

# 2017-2022 STRATEGIC PLAN THE PURSUIT OF EXCELLENCE

UNIVERSITY OF CALIFORNIA RIVERSIDE SCHOOL OF BUSINESS



**UC RIVERSIDE** UNIVERSITY OF CALIFORNIA | School of Business  
A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT

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# THE PURSUIT OF EXCELLENCE

The School of Business at the University of California Riverside, home of the A. Gary Anderson Graduate School of Management (AGSM) is situated in an international hub of commerce and trade, and one of the world's fastest changing regions. Inland Southern California (SoCal) is also rich with cultural diversity, making Inland SoCal the ideal location for a next generation business school. As UCR and the region continue on this change and growth trajectory, the UCR School of Business articulates the vision, mission, values, and goals of our school. This 2017-2022 Strategic Plan documents to our various stakeholders and communities we serve, our commitment to our vision, mission, and strategy to pursue excellence in all we do.

*The University of California Riverside is a leader among public institutions in diversity and accessibility and the School of Business reflects that mission in the makeup of our student body. We embrace our differences, as we understand we learn best from them.*

— Yunzeng Wang, Dean

Our undergraduate and graduate educational programs develop leaders, entrepreneurs and scholars who are as diverse as the challenges they face, the workforces they lead, and the enterprises they grow. Every business school aspires to produce future leaders but few can boast of educating a student body that is diverse in every sense. 55% of the University's undergraduate students are the first in their family to attend college, making the UCR School of Business a vehicle for upward mobility. 80% of the students in the undergraduate business program are ethnic minorities, reflecting the changing workforce and consumer base. 58% of the MBA students are from foreign countries, connecting us directly with the world economy. And with over 70% of its alumni staying in Southern California upon graduation, UCR School of Business is developing the human capital that drives the region's economic growth and vitality.

Our basic and applied research explores and informs the creation, development, and management of growth around the world. As part of the University of California, we harness the powerful resources of a leading research institution to study and develop information, business practices and innovations that are felt worldwide. Because UCR's multidisciplinary campus is located at the nexus of global markets and international enterprise, even our local engagement is interconnected with the global economy. Nearly half of America's imported goods come through Southern California, and at the center of that intricate web are many distribution centers located in Inland SoCal. Furthermore, California retains an entrepreneurial culture, with a reputation for innovation in business, leadership in economic growth, and an independent spirit.

UCR School of Business is an entity that is growing and in so doing, positioned to reach new levels of excellence. We create knowledge through impactful research, unlock potential through exceptional educational experiences, and foster success in an innovative and collaborative environment. We are committed to increasing our ability to extend the excellence of our academic programs and research, to deepen the engagement that fuels our achievement and connects us with our stakeholders, and strengthening our environment, allowing our students, faculty and staff to thrive.

UCR School of Business is poised to become the next great UC business school. UCR School of Business is the flagship business school of Inland Southern California and we are building upon that reputation to become an internationally recognized center of business education and research.

***This plan is not the end but the beginning of a journey we will make together.***

## OUR VISION

We pursue excellence in all that we do, as our vision is...

***To be an internationally recognized leader in business education and research.***

## OUR MISSION

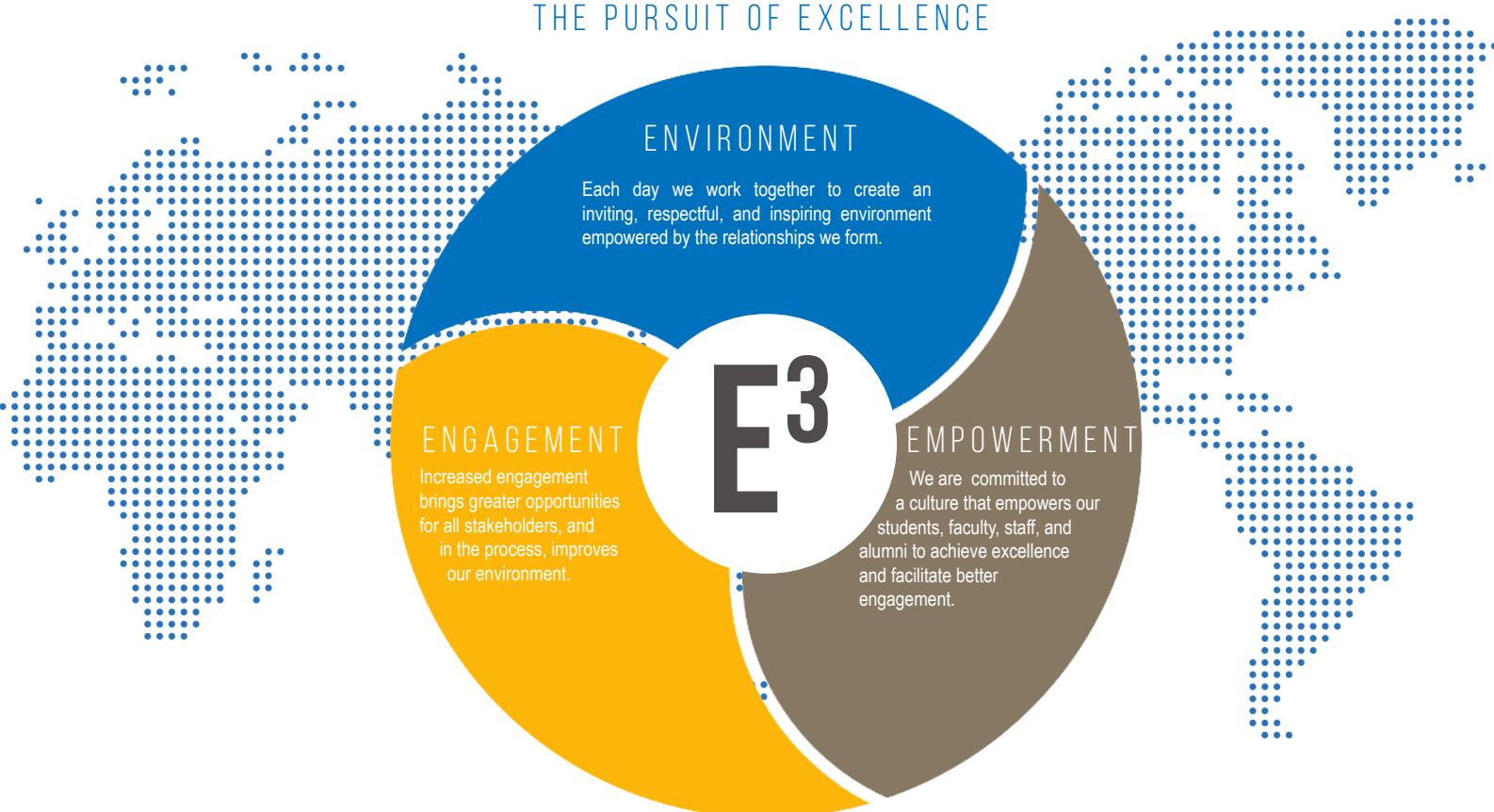
***We create knowledge through impactful research, unlock potential through exceptional educational experiences, and foster success in an innovative and collaborative environment.***

## OUR STRATEGY

We pursue excellence in all we do by cultivating our environment, engaging our community, and empowering our stakeholders. Our drive for excellence is bolstered by these pillars of Environment, Engagement and Empowerment. Our ongoing focus on scholarship in discovery, practice, and integration drives us to reach for the highest levels.

***We pursue Excellence by building our Environment, maximizing Engagement, and motivating Empowerment in all we do.***

### THE PURSUIT OF EXCELLENCE



# CORE VALUES

We accomplish our mission by adhering to our School's core values.

**Inclusion:** We celebrate the diversity of our institution and the Inland Southern California region, and embrace our differences as a source of strength and wisdom.

**Integrity:** We adhere to strong ethical and moral standards, as they are consistent with the values that are core to our identity.

**Innovation:** We empower our stakeholders to imagine, develop, and implement new ideas and solutions that address challenges facing individuals and businesses in the global economy.

**Collaboration:** We are committed to a working environment based on respect, trust, and mutual support, and we use our knowledge and abilities to contribute to humanity.

# KEY PERFORMANCE INDICATORS

This strategic plan details the means by which we will accomplish our goals and, in doing so, would ensure fulfillment of our mission. The following overall measures will serve as the principal gauges of our success:

- Rankings of our graduate and undergraduate academic programs
- Ranking of our academic research and impact
- Employment outcomes for our students after graduation and salary levels
- Average number of years to graduation (BSAD major)
- Philanthropy, particularly in alumni donations and endowment growth
- School size in terms of students' enrollment, faculty size, and programs offered
- Tangible progress toward building new School of Business facilities
- Industry partnerships and collaboration that leverage our School's strengths
- Student engagement in co-curricular and professional development activities

# STRATEGIC GOALS

Through daily cultivation of an inspirational working environment, we enhance engagement and empower our stakeholders. It is a mutually beneficial relationship. Our research and teaching activities contribute knowledge and key insights to our stakeholders and society, and in return, our stakeholders enrich our experiences and relevancy and contribute to the financial stability of the School.

## ENVIRONMENT

Even as we embark on the construction of a new multi-million dollar state-of-the-art LEED Platinum School of Business building complex, we understand that a world-class environment permeates far beyond the walls of a physical structure. Each day we work together to create an inviting, respectful, and inspiring environment empowered by the relationships we form.

### STRATEGIC GOALS - ENVIRONMENT:

- > Design, fund, and build a signature space for UCR School of Business to live and thrive that represents UCR and the community on the international stage, impact the students' experiences, and inspire all current and future stakeholders
  - Designing a business school building that fosters organic interaction (e.g. central food and drink venue, break out rooms), training and development — a space where everyone is invited to join in a professional dialogue;
- > Nurture a productive environment by:
  - Providing adequate levels of support staff to increase faculty productivity;
  - Providing funding for distinguished visiting speakers and for hosting conferences and brown bag seminars; and by
  - Facilitating the exchange of research ideas across campus by cross-listing seminars, making courtesy joint appointments wherever possible, and coordinating interdisciplinary funding proposals.
- > Encourage and embrace open dialogue and debate through formal and informal channels by:
  - Promoting ongoing and transparent communication with stakeholders;
  - Encouraging and promoting involvement in student and professional organizations both internal and external to the school.
- > Foster a work environment of shared governance, responsibility, communication, and empowerment
- > Foster continuous improvement in policies and procedures
- > Provide excellent customer service in the most effective and efficient manner
- > Develop an open, collegial culture that fosters and nurtures students, faculty and staff to take risks, seek challenges and empower others by:
  - Holding supportive workshops (e.g., grant writing and publication, professional development);

- Offering small grants to support teaching, research, and professional needs; and by
  - Actively engaging the school community (e.g., mentoring networks among faculty, staff and students, student organizations, faculty and staff associations).
- > Increase focus on diversity in recruiting students, staff and faculty
- Increase domestic student enrollment in graduate programs
  - Increase out-of-state and international enrollment in undergraduate programs
  - Seek to diversify the faculty profile

## ENGAGEMENT

Through daily cultivation of an inspirational working environment, we facilitate greater engagement with each other, our stakeholders, and the world around us. Increased engagement brings greater opportunities for students, faculty, alumni, and new levels of excellence.

The School of Business provides a collaborative learning environment for students and faculty to engage in forward-thinking professional education, leading to applied skills and lifelong learning. To expand this learning and our impact we excite worldwide stakeholders through meaningful engagement with our fresh and growing business school. To deepen further engagement with our near and far stakeholders, we will:

### STRATEGIC GOALS - ENGAGEMENT:

- > Enhance and sustain engagement between employers, alumni, donors and the school by:
  - Improving website content, news & social media to engage alumni, employers and donors;
  - Offering professional and personal support to national and international alumni;
  - Expanding community outreach and grassroots work including projects & initiatives the school can do with the local community, including small businesses.
- > Establish a strong alumni culture of lifelong connectedness and giving back by:
  - Facilitating alumni networking and engagement;
  - Including influential alumni on key advisory boards;
  - Creating an Alumni Magazine with stories of alumni achievements, donors, and corporate partnerships; and by
  - Creating a new staff position to focus on cultivating alumni engagement and annual giving.
- > Build a distinctive brand identity by:
  - Rebranding “SoBA” to the “UCR School of Business”
  - Raising the level of prestige and quality of key school events from event management through cross-platform marketing;
  - Building a new UCR School of Business website that is responsive and engaging;
  - Creating a highly competitive cross-channel marketing collateral inventory base;
  - Improving our social media presence (e.g., Twitter, Facebook, LinkedIn, Instagram); and by
  - Creating a custom contact database solution for alumni, students, prospective students, employers, faculty, staff, key stakeholders, key influencers, etc., and by
  - Celebrating School accomplishments (e.g., school-wide events).

# THE PURSUIT

## ENVIRO

Each day we work  
inviting, respectful, and  
empowered by the rela

## ENGAGEMENT

Increased engagement  
brings greater opportunities  
for all stakeholders, and  
in the process, improves  
our environment.



# OF EXCELLENCE

## ENVIRONMENT

Together to create an  
inspiring environment  
relationships we form.

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## EMPOWERMENT

We are committed to a  
culture that empowers  
our students, faculty,  
staff, and alumni to  
achieve excellence  
and facilitate  
greater  
engagement.

- > Reinforce a supportive community, one that helps members deepen professional investigation and achievement, by:
  - Recruiting and retaining distinguished individuals (e.g., differing in cultural, scholastic, and professional backgrounds);
  - Increasing the inclusivity of search committees to broadly represent the School culture; and by
  - Actively reaching out to new school community members to ensure they seamlessly integrate into our community.

## **STUDENTS:**

- > Undergraduate Programs:
  - Convert the current upper-division Business Administration major to a 4-year major with direct admit
  - Explore new program opportunities (i.e. business analytics and entrepreneurship) and combine Programs (CP) for Bachelor/Master degrees (i.e. 4+1 and 4+2)
  - Reduce class sizes in key courses where needed
- > Graduate Programs:
  - Explore new potential one-year master programs to increase competitiveness in the market (i.e. Master of Business Analytics, Master of Management, Post-Masters MBA, MD/MBA, etc.)
  - Revise programs:
    - Dual MPAC tracks (with and without accounting prerequisites)
    - Offer evening/weekends classes, and technology-enhanced courses for improved teaching and learning
    - Establish Master of Business Preparation Program (MBPP) with other countries in addition to China (e.g., India)
    - Offer PhD degree in all the School's academic areas
    - Attract high quality students through competitive financial aid
- > Research/Teaching
- > Make breakthrough research and resources accessible by:
  - Creating and expanding Centers of Excellence to include the Center for Economic Forecasting and Development and the Center for Supply Chain and Logistics;
  - Creating an Entrepreneurship Incubator (in collaboration with the UCR's Entrepreneurial Center) for students and faculty to collaborate with other departments, schools, the community and businesses; and by
  - Exchanging knowledge and building thought leadership by hosting and participating in conferences and forums with other universities and institutions in areas aligned with our expertise.
- > Offer incentives that promote high quality research and teaching excellence in hiring, merit, retention and promotion by:
  - Providing teaching reduction, as appropriate, to research active faculty;
  - Rewarding productive involvement with doctoral student research, master's and

- undergraduate student research; and by
- Conducting periodic external reviews of scholarship by faculty in peer and aspirational schools.

#### **FACULTY:**

- > Increase the number of ladder-rank and full time non-ladder-rank (L(P)SOE) faculty to around 50 to maintain the AACSB benchmarks for faculty sufficiency and reducing class sizes
- > Fill the unoccupied chair positions
- > Promote faculty engagement in the daily life of the School by adhering to current policies on presence on campus

#### **CENTERS:**

- > Create an Integrated Career Center to serve both undergraduate and graduate students
- > Achieve solvency with the Center for Economic Forecasting and Development
- > Leverage our Inland SoCal location at the nexus of commerce to establish a Center for Supply Chain & Logistics

## EMPOWERMENT

We are an engaged community of courageous and ethical leaders committed to a culture that advances thoughtful dialogue, leading-edge scholarship, innovation, and application of business knowledge, and empowers our students and staff to achieve excellence in all they do.

To support this community, we deliver the highest level of service through collegial, transparent, and efficient internal operations that support the School mission in the context of shared governance. To empower our community and deliver the highest levels of service we will:

- > Empower, recognize and promote individuals who distinguish themselves through their leading-edge scholarship, teaching and service by:
  - Providing clear communication for promotion that is consistent with the School's mission;
  - Acknowledging and rewarding innovative research, teaching and service;
  - Acknowledging and rewarding professionalism, customer service and improved efficiency;
  - Identifying and rewarding fruitful collaborations.
- > Foster a work environment that empowers individuals to excel and advance by
  - Providing professional development opportunities to encourage innovation, collaboration, and teamwork;
  - Maintaining transparent, candid, and inclusive communications;
  - Establishing effective feedback mechanisms in addition to annual performance evaluations;
  - Enabling employees to manage their responsibilities and to maximize their skills and abilities to provide excellent customer service.
- > Empower continuous improvement in policies and procedures by:
  - Continuously examining the organizational structure for obstacles to efficient internal operations

- Maintaining, and when needed, establishing policies and procedures that are publically available to empower anyone in the organization to propose improvements; and by
  - Ensuring compliance with laws, regulations and university governance.
- > Provide excellent customer service in the most effective and efficient manner to empower anyone in and out of the organization to carry out their task in the most efficient way by:
- Obtaining and maximizing technology when necessary to increase efficiency;
  - Creating and/or updating job descriptions that allow flexibility, cross-training and defined back-up responsibilities;
  - Leveraging campus resources; and by
  - Ensuring understanding of internal operations by providing faculty and staff training.

## IMPLEMENTATION

This strategic plan commits the School of Business at the University of California Riverside to multiple goals that are designed to achieve excellence in all we do. Our excellence is based on an environmental foundation that fosters engagement and empowerment. The implementation of the plan will rely on our existing governance structure and policies and in collaboration with the University administration. In addition, we will form a strategic planning committee that will be tasked with reviewing and refining the Strategic Plan on an annual basis.

A school-wide yearly retreat will take place where the Strategic Planning Committee will report to the community on progress and hinders to the execution of the plan, and suggest modification if needed.

The immediate need is clear, as we will focus on implementing several important priorities within the first few years of the plan:

- Continue to expand and strengthen our tenure track faculty
- Continue to expand and strengthen our support staff and facilities
- Work to progress the design, funding, and construction of a new School of Business building complex
- Evaluate and revise our graduate programs
- Pursue a direct course to establish a 4-year undergraduate business program
- Dramatically increase our current level of philanthropic activity for the building fund, annual giving, and achieve \$15M for the Living The Promise campaign by 2020
- Strengthen and achieve solvency with our new Center of Economic Forecasting and Development
- Rebrand the UCR School of Business with the aim of increasing awareness, perception, and recruitment

# STRATEGIC PLANNING PROCESS

This document is the result of work from many individuals over the course of more than a year. In early 2016, UCR School of Business selected Academic Leadership Associates ([www.academicla.net](http://www.academicla.net)) to facilitate the development of the School's strategic plan. A Strategic Planning Committee was established consisting of administrators, faculty, students, staff and external stakeholders.

Areas of focus in this planning effort included:

- Analysis of the environment and marketplace served
- Review of stakeholder needs and competitor initiatives
- Analysis of current strengths and vulnerabilities
- Articulation of key elements of the mission: purposes, values and measures, and
- Identification of potential new fields of focus and evaluation of the foci that may no longer be relevant in today's marketplace.

This process followed by the identification of distinctive capabilities and measures of success. For this step and the remainder of the planning process, the committee was subdivided into smaller task forces to work on the following aspects of the plan:

- External Relations
- Internal Operations
- People
- Scholarship
- Educational Programs

Following the assessment of the School's distinctive competencies, the committee developed key strategic directions.

The committee as a whole met on four occasions in 2016 (April 28-29, May 20, June 6 and October 14), concluding on a fifth session on March 10, 2017 where the final draft plan was approved by the committee.

We would like to thank the members of the Strategic Planning Committee (listed below) and the guidance of Michael Diamond and Mark Power Robison from the Academic Leadership Associates.

# COMMITTEE MEMBERSHIP

Task Force	Co-Chairs	Members
Mission and Vision	Yunzeng Wang Dan Chatham	Tim Gubler Elodie Goodman Turner Stanton Raj Singh Frank Escobedo Ashish Sood
People	Elaine Wong Leo Gonzalez	Barry Mishra Paul Beehler Shayne Bradshaw-Foster Ruiqing He
Scholarship	Subramanian Balachander Mohsen El Hafsi	Kevin Li Boris Maciejovsky Sherryl Berg-Ridenour Amanda Ishak Ken Baerenklau Mike Pazzani
Education Program	John Halebian Kazi Mamun Arkadiusz Mironko	Dick Savich Lata Patel Nadeesha Hapuarachchi Raghav Tamhankar Joseph Childers James Sandoval
External Relationship	Keiko McNally Sean Jasso	Sheriff Hana Asish Satpathy LaRae Lundgren Mark Estrada Steve Chen Jeff Kaatz Brian Hawley Tim DeBolt
Internal Operation	Thomas Kramer Laurie Gustafson	Peter Chung Rami Zwick John Mattson Maria Anguiano





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