



# Merage

ON THE MOVE

# GO AHEAD; Bury This!

(Remove our “seeded” cover paper,  
plant it and watch it bloom.)

The term ‘sustainability’ was once synonymous with ‘green.’ Today, business leaders face a wider, more evolved definition. Increasingly, visionary organizations are adopting an innovative approach to sustainability that provides for long-term profitable growth while limiting their environmental impact.

Every day, choices can be made that help save non-renewable resources. We’re using recycled paper, soy-based inks, and we’re working with suppliers that practice ecologically sound principles of manufacturing and disposal. More and more, the world is seeing that every choice adds up.

## Innovative Programs SUSTAINABILITY AND COMPETITIVE ADVANTAGE

Not too long ago, sustainability and competitive advantage were not goals that many thought could be simultaneously accomplished. Today, organizations frequently focus on this joint objective. At UC Irvine’s Paul Merage School of Business, Professor Margarethe Wiersema has developed a course that provides business leaders with the skills to implement, evaluate and raise awareness for a successful sustainability program.

“With sustainability becoming a mainstream issue, it’s getting easier to make the business case for corporate programs,” says Wiersema. The steps are basic, but vital:

- STEP ONE:** Build awareness from the top down: from the leadership team level throughout the organization.
- STEP TWO:** Develop a plan that establishes clear metrics and goals.
- STEP THREE:** Test for *Sincerity* and *Commitment*. If efforts fail to reach beyond superficial cosmetic value – known as ‘greenwashing’ – your sustainability program can backfire.
- STEP FOUR:** Involve associates from all levels of the organization to implement change.

“Competitive advantage can be fueled by the way a company’s stakeholders and customers perceive its reputation,” says Wiersema. “In today’s market, an innovative, well-executed sustainability program can drive growth.”

# The World Shrinks; the Merage School Expands

COLLABORATIVE EXECUTION AT A GLOBAL LEVEL

Johnson & Johnson

Deloitte.

AMGEN



Bank of America



BOEING

Experian

PRICEWATERHOUSECOOPERS



Abbott  
Medical Optics



Morgan Stanley

ebay

SAMSUNG

KAISER PERMANENTE.

niagara  
BOTTLING, LLC

Disney \* abc  
INTERNATIONAL  
TELEVISION

BECKMAN  
COULTER

## Merage School Global Partners

- Bocconi University, Milan
- Budapest University of Economics (BUES)
- Chinese University of Hong Kong
- HEC, Paris
- ESSEC Business School, Paris
- Hong Kong University of Science & Technology
- KAIST, Korea
- Maastricht University, Netherlands
- National University of Singapore (NUS)
- Pontificia Universidad Catolica de Chile (PUC)
- Vienna University of Economics and Business
- Yonsei University, Seoul



# Welcoming New Faculty

## **Devin Shanthikumar**

*Assistant Professor  
Financial and Managerial Accounting  
PhD, Stanford University*

Professor Devin Shanthikumar, formerly a faculty member at Harvard Business School (HBS), joins the Merage School as assistant professor of Financial and Managerial Accounting where she will teach courses in both financial and managerial accounting. Prior to teaching, she earned her PhD in Business Administration from Stanford University and completed the General Managers Program in Executive Education at HBS.



Professor John Turner joins the Merage School as assistant professor of Operations and Decision Technologies. He earned both his MS and PhD in Operations Research at The Tepper School of Business at Carnegie Mellon University. Turner served as an instructor at the Tepper School where he taught Production: Operations Management.

## **John Turner**

*Assistant Professor  
Operations and Decision Technologies  
PhD, Carnegie Mellon*

## **Libby Weber**

*Assistant Professor  
Strategy  
PhD, University of Southern California*

Professor Libby Weber joins the faculty of the The Paul Merage School of Business as Assistant Professor of Strategy. Prior to her position at the Merage School, Weber taught Strategic Management and Contemporary Issues in Competitive Strategy at the Marshall School of Business at the University of Southern California from which she earned both her MBA and PhD.



*Our faculty research* serves as the foundation for, and builds upon, a great wealth of information in management education. Read abstracts of a sample of our many published works at [merage.uci.edu/go/research](https://merage.uci.edu/go/research).



# Rankings Recognition



#1

Employment of MBA students within three months of graduation is ranked #1 in the U.S.  
*(Financial Times 2010)*

#25

MBA alumni compensation 10 years after graduation is ranked #25 nationally.  
*(BusinessWeek 2008)*

#36

The Merage School made the largest leap ahead to #36 in the U.S. for its Full-Time MBA Program.  
*(U.S. News & World Report 2011)*

#30

The University of California, Irvine, is ranked #30 among North American universities.  
*(Times Higher Education 2010)*

#23

Executive MBA Program (EMBA) is ranked #23 in U.S.  
*(U.S. News & World Report 2011)*

#24

Fully Employed MBA Program (FEMBA) is ranked #24 in U.S. among part-time programs.  
*(U.S. News & World Report 2011)*

# Outreach on a Global Scale

## Recent Events



**MIKE MUSSALLEM**

CEO, Edwards Life Sciences

>300 attendees

**SOLD OUT**

**LIZ ANN SONDRERS**

Chief Investment Strategist, Schwab

>350 attendees

**SOLD OUT**



**HEALTH CARE FORECAST CONFERENCE**

>350 attendees

**SOLD OUT**

**JOHN KRAFCIK**

CEO, Hyundai Motor North America

>550 attendees

**SOLD OUT**



>700 C-suite executives from many global companies and non-profit organizations regularly team up through Advisory Boards, Centers of Excellence, networking and philanthropic groups, and mentor programs.

>20 public events each year, many filled to capacity, educating >5000 attendees.

7 Centers of Excellence and Institutes:

**DON BEALL CENTER FOR INNOVATION AND ENTREPRENEURSHIP**  
[merage.uci.edu/go/Beall](http://merage.uci.edu/go/Beall)

**CENTER FOR HEALTH CARE MANAGEMENT AND POLICY**  
[merage.uci.edu/go/CHCMP](http://merage.uci.edu/go/CHCMP)

**CENTER FOR INVESTMENT AND WEALTH MANAGEMENT**  
[merage.uci.edu/go/CIWM](http://merage.uci.edu/go/CIWM)

**CENTER FOR LEADERSHIP AND TEAM DEVELOPMENT**  
[merage.uci.edu/go/CLTD](http://merage.uci.edu/go/CLTD)

**CENTER FOR REAL ESTATE**  
[merage.uci.edu/go/CRE](http://merage.uci.edu/go/CRE)

**CENTER FOR RESEARCH ON INFORMATION TECHNOLOGY AND ORGANIZATIONS (CRITO)**  
[merage.uci.edu/go/CRITO](http://merage.uci.edu/go/CRITO)

**JOHN & MARILYN LONG U.S. - CHINA INSTITUTE FOR BUSINESS AND LAW**  
[merage.uci.edu/go/LongInstitute](http://merage.uci.edu/go/LongInstitute)

# Innovation is at the Heart of Our Leadership

## *The Merage School*

Dean Andrew J. Policano, PhD, provides unparalleled leadership to the School. An acclaimed economist, he currently also serves as Chairman of the AACSB, the top accreditation organization for business schools in the US and globally. Under his guidance, the Merage School has seen impressive growth:



- Endowment funding has more than tripled in the last five years.
- Faculty hiring continues even in this difficult economy; seven new faculty members are expected to be recruited this year.
- New undergraduate business program enrolls the top 2-5% of applicants – the most requested program on campus, with the highest GPA and SAT scores of any major on campus.
- Masters programs with law, engineering and biology are in development.
- Executive Education is expanding for the business community at large.
- New building plans will more than double our facilities with new classrooms, offices and meeting rooms.

# Building for the Future



Experian Executive Classrooms  
Dean Andy Policano (L) with Experian  
President and COO Chris Callero.

*Partners* like Experian and PAAMCO help us  
renovate the old...



PAAMCO Lobby

*Any way you grow it...*

## Merage is on the Move

as we look forward to the new.



