1) <u>Education</u>: Enhance and expand academic programming through rigorous internal review and creating pathways to business education for students across campus.

	SMART Goals	Results
a)	Successful re-accreditation by AACSB for undergraduate, master's and PhD offered by the Darla Moore School of Business by Summer 2025	• School-wide strategic planning project in process (engagement from internal and external stakeholders facilitated by Huron and Hanover Research). Seven Departmental and 14 task force reports completed and synthesis and prioritization are currently in progress. Implementation of new strategic plan to start on July 1st, 2024, with planned annual revision as necessary. • AACSB Re-accreditation report due January 2025; Peer-review visit scheduled for March-April 2025.
b)	Expand enrollment in the portfolio of master's programs by 15 % in two years	• Established agreements for 3+2 masters' degree programs and joint graduate degree programs with (a) College of Engineering and Computing, (b) College of Hospitality, Retail and Sports Management, and (c) College of Information and Communications. Exploring agreements with other colleges / schools on USC campus (to be completed by AY25). • Engaging in targeted marketing and recruiting to increase the number of students who enroll in graduate business programs directly from undergraduate programs across the USC campus. • Exploring ways to make DMSB accelerated master's programs available to students from other USC colleges.
c)	Expand international footprint by increasing total inbound and outbound study abroad enrollment by 10% in two years.	• Signed two new graduate-level Double-Degree (DD) partnership agreements to go into effect Fall of 25. • Developing new international 3+2, 3.5+1, and 3+1 arrangements and Graduate-level DD Programs to increase enrollment of inbound international students from leading business schools in other countries. • Develop more relationships with universities in Southeast Asia, the Middle East, and specific European locations. Identify 3 strong universities in each region that are in a location with sufficient student demand for studying abroad.
d)	Enhance instructional quality by developing 5 courses that incorporate advanced technologies and pedagogies	• Currently seeking funding to create a virtual instruction studio, hire a design consultant, and offer instructional enhancement grants and support to faculty. • Plan to offer workshops to share best practices on the use of AI in Business education and practice.

	• Developing quality control guidelines for new and existing instructional modalities

2) <u>Research and Scholarship</u>: Increase production and impact of research that generates important insights and shapes business and economic policy and practices to the benefit of society.

SMART Goals	Results
a) Increase tenure track faculty by nine positions by the end of AY25.	• Completed recruitment for four positions and currently interviewing for two more.
b) Increase research reputation by improving our ranking by Poets and Quants to the top 35 in 4 years.	• Instituting executive-scholar roundtables once a semester - effective Spring 24. • Establishing a new center for policy research. • Exploring discussion forums with business community to enhance relevance and impact of research.

3) <u>People and Environment</u>: Build a culture of collaboration and achievement that helps attract and retain exceptional faculty and staff.

SMART Goals	Results
a) Improve overall morale of faculty and staff such that engagement survey ratings will increase by 10% in 2 years.	• Developing an engagement survey. • Established a joint faculty - staff council. • Increasing college-wide communications through weekly newsletter, all-hands meetings and small group discussions, and social events. • Developing a staff recognition program
b) Offer one new professional development program for staff per semester for AY25	• Developed and delivered in-house courses on (1) Digital Marketing and (2) Emotional intelligence. • Developing additional in-house courses

4) <u>Corporate Relations and Development</u>: Generate additional resources through corporate partnerships, philanthropic giving, and creative fundraising ideas.

SMART Goals	Results
a) Expand overall corporate support (scholarships, professorships, research, and programming) by 20% in 2 years.	• Appointed an Associate Dean for Corporate Relations to enhance school-wide corporate partnerships. • Identifying top 25 corporate partners in terms of total engagement AY25. • Developing a strategic plan for comprehensive corporate engagement at the school.
b) Increase annual philanthropic fund-raising from less than $10M to $20M in 3 years.	• Expanded the development group by 3. • Formulating a strategy and implementation plan to increase philanthropic giving in AY25. • Identifying approaches to expand donor community.
c) Increase rate of alumni participation in events by 20 percent	• Create 4 primary alumni hubs in AY25. • Creating a database of alumni volunteering (alumni mentoring, classroom visit, etc.) in AY25.