramid Case Competition, the competition was organized by Net Impact, an international nonprofit organization dedicated to developing a new generation of leaders who use business solutions to bring about social and economic improvements.

The competition was held at Vanderbilt University in Nashville, Tennessee, and in-

volved teams of MBA students from 35 business schools across North America. In winning the competition, the Schulich team of Matthew Cohen, Ian Howard, Simon MacMahon, Bob Mann and Alexis Morgan beat out a number of teams from top-rated US schools such as Wharton, Duke, Michigan and Chicago.

Participating teams had to develop business solutions to a real-life poverty-related problem and present their business proposals to a panel of judges consisting of corporate executives. The winning team from Schulich received \$10,000 in prize money.



The winners of the Project Pyramid Case Competition: (left to right) Alexis Morgan, Ian Howard, Matthew Cohen and Simon MacMahon; (not pictured) Bob Mann

TAKING THE LEAD

CorporateKnights



PERSPECTIVES ON SCHULICH

"I conduct research into the key to sustainable prosperity, that achievable balance between the energy and optimism of business and the social accountability and compassion of a caring society. Schulich is, quite simply, the best business school in the country – responsive to the needs of business, society and students. I am so proud of the outstanding quality of the students and am confident that they will be well prepared for the new global millennium."

CHRISTINE OLIVER
 BA (Queen's); MBA & PhD (Toronto)
 Professor of Organization Studies
 Henry J. Knowles Chair in Organizational Strategy

RANKING HIGHLIGHTS

2011 – 1st overall

ABOUT THE SURVEY

Scope

- 35 Canadian business schools surveyed.

Focus

- The extent to which Canadian business schools are infusing social and environmental impact management into their curricula at both the undergraduate and graduate levels.

Methodology

- The survey is modelled on the *Beyond Grey Pinstripes* report and evaluates business-school activities for the 2010-2011 academic year.

SCHULICH BY THE NUMBERS

8th consecutive time since the start of the survey that Schulich has placed 1st overall.

Achieved **overall rating of 94.6%**.

The *Corporate Knights* survey, conducted by *Corporate Knights* magazine, assesses how well Canadian business schools are integrating corporate social responsibility issues into the curriculum and is modelled on the *Beyond Grey Pinstripes* global survey. The 2011 ranking was the eighth consecutive survey by *Corporate Knights* in which Schulich's MBA program was ranked number one in Canada.

Rank	MBA School	Score	Rank	MBA School	Score
1	Schulich (York)	94.6	11	Wildfred Laurier	45.6
2	Molson (Concordia)	74.3	12	Simon Fraser	42.7
3	Alberta	70.9	13	Québec à Montréal	41.8
4	Sauder (British Columbia)	67.1	14	Ted Rogers (Ryerson)	41.1
5	Desautels (McGill)	65.8	15	Waterloo	41.0
6	Haskayne (Calgary)	63.8	16	Laval	34.6
7	Rotman (Toronto)	58.4	17	Asper (Manitoba)	33.2
8	Telfer (Ottawa)	55.6	18	Sprott (Carleton)	32.3
9	HEC Montréal	51.5	19	Ivey (Western)	30.6
10	Dalhousie	48.8	20	Sobey (Saint Mary's)	30.2

Business: Ahead of the game

In this year's survey, a few business schools are outperforming the vast majority of sustainability slouches

With the world economy once again teetering on the brink of recession, we are strongly reminded that a new model for business as usual is in order. Whether or not companies seize the opportunity to change course is dependent in many ways on the hearts and minds of their business leaders. Visionary veterans such as the late Ray Anderson of Interface have pointed to the saving grace as a more ethical and responsible model that sees beyond profits and into a secure and sustainable future for generations to come. *CK* looks to our academic institutions to gauge how effectively they are training the business workforce of the future to adhere to principles of sustainability.

There is a clear leader in this year's MBA program ranking. With a top score of 94.6 per cent, **York University's Schulich School of**

Business MBA program consistently excels across all three evaluated categories: Institutional support, Student-led initiatives and Coursework. Some notable examples include a Responsible Business Dialogue speaker series, run out of the Canadian Business Ethics Research Network (CBERN) that focuses on "triple-bottom line" thinking. Also, the York Sustainable Enterprise Consulting (YSEC) program is a group that merges the expertise of MBA students with Environmental Studies MA students at York to advise organizations on integrating environmental and social factors into their decision-making processes. Outside of the classroom, MBA and undergraduate students are active in sustainability-related events and clubs, such as Net Impact. Schulich MBA and undergraduate programs are also among the few that require students

to take an ethics course in the context of social responsibility and sustainability in business.

Other notable performers in the MBA ranking are the John Molson School of Business at Concordia University (74.3 per cent) and the Alberta School of Business at the University of Alberta (70.9 per cent). Student-led initiatives are the core strength of these programs. Concordia students are invited to partake in the "MBA Oath", which asks graduates to commit towards the creation of value responsibly and ethically. Students at the University of Alberta can participate in a volunteer income tax return program that aids low-income individuals. If these students are the future of responsible business, the future is looking bright.

From *Corporate Knights*, September 27, 2011.

"A company that does not take into account the expectations of its employees, suppliers, consumers, or the governments in the communities and countries in which it operates does so at its own peril. The fact is the world of business today is much too complex. Anything other than the broadest of perspectives – ones that include social and environmental concerns – will be insufficient to manage a business in the 21st century."

DEZSÖ J. HORVÁTH, Dean of the Schulich School of Business at York University

From *Corporate Knights*, July 2007.

Award-winning faculty



One of the World's Most Influential Global Strategy Thinkers

Anoop Madhok

BCom (Calcutta, India); MBA (Cincinnati); MIS (Johns Hopkins); PhD (McGill)

Professor of Strategic Management/Policy

Anoop Madhok was named one of the world's most influential academics in global strategy by the *Journal of International Management*. He holds the prestigious Decade Award from the Academy of International Business for an article judged to have had the most influence in the field over the past decade, which was published in the *Journal of International Business Studies*. McGill University recently awarded him the Desautels Faculty of Management Distinguished PhD Alumnus Award.



Most Cited Academic in Canada

Christine Oliver

BA (Queen's); MBA & PhD (Toronto)

Professor of Organization Studies and Henry J. Knowles Chair in Organizational Strategy

The most cited business academic in Canada, Christine Oliver was the first non-US Editor of *Administrative Science Quarterly*, the organizational behaviour field's leading international journal. The Academy of Management Review singled out her 1985-1995 articles for "innovative and frame-breaking qualities." She received the Academy's 2009 Distinguished Scholar Award in the Organizations and Management Theory Division.



One of the World's Foremost Experts on Consumer Behaviour

Russell Belk

BS & PhD (Minnesota)
Professor of Marketing and Kraft Foods Canada Chair in Marketing

As the "father of qualitative marketing research methods," Russell Belk has revolutionized the field of consumer behaviour. He received the 2005 Sheth Foundation/ Journal of Consumer Research Award for Long Term Contribution to Consumer Research and the 2004 American Marketing Association Paul D. Converse Award for Outstanding Contributions to Marketing.



Leading Global Authority on Corporate Citizenship

Andrew Crane

BSc (Warwick, UK); PhD (Nottingham, UK)

Professor of Strategic Management/Policy and George R. Gardiner Professor of Business Ethics

Andrew Crane is a leading global scholar on corporate citizenship and is at the forefront of contemporary thinking on business ethics. He is co-author, together with Schulich's Dirk Matten, of the recently published book *Corporations and Citizenship*. Crane and Matten are also co-editors of the groundbreaking new work, *The Oxford Handbook of Corporate Social Responsibility*.



Leading Expert in International Business

Preet Aulakh

BSc & MA (Punjab, India); PhD (Texas-Austin)

Associate Professor of Strategic Management/Policy and Pierre Lassonde Chair in International Business

Preet Aulakh is the first recipient of a major new award created by the American Marketing Association for research representing "the most significant contribution to international marketing theory or practice" over a five-year period. He recently edited two special issues of the *Journal of International Management* on institutional changes and the internationalization of emerging economy firms.

Endowed Chairs and Professorships

1992 Gardiner Professorship in Business Ethics

Andrew Crane, BSc (Warwick, UK); PhD (Nottingham, UK)

1993 Erivan K. Haub Chair in Business and Sustainability

Bryan Husted, BA & MBA & JD (Brigham Young); PhD (California, Berkeley)

1994 CIBC Chair in Financial Services

Gordon Roberts, BA (Oberlin College); MA & PhD (Boston College)

1996 Tanna H. Schulich Chair in Strategic Management

Dezsö J. Horváth, Electrical Eng (Malmö, Sweden); MBA & PhD (Umeå, Sweden)

1996 Nigel Martin Chair in Finance

Eliezer Z. Prisman, BA (Hebrew, Israel); MSc & DSc (Technion, Israel)

1997 Pierre Lassonde Chair in International Business

Preet Aulakh, BSc & MA (Punjab, India); PhD (Texas-Austin)

1997 Royal Bank Professorship in Nonprofit Management and Leadership

Brenda Gainer, BA Hons (Alberta); MA (Carleton); MBA (Maine); PhD (York)

1998 Scotiabank Professorship in International Business

Eleanor Westney, BA & MA (Toronto); MA & PhD (Princeton)

1998 CIT Chair in Financial Services

Fred Gorbet, CM; BA (York); PhD (Duke)

1999 Anne & Max Tanenbaum Chair in Entrepreneurship and Family Enterprise

Eileen Fischer, BA & MSc (Waterloo); PhD (Queen's)

Award-winning faculty



Leading Theorist on Personal Wealth and Risk Management

Moshe Milevsky

BA (Yeshiva); MA & PhD (York)

Associate Professor of Finance

Moshe Milevsky authored the Canadian best-seller *Money Logic: Financial Strategies for the Smart Investor* and the recent *Are You a Stock or a Bond? Create Your Own Pension Plan for a Secure Financial Future*. He is founding co-editor of the *Journal of Pension Economics and Finance* (Cambridge University Press). In 2006, he received the CFA Institute's Graham and Dodd Scroll Award for excellence in financial writing.



World-Renowned Authority on Doing Business in China

Justin Tan

BBA (Tianjin, China); MA (Kansas); PhD (Virginia Tech)

Professor of Strategic Management/Policy and Newmont Mining Chair in Business Strategy

Justin Tan is an expert on corporate strategy and entrepreneurship in China and was a 2005-2006 US Fulbright Distinguished Professor in China. He is sought after as a consultant by global multinationals ranging from Disney and Hewlett-Packard to General Electric and Panasonic.



World Leader in the Field of Corporate Social Responsibility

Dirk Matten

Dipl.Kfm. (Essen, Germany); Dr.rer.pol. & Dr.habil. (Düsseldorf, Germany)

Professor of Strategic Management/Policy and Hewlett-Packard Chair in Corporate Social Responsibility

Dirk Matten is one of the world's foremost experts in the field of corporate social responsibility and a member of the World Corporate Ethics Council. He is co-author of *The A to Z of Corporate Social Responsibility*, and along with Schulich's Andrew Crane, co-editor of the groundbreaking new work, *The Oxford Handbook of Corporate Social Responsibility*.



2005 Marketing Hall of Legends Inductee

Alan Middleton

BSc (London, UK); MBA & PhD (York)

Assistant Professor of Marketing and Executive Director, Schulich Executive Education Centre (EEC)

Alan Middleton is the inaugural Mentors category inductee into the Canadian Marketing Hall of Legends. He was honoured for promoting excellence in Canadian marketing through academia and philanthropy, among others. He is co-author of *Ikonica – A Fieldguide to Canada's Brandscape*.



Innovative Distinguished Educator

Ellen Auster

BA (Colgate); MA & PhD (Cornell)

Professor of Strategic Management/Policy and Director, Schulich Centre for Teaching Excellence

In 2007, the Academy of Management, the world's oldest, largest scholarly management body, named Ellen Auster, a leading thinker on strategic organizational change, Distinguished Educator of the Year in recognition of her lifetime, global achievement. The AOM has close to 18,000 members in 104 countries.

2002 Henry J. Knowles Chair in Organizational Strategy
Christine Oliver, BA (Queen's); MBA & PhD (Toronto)

2002 CTV Chair in Broadcast Management
Douglas Barrett, BA Hons (York); MSc (Syracuse); LLB (Dalhousie)

2003 Chair in Business History
Matthias Kipping, MA (Sorbonne, France); MPA (Harvard); Dipl. (EHESS, France); DPhil (München, Germany)

2003 Hewlett-Packard Canada Chair in Corporate Social Responsibility
Dirk Matten, Dipl.Kfm. (Essen, Germany); Dr.rer.pol. & Dr.habil. (Düsseldorf, Germany)

2003 Newmont Mining Chair in Business Strategy
Justin Tan, BBA (Tianjin, China); MA (Kansas); PhD (Virginia Tech)

2003 Gordon Charlton Shaw Professorship in Management Science
Wade Cook, BSc (Mt. Allison); MSc (Queen's); PhD (Dalhousie)

2004 Kraft Professorship in Marketing (formerly Nabisco founded in 1985)
Russell Belk, BS & PhD (Minnesota)

2006 Jarislowsky Dimma Mooney Chair in Corporate Governance
Edward J. Waitzer, LLB & LLM (Toronto)

2006 Ontario Research Chair in Economics and Cross Cultural Studies: Public Policy and Enterprise Effectiveness
Douglas Cumming, BCom Hons (McGill); MA (Queen's); JD & PhD (Toronto); CFA

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MBA/MFA/MA	MBA/Master of Fine Arts/MA in Fine Art
MPA	Master of Public Administration
MF	Master of Finance
PDAM	Post-MBA Diploma in Advanced Management
PhD	Doctor of Philosophy

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Degree Program Information

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www.seec.schulich.yorku.ca

Main Campus

Seymour Schulich Building
& Executive Learning Centre
Schulich School of Business
York University
4700 Keele Street
Toronto, Ontario
Canada M3J 1P3

Downtown Campus

Miles S. Nadal Management Centre
Schulich School of Business
Ernst & Young Tower, Suite 500
Toronto-Dominion Centre
222 Bay Street
Toronto, Ontario
Canada M5K 1K2

International Satellite Centres

China (Beijing, Shanghai)
India (Mumbai)
Mexico (Mexico City)
Russia (Moscow)
South Korea (Seoul)

www.schulich.yorku.ca

State-of-the-art learning environment

Opened in 2003, the \$104-million Schulich School of Business and Executive Learning Centre complex is a dynamic and interactive learning environment. The new complex was cited as one of a new breed of 21st-century business schools in a *Financial Times* of London article that explored how a handful of new business schools are changing the way business is taught. *The Globe and Mail* described the new facility as "a competitive edge in the world market for top students, faculty and research." In 2006, the Schulich complex was awarded the Governor General's Medal in Architecture.



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