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

2008 – 2013 Strategic Plan
August 2008
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I. Executive Summary

Stepping into the Era of Growth

The University of California Riverside’s A. Gary Anderson Graduate School of Management (AGSM) is poised to become the next great UC business school, and it could not have come at a better moment. Our home base—among the fastest changing regions in the world and a hub of international commerce—requires great leadership, innovation and entrepreneurship. It is the ideal living laboratory for the American business school that will define, explore and articulate the meaning of growth in today’s complex marketplace. AGSM will be the flagship business school of Inland Southern California and an internationally recognized center of management education and research.

Our education programs—undergraduate and graduate—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. 43% of the university’s undergraduate students are the first in their family to attend college, making AGSM a vehicle for upward mobility. 77% 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, AGSM is developing the human capital that drives the region’s economic growth and vitality.

Our research—basic and applied—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 world-class 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 American 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 Southern California. Furthermore, California retains an entrepreneurial culture, with a reputation for innovation in business, leadership in economic growth, and an independent spirit.

Brand Identity, Central Themes and Spires of Excellence

With a brand focused on all aspects of growth, AGSM will align with two central themes: #1 Innovation, Entrepreneurship and Economic Growth; and #2: Leadership, Strategic Thinking and Personal Growth. Both themes in turn define the brand that is AGSM.

We will build our reputation for excellence in five multidisciplinary areas in which we already have strong evidence of internal capabilities, broad relevance, and potential for impact: Supply Chain Management, Web Commerce, Behavioral Decision Research, Empirical Finance, and Auditing and Assurance. We will invest in building these five Spires of Excellence throughout our education programs, research efforts, and productive partnerships with business and government sectors.

Mission, Vision and Shared Values

We are clear about why we exist and what we hope to achieve. Our mission is to develop diverse leaders, propel research-based innovation and promote the sustainable growth of Inland Southern California within the global economy. We aspire to be a premier center of management research and education with a distinctive focus on developing the knowledge, skills and tools required to lead and manage growth.
As AGSM grows, we will be guided by six values that are essential to creating an organizational culture that supports excellence. We firmly believe that both growth and this school’s success require Investment, Integrity, Momentum, Bias for Results, Collaboration, and Community.

**Strategic Goals, Objectives and Measures of Success**

The comprehensive planning process reflected these shared values, with an unprecedented level of collaboration and input from faculty, staff, students, alumni, and business and community leaders. A collective will emerge to transform AGSM into a flagship business school. Over the next five years we will strategically focus our energies on these goals; each has related objectives and specific success metrics:

- **#1:** Establish and Support Spires of Excellence in Programs and Research
- **#2:** Successfully Develop Academic Programs that Provide Meaningful and Distinctive Educational Experiences
- **#3:** Establish Partnerships and Alliances with Business, Government and AGSM Alumni that Are Productive and Mutually Beneficial
- **#4:** Build and Support an Organizational Culture that Reflects AGSM’s Shared Values and Vision
- **#5:** Develop Capacity to Manage Strategically and Support Growth of Business Programs at UCR

The full strategic plan includes these sections:

- **II. Overview + Mission + Vision:** history, mission, vision, strengths and opportunities, cross-cutting themes and brand identity, shared values, and Spires of Excellence
- **III. Strategic Goals + Objectives:** including rationale and success metrics for each goal and action steps to guide implementation planning
- **IV. Appendix:** description of the planning process and supporting documents

Taken in its entirety, this strategic plan for 2008-2013 represents the roadmap that will enable the A. Gary Anderson Graduate School of Management to become the next great University of California business school.
II. Overview + Mission + Vision

A. Brief History

The origin of AGSM can be traced back to 1970 when the University of California Riverside established the Graduate School of Administration. Its name was changed to the Graduate School of Management in 1982, and then to the A. Gary Anderson Graduate School of Management in 1994 after the A. Gary Anderson Family Foundation made a generous gift to the School and it was named after the founder of Director's Mortgage.

The Master of Business Administration (MBA) degree program was introduced in 1983. This was followed by the establishment (in conjunction with the College of Humanities, Arts and Social Sciences) of an undergraduate degree program in business administration in 1985. The undergraduate business program is one of only three such degree programs in the University of California system and is the largest such program among UC campuses.

The School was accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 2003. The 2008 *U.S. News and World Report* ranking of undergraduate programs in business placed UCR’s program in a tie for 83rd with such institutions as Lehigh, Rutgers, Texas Christian University, the Air Force Academy and Marquette University, among others. UCR’s program is ranked in the top 50 undergraduate business programs among public institutions. In 2007, *Entrepreneur Magazine* and the *Princeton Review* included the School among the top 25 graduate programs in entrepreneurship.

B. Mission

Our mission is to develop diverse leaders, propel research-based innovation and promote the sustainable growth of Inland Southern California within the global economy. We harness the powerful resources of UC and our location at the nexus of commerce to create a laboratory for education, research, and productive partnerships across economic enterprises.

The strategic activities that propel our mission include:

- Conducting basic and applied research in management that explores and informs the creation, development and management of growth;
- Providing degree programs that prepare our students to be effective managers and responsible community leaders with a deep understanding of the dynamics of growth in both a regional and global context;
- Partnering with business and community leaders through a shared commitment to exemplary growth; and
- Delivering educational programs to executives and the public at large that respond to the needs of our local, state, national, and international communities.
C. Vision

Our vision is to develop world-class leaders and scholars who are as diverse as the challenges they face and the enterprises they grow. AGSM will become a premier center of management research and education with a distinctive focus on developing the knowledge, skills and tools required to lead and manage growth.

AGSM will be recognized as an excellent place to:

- Understand how to identify and evaluate opportunities for new and growing ventures;
- Learn how to manage and sustain opportunities for growth in organizations, industries, markets, and communities;
- Grow personally and professionally as a business person, manager and community leader;
- Fuel passion for discovery and innovation.

D. Strengths & Opportunities

During this strategic planning process, formal input was gathered from more than 75 internal stakeholders (faculty, staff, undergraduate and graduate students, and alumni) and more than 65 external stakeholders (members of the strategic planning external steering committee and the members of the business and civic communities from whom they solicited input) through focus groups, facilitated discussions and individual interviews. In addition to this strategic planning process, AGSM has recently undertaken multiple planning activities: a comprehensive academic planning process, a brand identity project, and a comparative business school Web site review.

From these multiple perspectives emerged a high degree of convergence regarding the salient strengths and opportunities available to AGSM as it establishes its trajectory for the future. The following section of this plan highlights the more significant strengths and opportunities that have emerged through these processes. They are echoed throughout the plan in the School’s themes, brand identity, Spires of Excellence, and goals and objectives.

Strengths

1. **UC: Major Research University**

   AGSM is the only business school in the Inland Southern California region affiliated with a major research university. UC Riverside is one of 10 campuses of the integrated UC system, which enjoys an international reputation as a premier public research university.

   UCR’s student population is expected to grow from the current 17,000 to 25,000 by the year 2020. This growth will be facilitated by a proposed School of Medicine and a proposed School of Public Policy. Both proposals are nearing final approval. The advent of these schools, as well as the extraordinary quality of UCR’s existing colleges and schools, provide enormous opportunities for AGSM in terms of collaboration in program development and scholarship. These new schools and the general growth of the campus will further stimulate the regional economy, which is expected to benefit AGSM.

2. **Faculty: Educators and Researchers**

   The AGSM Faculty consists of 22 tenure-track faculty, which will grow to 30 by the fall of 2008 and is expected to grow to 38 by fall 2009. The School’s teaching mission is also supported by a small number of full-time visiting faculty, several full-time lecturers with the expectation of continuing employment, and numerous part-time lecturers. Responsibility for instruction rests with
AGSM’s faculty includes scholars with international reputations for their research in such areas as the Internet and e-commerce, commercialization of new technologies, emerging capital markets and investments, market analysis and market development, product innovation, information technology, health care management, supply chain and operations, financial services, audit and assurance, judgment and decision making, and international business.

Although small in number, the faculty of AGSM has a strong commitment to scholarship. An analysis of the frequency of publication in 24 leading academic journals prepared by the University of Texas, Dallas, ranked the AGSM faculty among the 80 most productive management faculties during 2003-2007. This is a significant accomplishment given that many of the schools ranked ahead of AGSM have faculties five to ten times larger than the AGSM faculty and that AGSM does not yet have a PhD program (though a proposed program is gaining momentum). Given that numerous, highly productive scholars have recently or will soon join the faculty, we expect this productivity ranking of the management faculty to continue to increase.

The AGSM faculty includes past and present editors of The Journal of Technology Transfer, The Journal of Marketing, and The Journal of the Academy of Marketing Science. The School currently hosts the editorial offices of the Journal of Technology Transfer and the Journal of the Academy of Marketing Science. AGSM is also home to the Sloan Center on Internet Retailing, one of only 26 such industry centers devoted to industry-specific research, identification of industry best practices, and the dissemination of research and best practices for the focal industry. AGSM also recently hosted the international meeting of the Society for Technology Transfer and the Marketing Science Institute Conference on Internet Marketing.

Recent honors awarded to AGSM faculty include the 2007 Information Systems Paper of the Year, the 2007 Franz Edelman Prize for Application of Management Science and the 2007 Elsevier Marketing Scholar of the Year. AGSM faculty members have been honored as Professor of the Year for the UCR Honors Program, and recognized for excellence in teaching by the Decision Sciences Institute and the U.S. Distance Learning Association.

3. STAFF: EXPERIENCED

In the last year AGSM has completed recruitment for vacancies on the senior leadership team of program and administrative staff. Recent hires include a Chief Financial and Administrative Officer, a Director of the MBA Program, and a Director of the Undergraduate Business Program, each with many years of experience in higher education at leading business schools. The Director of Development and the Director of Career Services—who complete the senior staff leadership of the School—are also seasoned professionals.

This team is complemented by a dedicated and capable group of staff members who have served the School well and with distinction. For example, many of the business administration program staff members have a long history with the School. Most staff members are cross-trained for various departments and skill sets.

Rebuilding AGSM’s senior staff allows the School to deliver the types of educational experiences to students that our programs are intended to offer and to support the scholarship that is a critical part of our mission as a school of management within a major research university. To this end, AGSM will also be adding experienced Directors of Corporate Outreach and Alumni Relations in the near future.
4. **UCR STRENGTHS: DIVERSITY AND DISCIPLINES**

The UCR student body is among the five most diverse student bodies in the United States ("America’s Best College’s 2008," *U.S. News and World Report*, http://colleges.usnews.rankingsandreviews.com/usnews/edu/college/rankings/brief/natudoc_campdiv_brief.php, accessed July 29, 2008). UCR has been named a Hispanic-Serving Campus by the Department of Education. The college-age population in Inland Southern California is growing rapidly, which bodes well for UCR’s ability to continue to attract highly qualified students. UCR is a major force for social and economic mobility with more than 40% of its students being first-generation college matriculants.

Among the 10 UC campuses, the Riverside Campus has strong programs in the natural and agricultural sciences, engineering, the social sciences and the arts. As is substantiated further under the Spires of Excellence section, AGSM faculty have established reputations and internal stakeholders recognize particular strengths in accounting, supply chain management, finance and Web commerce.

5. **STUDENT ACADEMIC EXPERIENCES**

AGSM boasts the largest undergraduate program in business in the UC system. The B.S. in Business Administration is designed to educate students in the art and science of management. It also prepares graduates to become tomorrow’s business and community leaders by equipping them with the ability to identify, analyze, and solve complex business problems. The business major curriculum is built on integrated management fundamentals with a strong foundation of course work in the humanities and social sciences. Students benefit from the expertise of faculty members in the departments of economics, philosophy, psychology, sociology, political science, statistics, as well as those in the school of management.

AGSM also offers a full-time MBA program. The MBA program is a collaborative academic partnership that features a team of world-class academic faculty, successful entrepreneurs and executives, and industry partners. Students are taught by eminent scholars and teachers and mentored by major executives and entrepreneurs who have built and managed significant successful businesses, large and small.

Students and program staff highlighted the following as strengths of the graduate program: 1) Completion of a required internship of their choosing which provides hands-on experience that adds value to students’ resumes, helps them transition into MBA-level careers, and which may present employment opportunities; 2) a relatively small class size that allows students to learn from one another’s experiences and connect with faculty and alumni with more ease than in larger programs; 3) opportunities to work directly with faculty in their research; and 4) opportunities to engage in real-world experiences, such as working with angel investors, participating in business plan competitions, and involvement in regional, national and international organizations such as American Marketing Association (AMA), Chartered Financial Analyst Society of Los Angeles (CFALA), Association of Latino Professionals in Finance and Accounting (ALPFA), National Association of Hispanic MBA’s (NSHMB), National Black MBA Association (NBMBAA), Society for Human Resource Management (SHRM), American Accounting Association (AAA), American Institute of Certified Public Accountants (AICPA), or Net Impact.

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**Opportunities**

*UCR Anderson Graduate School of Management*
1. **ALIGNMENT WITH AND POSITIONING WITHIN UC AND UC RIVERSIDE**

AGSM embarks on its new direction at a time when the UCR Campus also enjoys new leadership and is committing to significant growth. Incoming Chancellor Timothy P. White’s record at the University of Idaho suggests leadership capabilities which will boost UCR and AGSM. His past successes relevant for UCR and AGSM include: undertaking campus-wide strategic planning, adopting a comprehensive action plan for diversity, building interdisciplinary programs, and improving fundraising success.

As noted above, being part of the UC system is seen as a distinct strength that can be leveraged by AGSM. UCR offers the largest undergraduate business major in the UC System. Only two other UC Campuses, Berkeley and Irvine, offer an undergraduate business degree, and both of these programs are much smaller than the UCR program. This provides UCR with access to a highly qualified and diverse pool of students, most of whom stay in the larger Southern California region after graduation.

In the Southern California region, there are very strong, internationally recognized business schools in research universities including the sister campuses of the UC: Los Angeles (UCLA), Irvine (UCI) and San Diego (UCSD). AGSM has the opportunity to invest in particular areas with the greatest potential to integrate with and be distinguished among these campuses. *(See sections below on Brand and Spires of Excellence).*

2. **LOCATION: BUSINESS ENVIRONMENT**

The Inland Southern California region is one of the most rapidly growing in the United States with respect to both its population and its economy. In Inland Southern California, San Bernardino and Riverside Counties have a combined population of more than four million people. Riverside County is forecast to become the second largest county in California in terms of population after Los Angeles County.

Inland Southern California is a major global distribution center and a focal point for supply chain management activities and international trade. The region is also experiencing rapid growth of high technology, bio-technology, and alternative energy firms. Inland Southern California is a center of hospitality and tourism and boasts a robust entertainment industry with significant production of film and television. The availability of lower cost land, housing and office space is stimulating the migration of population and business to Inland Southern California from higher cost areas in Southern California such as Los Angeles, San Diego, and Orange County.

3. **RESEARCH PORTFOLIO**

As noted above under the strengths of AGSM faculty and UCR disciplines, AGSM already has distinguished and productive scholars and is currently growing its ladder faculty. The overall opportunity here is in focused growth of the portfolio in the selected areas of excellence. Clarifying the strategic direction of the School creates opportunities for: making significant contributions to management knowledge, practice and tools; securing increased federal and private funding of research; and pursuing scholarship supported through regional partnerships with business and government sectors. *(Opportunities for scholarship are highlighted in the discussion of Spires of Excellence, section G).*

4. **EXTERNAL PARTNERSHIPS AND COLLABORATIONS**

As a professional school within a major research university AGSM recognizes its obligation to its important stakeholders including the business community and alumni, and to the university and
larger society of which we are a part. As outlined under strategic goal #3 below, AGSM is committed to the development of partnerships, collaborations, and alliances with its external stakeholders. Our aim is to inform and enrich the School’s scholarship, academic programs, and community while also contributing to the welfare and benefit of our stakeholders.

AGSM has enhanced its external relations during the 2007-2008 year by engaging in dozens of meetings with business and government in multiple forums. AGSM has cultivated relationships throughout greater Inland Southern California, as well as the greater Los Angeles and Orange County areas. As evidenced by those who participated on the External Steering Committee for the strategic planning process, leaders of business and government are expressing and demonstrating a high degree of ownership of the future of AGSM.

AGSM is a collaborative partner with the Riverside Technology CEO Forum. The dean is also an appointed member of the Board of the Inland Empire Economic Partnership and of the City of Riverside Council of Economic Development Advisors. In collaboration with the staff of the Heckmann Graduate Center, the Dean hosts a monthly Business Leadership Forum at our Palm Desert Center.

5. PROGRAM INNOVATION: REORGANIZING AND DEVELOPING ACADEMIC PROGRAMS

AGSM exists within a growing Campus that is increasingly emphasizing the development of graduate and professional programs. As a relatively young campus, UCR did not experience significant growth until the mid-1990s. The recent growth of the Campus has been fueled by population growth in Southern California and more specifically, population growth within Inland Southern California.

The School now has the opportunity to increase the size of its full-time MBA Program, assume full management of the Undergraduate Business Program and to create new programs to serve its region. One of the strategic goals of this plan is to review and enhance the curriculum across programs. We see the opportunity to improve learning outcomes and to build the School’s distinct identity. (See Strategic Goal #2 regarding academic programs).

New academic programs include a PhD program which is approved at the Campus level and is under review at the UC level. A proposal for an Executive MBA program has been approved by the AGSM faculty and is under review by UCR’s Graduate Council. There are also opportunities for and active discussion of a part-time program (Fully-Employed MBA program) and a Master of Accounting Program (MAcc). UCR’s new Heckmann Graduate Center provides a state-of-the-art educational facility that is ideally suited for an Executive MBA and for other degree and non-degree executive education.
E. AGSM Crosscutting Themes & Brand Identity

Two crosscutting themes at AGSM influence all that we do and drive program development, research undertakings and the related Spires of Excellence discussed in section IIG. These themes are Economic Growth and Professional Growth. Both themes in turn define the Brand that is AGSM.

AGSM Central Theme #1: Innovation, Entrepreneurship & Economic Growth

UC Riverside is located in the fastest growing area of a fast growing state on a fast growing Campus. The Campus location is a living laboratory for the study of growth. In addition, the Campus is located at the hub of the global economy and international trade. The growth industries of the future are in the School’s backyard. This environment of pervasive economic growth is central to all that occurs at AGSM and is a predominant theme that undergirds all aspects of this strategic plan. Economic growth in turn is driven by innovation (the development or discovery of new solutions to economic challenges) and entrepreneurship (the harnessing and applying of this innovation without regard to ownership). Growth, innovation and entrepreneurship together form a central theme of all activities at AGSM and accordingly guide, influence and undergird the further development of the Spires of Excellence (discussed in section G).

Unlike many programs elsewhere, AGSM at UCR pursues an interdisciplinary path to economic growth, entrepreneurship and innovation, cutting across programs and Spires of Excellence and also coordinating with other colleges and departments at the university. When infusing the theme of economic growth into its curriculum, research agenda, and brand identity, AGSM will draw upon key academic disciplines of management as well as engineering and applied sciences and other business disciplines like finance, accounting, marketing, and more.

The economic growth theme is also central to the Brand Identity at AGSM and derives from several factors. (1) California is a hub of entrepreneurial activity in several areas of technology, media/technology, and biotechnology intersections. UCR already is actively involved in these sectors. (2) Southern California has an entrepreneurial culture, one of the most active angel investor communities in the world, and a healthy venture capital industry. (3) Some academic competitors in this space in Southern California have focused on entrepreneurship in the traditional way while others have focused on narrow high-technology sectors. Thus, UCR is well-positioned to become the regional leader in discipline-based research and teaching that balances breadth and depth in exploring this area. (4) The emphasis on discipline-based education related to entrepreneurship and growth is well suited for UCR’s regional constituency and can be a key point of differentiation in the undergraduate business degree, the pending Executive MBA, and in non-degree executive education.

In November of 2007 AGSM was named among the top 25 graduate programs in entrepreneurship by Entrepreneur Magazine and the Princeton Review. AGSM will undertake the following to deepen its expertise and extend its reputation across programs and research:

- Establish a task force with responsibility for managing a highly multidisciplinary curriculum.
- Secure commitment from various departments to offer discipline-based coursework that is essential to effective education related to entrepreneurship and growth.
- Develop messaging for student recruiting and other constituencies that emphasizes the distinctiveness of entrepreneurship education at UCR.
- Formalize connections to practices through angel investor relationships, regular academic and practitioner presentations, etc.
- Commit resources sufficient to induce faculty to become involved in relevant research and teaching.
AGSM Central Theme #2: Leadership, Strategic Thinking & Personal Growth

There is a great need in Southern California for leaders and strategic thinkers. This unmet demand has been exacerbated by the region’s links to diverse markets and its staggering growth. The labor force is growing in diversity both in the region and globally, and Inland Southern California remains one of the fastest growing areas in the country, with projections showing continued growth for the next several decades. AGSM will make significant contributions to meeting the leadership needs of the region and beyond by developing leaders as diverse as the challenges they face in this growing, global economy. Personal growth, strategic thinking and leadership development is the second crosscutting theme that influences all activities at AGSM and accordingly guides, influences and undergirds the further development of the Spires of Excellence (discussed in section G).

AGSM plans to grow its student population and programs, which will position it well to meet the growth needs of Inland Southern California and beyond. AGSM will also be internationally recognized as a significant contributor to research, education, and personal growth related to leadership and strategic thinking. The School will be specifically recognized as a place for personal growth where leadership is developed in the context of the diverse and growing markets and labor forces that characterize both the Inland Southern California region and the global economy.

Leadership and strategic thinking are among the most sought after characteristics of business leaders. Business schools traditionally teach business content in functional areas such as finance, accounting, operations and marketing. However, to be a successful leader, leadership research over the course of the last 40 years has consistently shown that effective leaders need not only understand the content of business, but also know how to motivate others to effectively fulfill the firm’s vision and mission. At AGSM, we seek to train leaders in both business content and motivational skills so that they are able to maximally benefit organizations in both Inland Southern California and the global economy.

With its diverse student population, AGSM is uniquely qualified to deliver diverse strategic leaders to meet the region’s leadership needs. In fact, UCR and AGSM have a student population that is the third most diverse student body of any American university, and first-generation college students comprise 43% of the undergraduate population. As a result, AGSM is playing an especially significant role in developing the next generation of diverse business and community leaders. This was recognized when Washington Monthly (2007) ranked UCR 15th among U.S. universities in terms of social relevance, that is, the degree to which the university is an engine for social mobility, promotes service to the country, and fosters scientific and humanistic research.

AGSM will develop an international reputation for scholarship in leadership and strategic thinking by hiring, developing and nurturing faculty members with research and teaching interests in these areas. It will create centers of leadership and strategic thinking that are internationally recognized for their scholarly and didactic excellence. Finally, it will foster collaboration with faculty members and departments elsewhere on the UCR Campus that have common interests in leadership and strategic thinking.

Through all of this, AGSM will educate managers and other leaders within the community to identify, evaluate, develop and lead sustainable growth opportunities, whether in business or the community at large. This theme of leadership, strategic thinking, and personal growth resonates in the AGSM Brand Statement.
The AGSM Brand Statement

The themes of economic and personal growth coupled with the location of AGSM in a rapidly growing region on a fast growing campus leads naturally to an identity focused on growth. The School will define its identity and its brand in terms of its commitment to and expertise in the development and management of growth—the growth of businesses, the growth of economies and communities, and the personal growth of diverse managers and community leaders. AGSM’s brand statement will be:

The fastest-changing region in the world is home base for the American business school that is defining, exploring, and articulating the meaning of growth in today’s complex marketplace. Located on the campus of a world-class research institution, UCR’s A. Gary Anderson School of Management leverages a position at the hub of the global economy to teach, discover, and partner.

Our education programs—undergraduate and graduate—develop innovative and responsible leaders, entrepreneurs, and scholars who are as diverse as the challenges they face, the workforces they lead, and the enterprises they grow. Our research—basic and applied—explores and informs the creation, development, and management of growth around the world. And we engage academic and business partners—on UCR’s multidisciplinary campus, in our region, and across the globe—in cooperative solutions.

Together, as a diverse community dedicated to a robust, diversified, and sustainable global economy, we explore challenges shared by fast-changing communities everywhere, in the ideal living laboratory: Inland Southern California.

F. Shared Values

Organizational values can shape both individual behavior and collective experiences. By identifying a set of shared values, the leadership of AGSM is developing a common understanding of what is expected for the School to excel. Organizational results are optimal when there is alignment between ideals of a school and the behavior of the faculty, staff and students.

With growth as the overarching theme of AGSM’s strategic direction, change is inevitable. Shared values provide a framework for approaching new situations and making decisions. They reduce the need for highly procedural, bureaucratic processes. When values become pervasive, they govern everyday interactions, lead to more consistent behavior and generate momentum toward a transformed culture. Values that are understood, modeled, communicated, practiced and rewarded throughout the organization will have a quantifiable impact on all of the relevant “bottom lines” in a university: enrollment, retention, research quality, charitable giving, alumni engagement, employee satisfaction, etc.

The strategic planning process yielded the following six values essential to achieving the vision of becoming the flagship business school in Inland Southern California that develops an international reputation for its distinctive focus on the knowledge, skills and tools required to lead and manage growth.

1. **Investment:** At AGSM, successful growth requires commitment of resources and personal engagement.
   
   We believe *individual ownership of our vision for growth builds loyalty and pride.*

2. **Integrity:** At AGSM, lasting growth requires right action and ethical behavior in work and relationships.
   
   We believe *that authenticity and truthfulness are critical aspects of bold, effective leadership.*
3. **Momentum:** At AGSM, sustainable growth requires strength and acceleration generated through focus on excellence.
   *We believe in the power of a dynamic environment for learning and innovation.*

4. **Bias for Results:** At AGSM, successful growth requires a performance-based culture that recognizes and fairly and appropriately rewards behaviors and actions consistent with our goals.
   *We believe in linking our resources with our values and our ambitions.*

5. **Collaboration:** At AGSM, lasting growth requires teamwork, cooperation and endeavors that transcend departments, disciplines or differences.
   *We believe that by looking beyond our self-interests to focus on the whole, we all emerge stronger.*

6. **Community:** At AGSM, lasting growth requires an environment where all individuals are known, respected, and supported to achieve their highest potential.
   *We believe that when we are accountable to each other, we are best able to drive future benefits that serve all stakeholders.*

### G. Spires of Excellence

A critical result of strategic planning is a clear articulation of what distinguishes the School from peer institutions and what holds the greatest potential for building brand and reputation for excellence. By defining our Spires of Excellence we are staking out a few, select territories where we will establish distinction. Spires are areas where we will build reputation for expertise over the next five years.

As suggested by the image of a spire reaching skyward, these are areas we think will be visible and notable far and wide. Spires are not confined to disciplines, academic programs or research endeavors. The two central themes of economic growth and personal growth influence all AGSM programs and research. They undergird and influence all five Spires of Excellence. Each of these spires supports and is supported by the growth themes and brand identity of the School.

To identify our Spires of Excellence we used six criteria. A spire:

- Capitalizes on AGSM’s current strengths and capabilities
- Builds on or takes advantage of other UCR Spires of Excellence or valuable resources
- Creates a possibility for a niche that strengthens the brand we are building related to growth
- Links AGSM to issues relevant to the geographic region of Inland Southern California
- Enables or creates opportunities for valuable collaborations, partnerships or alliances with the external community (business, government, alumni)
- Strategically responds to existing or anticipated significant trends in demographics, economics, technology, or society

The case is made for investment in five Spires of Excellence in the following section: Supply Chain Management, Web Commerce, Behavioral Decision Research, Empirical Finance, and Auditing and Assurance.
1. Supply Chain Management

The Inland Empire of Southern California is a major and growing logistics hub that links manufacturers, distributors and retailers around the world. AGSM is literally at the nexus of the global economy. Huge amounts of goods move constantly in and out of the region. Supply chain activities related to port, management, transportation, warehousing, packaging and distribution, etc., are the core operations of the region’s business. To keep up with the fast growth of the region’s economy, local firms require cutting-edge supply chain management solutions and well-educated supply chain specialists and managers. As such, AGSM is in a unique position to build its excellence in supply chain management to address the specific needs of the local economy.

Supply chain management is concerned with the management of all activities involved in the efficient integration of suppliers, factories, warehouses and stores so that merchandise is produced and distributed in the right quantities, to the right locations at the right time. Interactions across multiple firms pose complex management challenges, and effective supply chain management offers a considerable, untapped source of competitive advantage.

AGSM has recruited and will continue to recruit world-class scholars who have the expertise and experience in cutting-edge research, generating industry applications and building successful education programs in supply chain management. As an area of excellence for research and education, supply chain management at AGSM will explore new concepts and methodologies, technology and analytical tools to advance the design and management of industrial supply chains. With such an effort, ASGM will join a select few leading business schools in the nation to distinguish itself in supply chain management, and ASGM will be the only such school in the UC system.

Supply chain management is distinguished by its broad applicability and by the wide variety of career opportunities and work styles it embraces. As economies are more integrated globally, demand for supply chain specialists, managers and executives will grow significantly into the future. The U.S. Bureau of Labor Statistics ranks the consulting industry associated with supply chain management as among the fastest growing industries through 2012. As a result, supply chain graduates will be in great demand in the service or manufacturing industry in general. Locally, as a logistics hub linking manufacturers, distributors and retailers all around the world, the Inland Empire of Southern California is a center for supply chain management employment and for applications of supply chain research and solutions. The Spire of Excellence in Supply Chain Management will allow AGSM to develop top programs in the nation that train and graduate the most qualified professionals of supply chain management to satisfy the increasing job market need of local, national and international firms.

To ensure its success, AGSM proposes to establish a Research Center for Supply Chain Management. Through the Center, AGSM will build a broad partnership with local and national industries. Such a partnership will allow us to pursue: a) industry projects that offer great opportunities for academic research and industry supply chain solutions; b) educational programs to train supply chain specialists, managers and executives based on industry needs; and c) industry sponsorships for scholarship, internship and employment for our students.
2. WEB COMMERCE

The Internet is rapidly becoming indispensable to people in their daily lives. Increasingly, consumers use the Internet for routine tasks of living. Having a spire of excellence on Web commerce will position the School at the forefront in this area and contribute to AGSM’s focus on growth.

AGSM has built an impressive capability around Web commerce. The effort is led by pioneering scholars and evidenced by the Sloan Center for Internet Retailing, the world’s leading university research center dedicated to improving the effectiveness of online retailing through the behavioral and quantitative study of online consumer behavior and Internet business strategy. AGSM also houses eLab, an internationally recognized, award-winning research lab for fielding online experiments regarding the Internet and serving as the experimental research arm to the Sloan Center. The New York Times calls this pioneering effort “one of the premiere research centers in the world for the study of electronic commerce.” The Wall Street Journal recognizes the effort as the “electronic commerce pioneer among business schools.”

The Sloan Center for Internet Retailing counts Walmart.com and Lands’ End/Sears as founding corporate sponsors. Additionally, current sponsors include Fox Interactive Media, Global Market Insite, GSI Commerce, Lands’ End, Miller Coors, NewsFutures, Organize.com, Procter & Gamble, Qualtrics, Shop.org, and Walmart.com.

There are currently 11 AGSM faculty associated with the Center and 12 affiliated faculty from other top institutions including UCLA, USC, NYU, Columbia, Carnegie Mellon, Dartmouth, and others. Sloan Center faculty publish widely in top journals, speak frequently at academic and industry events, and conduct research on some of the most pressing challenges facing Web commerce managers today. Many apply the results of their research to business problems by working with companies.

The Web commerce effort at AGSM is supported by Sloan Center projects, an innovative course sequence, special interest conferences held at UCR and the UCR Heckmann Palm Desert Graduate Center, and cutting-edge research that keeps in mind bottom-line impact. The combination of top faculty expertise and the unique platform provided by the Sloan Center and eLab put AGSM and UCR at the forefront of Web Commerce research education and knowledge diffusion. AGSM offers expertise in Web commerce unparalleled in the UC system.

The presence of the Sloan Center for Internet Retailing positions AGSM as the go-to source for information on Web commerce. Companies have the opportunity to access cutting-edge, industry-relevant research that can improve business practice, and outstanding undergraduate and MBA student talent for internship and career placement opportunities, and the potential to obtain special customized projects that address their unique and immediate business challenges. In addition, companies in the region are uniquely positioned to take advantage of advance opportunities to participate in the Center’s conferences and other programs and events, which provide opportunities to network with and learn from other corporate sponsors, share best practices and influence Sloan Center research priorities.

As the global economy transitions, Web commerce will play a central and increasingly fundamental role. AGSM is well-positioned to cement its strong reputation of academic excellence, innovation and leadership in Web commerce. This strong reputation in Web commerce will help attract students, executives and businesses.
3. Behavioral Decision Research

AGSM’s current and recently hired faculty members include scholars with international reputations in behavioral decision research (BDR). BDR is an interdisciplinary field that draws on insights from psychology and economics to provide a realistic description of human decision-making processes. Effective decision-making is fundamental to all management enterprises and is mission critical for managers. Development of a better understanding of the processes that influence human decision-making and the identification of ways to improve decision making represent important contributions to both management theory and management practice. The teaching of effective decision-making improves the quality and effectiveness of individual and organizational performance and outcomes.

AGSM has assembled an extraordinary cohort of interdisciplinary scholars with interests in behavioral decision research, broadly defined. This area of research is shared across all of AGSM’s departments with scholars in marketing, management, information systems, finance, management science, auditing, assurance and accounting making contributions to scholarship in this area. The School has recently hired two eminent scholars, one in auditing and assurance and one in management who are world-renowned for their research in the area. Nearly half of AGSM’s current faculty focus at least part of their research program in this area while examining issues in such diverse domains as auditor judgment, consumer behavior, the design of information and decision support systems, negotiation, interactive and group decision making, and the investment behaviors of individuals and firms. The number of faculty members with the School who share interests in the underlying area of behavioral decision research makes the area a natural unifying focus and creates the opportunity to distinguish the School.

There are also faculty members in other departments at UCR, notably psychology and economics, who have interests in and who do research on behavioral decision research. A focus on BDR offers an opportunity for building collaborative relationships with the larger UCR community. This spire also provides an opportunity for AGSM to differentiate and distinguish itself from other UC business schools.

Courses relevant to BDR already exist within the AGSM curriculum. BDR research is also complementary with respect to other Spires of Excellence, especially auditing and assurance and Web commerce. The eLab that now exists within AGSM provides an important tool for supporting BDR research. In addition, the School is in the process of designing and creating a new behavioral decision research laboratory, which will be located in the Anderson South Building. This state-of-the-art laboratory will provide a platform for both research and teaching related to decision making, negotiation, information presentation and processing, and related areas. AGSM expects this facility to be a shared resource with the Campus, thereby further solidifying AGSM’s collaborative role in scholarship at UCR.

Decision-making will always be an important area of research and a critical skill for managers. It is also an area that transcends individual business disciplines and can evolve over time to focus on issues as they emerge. For example, as UCR develops its School of Public Policy and its School of Medicine, important issues related to decision making by policy makers and health care providers may become additional foci of research.

AGSM is well-positioned to build on its current strength in BDR to emerge as one of a small number of centers of excellence in research and teaching related to decision making. Solidifying a strong reputation in BDR will attract students, executives and businesses and distinguish AGSM from other UC Campuses.
4. Empirical Finance

At UCR, we define empirical finance as the analysis of financial data and the application and interpretation of empirical financial research in managerial, professional, and academic settings. Empirical finance is a timeless discipline and is relevant to all sub-disciplines of finance, including among others: corporate finance, international finance, venture finance, private equity, asset pricing, market microstructure, and financial engineering. Regardless of whether a student is receiving an undergraduate business degree with a finance major, an MBA with a concentration in finance, or a management PhD, proficiency in the implementation and use of empirical research in finance is essential to his or her future success.

The Los Angeles region is home to several major financial firms’ headquarters and is importantly positioned in international commerce and finance. Inland Southern California has also been the fastest growing area in wealth management, banking, and real estate development. Developing this spire would serve the region well. Important industry questions would be addressed by empirical research in finance, and students would enter the workforce better prepared.

Building on current strengths and the expertise of its faculty, AGSM aspires to achieve worldwide distinction in the advancement of empirical finance research broadly and also specifically for the practice of management. AGSM currently has a core of faculty members in finance who have national reputations for excellence in empirical financial research and is well positioned to add to this core as it builds the finance faculty over the next few years. The emphasis on empirical finance complements other strengths of UCR, including its excellent econometrics faculty, its highly regarded mathematics programs, and AGSM’s strength in management science.

While the importance of empirical finance is uniformly recognized, no school in the UC system nor other nationally recognized university has elected to position itself in this way. To continue to build our credibility and quality, we will:

- Concentrate our faculty recruiting on empirical finance (possibly filling a named chair in this area).
- Explore collaboration with the econometrics faculty and seek to exploit possible complementarities with our requirements.
- Ensure that empirical finance is incorporated in the learning objectives of many advanced finance classes of the undergraduate and MBA programs.
- Review and secure sustained access for faculty and students to mission-critical finance databases and software.

Additional investments under consideration include:

- Exposing students to applications and practitioner use of empirical finance through regular presentations by appropriate practitioners.
- Launching the finance component of the management PhD
- Launching an empirical finance seminar/workshop series.
- Involvement in empirical finance conferences and/or journal editorships.
- Seeking funding for an Institute of Empirical Financial Research at UCR.
5. AUDITING AND ASSURANCE

The significant worldwide economic consequences of corporate, regulatory and financial market failures within the past decade have emphasized the need to reenergize research and education in information quality, decision making, judgment and ethics. In the wake of events such as the audit failures of Enron and WorldCom, we have witnessed increased regulation, the internationalization of standards, the formation of the Public Company Accounting Oversight Board (PCAOB), a burgeoning focus on corporate governance and business ethics, and heightened social demands for transparency within business and government and within the firms that audit them.

In this environment the demand for high caliber and well-educated professionals, especially those with audit skills and knowledge, has exploded nationally and worldwide. While the needs for auditing and assurance services have increased significantly, the academic community has witnessed a recent decline in scholarly studies in auditing on campuses in the US. All of these factors—plus the trends of economic development within California, especially Inland Southern California—create significant opportunity to become distinguished in this area.

In declaring this spire, AGSM seeks to provide the research and development that will lead to excellent accounting, auditing, and tax educational programs; provide cutting-edge academic research; and lead improvements in the practice of auditing and accounting.

The American Institute of Certified Public Accountants defines assurance services as “independent professional services that improve information quality or its context.” Paraphrasing from the International Audit and Assurance Standards Board, assurance services can also be considered services which enable assurance providers to report in relation to a subject matter that is the responsibility of another party (such as financial statements, sustainability reports or environmental impact statements), by evaluating that subject against accepted standards and criteria and expressing a conclusion about that subject matter.

Auditing is one type of assurance service and includes financial statement auditing which is “the process of providing assurance about the reliability of the information contained in a financial statement prepared in accordance with generally accepted accounting principles” (American Institute of Certified Public Accountants). The goal of an assurance service is to improve the information or its context so that decision makers can make better-informed decisions. More reliable or relevant information is critical to Behavioral Decision Research and points to likely synergies between this spire and the BDR spire.

Many of the essential pieces are already in place to develop this spire, including the potential for scholarship. While there are no faculty members at the other major UC campuses who research and publish regularly in the audit and assurance area, AGSM has several faculty members in place with national and international reputations. AGSM is also unique in producing research on ethical systems as is evidenced by research concerning the roles of the various stakeholders. Students benefit through AGSM courses that can readily disseminate best practices and the results of this research. AGSM is also distinguished in offering two undergraduate courses in auditing and assurance and one at the graduate level. No other peer UC school can boast this educational opportunity.

AGSM is one of a select few universities in the country that is in a position to impact this discipline. The auditing and assurance area is an increasingly important area within our economy and society in general and is an un-seized opportunity within the UC system and, in fact, within most academic institutions worldwide.
III. Strategic Goals + Objectives

By achieving the five strategic goals described below, AGSM will achieve its vision of developing world-class leaders and scholars who are as diverse as the challenges they face and the enterprises they grow. AGSM will be recognized as a premier center of management research and education with a distinctive focus on developing the knowledge, skills and tools required to lead and manage growth.

These five goals are:

#1: Establish and Support Spires of Excellence in Programs and Research

Rationale

As described above, AGSM has defined five Spires of Excellence. These are areas that hold the greatest potential for building our brand and a reputation for quality, innovation and contributions to the theory and practice of management. Therefore, the spires also constitute priorities for strategic investment foci in academic programs and research projects.

For each of these spires there is a current foundation of strengths and capabilities. Faculty members have articulated the case for each of the spires and will continue to provide leadership as we determine strategies for building each spire. Since our faculty and staff are our most valuable assets in developing the capabilities of the School, we will continue to be deliberate in how we build our team. We know that valuable assets command a premium and success in each spire will require additional resources.

Our efforts to build these areas of distinction will be supported by all the other goals. As articulated in both Goals #1 and #3, partnerships and alliances with business, government and our alumni will be essential to complement our expertise, complete our plans, offer various resources and extend AGSM throughout the world. As outlined in Goal #2, brand and spires will direct refinements of academic programs. Goal #4 points to the importance of an organizational culture that magnetizes, enables and
inspires excellence. And Goal #5 outlines the essential structure, infrastructure, systems, processes and resources for growth and achievement.

Objectives

1.1 **Engage Faculty to Lead Development of Plans to Build Distinction in Each Selected Spire**

Draw upon the expertise and aspirations of faculty to develop plans for research initiatives, interdisciplinary collaborations, curriculum enhancements, external partnerships, publications and other products. Define roles and structures that will lead and support the design and build up. Refine success metrics and targets specific to each spire.

1.2 **Focus Resources and Efforts on the Selected Spires of Excellence**

Concentrate attention on high-yield efforts to build capabilities and reputation. Align budgeting decisions and fund development targets with spires. Discontinue or redirect other efforts that would dilute or confound focus on spires.

1.3 **Secure Exemplary Faculty and Staff to Complement Existing Strengths in Each Area**

Target needed expertise and levels of faculty/staff productivity, satisfaction and retention. Plan pace of milestones according to internal capacity to support growth and strategize for highest value recruitment or collaborations. Ensure beneficial environment that supports faculty.

1.4 **Create Internal and External Partnerships that Support and Shape the Academic and Non-Academic Aspects of Each Spire of Excellence**

Design spires with input from internal and external stakeholders across academic and non-academic areas. Extend current and create new partnerships specific to each spire. Evaluate opportunities with UC, UCR, academic units, scholars, other academic institutions, professional associations, industries, businesses, nonprofit organizations, government entities and others.

Success Metrics

1a. **Academic**

- All five Spires of Excellence generate more articles published in premier academic and applied journals with high impact factor scores
- Number of AGSM faculty authoring or co-authoring these articles increases
- Research has impact on the scholarship of others and influence on management practices
- More of the niche programs within the spires distinguish themselves as top 25 or top 50 programs in the country
- As faculty positions become available or are funded, AGSM will prioritize new hires to increase the depth of expertise in the spires

1b. **Reputation**

- AGSM’s strengths are better known and recognized by the UCR campus
- Numbers of applicants who apply for admission to programs because of the reputation for Spires of Excellence is increased
1c. **FINANCIAL**

- Coursework developed within the spires generates positive cash flow to the School
- AGSM secures major gifts in support of the spires
- Number and total value of scholarships increases greatly

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

**Rationale**

AGSM’s academic programs are central to both our mission and vision. A major pillar of our purpose is to provide degree programs and other educational experiences that prepare our students to be effective managers and responsible community leaders. AGSM graduates will be distinguished by their understanding of the dynamics of successful growth in both a regional and global context. As our vision statement makes clear, our aspiration is to develop world-class leaders and scholars who are as diverse as the challenges they face and the enterprises they grow. Therefore, we must invest strategically in our academic programs. In addition to the essential recruitment of exemplary faculty, we are prioritizing enhancements to the content, structure, delivery and administration of our educational offerings.

Currently AGSM manages and operates the UCR Bachelor of Science Program in Business Administration and the full-time MBA Program. The Undergraduate Business Administration Program at UCR is an upper division program under review for enhancements to administration, structure and concentrations. The full-time MBA is growing in size and improving the quality of its student body. Other academic programs in development include: Executive MBA (based on full-time MBA curriculum and delivered at Heckmann Graduate Center in Palm Desert), Master of Accounting, Part-time/Fully employed MBA, and an interdisciplinary doctoral program in management and marketing (in collaboration with the Department of Psychology). In addition, AGSM is building its eLearning portfolio and will position itself as a provider of non-degree executive education.

**Objectives**

2.1 **LAUNCH PROGRAMS TO COMPLETE THE PORTFOLIO OF EDUCATIONAL OFFERINGS: PhD, EXECUTIVE MBA, FULLY EMPLOYED/PART-TIME MBA, MASTER OF ACCOUNTING (MACC)**

Implement the academic plan to offer the full complement of academic programs for a premier school of business and management. Evaluate the opportunities for developing other undergraduate or masters level programs, including interdisciplinary offerings with other UCR units. Plan for the inclusion of non-degree executive education that is consistent with AGSM’s brand and positioning and responsive to market.

2.2 **COMPLETE THE REORGANIZATION OF THE UNDERGRADUATE BUSINESS PROGRAM AND THE EXPANSION OF THE FULL-TIME MBA PROGRAM**

Transfer conferral of degree for the Undergraduate Business Program from the College of Humanities, Arts and Social Sciences (CHASS) to AGSM, providing business students a clear identity and academic home. Take advantage of jointly-housed undergraduate and graduate programs to leverage resources and administer more efficiently. Expand the full-time MBA program to 200 students, moving toward greater pedagogical and financial success and attaining the critical mass that draws recruiters, speakers and other external partners. Explore other
Strategic Plan | Goals + Objectives

possible expansion, such as adding specializations that align with spires and broadening AGSM’s role at UCR related to business and management.

2.3 **Enhance Curricula to Provide More Integrated, Thematic, Up-to-Date Programs that Reflect Brand Identity and Spires of Excellence**

Structure all programs so that sequencing and grouping of courses create high-impact educational experiences for students. Augment current strengths across programs with new courses and other educational offerings that showcase the expertise of recently hired faculty and interdisciplinary collaborations. Be guided in all updates to curriculum by the Spires of Excellence and the integrated theme of leading and managing all aspects of growth. Create signature experiences for students within programmatic offerings that reflect and reinforce the brand identity of the School.

2.4 **Improve Learning Outcomes through Enhanced Pedagogy and Delivery Methods, Including Integration of Technologies**

Build on most successful examples of learner-centered education, interactive environments, team-based projects, and small classes with hands-on experiences. Expand the eLearning portfolio. Utilize to full benefit: dedicated MBA classrooms that are upgraded to support distance education, UCR’s Heckmann Graduate Center in Palm Desert; and the computer lab now under the management of AGSM. Retain more ladder faculty who will bring their depth of expertise and research specialties into undergraduate and graduate courses.

2.5 **Integrate Applied Out-of-Classroom Experiences and Career Management Services that Prepare Students for Positions of Leadership in the Regional, National and International Business Communities**

Develop and enhance student services and projects at the nexus of the university and the community, e.g., case competitions, executive speakers, industry panels, consulting projects, applied research, meaningful interactions with employers and active clubs, professional organizations and networking experiences. Enhance the opportunities for and learning value of the required MBA internship. Emphasize leadership development opportunities. Expand the career management services and tools that build career-long skill sets (provided through AGSM’s MBA Career Services, and in collaboration with the UCR undergraduate Career Center, other UC business schools and professional associations). Support faculty in role as bridge for students between in-classroom and out-of-classroom learning experiences.

**Success Metrics**

2a. **Learning Outcomes & Employability**

- Undergraduate retention (graduation) rates increase
- External reputation of AGSM’s programs reflects its distinctive brand identity and its Spires of Excellence
- Students rate their educational experience as being distinctive, value-added and worth the investment
- Number of students who have secured employment at graduation and within three and six months of graduation increases
- Number of companies that recruit on campus and hire graduates increases and profile of companies is enhanced
- Number of applied learning experiences (internships, job shadowing, company consulting or research projects) is increased and effectiveness is enhanced
2b. **REPUTATION OF ACADEMIC PROGRAMS**

- MBA program continues to improve in national rankings (e.g., *U.S. News & World Report, Business Week*)
- Ranking of the Entrepreneurship program is sustained and improved (e.g., *Entrepreneur Magazine, Princeton Review*)
- BS in Business Administration program moves into the ranks of leading programs nationally
- PhD program places graduates in leading research institutions
- Relevant rankings and other measures of reputation reflect AGSM’s distinctive brand identity and Spires of Excellence
- AGSM is recognized for its innovative programs and is an opinion leader with respect to the design and delivery of academic programs

2c. **STUDENT PROFILES**

- Quality of BS students improves, as demonstrated by increased average entering GPA
- Quality of MBA students improves, as evidenced by increased average undergraduate GPA and GMAT scores and higher average years of work experience
- Diversity of the undergraduate student body continues to reflect the diversity of California and includes more national and international students
- Diversity of the students in graduate programs grows to include more domestic students

#3: Establish Partnerships and Alliances with Business, Government and AGSM Alumni that Are Productive and Mutually Beneficial

**Rationale**

This goal reaches far beyond any outmoded or quaint ideas of “town and gown” relations. Throughout the world, business and government make significant contributions to institutions of higher education, and research universities in turn impact all aspects of communities. Indeed, three of the six qualifying criteria (*listed above in Section IIG*) for each spire were focused on AGSM’s interplay with the world outside the proverbial campus walls: to enable or create opportunities for valuable collaborations, partnerships or alliances with the external community; to link AGSM to issues that are relevant to the geographic region, and; to strategically respond to existing or anticipated trends in demographics, economics, technology and society.

AGSM acknowledges the strategic importance of its relationships with external stakeholders, including alumni who bridge the roles of internal and external stakeholders. Alumni, who are already invested in the value of their degrees and the reputation of their alma mater, can be tremendous ambassadors for the interests of the School. In the last year, the School has intentionally reached out to business, government and alumni. As explained in the descriptions of brand and Spires of Excellence above, AGSM appreciates and intends to fully utilize the opportunities within the living laboratory that is dynamic, expansive Inland Southern California.

For this strategic planning process a dozen leaders from across sectors and throughout Inland Southern California formed an ad hoc External Steering Committee. These leaders reached out to others through dozens of interviews. In these and other ways, our external community is already participating in shaping the future of AGSM. Through the activities related to this strategic goal we will establish other ad hoc groups, advisory bodies, mechanisms and staff (such as directors of corporate outreach and alumni relations) that will anchor AGSM in the broader community and the community in AGSM. Opportunities we see within these reciprocal relationships include: students becoming local business leaders and
international students providing more global links; heightened cache of Inland Southern California; joint development of innovation and meaningful research; and AGSM providing critical information in the management of sustainable growth of the region and its businesses, markets and industries, such as regional economic forecasts.

Objectives

3.1 Develop Ongoing Mechanisms and Advisory Bodies that Provide Strategic Direction to and Advocacy of AGSM

Survey community and AGSM leaders to determine appropriate focus and structure of advisory bodies, both short-term and ongoing groups. Build upon success of strategic planning external steering committee; articulate clear charge for each group. Ensure that all staff members with external facing responsibilities are highly coordinated and respectful of the interests of community, students and alumni.

3.2 Position AGSM as an Integral Component of the Growth of Inland Southern California

Strategize for high-profile, high-impact activities that will contribute to the region while strengthening brand and spires. Create an economic forecasting center. Partner with entities that share a region-wide mission and are invested in the sustainable growth of Inland Southern California. Collaborate with new Chancellor and other deans to heighten UCR presence.

3.3 Establish Strategic Alliances with Business and Government that Build AGSM’s Brand and Value in the Region and with Select Industries

Determine what is needed from external alliances to establish brand and position in region and select industries. Articulate value propositions for strategic alliances. Identify, develop and sustain key relationships. Ensure reciprocity of relationships.

3.4 Maximize Engagement of Alumni and Prepare Students for Future Roles as Ambassadors of AGSM

Convene task force to inform the design and priorities of alumni and student-alumni relations. Establish formal infrastructure and build capacity for alumni relations. Expand and coordinate student-alumni opportunities for interactions. Support alumni in roles as ambassadors with staff support, strategic communications and mutually beneficial opportunities.

Success Metrics

3a. Brand Equity

- Awareness of AGSM and its strengths improves, as measured through perceptions of key stakeholders

3b. Alliances with External Stakeholders

- Number of active external participants increases (e.g., advisory bodies, sponsorship of internships or job shadowing, participation in research, active recruitment)
- Number of published cases resulting from work with business increases
- Number of research initiatives coming from industry and government increases
- Number of requests for internships increases
3c. ALUMNI ENGAGEMENT

- Number of active alumni increases (e.g., advisory bodies, sponsorship of internships or job shadowing, participation in research, active recruitment)
- Number of alumni donors and average size of gifts increases
- Number of student-alumni interactions increases and value is enhanced

#4: BUILD AND SUPPORT AN ORGANIZATIONAL CULTURE THAT REFLECTS AGSM’S SHARED VALUES AND VISION

RATIONALE

AGSM leadership recognizes that a new culture is needed for AGSM to grow, increase its influence and reputation, and contribute to the success of greater Inland Southern California.

Organizational culture is reflective of leadership. AGSM’s leadership team has fueled aspirations for excellence and stimulated significant momentum. They have filled a number of critical management positions and recruited several senior-level faculty. It is evident that new personnel and the School’s long-time faculty and staff are energized by the sense of ambition, community and teamwork. There is increasing evidence that AGSM is poised for prominence in UCR affairs as well. For example, AGSM faculty and staff have recently been recruited for leadership roles across the campus.

Understanding the link between positive organizational culture and organizational effectiveness, the planning process deliberately addressed how AGSM could maximize the value of its intellectual assets, primarily its human capital. Over the next five years, AGSM expects to grow on a number of levels: faculty, students and staff; research productivity; square footage and facility upgrades; academic programs and reputation; partnerships; funding; and relevance to the greater business community. To achieve this breadth and depth of change and growth, AGSM is making explicit the organizational culture most conducive to this level of transformation. The intention is to institutionalize momentum so that it does not rely on a single leader.

OBJECTIVES

4.1 CREATE AND SUSTAIN A CULTURE OF TEAMWORK

Articulate and operationalize a model of teamwork that values customer service, cooperation and mutual respect across groups, including all levels of faculty, staff, students, parents, and alumni. Encourage and reward those who effectively work in teams. Promote cross-functional cooperation across departments and disciplines that reflect our focus on results and momentum.

4.2 PROMOTE OPENNESS, ACCESSIBILITY, ACCOUNTABILITY AND INCLUSIVENESS

Set a tone of openness and accessibility by having AGSM’s leadership model ways to promote cooperation, diversity, exchange of ideas and effective communication. Encourage all in positions of leadership or management to create an environment that welcomes the participation of informed stakeholders regardless of level or position. Expect all to seek ways to put the values of AGSM into practice, honor others and demonstrate personal accountability.

4.3 ENSURE CONSISTENCY AND CONGRUENCY AMONG POLICIES AND PRACTICES

Walk our talk. Develop and implement personnel practices—particularly hiring, performance reviews and orientation—that align with, reinforce AGSM values and implement UCR Campus-wide Performance Standards. Ensure that formal and informal reward systems are meaningful to
individuals and effective at strengthening desired culture. Design processes for internal communications and decision making that respect and include various stakeholders and embody AGSM’s values of collaboration and community. Refine and reinforce policies that set standards for professional and ethical behavior; support all, including students, in ongoing development of related skills.

4.4 **Develop Means and Content of Communications that Consistently Align with AGSM’s Vision and Values**

Engage internal and external stakeholders with inspiring communications and opportunities to contribute to the success of AGSM. Use compelling messages focused on the vision and values that induce the commitment of others to our growth and innovation. Maintain high quality Web presence that highlights the distinct brand and values, showcases the Spires of Excellence and other strengths, and illustrates the living laboratory of Inland Southern California. Facilitate easy navigation of the school’s systems through clear, consistent and accessible communications; proactively relay changes to infrastructure and ways of accessing services and programs.

**Success Metrics**

4a. **Employee Relations**

- AGSM attracts more applicants for open positions as a result of its reputation as a positive place to work
- Faculty and staff morale is high
- Faculty and staff experience is consistent with AGSM’s values
- Performance follows UCR’s principles (community, UC ethical values and standards of ethical conduct, diversity, health and safety, service orientation, and management/supervision)
- Faculty actively participate in school functions that provide opportunities to build personal relationships with staff and students
- Staff feel respected for their efforts; hierarchy or rank is not a factor in valuing the contributions of AGSM employees
- There is a shared sense of wanting to solve problems; when challenges arise, people feel supported in finding how to overcome the obstacles

4b. **Campus Visibility**

- There is an increase in the number of collaborations or partnerships between AGSM and other UCR units
- More AGSM faculty and staff are invited to assume leadership roles at UCR

4c. **Walking the Talk**

- Those who convene meetings actively seek ways to express AGSM’s values
- There are more cross-departmental activities and initiatives, and more collaborations that link AGSM to UCR
- People innovate and demonstrate that they value new approaches
- Leaders are deemed visible and accessible by the faculty and staff at large
- Faculty and staff feel a sense of fairness with rewards clearly and appropriately linked to performance
#5: Develop Capacity to Manage Strategically and Support Growth of Business Programs at UCR

**Rationale**

From 2002-2007, AGSM witnessed a series of leadership changes that resulted in a lack of consistency in direction, open positions remaining unfilled, and delays of investments in infrastructure, technology, and facilities. As a result, AGSM lags behind peer institutions along the spectrum of internal capacity: structure, infrastructure, systems and financial resources.

The AGSM leadership team has assembled an experienced team to prioritize and address the needs of the School and has used the strategic planning process to document the next steps in building administrative capabilities that are necessary for growth. In addition to relying on the skills of new and re-energized staff, AGSM also benefits from existing systems and policies developed by UC that have been used by other research business schools. A further strength on which AGSM can capitalize is the clear direction of the School articulated through its brand, vision, and Spires of Excellence. The identification and adoption of the Spires of Excellence has created a set of investment priorities.

These priorities will require an infusion of resources. While the historical financial model of the School relies on state funding (that is tied to student enrollment in its programs), the current senior leadership believes the percentage of state support subjects the School to the uncertainties of state funding. The history of the School is one marked by periods of growth and improvement interrupted by financial exigency. Recognizing this threat, the leadership has developed strategies and an aggressive plan for reducing its dependence on state funding and generating revenue from other sources, especially self-supporting degree and non-degree programs.

AGSM’s leadership is developing user-friendly systems to enable managers to monitor progress in critical areas, such as the success measures for each strategic goal. The end result will be more systematized processes that are streamlined and valuable. With plans for strategic growth, the School’s facilities and space utilization are important aspects of capacity. Currently the full-time MBA program is administrated through offices located in the Anderson Hall complex on the UC Riverside campus. A new undergraduate hub will be opened in the fall of 2008 in Olmsted Hall to house undergraduate program staff, teaching assistants and lecturers. A new suite of offices for the MBA program will also be opened in Anderson South in the fall of 2008. These changes have enabled the School to accommodate all ladder faculty members in Anderson Hall during the 2008-2009 academic year, but there is no room for further growth of faculty and staff in Anderson Hall. UC Riverside operates the Palm Desert Graduate Center (approximately 60 miles southeast of the main campus), a versatile and professional facility with state-of-the-art, technology-enabled classrooms. MBA courses are offered at the facility, which is an ideal location for destination programs such as an Executive MBA or non-degree executive development programs that do not require the infrastructure, services, and community required by undergraduate and full-time MBA programs. Without question, expansion of AGSM’s faculty, staff and student body will require more and better designed space. Additional office space and dedicated classrooms are necessary for AGSM to fulfill its teaching and research missions. To support the growth and distinctiveness of the School, and to enhance the learning experience of our students we will need a new state-of-the-art facility on the Riverside campus and potential satellite locations throughout Inland Southern California.

To facilitate its leadership role in management research and education AGSM will establish centers focused on its brand identity and Spires of Excellence. One such center, The Sloan Center, already exists, but centers devoted to research and management practice in the other spires are required. As the flagship business school in Southern Inland California AGSM must also provide forward-looking information that
will guide the economic development of the region and that will provide credibility for the School’s brand identity. In order to do so AGSM will need to re-establish its Center for Economic Forecasting.

**Objectives**

5.1 **Design Support Services, Administrative Planning Processes, and Faculty Governance Structures that are Responsive to Evolving Circumstances**

Define and document the range and level of support services provided to faculty and students. Develop more efficient tools for administrative processes, resource and financial planning, and management to reduce processing time, ensure consistency and provide high quality customer service. Organize and engage faculty in a flexible governance model and departmental structure that can best support the vision and growth of AGSM.

5.2 **Implement Responsive Staffing Plan and Ongoing Professional Development of Faculty and Staff**

Develop and implement a scalable staffing plan that ensures breadth and depth of expertise and sufficient coverage for growth. Strengthen the skills and talents of faculty and staff through systematic training and development to ensure the highest level of performance and quality.

5.3 **Invest in Technology and Value-Added Facility Upgrades**

Prepare for building expansion on the Riverside campus and capitalize on the Heckmann Palm Desert facility for executive education offerings. Create more dedicated, contiguous space that creates a one-stop center for all student services. Invest in technology-intensive environments for research and education that put AGSM on par with peer institutions. Upgrade facilities to establish a more professional business milieu. Design and implement existing physical spaces that foster and encourage formal and informal collaboration, teamwork, and sense of community.

5.4 **Implement a Comprehensive Fundraising Plan to Cultivate Relationships and Garner Resources**

Devise vehicles to identify and engage individuals (especially alumni), corporations and foundations that result in meaningful relationships with AGSM. Define opportunities for giving to AGSM that support the Spires of Excellence. Detail sources of income and gift levels necessary to achieve AGSM’s aspirations. Solicit and steward donors to appropriately recognize and acknowledge their support. Expand the number of staff dedicated to external relations.

5.5 **Establish Additional Centers of Excellence in Support of the School’s Brand Identity and Spires of Excellence**

Obtain corporate and community resources for support of centers of excellence. Such support will include financial resources, advice, research settings and problems, data, project opportunities for faculty and students, and placement opportunities for students, among others.

**Success Metrics**

5a. **Standardization**

- Administrative processes are streamlined
- There is greater consistency in how administrative tasks are accomplished
5b. **EMPLOYEE AND STUDENT SATISFACTION**
- Faculty and staff feel as though they are learning, growing and accomplishing something of value
- AGSM enjoys a reputation for developing faculty and staff
- Students take pride in the quality of the facilities available

5c. **FUTURE CAPITAL CAPABILITIES**
- Plans are developed for the design and construction of a new building on the Riverside campus
- AGSM delivers high quality distance education programming to serve the highly dispersed population of Inland Southern California and other constituencies

5d. **FINANCIAL**
- AGSM increases the percentage of its resource base that is not based on state funding
- Programs offered at the Heckmann Graduate Center in Palm Desert are expanded, generating more net revenue to AGSM
- AGSM garners new sources of funds from an increasingly larger base of supporters
- Percentage of AGSM alumni who contribute to the School increases
- AGSM secures additional major gifts to underwrite costs of growth and expansion of facilities
- AGSM moves up in rankings in the growth of its endowment
- AGSM obtains support for additional centers of excellence
IV. Concluding Statement

AGSM is poised to become the next great UC business school. It will use its location in Inland Southern California to full advantage by developing an identity as the best business school for learning about growth: how to identify and evaluate growth opportunities, how to develop growth opportunities, and how to manage and sustain growth in a socially responsible manner. It will also be known as a School that facilitates personal development and growth through a focus on leadership and strategic thinking.

This plan establishes the directions, priorities, and activities that will shape the School and allow it to fully realize its potential. The purpose of the plan is to transform AGSM into the flagship business school of Inland Southern California with an international reputation for management scholarship and education.

As a part of the only research university in the vast and growing Inland Southern California region, AGSM will play a critical role in the research mission of UCR and will serve as a source of economic growth and development in the region.

As a fixture of one of the most important hubs of international commerce in the world, AGSM will be a key link between the region and the global economy.

Through its scholarship and educational programs AGSM will be internationally recognized for its contributions to management thought and practice. In addition to its focus on growth the School will develop five spires of excellence: accounting and assurance, empirical finance, supply chain management, Web Commerce, and behavioral decision research.

V. Appendix

A. Strategic Planning Process

In late 2007, AGSM selected Sintra Consulting (www.sintraconsulting.org) to partner with them on the development of the School’s strategic plan. Before the process was launched in February 2008, the Dean began recruiting a diverse team of individuals to two committees: an internal planning committee comprised of senior faculty and staff, and an external steering committee consisting of senior business and civic leaders from a range of industries and communities throughout Inland Southern California. (The rosters of both committees are included as attachments to the plan, and other contributors are noted below. The Sintra Consulting team was lead by senior consultants Mary Genis and Gina Airey.)

Both committees were charged with providing input on the process, gathering additional information from a broader group of stakeholders, developing a set of recommendations based on their diverse backgrounds and expertise, and advising on the recommendations developed by others.

The internal planning committee met on five occasions over five months. They joined the external steering committee which met four times. In both cases, the groups met for several hours, allowing for analysis of information, weighing of options, and in-depth discussion.

The first few meetings of both groups were designed to identify the primary strategic issues the plan should address and to design a process for gathering input from others. Together with the consultant team,
both committees developed comprehensive sets of interview questions to pose to the broader stakeholder groups. Members of the external steering committee conducted over 30 individual interviews with other senior business and community leaders whom they personally knew. The internal planning committee convened a half-day meeting to which all AGSM faculty members were invited. A second half-day meeting solicited the input of the School’s administrative and program staff.

The consultant team conducted four focus groups: current undergraduate business administration students, current MBA students, and two sessions with over 20 alumni of AGSM and UCR business programs. Combined, the data gathering effort involved more than 150 individuals, representing a broad cross-section of perspectives, and relationship with the School, familiarity with AGSM, and professional interests.

1. Using the combined feedback, the consultant team led the two planning groups through an analysis of strengths, opportunities, aspirations and desired results. This process allowed the groups to identify potential strategies for AGSM in relationship to its existing strengths and potential niches in the business school arena. Three themes emerged that would pervade the planning process and the resulting plan: Because of its internal strengths and its geographic location, AGSM is well-positioned in the area of growth, innovation and entrepreneurship.

2. The School’s and the region’s diversity is and will be a strategic advantage.

3. AGSM is well poised to locally and globally, capitalizing on the needs and assets of Inland Southern California and linking its research, graduates and business partners to the global economy.

These themes were crystallized into a mission, vision and brand identity. The two planning bodies developed a set of criteria for determining the areas in which AGSM will choose to build a distinctive reputation in management research and education. With leadership from the internal planning committee, along with significant direction and assistance from several of the School’s leading faculty, a set of Spires of Excellence were selected. Once the spires were determined, the consultant team and planning groups developed a set of strategic goals.

Several months into the process, the consultant team shared a preliminary set of goals and Spires of Excellence with the entire AGSM faculty and staff. In the ensuing weeks, the goals and spires were refined, and specific objectives and success measures were developed for each goal.

In recognition of the important role of organizational culture when undertaking significant change, the consultant team led a series of conversations about the shared values the School would need to embody to achieve its lofty ambitions. Together with the strategic objectives, the shared values describe the kinds of actions, attitudes and behaviors required to lead and manage the School’s growth and innovation.

The consultant team completed a draft of the plan in July, at which time the internal planning committee and a group of senior faculty who contributed to the Spires of Excellence reviewed and edited the plan. Once their input was incorporated, the external steering committee assessed and offered feedback on the plan in August. Following their signoff, the Dean shared the plan with the School’s faculty in August in preparation for launching the implementation phase in the fall of 2008.

We would like to thank all of those who contributed ideas to this plan: faculty, students, staff, alumni, UCR colleagues, and business and community leaders. In particular, we would like to acknowledge two groups: those who served generously and thoughtfully on the Internal Planning Committee and External Steering Committee (listed in subsequent appendices); and, members of the AGSM faculty and staff who provided expertise, specific written content and editing skills in the completion of this strategic plan.

Carolyn Hock, Director of External Communications
B. Plan Snapshot

**Mission** | *Why does AGSM exist?*

To develop diverse leaders, propel research-based innovation and promote the sustainable growth of Inland Southern California within the global economy. We harness the powerful resources of the University of California and our location at the nexus of commerce to create a laboratory for education, research, and productive partnerships across economic enterprises.

**Brand** | *AGSM will define its distinctive identity.*

**Growth**

**Themes** | *Two crosscutting themes at AGSM will influence all that we do.*

- Innovation, Entrepreneurship & Economic Growth
- Leadership, Strategic Thinking & Personal Growth

**Spires of Excellence** | *AGSM will build distinction in these five academic disciplines.*

- Supply Chain Management
- Web Commerce
- Behavioral Decision Research
- Empirical Finance
- Auditing and Assurance

**Shared Values** | *Six values will provide a framework for approaching new situations and making decisions.*

- Investment
- Integrity
- Momentum
- Bias for Results
- Collaboration
- Community

**Vision** | *What is AGSM striving for?*

Our vision is to develop world-class leaders and scholars who are as diverse as the challenges they face and the enterprises they grow. AGSM aspires to be a premier center of management research and education with a distinctive focus on developing the knowledge, skills and tools required to lead and manage growth.
Goals, Objectives, & Metrics | AGSM will take measurable actions to progress toward our vision.

<table>
<thead>
<tr>
<th>#1: Establish and Support Spires of Excellence in Programs and Research</th>
<th>Metrics:</th>
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</thead>
<tbody>
<tr>
<td>1.1. Engage faculty to lead development of plans to build distinction in each selected spire.</td>
<td>1a. Academic</td>
</tr>
<tr>
<td>1.2. Focus resources and efforts on the selected spires of excellence.</td>
<td>1b. Reputation</td>
</tr>
<tr>
<td>1.3. Secure exemplary faculty and staff to complement existing strengths in each area.</td>
<td>1c. Financial</td>
</tr>
<tr>
<td>1.4. Create internal and external partnerships that support and shape the academic and non-academic aspects of each Spire of Excellence.</td>
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<tr>
<th>#2: Successfully Develop Academic Programs that Provide Meaningful and Distinctive Educational Experiences</th>
<th>Metrics:</th>
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<tbody>
<tr>
<td>2.1. Launch programs to complete the portfolio of educational offerings: PhD, Executive MBA, Fully Employed/Part-Time MBA, Master of Accounting (MAcc).</td>
<td>2a. Learning Outcomes &amp; Employability</td>
</tr>
<tr>
<td>2.2. Complete the reorganization of the undergraduate business program and the expansion of the full-time MBA program.</td>
<td>2b. Reputation of Academic Programs</td>
</tr>
<tr>
<td>2.3. Enhance curricula to provide more integrated, thematic, up-to-date programs that reflect brand identity and Spires of Excellence.</td>
<td>2c. Student Profiles</td>
</tr>
<tr>
<td>2.4. Improve learning outcomes through enhanced pedagogy and delivery methods, including integration of technologies.</td>
<td></td>
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<tr>
<td>2.5. Integrate applied out-of-classroom experiences and career management services that prepare students for positions of leadership in the regional, national and international business communities.</td>
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<tr>
<th>#3: Establish Partnerships and Alliances with Business, Government and AGSM Alumni that Are Productive and Mutually</th>
<th>Metrics:</th>
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<tbody>
<tr>
<td>3.1. Develop ongoing mechanisms and advisory bodies that provide strategic direction to and advocacy of AGSM.</td>
<td>3a. Brand Equity</td>
</tr>
<tr>
<td>3.2. Position AGSM as an integral component of the growth of Inland Southern California.</td>
<td>3b. Alliances w/ External Stakeholders</td>
</tr>
<tr>
<td>3.3. Establish strategic alliances with business and government that build AGSM’s brand and value in the region and with select industries.</td>
<td>3c. Alumni Engagement</td>
</tr>
<tr>
<td>3.4. Maximize engagement of alumni and prepare students for future roles as ambassadors of AGSM.</td>
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<tr>
<th>#4: Build and Support an Organizational Culture that Reflects AGSM’s Shared Values and Vision</th>
<th>Metrics:</th>
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</thead>
<tbody>
<tr>
<td>4.1. Create and sustain a culture of teamwork.</td>
<td>4a. Employee Relations</td>
</tr>
<tr>
<td>4.2. Promote openness, accessibility, accountability and inclusiveness.</td>
<td>4b. Campus Visibility</td>
</tr>
<tr>
<td>4.3. Ensure consistency and congruency among policies and practices.</td>
<td>4c. Walking the Talk</td>
</tr>
<tr>
<td>4.4. Develop and share of communications that consistently align with AGSM’s vision and values.</td>
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<tr>
<th>#5: Develop Capacity to Manage Strategically and Support Growth of Business Programs at UCR</th>
<th>Metrics:</th>
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<tr>
<td>5.1. Design support services, administrative planning processes, and faculty governance structures that are responsive to evolving circumstances.</td>
<td>5a. Standardization</td>
</tr>
<tr>
<td>5.2. Implement responsive staffing plan and ongoing professional development of faculty and staff.</td>
<td>5b. Employee &amp; Student Satisfaction</td>
</tr>
<tr>
<td>5.3. Invest in technology and value-added facility upgrades.</td>
<td>5c. Future Capital Capabilities</td>
</tr>
<tr>
<td>5.4. Implement a comprehensive fundraising plan to cultivate relationships and garner resources.</td>
<td>5d. Financial</td>
</tr>
<tr>
<td>5.5. Establish additional centers of excellence in support of the School’s brand identity and Spires of Excellence.</td>
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C. Internal Planning Committee

Peter Chung  
Chair & Professor of Finance and Management Science

Bajis Dodin  
Associate Dean & Professor of Management Science

Margie Dufford  
Chief Financial and Administrative Officer

Mohsen El Hafsi  
Associate Dean & Associate Professor of Management Science

John Haleblian  
Associate Professor of Management

Donna Hoffman  
Chair & Professor of Management and Marketing

Brent Hunter  
Director of Development

Kazi Mamun  
Undergraduate Program Director

Paul Pavlou  
Associate Professor of Accounting and Information Systems

Nahid Razavi  
MBA Program Director

Jorge Silva-Risso  
Associate Professor of Marketing

David Stewart  
Dean

Aman Ullah  
Chair & Professor of Accounting and Information Systems
D. External Steering Committee

Erik Anderson  
President & Owner  
Anderson Financial

Donald J. Berry, Jr.  
Director of Operations  
ESRI

Eric Christensen  
SVP / Finance  
Fox Interactive Media

Scott Crane  
Director of Development  
Southwest Healthcare System

Sam Crowe  
President & Partner  
Covington & Crowe

Dennis Frank  
Immediate Past President  
Southwest California Economic Development Corporation

Brian Hawley  
Chief Financial Officer &  
Chief Technical Officer  
Luminex

Michael Morris  
Vice President for the  
Inland Empire  
LNR Property Corporation

Bill Powers  
President  
Pacific Western Bank

Ron Redfern  
Publisher &  
Chief Executive Officer  
The Press-Enterprise Company

Dan Rendler  
Director of Gas Distribution  
The Gas Company – Redlands Office

Andy Sale  
Partner  
Ernst & Young

Joan Sparkman  
Senior Vice President  
Temecula Valley Bank

Mike Vanderpool  
President/  
Chief Operating Officer  
Security Bank of California

Kirk Wright  
Chief Executive Officer  
The Garrett Group
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