



Our Remarkable Journey Together

**A Final Message to the Schulich Community
from Dean Dezső J. Horváth**

To the entire Schulich Community – Thank You!

This week, I will step down as Dean and begin a two-and-a-half year sabbatical. In this newsletter – my final Dean’s message – I thought it was important to reflect on how far we’ve come and on all that we’ve accomplished together during my 32-year tenure. I also want to share with you some exciting news about developments at our School. And most importantly, I want to thank each and every one of you for your support and your contributions toward building a world-class business school.

Dezső J. Horváth, PhD, C.M.

Dean & Tanna H. Schulich Chair in Strategic Management, Schulich School of Business



Looking Back

When I look back on my career, I truly believe I was at the right place at the right time.

I came to what was then York University's Faculty of Administrative Studies in 1976 as a Visiting Professor. I fell in love with Canada and its friendly, kind-hearted and welcoming people. I enjoyed working alongside my new colleagues at the business school, and I especially enjoyed teaching our students in the classroom. Although I had to return to Sweden, I was asked to come back and teach at the School by **Rein Peterson**, an Associate Dean, who visited my wife Mona and me in northern Sweden. We returned, and before long, we decided that we would stay. Canada became my new home. And Schulich became my adopted family.

The immigrant journey – an experience that is central to the lives of so many Canadians – was not new to me. My family fled our native Hungary during the Hungarian Revolution of 1956. My father was a supporter of the Revolution, which rose up in protest of the Soviet Communist occupation that took place following World War II. He was one of many citizens demanding greater democratic rights and freedoms. Several weeks after the start of the Revolution, Soviet tanks rolled into Hungary to quell the uprising. Thousands of Hungarians were killed and an estimated quarter-million citizens fled the country, including our own family. As refugees, we were welcomed by Sweden, and we set down new roots there.

My academic background was in the area of strategic management, at the time an emerging new field in management education. When I joined York, strategy was just taking off at business schools, so I was able to become a department head in that area soon after my arrival despite having relatively little experience.



Arriving at York: the late 1970s



On Becoming Dean

In 1988, when **Alan Hockin** announced that he would step down as Dean of the Faculty of Administrative Studies, I decided I would put my name forward as a candidate for Dean. I ran on a platform of taking the School global. I strongly believed that our location in Toronto, one of the world's most multicultural cities, gave us a natural, built-in advantage. I also believed this strategy would set our School apart, and give it a competitive advantage. The way I explained it was: "If you want to beat Gary Kasparov, the world's greatest ever chess player, then you have to play any game except chess!" We couldn't compete against Harvard or Wharton when it came to general management, but we certainly could when it came to global business!

At the time, the trend toward globalization was just beginning to emerge on the horizon. But increasingly strong signals, including a growing number of international free trade agreements and the push for greater cross-border trade, clearly foreshadowed the rise of global business on a scale never before seen.

I received a lot of support from the faculty and made great friends early on – people like our founding Dean, **James Gillies**, who became a mentor to me and was an enormous influence on my career. I had a good start as Dean because of the help and support I received from so many people here at Schulich and at York. I was awfully young for being the Dean, but my colleagues gave me the benefit of the doubt and were patient with me. For that, I will always remain sincerely grateful!

It's been 32 years since that first year as Dean, and it's been a tremendous journey together with my staff and faculty colleagues, as well our students, alumni, advisors and many friends in the corporate community and here at York.

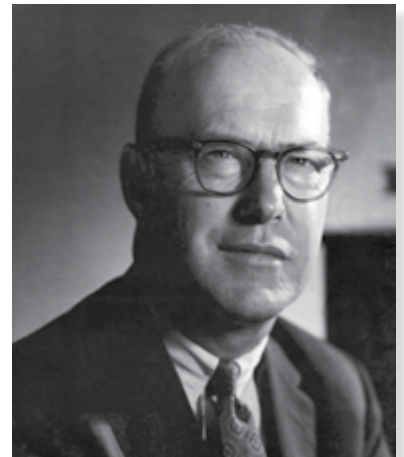
I took the time to deliver a personal message of thanks and appreciation to all of you.

Read my note here:

DEZSŐ J. HORVÁTH
Message of Thanks



Dezső J. Horváth, C.M. appointed
Dean of the School in 1988



Founding Dean, James Gillies



Milestone Moments Over the Years

Allow me to share with you some of the many highlights along the way that marked our journey from one of Canada's young fledgling business schools into a leading global centre of management learning.



Dean Horváth addresses Schulich faculty and staff at the 2018 Dean's Reception, which marked his 30th year as Dean

We Were Pioneers

We were groundbreakers and trailblazers – creating programs that were ahead of their time, placing our School at the leading edge of many new developments in the world of commerce and management research.

Consider the following first-of-their-kind programs and pioneering initiatives our School created over the years:

- One of the first **International MBA** degrees in the world, which became the catalyst for the internationalization of our curriculum.
- The world's first **International BBA (iBBA)** program.
- The first cross-border **Executive MBA** in North America – a program that would one day get ranked as the #1 EMBA program in the world by *The Economist*.
- The first **global mining** MBA specialization in the world.
- The world's first **Real Estate and Infrastructure** degree.
- The world's first **Master of Business Analytics** degree.
- We helped create the first **PhD program in China** – laying the groundwork for that country to become a leading centre of management research.
- And we were the first leading international business school from outside **India** to deliver an MBA degree in that country.

Those many firsts were driven by our strategic desire to continuously innovate and differentiate. Today, innovation and differentiation are now part of our DNA.



International MBA Program (IMBA) established in 1990



Kellogg-Schulich is ranked the #1 EMBA program in the world



Real Property Development (now known as Real Estate and Infrastructure) established in 1992



Dean Horváth, former York University President Mamdouh Shoukri, Ratan Tata and Associate Professor of Marketing Alexandra Campbell (centre) with students in the Schulich MBA in India Program in 2014

We Were Leaders

We led the way in international business:

- We differentiated ourselves early on by becoming one of the first business schools in the world to focus on global business. It gave us a unique identity, and it set a future course for us – one we are still following today.
- We expanded our global reach and presence through **academic exchange agreements** with more than 80 leading international business schools in close to 40 countries.
- We opened **Satellite Centres** in Beijing and Shanghai, Mumbai and Mexico City, and Seoul and São Paulo.
- And we established the **Centre for Global Enterprise**, a consulting, research and teaching hub to help small-to-medium sized Canadian enterprises go global.



More than 90 alumni chapters
in over 60 countries



Schulich was one of the first schools in the world to focus on global business

We Were Leaders cont'd

We were also at the forefront of the shift to Responsible Business:

- We became one of the first business schools in the world to create specializations in **Business Ethics** and **Sustainability** in the early 1990s and embedded those subjects into our curriculum and programs.
- The Haub family provided us with funding to endow a Chair in Business and the Environment. It was a watershed moment for Schulich and our early focus on business and sustainability became a signature feature of our School's DNA. The Erivan K. Haub program became the catalyst for our expansion into areas such as business ethics, corporate social responsibility and corporate governance, and gave us global credibility and authority in the field of Responsible Business.
- That global authority was a major reason why **Carly Fiorina**, the CEO of Hewlett-Packard, agreed to endow a Chair in Corporate Social Responsibility at Schulich in 2003 following a worldwide search. When Ms. Fiorina addressed our students, faculty and alumni, she said: "This Chair represents our profound belief that many of the great ideas for the next generation of corporate social responsibility will come from within the four walls of this school."
- Today, Schulich has one of the highest concentrations of endowed research chairs dedicated to Responsible Business of any business school in the world, with chairs in Business Ethics, Business & Sustainability, Corporate Social Responsibility and Corporate Governance.



Carly Fiorina, former CEO of Hewlett-Packard



Schulich was repeatedly ranked #1 in the world in Responsible Business by *Corporate Knights*



Schulich was a pioneer in environmental impact management

We Were Leaders cont'd

- Schulich's **Centre of Excellence in Responsible Business** – our first Centre of Excellence – has become a global leader in creating and disseminating new knowledge about the social, ethical, environmental and political responsibilities of business, and is also one of the world's largest and most influential academic centres dedicated to triple-bottom-line thinking.
- In 2010, the Bata Shoe Foundation established the **Thomas J. Bata Lecture Series on Responsible Capitalism**, a joint annual collaboration between Schulich and Thomas Bata University. The Lecture was named in honour of the first chair of our International Advisory Council and one of Canada's great global business leaders.
- And in 2016, Schulich collaborated with McKinsey & Company to produce the book ***Re-Imagining Capitalism***, which explored some of the most innovative new ideas and best practices of Responsible Business from some of the world's major business leaders as well as top academics in the field.



Celebrating the 25th Anniversary of the Haub Program in Business and Sustainability in October 2017



Schulich hosted the Inaugural Thomas J. Bata Lecture Series on Responsible Capitalism featuring Ratan Tata (Hon LLD '14), Chairman of Tata Sons Limited, shown here talking with Sonja Bata

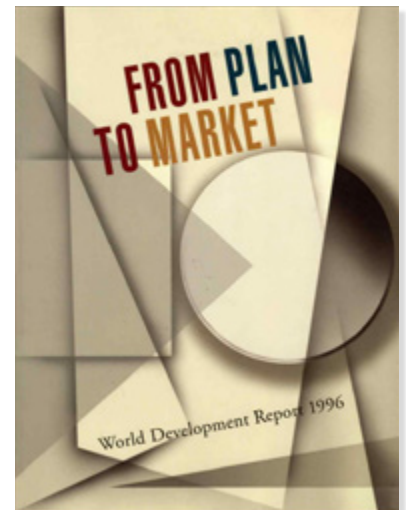


Pictured, from left: Matthias Kipping, Professor and Richard E. Waugh Chair in Business History, Schulich School of Business; Qiao Liu, Dean, Guanghua School of Management, Peking University; Dominic Barton (Hon LLD '12), Ambassador of Canada to the People's Republic of China; Dezső J. Horváth, PhD, C.M., Dean & Tanna H. Schulich Chair in Strategic Management, Schulich School of Business, at the *Re-Imagining Capitalism* event in Beijing

Real-World Impact

We made a tangible impact in the world outside our classrooms. Here are a few of the more significant examples:

- After the fall of Soviet Communism, we established the **East-West Enterprise Exchange Program** in 1989. The program helped open up the economies of the Eastern European bloc by helping new businesses and entrepreneurs become more globally oriented and nurture trading partnerships with Canadian firms. The program leveraged Schulich's expertise in international business and extensive linkages in that part of the world. When the East/West Enterprise Exchange Program ended in 1996, it had provided assistance to 588 small-to-medium-sized firms from a total of 18 countries in Eastern and Central Europe, the Baltics and the former Soviet Union. The World Bank, in its World Development Report published in 1996, singled out the East/West Enterprise Exchange Program as a significant program in the transformation of former Soviet and Eastern European economies during the critical period that followed the region's transition to a free-market economy.
- Following the monetary crises and fiscal collapses that hit South America and Asia, Schulich helped establish the **Toronto Centre for Financial Sector Supervision** in 1989. Known today simply as the Toronto Centre, it has delivered training to over 10,000 financial sector regulators, supervisors and central bankers from more than 190 countries to provide greater financial sector stability around the world.



World Development Report published in 1996



Jean Chrétien, former Prime Minister of Canada (far left), and Mike Harris, former Premier of Ontario (2nd from left), joined Dean Horváth and project director Alina Pekarsky in Moscow to officially dedicate Russia's first academic Centre for Corporate Governance at the Higher School of Economics, Moscow State University, one of the key initiatives of the Canada-Russia Corporate Governance Program co-founded by Schulich

Real-World Impact cont'd

- We created the **Russian Corporate Governance Program** to train Russian academics on how to teach corporate governance in universities and executive education programs throughout the country. The Program also provided training for current directors of Russian corporations. Former Canadian Prime Minister Jean Chrétien officially dedicated Russia's first Centre on Corporate Governance at Higher School of Economics (HSE) in Moscow, another initiative of the Russian Corporate Governance Program. And in 2003, the Premier of Ontario presented our School with an "Award of Recognition" for Schulich's success in exporting management education to global markets in general, and to Russia in particular.
- More recently, we became one of the co-founders of **The Sustainable Infrastructure Fellowship Program**, a G7 initiative created to enhance the expertise of senior private and public sector infrastructure professionals from emerging markets in developing sustainable infrastructure projects.



Former Prime Minister Jean Chrétien at a "townhall" meeting with the students of HSE, which followed the Centre's opening



Graduates of the inaugural class of the Sustainable Infrastructure Fellowship Program, held at Schulich in July 2019 together with program faculty and staff

Real-World Impact cont'd

- Each year, we trained more than 10,000 executives in Canada and around the world through open enrolment and custom programs delivered by our Schulich Executive Education Centre (SEEC). Under the leadership of **Alan Middleton (MBA '77, PhD '97)**, SEEC has delivered programs ranging from leadership and management to marketing and sales for leading corporations around the world, including Tata Group, Citigroup and American Express. We delivered executive education here at Schulich and at our downtown Miles S. Nadal Management Centre, as well as through our global Satellite Centres and established the Joint Center for Executive Education at Beihang University in Beijing, China.
- And through our hallmark “**601**” projects – fondly remembered by every Schulich MBA graduate – we have helped approximately 3,000 companies around the world develop strategic plans to grow their business and expand their markets, including companies such as McDonald's, Cineplex, CIBC, Celestica, CN, Bank of Montreal, Bell, Cambridge Shopping Centres, Chapters, Dupont and IBM, to name just a few.

That's real-world impact – and together we made it happen! The expertise, hard work and skills of our faculty, students and staff gave life to these programs and supported initiatives designed to make businesses grow bigger and better.



Alan Middleton (MBA '77, PhD '97), Executive Director of the Schulich Executive Education Centre speaks at the inaugural RBC-Schulich Enterprise Forum, *Success Without Borders*, held in 2015



Graduates of SEEC's Leadership Edge Program



601 Strategy Field Study

Seymour Schulich: A Transformational Moment in Our History

The arrival of philanthropist **Seymour Schulich** in the mid-1990s was one of the great turning points for our School. We simply would not be where we are today without Seymour's transformational endowment – at the time, the largest amount ever given to a Canadian university. Seymour's support gave us the strong financial footing we needed to take the business school to a world-class level. It helped us expand our global footprint and gave us the ability and the confidence to compete at the highest level.

He is one of Canada's greatest entrepreneurs and without a doubt this country's greatest educational philanthropist, having donated hundreds of millions of dollars to educational institutions across the country. We could not have asked for a better friend or more enthusiastic champion of our School.



FAS renamed Schulich School of Business in honour of benefactor Seymour Schulich, O.C. (Hon LLD '03) in 1995



Sod-turning at the Schulich School of Business Keele Campus complex 2001



Move-in Day – Schulich School of Business Keele Campus complex opened 2003



Dean Horváth and Seymour Schulich touring the School's Peter F. Bronfman Business Library



Checking progress on construction of the York University TTC subway station next to Schulich

Seymour Schulich: A Transformational Moment in Our History cont'd

Seymour Schulich inspired and showed the way for the many more gifts that followed, including major gifts from Schulich graduates such as **Robert Krembil, C.M. (MBA '71, Hon LLD '00)**, **Robert McEwen, C.M. (MBA '78, Hon LLD '05)**, and **Rick Waugh, O.C. (MBA '74, Hon LLD '07)**.



Dean Dezső J. Horváth, C.M., with Cheryl McEwen (Hon LLD '19) and Rob McEwen, C.M. (MBA '78, Hon LLD '05)



Rick Waugh, O.C. (MBA '74, Hon LLD '07)



(Left) The Colleen and Brian Johnston Wellness Suite located in the new Rob and Cheryl McEwen Graduate Study & Research Building; (Right) Colleen Johnston (BBA '82, Hon LLD '18) with Dean Horváth



Tim Price (Hon LLD '09), Frances Price, and the Brookfield Partners Foundation



Krembil Family, Dean Dezső J. Horváth and York University President Rhonda Lenton at the Bryden Alumni Awards, November 2019

The Success of Our Alumni

Our greatest accomplishment, however, has been the success of our graduates. We graduated generations of business leaders who went on to build successful enterprises, and who assumed senior leadership roles in some of the world's greatest companies. They became senior managers and leaders, CEOs and Chairs, founders of companies and heads of organizations, inventors and innovators.

Nothing over the course of my career has given me greater pride and satisfaction than the success of our graduates! I am proud of the fact that we opened the doors to rewarding careers for thousands of our graduates in countries around the world. And I am also proud to say that 80 percent of our graduates studied here during the time in which I was Dean.



Schulich alumni chapter events around the world



Team Schulich wins the 2018 MBA Games

A Proud Record of Achievement

Through the collective commitment and dedication of the Schulich community, we accomplished a great deal. Consider some of our major achievements, as well as some of the programs, initiatives and networks that we built over the years:

- We established advisory boards that included some of the most highly successful business leaders from around the world. **Mickey Cohen, O.C. (LLB '60, LLM '63, Hon LLD '86)** and **John Hunkin, C.M. (MBA '69, Hon LLD '04)** chaired our Dean's Advisory Council, while **Thomas Bata (Hon LLD '98)** and **Paul Labbé** chaired our International Advisory Council, and **G.M. Rao (Hon LLD '11)** chaired our India Advisory Council. Together, they helped us bring on board exceptional business leaders. What was most gratifying to me, is that over a period of time, more and more of these accomplished business leaders were our own graduates.
- We were ranked #1 in the world by several global business school rankings (Aspen Institute, 2009; *Economist* Executive MBA Ranking, 2015; and *Corporate Knights*, on numerous occasions.) In 2010, *The Economist* ranked Schulich's MBA program among the top 10 in the world.
- We created one of the largest **global alumni networks** of any business school in the world, with 93 chapters in more than 60 countries and more than 32,000 alumni living and working in over 90 countries. This network, under the longstanding and stellar leadership of **Bill Graham (MBA '86)**, connects Schulich alumni in every corner of the globe. It links our students and graduates, past and present, here in Canada and around the world, and reunites us every year through **CONNECT: The Schulich Alumni Forum**.



In 2010, *The Economist* ranked Schulich's MBA program among the top 10 in the world



Bill Graham (MBA '86)



Celebrating the School's 50th Anniversary at a Gala event in Toronto

A Proud Record of Achievement cont'd

- The **Leading Change Campaign**, launched in 2016 – the year we celebrated our 50th anniversary – was the biggest and most ambitious fundraising and alumni engagement initiative in the School's history. Because of our generous donors, partners and Campaign Cabinet, we've been able not only to meet our ambitious \$50-million financial goal, but to exceed it ahead of schedule by concluding the Campaign today, one year earlier than planned with total funds raised in excess of \$65 million! The most impressive feature of the Campaign is the fact that nearly 80 percent of the funding came from more than 2,500 proud Schulich alumni here at home and around the world – culminating in the construction of our spectacular new award-winning **Rob and Cheryl McEwen Graduate Study & Research Building**, the cornerstone of the campaign.

View my Thank You Message here:

LEADING CHANGE
Thank You Message



Leading Change was the largest and most successful fundraising campaign in our School's history

\$65M
RAISED!

\$50 M
Campaign
Goal

\$40 M

\$30 M

Schulich
School of Business
LEADING **CHANGE**

\$20 M

\$10 M



CLICK HERE
TO LEARN
MORE ABOUT
THE CAMPAIGN
SUCCESS

A Proud Record of Achievement cont'd

- Our **faculty members** took up senior positions on the editorial boards of the world's leading management journals, published groundbreaking research, and became highly influential and widely cited experts within their various fields of expertise.
- Our **students** won global and national case competitions and received prestigious scholarships, created startup companies, and actively participated in close to 50 student clubs that greatly enriched the learning experience at Schulich.
- We created **Centres of Excellence** in areas where we are world leaders – areas such as global business, responsible business and real estate and infrastructure – and we also established Centres in new and emerging areas such as Business Analytics and Artificial Intelligence where we were at the forefront of research and teaching.

That's a record of achievement and a legacy we can all be proud of!



Spotlight on Research highlights faculty achievements and research projects



Celebrating Schulich student success and case competition victories

New Developments

Despite the many challenges we've overcome this spring due to the global pandemic, we have continued to look forward to the future, continuously working to build a better school for our stakeholders. I am pleased to share with you the following new developments announced a few days ago.



Schulich's New Centre of Excellence in Health Management and Leadership to develop next generation of healthcare sector leaders

Thanks to a generous \$5 million donation from Schulich graduate **Robert Krembil, C.M. (MBA '71, Hon LLD '00)** and the Krembil Foundation, Schulich will be able to create a new Centre of Excellence in Health Management and Leadership. The Centre will become a leading global hub of industry outreach, education and research at Schulich. The Centre will combine academic excellence in degree programs together with substantial scholarship support and collaborative research on leadership opportunities in the health sector, one of the world's largest and fastest-growing industries.

Schulich has been developing future industry leaders in the health sector through our Health Industry Management Program since 2003. The newly announced Centre comes at a time when the health sector is facing unprecedented change driven by new technologies such as Artificial Intelligence and Business Analytics as well as new delivery models.

Robert Krembil is President of Chiefswood Holdings and its subsidiaries, as well as Chairman of the Krembil Foundation. He received an Honorary Doctorate of Laws from York University in 2000 and a Schulich Alumni Recognition Award for Outstanding Executive Leadership in 2005. In 2001, Robert established the prestigious **Krembil Scholars Program**, which became the gold standard for scholarship support at a Canadian business school. To date, more than 100 students, known as the **Krembil Scholars**, have benefitted from renewable scholarships that cover full tuition costs and living subsidies, providing Schulich students with unparalleled access to the educational opportunities and learning experiences required to become the global business leaders of tomorrow. Through the Krembil Foundation, Robert Krembil and his family have generously donated more than \$12 million to the Schulich School of Business and York University.



Robert Krembil, C.M. (MBA '71, Hon LLD '00)



Cristina Ion, Robert Krembil Scholarship of Merit recipient

Schulich's new Centre of Excellence in Health Management and Leadership will become a leading global hub of industry outreach, education and research

A New Centre of Excellence in Supply Chain Management

Schulich has also concluded a gift arrangement during the last week with a leading corporation to create a new Centre of Excellence in Supply Chain Management.

The Centre will become a global leader in management education and research related to supply chain management, and a hub for industry outreach and collaboration as well as teaching and research.

Building on Schulich's unique Master of Supply Chain Management program, the Centre will play a fundamental role in developing the next generation of supply chain leaders and in creating the strong and sustainable supply chains increasingly needed in a post-pandemic world. We will be able to provide more details in the near future.

With the addition of these two new Centres, Schulich will now have a total of seven Centres of Excellence.



The Centre of Excellence in Supply Chain Management will be housed in our new Rob and Cheryl McEwen Graduate Study & Research Building



Professor David Johnston, Program Director, Master of Supply Chain Management

The Economist Ranks Kellogg-Schulich EMBA Among Top 10 in the World

The Economist magazine yesterday ranked the Kellogg-Schulich Executive MBA 9th in the world and #1 in Canada in its latest EMBA ranking. The Kellogg-Schulich Executive MBA program has consistently been rated among the top 10 in the world by *The Economist* in each of the four EMBA rankings it has conducted.

In placing 9th overall, the Kellogg-Schulich EMBA ranked just behind IMD and ahead of Oxford and Cornell. Three programs in the global Kellogg EMBA network (Kellogg, Kellogg-Schulich and Kellogg-WHU) all placed among the top 10 in the world.

Ranking Highlights

The following are some of the major highlights for the Kellogg-Schulich program in *The Economist* ranking:

- Kellogg-Schulich was ranked **3rd in the world** in the broad category of Personal Development and Educational Experience, worth 50% of the total score. The category encompasses faculty quality, student quality, student & faculty diversity and program quality.
- The Kellogg-Schulich program ranked **2nd in the world** in the sub-category of Program Quality, **3rd in the world** in the sub-category of and Student & Faculty Diversity, and **9th in the world** in the sub-category of Faculty Quality.
- Schulich ranked **14th in the world** in the other major category of Career Development, also worth 50% of the total score. The category encompasses career progression, salary increase and networking.
- The Kellogg-Schulich program ranked **12th in the world** in the sub-category of Career Progression and **1st in the world** in the sub-category of Networking.



The Kellogg-Schulich EMBA program has consistently been rated among the top 10 in the world



Wishing You All The Best

Today, 32 years later, as we look back upon our many contributions, I believe we can confidently say that we truly made a difference! Together, we built a world-class school. And I know that in the decade ahead, we will continue to inspire and engage the next generation of future business leaders. We will continue to innovate, and we will continue to make meaningful and lasting contributions to both management education and the world of business.

Our School is in very good hands with Interim Dean, **Detlev Zwick**. He cares deeply about the Schulich community, and he enjoys the respect and admiration of staff and faculty. He has been a tower of strength for Schulich this past year, helping guide us through the sudden transition from in-class learning to online learning. Thank you, Detlev, for all you've done! I know you will join me in wishing him all the best. Please give him your full support and co-operation!

Although this is my final message as Dean, it is not my final farewell. Whenever a faculty or staff member retired over the years, I always told them: "You can never leave Schulich – Schulich is your other family!" This holds equally true for me.

I hope to see many of you in the year ahead at various School and alumni events where the Schulich community can come together again, in person, once it is safe to do so.

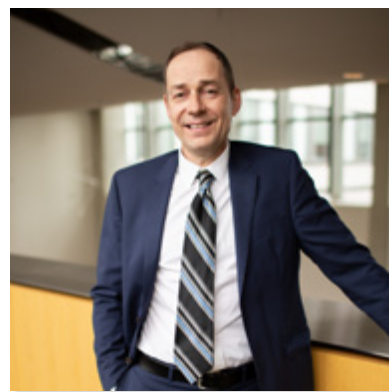
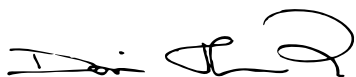
In closing, let me say what an honour and a privilege it has been to serve as your Dean. Thank you to all of you who supported me over the years.

Special thanks as well to my family: my wife **Mona**, my son **Jon**, my daughter **Linn**, and my three grandchildren, for all of their support.

To the exceptional people who make up the Schulich community, I would like to close by saying: our School could never have come this far or achieved as much as it has without all of you!

I am very proud of what we have accomplished together, proud to have known you, and proud to have worked with you over the past four decades.

I wish you all the very best.



Interim Dean, Detlev Zwick



Dean Horváth



Dean Horváth and family

Visit Dean Horváth's Tribute Website:

DEZSŐ J. HORVÁTH
Website



Sign the Dean's Digital Guestbook:

DEZSŐ J. HORVÁTH
Guestbook

