AGSM’s Strategic Plan for International Excellence:
Leading Growth in a Global Economy
“Leading Thinkers Leading Growth”

Working to the Plan

The School of Business Administration and the A. Gary Anderson School of Management have moved forward, making enormous progress in the implementation of its Strategic Plan. What follows is a brief report on progress at the half-way point.

Brand Identity:

• Redesigned and launched newly branded website, developed collateral materials for all programs; designed and purchased trade show booth and participated in nine regional trade show conferences


• Undergraduate Business Programs Transferred to School of Business Administration (SoBA)
  - The largest undergraduate business program in the UC System (twice the size of the next largest program, Berkeley)
  - 95% of students admitted to the undergraduate business program graduate; most in four years
  - Almost half of all students in the undergraduate business program are admitted as transfer students from community colleges and other universities
  - Half of the graduates of the undergraduate business program are first generation college graduates and are among the most economically and ethnically diverse student bodies in the nation


• Full-time MBA Program Enrollment Increased by 25%

• Launched an Executive MBA Program (Fall, 2009) with a 30% increase in enrollment for the Fall of 2010
• Ranked 73rd in faculty publications in 24 leading business journal (2005-2009) by University of Texas at Dallas; adjusted for faculty size the School ranks among the top 20 business schools along with UCLA and Berkeley

• Established a chapter of Beta Gamma Sigma (business honorary) (2009); named an “exemplary chapter” (2010)

• Received “Three Palms” recognition from Eduniversal

• Established a Chapter of Beta Alpha Psi (accounting honorary) (2011)

• Named a “Military Friendly” MBA program (2010)

• Became a partner in the Ph.D. Project (2008) (a consortium of industry and business schools with a mission to increase the numbers of Under Represented Minority Ph.D. students and faculty members in business schools)

• Central Theme # 1: Innovation, Entrepreneurship and Economic Growth

  - Re-energized the Forecasting Center. Raised funds to support it; created partnership with Beacon Economics; Re-instituted Annual Forecasting Summit (2010) (Objectives 3.2 & 3.3)
  - Memorandum of Understanding with County of Riverside Economic Development Agency Re Economic Development (student project on Foreign Direct Investment) (Objectives 3.2 & 3.3)
  - Developed Partnerships with Southwest Riverside County EDC, Inland Empire Economic Partnership, City of Riverside, Coachella Valley Economic Partnership, Riverside CEO Technology Forum (Objective 3.3)
  - Began Experimenting with Entrepreneurial Student Projects in Capstone MBA Strategy Course (2011) (Objectives 3.2 & 3.3)
  - Various Speaker Series (Objective 3.4)

• Central Theme # 2: Leadership, Strategic Thinking and Personal Growth

  - Re-focused MGT 404 on Leadership and Team Building (per original design) (2010) (Objectives 2.4 & 2.5)
  - Created a “Student Ambassadors” Program for undergraduate and MBA students (2009) (Objective 2.5)
  - Re-invigorated MBA Student Association and other student associations, as well as student involvement in the community (Objective 2.5)
  - Created Annual Student Welcome and Networking Event with Business Community; established Students and Accountants Dine Together Dinner Series (Objectives 1.4, 2.5, 3.3, & 3.4)
  - Various Speaker Series (Objective 3.4)
Strategic Goals and Objectives

# 1 Establish and Support Spires of Excellence in Programs and Research (Objectives 1.1-1.4):

- Auditing and Assurance
  - Added two senior faculty members, including a new department chair
  - Revised the accounting curriculum
  - Hosted Accounting 2020 Conference in 2009 (focus on future of accounting and implications for the accounting curriculum)
  - Now participate in Association of Latino Professionals in Finance and Accounting; competed in 2009, 2010 case competition sponsored by KPMG (finalist in 2009)
  - Proposed a Master of Arts in Accounting

- Web Commerce
  - Hosts the Sloan Center for Internet Retailing. Ten SoBA faculty members are affiliated as well as more than a dozen scholars at other institutions including UCLA, USC, NYU, Columbia, Carnegie-Mellon, Duke, Dartmouth and the University of Washington, among others
  - Operates eLab and eLab Global Panel for the conduct of research on consumer behavior on the Internet
  - Operates eLab City in Second Life for the conduct of studies in virtual space
  - Support has been obtained from numerous corporate sponsors including Center include Global Market Insite, GSI Commerce, Hershey’s, Lands’ End, Miller Coors, NewFuture, Organize.com, Procter and Gamble, Qualtrics, Shop.org, and Walmart.com, among others as well as the Marketing Science Institute
  - An NSF grant has recently been submitted

- Behavioral Decision Research
  - Added two senior faculty members with interests in the area
  - Completed construction of a multi-purpose decision laboratory for use in conducting research on decision making and for teaching classes involving use of computer based decision making tools
  - Received funding from two NSF grants
• Supply Chain Management
  - Added a senior faculty member and a junior faculty member to the area
  - Established relationships with the California Inland Empire Direct Export Council, the Distribution Management Association of Southern California, the Manufacturing Executive Institute, and numerous area manufacturers and distributors
  - Faculty published seven papers between Jan.1, 2009 and June 30, 2010
  - Added two new courses in the undergraduate program (Supply Chain Modeling, and Simulations)
  - Updated the contents in some of the existing courses
  - Organized an international conference in 2009 (Conference on Frontier Research in Supply Chain Management)
  - Organized a regular research seminar series in supply chain management
  - Faculty member chaired an internationally prestigious award committee (The George B. Dantzig Award)
  - Faculty members were invited for lectures and seminars by top research universities, including Stanford University, University of California – Los Angeles, University of British Columbia
  - Faculty members were selected to serve as senior and associate editors for multiple influential academic journals in the area

• Empirical Finance
  - Added one senior faculty member as department chair and two junior faculty members
  - Revised finance curriculum
  - Began work on a proposal for a Masters degree in Finance
  - Faculty published six papers and one book from Jan. 1, 2009 to June 30, 2010
  - Acquired annual licenses for specialized financial databases

# 2 Successfully Develop Academic Programs that Provide Meaningful and Distinctive Educational Experiences:

Proposed, received approval and launched an Executive MBA program. now in second Year with 23 students enrolled) (Objective 2.1)
• Proposed and received approval for a Ph.D. program. First students to be admitted in the fall of 2011) (Objective 2.1)
• Proposed and await Campus approval of a Master of Arts in Accounting (Objective 2.1)
• Proposed and await Campus approval of a Fully Employed (part-time) MBA program (Objective 2.1)
• Reconstituted the School to bring the undergraduate business program into the School (Objective 2.2)
• Expanded the size of the full time MBA program by 25% (Objective 2.2)
• Added staff to support the full time MBA and EMBA (Objectives 5.1 & 5.2)
• Added staff to support the undergraduate business program (Objectives 2.2, 5.1 & 5.2)
• Instituted a program of classroom visits for evaluation of ladder faculty and lecturers and developed a rigorous review process to demonstrate achievement of learning objectives consistent with accreditation requirements of the AACSB (Objectives 2.4, 4.1-4.4)

#3 Establish Partnerships and Alliances with Business, Government, and AGSM & Undergraduate Business Alumni that are Productive and Mutually Beneficial

• Reconstituted the Dean’s Advisory Council (Objectives 1.4, 3.1, & 5.4)
• Reconstituted the Executives in Residence (EIR) Program (Objectives 1.4, 3.1 & 5.4)
• Introduced the EIR Series (Objectives 1.4 & 3.1)
• Established the Business Leaders Roundtable in the Coachella Valley (Objectives 1.4, 3.1, & 5.4)
• Reinvigorated the Accounting Advisory Council (Objectives 1.4, 3.1 & 5.4)
• Initiated a Quarterly Electronic Alumni Newsletter (Objective 3.4)
• MOU with County of Riverside Economic Development Agency (Objectives 3.2 & 3.3)
• Created the School of Business Administration Alumni Network Facebook, LinkedIn (Objectives 1.4, 3.4 & 5.4)
• Affiliated with Inland Empire Economic Partnership, Southwest Riverside County Economic Development Corporation, California Inland Empire Direct Export Council, Coachella Valley Economic Partnership; Coachella Valley Angel Network, “Led Seizing Our Destiny” Strategic Vision Planning for City of Riverside (Objectives 3.2, 3.3, 5.4 & 5.5)
• Initiated an Annual Business Community Welcome Event for Students (Objectives 2.5, 3.3, & 3.4)
• Developed a “Dinner with Accountants” with Local Professionals Hosting Students for Dinner (Objectives 1.4, 2.5, 3.1 & 3.4)
• Alumni and/or Friends Have Hosted Receptions for the School in Riverside, San Francisco, Temecula, Palm Desert, and Orange County (Objectives 1.4, 3.1 & 3.4)
• Have Collaborated with CNAS, BCOE, SOM, and Athletics to Host Events for the Community on Campus (Objectives 3.3 & 3.4)
• Initiated Egional Student Recruiting Events at Ernst & Young (Los Angeles), KPMG (San Francisco), and Pfiser (San Diego) (Objectives 1.4, 3.3 & 3.4)

# 4 Build and Support an Organizational Culture the Reflects SoBA’s Shared Values and Vision

• Created a “Faculty Operating Manual” (Objectives 4.3, 4.4 & 5.1)
• Revised the School’s By-laws for Consistency with New Organizational Structure (Objectives 4.1, 4.2 & 5.1)
• Launched a New Web site (Objectives 4.4 & 5.3)
• Various informal and formal “social events” and research workshops involving faculty, staff and students (Objective 4.1)
• Successfully created cross-campus collaborative opportunities with CNAS, BCOE, UNEX, School of Medicine and Athletics (Objective 4.1)
• Improved and Increased SoBA awareness and involvement on Campus (Objective 4.1)

# 5 Develop Capacity to Manage Strategically and Support Growth of Business Programs at UCR

• Restructured Budgeting and Reporting System within the School (Objective 5.1)
• Launched a New Web site (Objectives 4.4 & 5.3)
• Created New Collateral Materials for the School and Its Programs (Objectives 2.1, 2.2, 4.4)
• In Collaboration with the Campus’ Office of Strategic Communications developed a new brand identity campaign (Objectives 2.1, 2.2, 4.3, 4.4 & 5.4)
• Created a “Faculty Operating Manual” (Objectives 4.3, 4.4 & 5.1)
• Revised the School’s By-laws for Consistency with New Organizational Structure (Objective 5.1)
• Have begun implementation of Hobson’s CRM system (Objectives 5.1 & 5.3)
• Added staff and reorganized central business office staff; facilitated training and development of staff members (Objective 5.2)
• Created a new “Undergraduate Business Hub” for program staff in Olmsted Hall (Objective 5.3)
• Began discussion of establishment of an Executive Education Center (Objectives 5.4 & 5.5)
• Refurbished MBA offices to expand space and create more attractive work and study space, including a student lounge and two breakout rooms (Objective 5.3)
• Developed partnerships with County of Riverside, City of Riverside, the Southwest County Economic Development Agency, the Inland Empire Economic Partnership, the Coachella Valley Economic Partnership, Coachella Valley Angel Network, The California Inland Empire Direct Export Council, and Beacon Economics, among others (Objectives 5.4 & 5.5)
• Created annual academic planning process that includes a School-wide written annual academic plan (Objectives 4.1, 4.2, 4.3, 4.4, 5.1 & 5.4)