

One-Page Strategy & Planning 2013-2016

Our Pillars	Our Vision	Our Promise	Key Initiatives & Action Items <small>(linked to our priorities)</small>
<p>International: Being perceptive, well-informed, and appreciative of the diverse, complex world we live in and having the skill-set required to succeed in it.</p> <p>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.</p> <p>Innovative: Being flexible and creative enough to view the world, issues, and opportunities from different perspectives and secure enough to take risks and try new things.</p> <p>Socially Responsible/ Sustainable: Having the awareness to consider and the skills to incorporate the economic, environmental and social consequences of decisions in business and personal contexts.</p> <p>Our Educational Approach</p> <ul style="list-style-type: none"> • Experiential • Niche-focused • Cohort-based • Community-oriented • Collaborative 	<p style="text-align: center;">To pioneer business education that creates sustainable value.</p> <hr/> <p style="text-align: center;">Our Mission</p> <p>We provide an experiential education that is anchored in excellence in research and teaching.</p> <p>We focus on international business, entrepreneurship, service excellence and sustainability/ social responsibility, and the issues that emerge where these areas intersect.</p> <p>We are open, fair, engaged and passionate in all we do.</p>	<p>To prepare leaders who think differently, act responsibly and have a global mindset.</p> <p>To generate knowledge that offers solutions to contemporary organizational challenges.</p> <p>To provide opportunities to learn by doing, to ensure our graduates are world -ready.</p> <p>To provide a friendly and collegial environment that attracts and retains the best people.</p> <hr/> <p style="text-align: center;">Our Priorities</p> <p>A Improve our Educational Experience to realize and enact our Vision based on our four pillars: I.I.S.</p> <p>B Support and encourage Scholarship aligned with our areas of focus.</p> <p>C Build our Reputation in the markets in which we operate.</p> <p>D Strengthen and leverage our connections with Alumni and Corporate stakeholders</p>	<p style="background-color: #800000; color: white; padding: 5px;">Enhance Research A,B,C</p> <p>Match UVic travel grant for conferences B,C</p> <p>Allocate additional money for research committee to encourage research that aligns with vision/mission A,B</p> <p>Host conferences, visiting faculty, post-docs A,B,C</p> <p>Bolster role and visibility of research director A,B,C</p> <hr/> <p style="background-color: #800000; color: white; padding: 5px;">Maintain/strengthen organizational culture A,B</p> <p>Establish Culture Committee A,B</p> <ul style="list-style-type: none"> • Social activities - organizational culture <p>Review & revise faculty evaluation policy and annual review process A,B</p> <ul style="list-style-type: none"> • Peer reviews for teaching <hr/> <p style="background-color: #800000; color: white; padding: 5px;">Program development A,B,C,D</p> <p>Redesign/restructure PhD A,B,C</p> <p>Introduce revised MBA A,C,D</p> <p>Expand MGB (two new cohorts) A,C,D</p> <p>Implement BCom 5th cohort A,C,D</p> <hr/> <p style="background-color: #800000; color: white; padding: 5px;">Increase revenue generation A,B,D</p> <p>Build executive programs A,C,D</p> <p>Grow international programs A,C</p> <p>Raise funds for new building (& other needs) A,C,D</p> <hr/> <p style="background-color: #800000; color: white; padding: 5px;">Build reputation and recognition A,B,C,D</p> <p>Develop & implement corporate engagement, government relations and NGO interface strategies C,D</p> <ul style="list-style-type: none"> • International Advisory Board • Local Associates <p>Roll out new brand execution C,D</p> <ul style="list-style-type: none"> • Redesign website, with refreshed brand imagery • Launch communications program, with new video • PR strategy <p>Celebrate 25th anniversary in 2015 C,D</p> <p>Develop & implement ranking strategy A,B,C,D</p> <p>AACSB reaccreditation in 2015 A,B,C</p> <ul style="list-style-type: none"> • Quality assurance procedures for student assessment • Enhance database capabilities
<ol style="list-style-type: none"> 1. We are open in our communications and our decision-making, so as 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. 			
<p>Opportunities to Exceed Plan</p> <ol style="list-style-type: none"> 1. Increased demand for all programs – particularly degree programs (BCom, MBA, MGB, PhD). 2. Success in fundraising and connecting to alumni. 3. Current economic conditions leading to more emphasis on commercialization and innovation. 4. Opportunities in Asia as they affect our programs, new programs and our growth. 5. New partnerships in the international arena leading to growth in executive education. 		<p>Threats to Achieving Plan</p> <ol style="list-style-type: none"> 1. Fundraising 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. 	

