UCI Paul Merage School of Business

Strategic Plan

VISION
To be at the forefront of education and research among globally preeminent business schools.

MISSION
Develop globally-competitive transformational leaders in a diverse, collaborative, student-centric community where academic excellence and practical application coalesce.

OUR STRATEGIC IDENTITY
We are a business school committed to serving our students, alumni, business partners and academic communities. Together we share a core strategic identity.

WHO WE ARE: We are ambitious. We are intellectually hungry. We have a calling to deliver educational excellence valuing diversity, collaboration, inclusivity and respect. We celebrate both the academic tradition of the University of California and our innovative spirit as one of its youngest campuses.

WHAT WE DO: We provide thought leadership and train professionals to drive value for a lifetime – for the future of business and society, locally, nationally and globally.

WHERE WE DO IT: We are the heart of the business community of Orange County, California; a vibrant ecosystem with global reach. As such, we are uniquely positioned to attract scholars, students and partners, domestically and internationally.

HOW WE DO IT: We foster collaboration across our students, faculty, university and community. We excel by providing access to, and growth within, our programs, faculty and staff. We innovate operationally to ensure we remain relevant and cost effective in a rapidly changing world.

GOALS

GOAL 1 – Deliver Research and Teaching Excellence: Produce the highest quality research and leading edge curricula that influence business and society. Develop and utilize contemporary research methods and pedagogical tools to discover and disseminate knowledge.

GOAL 2 – Leverage Orange County and its International Reach: Cultivate relationships and opportunities in an ever-expanding sphere of influence across Orange County and around the world, including the mobilization of our alumni, corporate, and scholarly networks.

GOAL 3 – Value a Culture of Inclusivity: Foster success through a climate of respect for diversity of thought and culture. Cooperatively excel in our work, our learning and community collaborations.

GOAL 4 – Be Operationally Innovative and Effective: Seek innovative solutions that solve operational challenges. Strive to collaborate effectively, leverage our strengths, and create cost efficient, scalable operations.

merage.uci.edu/go/StratPlan
MEASUREMENTS FOR SUCCESS

GOAL 1 – Deliver Research and Teaching Excellence

- **Research**
  - Research publications
  - Research citations
  - Press coverage of research publications
  - Number of PhDs awarded annually
  - Editorships / editorial review board memberships
- **Teaching**
  - Graduating students’ career outcome statistics and starting / continuing salaries
  - ROI of degree / tuition recovery time
  - Program size
  - Student retention
  - Time to graduation
  - Student evaluations of teaching
  - Student willingness to recommend Merage School
  - Program rankings

GOAL 2 – Leverage Orange County and its International Reach

- Development dollars raised
- Alumni network referrals for programs and careers
- Time to employment
- Employer satisfaction with graduates hired
- Number and type of companies posting jobs at the Merage School from our region
- Number and type of companies participating in career events at the Merage School
- Composition of boards advising the Merage School and Centers of Excellence
- Net revenue of self-supporting programs
- Revenue generated by Executive Education (domestic and international breakout)
- Participation in the external community by Merage School Centers of Excellence and other Merage School representatives
- Participation in Merage School international activities, both as hosts and visitors
- Student percent participation in experience abroad

GOAL 3 – Value a Culture of Inclusivity

- Climate Survey for faculty, staff, students
  - Personal commitment to the Merage School
  - Skill development
  - Comfort in raising problems or issues
- Diversity of faculty, staff, students, advisory boards and leadership
- Diverse participation in activities of the Merage School and its Centers of Excellence
- Mentorships

GOAL 4 – Be Operationally Innovative and Effective

- 360 Degree Survey of departments
  - Business Services
  - Communications tools / CRM
  - Degree programs and Executive Education
  - Financial plan / growth model for faculty, executive staff
  - IT Services
  - Marketing
- Cost to deliver by program or department
  - Input:
    - Dollars (expenses)
  - Output (partial list):
    - Research publications
    - Student credit hours
    - Number of students
    - Dollars (revenue)