



SAUDER
School of Business

UNIVERSITY OF BRITISH COLUMBIA

ROBERT H. LEE
GRADUATE SCHOOL

SAUDER SCHOOL OF BUSINESS STRATEGIC PLAN SUMMARY

OUR EVOLUTION

**University of British Columbia
January 2012**

EXECUTIVE SUMMARY

The Sauder School Strategic Plan 2012 sets forth the aspirations and objectives important to our many stakeholders and identifies key challenges and opportunities currently facing the School following a decade of extraordinary growth and advancement under the leadership of Dean Daniel Muzyka.

Closely aligned to the University's strategic plan, *Place and Promise*, central themes in the plan focus on research excellence, international recognition and activity, community engagement and external influence, and our leadership role in the education of our graduates who will go on to become influential global citizens.

The plan, guided by an overarching mission to direct strategic initiatives that build on our core strengths, provides the School and its stakeholders a solid platform from which to 'evolve' and meet the challenges of the next decade.

Mission Statement

Our mission captures the aspirations of our stakeholders to build on the School's core strengths -- the quality and impact of our research and our graduates -- to elevate the Sauder School of Business to be the top business school in Canada while being globally recognized and influential on the world stage.

Mission

To become Canada's most influential, globally recognized business school through the impact of our research and our graduates.

Building on the Sauder School's Core Strengths:

Research

- As the leading research business school in Canada and one of the top 25 in the world, we are committed to enhancing our position in an increasingly competitive environment, communicating our research more broadly, reinforcing linkages between research and teaching, and generating research that has a significant global impact.

Our Graduates

- With one of the most selective undergraduate programs in North America, we are committed to increasing access by securing increased funding and tuition flexibility. We are also committed to further enhancing career opportunities for both graduate and undergraduate students and lifelong success of our growing alumni community.

Global Presence

- Building on our international visibility and global activities we will expand our footprint in China and elsewhere. We will also increase the geographic diversity of our student body and will expand our strategic alliances with institutions abroad to create enhanced opportunities for our students and faculty.

Reputation

- Building on the UBC brand and the successful Sauder branding campaign following the School's renaming, we will now focus on a more targeted and strategic approach to marketing, branding, and reputation-building especially in selected international markets.

Network

- Continuing to build our network of alumni, corporate, government, and other relationships is central to the success of our development objectives. This network will also enhance our ability to provide lifelong benefits for our alumni and make other contributions to the community, while generating other benefits to the School.

Achieving our Mission by building on Core Strengths



STRATEGIC INITIATIVES

1. Extend the Influence and Impact of our Research

- Continue to recruit world class academics in our research and teaching fields
- Enhance our research performance and rankings
- Actively communicate our research to the business world and other constituencies making more effective use of media
- Increase the use of research as an important component in teaching activities
- Foster a culture that encourages and celebrates important fundamental and applied research that has an impact on management

2. Increase the Impact of our Graduates

- **Continue repositioning and expand the MBA program to be more clearly recognized as one of the top programs in Canada**
- **Continue to improve the student experience and culture of our industry leading BCom program**
- **Make progress toward increasing funded capacity in the BCom program**
- **Accelerate placement of our graduates in major business centres**
- **Become a leading provider of executive education, increasing our contribution to management practice**
- **Expand our leadership position in established professional programs and develop new program areas**

3. Build a Stronger Global Presence

- **Build a larger and more influential presence in China through our IMBA and executive education programs**
- **Increase funded enrolment in the BCom program, expand the pool of quality international applicants and enhance services to support student success**
- **Expand the pool of high quality international students to the MBA program**
- **Increase the number and significance of alliances with leading international universities**

4. Build the Sauder Reputation and Brand

- **Invest in a strategy to achieve high rankings in major areas of activity**
- **Articulate and communicate Sauder's unique selling proposition, focussing on key stakeholders and the broader community**
- **Further increase the use of public and media relations to showcase the impact of our research and our graduates**
- **Increase investment in focused marketing programs to build brand awareness in key Canadian and Chinese markets**
- **Determine the appropriate strategy to build UBC and Sauder brand awareness and reputation in India**

5. Enhance Network of Relationships to Support the Strategy

- **Continue to build strong relationships between faculty and the business community**
- **Build an alumni program that is among the best in Canada**
- **Enhance corporate and institutional relationships -- locally, nationally and globally -- to improve student recruitment and placement, access to outside expertise, and development**
- **Build on improvements in our development capacity to achieve fundraising targets**
- **Work with the provincial government to enhance student access and resource availability**