



**Strategic Plan
Moore School of Business
March 14, 2008**

I. Vision, Mission and Goals

A. Executive Summary

1. Strategic Directions for the Moore School

Since the summer of 2007, internal and external stakeholders for the School have been working diligently on the strategic planning process begun in AY 2006-2007. This phase of the planning process is intended to identify strategic direction(s) that would reflect important problems facing business and society that world class thought leadership in the Moore School of Business will systematically address in the decades ahead. This effort was guided initially by our extant mission and vision statement that follow.

The identification of (a) new strategic direction(s) in addition to our focus on international business is deemed critical at this time owing to the convergence of several factors including:

The establishment of a new leadership team in the School, which provides an opportunity to reorient the School in important ways and to (re-)engage collaboratively with key external constituents for whom a new strategic direction will resonate

The importance of a compelling and fresh case statement for the School for use in advancement efforts with alumni, the business community, and foundations that increasingly specialize in their funding efforts around pressing business and social problems

The need to hire significant numbers of new faculty members owing to retirements and departures in a very competitive labor market and the reality of faculty retention pressures that favor cluster hiring in themes to thwart competing institutions' efforts to "poach" individual faculty members who will wish to remain in productive collaborations with co-resident colleagues who specialize in work on themes common to the cluster

A recognition that investments made decades ago in world class thought leadership concerning our existing strategic direction of *International Business* have paid handsomely in terms of overall School reputation, yet this reputation will be challenged in the future as many leading business schools are devoting significant resources to this area of focus

Momentum generated by the University in new technology areas (e.g. future fuels, nanotechnology, informatics for risk and biomedical research), and more broadly in the Innovista research district initiative provide opportunities for the Moore School to leverage investments and achievement across the university through alignment of our strategic directions with others on our campus

As of February, 2007, the School has identified a new strategic direction theme in which we will make significant investments to establish world class thought leadership and related programming in research, teaching and outreach. This new theme is *Sustainable Enterprise and Development*. This theme reflects important issues facing business for which scholarly research to date is nascent in terms of providing thoughtful, rigorous and comprehensive solutions.

We will continue our planning efforts over the remainder of the 2007-2008 academic year in refining our focus and developing specific implementation plans for investments in this exciting and important new theme. We will simultaneously redouble our efforts in ensuring that our world-class reputation in *International Business* is bolstered by significant improvements throughout our School in this area in terms of research, teaching and outreach.

Vision Statement

The Moore School will be an intellectually stimulating and collegial community dedicated to producing world-renowned research and providing an outstanding global business educational experience.

Mission Statement

Our mission is to foster a dynamic and collegial environment that serves our two most important goals: the creation of knowledge and the education of future business leaders. We produce rigorous and relevant research that enriches the understanding of business and the practice of management. We develop graduates whose professional expertise, skills, and leadership are enhanced by a unique understanding of the global marketplace. Through our service and our achievements in research and education, we contribute to the welfare of our main constituents: our students, alumni, university, state, and business partners.

2. Assessment of Vision and Mission Statements

We anticipate *modest* evolution in our mission and vision statements over the coming months as we refine our collective thinking around our new strategic theme of ***Sustainable Enterprise and Development***.

3. Organizational Evolution

Our strategic planning efforts to date have revealed certain organizational limitations that have prevented us from providing the high quality service deserved by our key constituents and have constrained our ability to take advantage of opportunities for synergy gains across related activities. We have begun to implement a comprehensive review and reorganization of the School to enable us to fulfill our mission in an effective and cost-efficient manner in the future. We anticipate that a new organizational structure with clearly defined roles delineating authority and responsibility will be in place at the beginning of the new academic year (2008-2009).

The remainder of this document will detail specific advances made in the School as relate to last year's blueprint, and will highlight important plan changes we envision to better comport with our new strategic directions and organizational evolution.

4. Goals

Goal 1: Build and sustain a reputation as a world-class research institution

Goal 2: Enhance and sustain the Moore School's reputation as a thought-leader in international business.

Goal 3: Develop thought leadership and related programming on issues concerning sustainable enterprises and development

Goal 4: Develop and sustain world-class global business educational experiences for master's students

Goal 5: Develop and sustain world-class global business educational experiences for undergraduate students

Goal 6: Collaborate with USC Advancement office in the design and implementation of a world class, comprehensive development operation in the Moore School

Goal 7: Develop new and enhance existing programs and activities to meet the needs of external organizations, alumni, and policymakers to promote the school's reputation and enhance its resources.

Goal 8: Create world-class facilities at the Moore School

Goal 9: Improve the work environment and collegiality at the Moore School