### Our pillars

**International:** Being appreciative, well-informed and perceptive of the diverse, complex world we live in and having the skill-set required to succeed in it.

**Integrative:** Having a deep understanding of the fundamental areas of business combined with an awareness of how these areas continuously interact with one another and the abilities to use this knowledge.

**Innovative:** Being flexible and creative to view the world, issues and opportunities from different perspectives and secure enough to take risks and try new things.

**Socially Responsible/Sustainable:** Having the awareness and skills to consider the economic, environmental and social consequences of decisions in business and personal contexts.

**Our Educational Approach**
- Experiential
- Niche-focused
- Cohort-based
- Community-oriented
- Collaborative

### Our vision

We produce outstanding research and develop global business leaders to create a better world.

We provide an experiential education that is international, integrative, innovative and socially responsible and is anchored in excellence in scholarship.

We are open, fair, engaged and passionate in all we do.

### A leader in:

1. Impactful research in our areas of expertise.
2. Global and sustainability-oriented business education.

### Our Promise

To prepare leaders who think differently, act responsibly and have a global mindset.

To foster a culture that thrives on research excellence.

To provide opportunities to learn by doing — to ensure our graduates are world-ready.

To provide a friendly and collegial environment that attracts and retains the best people.

### Cultural Determinants

1. We are open in our communications and our decision making, to foster a sense of sharing and to ensure that all of us have a voice in the conduct of Gustavson.

2. We are fair in all our dealings with others, and expect fairness from our colleagues and those we serve.

3. We are engaged in our work, in Gustavson school activities, with our students and with our external partners and stakeholders.

4. We are passionate about our vision and about what we do.

### Opportunities to Exceed Plan

1. Increased demand for all programs — particularly degree programs (BCom, MBA, MGB and PhD)
2. Success in fund raising and connecting to alumni
3. Current economic conditions leading to more emphasis on commercialization and innovation
4. Opportunities in Asia and China as they affect our programs, new programs and our growth
5. New partnerships in international arena leading to growth in executive education

### Threats to Making Plan

1. Fund raising difficulties
2. Competition from other business schools in our markets
3. University’s financial situation linked to current economic situation
4. Pursuing too many other opportunities
5. Lack of focus on our culture as we grow

### Our Priorities

**July 2011 – July 2012 (original)**

1. Grow the faculty & staff members to 50 each — A,B,C,D,E
2. Enhance specializations, aboriginal EN/T & focus on integration/international pillars — C,E,G
3. Increase partnerships in Executive & degree programs — C,D,G
4. Expand Board of Advisers and improve facilities — B,C,D

**January – July 2012 (new)**

1. Prepare for second MGB cohort and complete MBA review — C,E,G
2. Offer inaugural research forum — A,B
3. Develop teaching performance improvement systems — C,E,G
4. Create BCom database project charter — E,F,G
5. Develop Pre-Alumnus program proposal — C,E,F,G
6. Develop “Enhancing Your Exchange Experience” workshop — G
7. Develop annual international partners conference — C,G

**July 2012 – July 2015**

- A Support and improve Faculty Research
- B Create and preserve our Organizational Culture to support our vision.
- C Increase our Reputation in the markets in which we operate.
- D Increase Funding and Resources to be able to reach our vision.
- E Improve Student Recruitment to ensure a supply of quality students.
- F Leverage our connection with Alumni.
- G Improve our Educational Experience to realize and enact our Vision based on our four pillars: IIIIS.

**Our key initiatives (linked to our priorities)**

1. Implement research/performance incentives — A,B,C
2. Phase 1 — Building expansion funding and planning — B,C,D,E
3. Phase 1 — BCom expansion: develop new Lingnan-style agreements — C,E
4. Develop PhD exchange agreements — C,E,G
5. Establish brand development & communication plan — B,C
6. Conduct culture audit — B
7. Develop workflow plan for graduate programs — B,E,G
8. Launch B — Link 2 & BCom database; develop improved website & accreditation database — A,C,E,G

**July 2013 – July 2014**

1. Phase 2 — Building expansion funding and planning — B,C,D,E
2. Phase 2 — BCom expansion: hiring & secure teaching space — E,G
3. Enact brand development & communication plan — B,C
4. Launch improved Career Placement/Intern service — C,E,G
5. Launch revamped graduate programs — C,E,G

**July 2014 – July 2015**

1. Phase 3 — Building expansion funding and planning — B,C,D,E
2. Launch BCom 5th cohort — C,E
A unique school of thought.