

SCHOOL OF MANAGEMENT STRATEGIC PLAN (2005-2010)

I. MISSION

Our aim is to create a model business school by delivering excellent education and conducting innovative research addressing important problems affecting businesses, our region and the society in general. The School's mission is formally articulated below:

The School of Management's mission is to meet the challenges of a rapidly changing, technology-driven, global society by partnering with the business community to:

- *Conduct research enhancing management knowledge;*
- *Deliver high quality management education to a diverse group of undergraduate and graduate students and practicing executives;*
- *Develop, innovate and continuously improve programs advancing management education and practice.*

The vision for the School of Management best captures the overall goal of the School:

A leading public business school – a recognized institution of choice preparing tomorrow's business leaders and expanding the frontiers of management knowledge.

II. CURRENT STATE

The School of Management was established in 1975. The School has grown rapidly during the last decade. Today the School has 2200 undergraduate students, 2100 masters and 105 doctoral students, accounting for 26% of undergraduate and 42% of graduate students in the University (33% of all students). The credit hours have nearly doubled in the last nine years. We currently have 73 tenured/tenure track faculty members, 5 research professors, 1 visiting professor and 30 senior lecturers. We offer the following degrees:

B.S. in Business Administration,
B.S. in Accounting and Information Management,
B.S. in Finance,
M.B.A. (Full time, Part time, Executive and Online versions offered),
M.S. in Management and Administrative Sciences,
M.S. in Accounting and Information Management,
M.S. in Information Technology and Management,
M.A. in International Management,
Ph.D. in Management Science,
Ph.D. in International Management Studies.

The School's faculty conducts leading edge research with a culture of creative, innovative and interdisciplinary work. The School traditionally had a strong Marketing Science focus. During the last decade we have also developed Information Systems and Operations Management as nationally recognized areas. An article in *OR/MS Today* (December 2002) by Bapna and Marsden ranked our Information Systems and Operations Management group 6th in the nation based on publications in the top four journals published by INFORMS. Inspired by this ranking, in an effort to benchmark our research productivity and provide a resource for other schools, we have developed a database of the publications in the top 22 journals in business. We also created an annual research ranking based on this database. This is the only ranking of its kind and as such has received significant attention nationally and internationally. In this ranking, we rank 37th in North America (in Texas the only School ahead of us is UT Austin). Furthermore, there are a number of top journals where we rank among the leading contributors, for example, 15th for *Management Science*, 17th for *Operations Research*, 14th for *Marketing Science*, 15th for *Information Systems Research*, 9th for *INFORMS Journal on Computing*, 7th for *Manufacturing and Service Operations Management*.

Our academic programs have also been gaining in visibility. This year US News and World Report ranked our full time Cohort MBA program 64th in the nation. By way of reference in this ranking there were only 4 other Texas Schools in the top 80, UT Austin was 18th, Texas A&M was 32nd, Rice was 49th, and SMU was 54th. Also this year for the first time a concentration in our MBA program was ranked by US News and World report, the Information Systems concentration in the MBA program was ranked 27. Our Executive MBA program is also ranked currently by Financial Times as being 61st in the world and 34th in the nation.

While achievements and improvements in research and academic programs lay the foundation for a strong school, disseminating the latest knowledge to practicing managers is equally important. This is the underlying mission of our executive education programs and various centers. We have a highly respected Executive MBA program. We also have developed innovative specialty programs in Medical Management and Program and Project Management. Our Global Leadership Executive MBA was one of the first distance-learning based program for executives. Our Centers are engaged in out reach programs dealing with technology transfer, incubation of small businesses, positioning women for corporate boards, developing key management skills for entrepreneurs, developing management skills for supply chain and operations management. We are one of the founding members of the Technology Business Council (TBC) of the Dallas Chamber of Commerce and also have close ties to the Richardson Chamber of Commerce, the Metroplex Technology Business Council (MTBC), the Greater Dallas Asian American Chamber of Commerce and the Indo-American Chamber of Commerce.

III. STRATEGIC DIRECTIONS

The Business Education market is both mature and highly competitive. There are over 500 Schools accredited by AACSB. Most recent numbers indicate that MBA programs number in thousands. In order to effectively compete with well established, highly

visible Schools we decided, nearly a decade ago, on a strategy of creating a research environment that is second to none. Only then, would we be able to attract excellent faculty and start to build a School that can compete with the leading schools in the nation. Naturally such faculty would create and support excellent academic programs. In fact this strategy has been successful in creating a nationally visible school. Furthermore, it has led to a culture of excellence that will continue to serve this School for many years to come. Building on this foundation we will focus our efforts on three areas:

MANAGING CHANGE

The last decade has brought rapid changes to the environment in which our businesses operate. Today businesses are operating in an increasingly open global market. Many firms are moving production operations to countries with lower labor costs. Even some service operations such as call centers are moving overseas. Innovations in information technology have played a critical role in this process as they led to creation and improvement of the infrastructure that supports global operations. Often new laws and regulations lead to change and impact businesses profoundly. Sarbanes-Oxley is one such recent law that has had a major impact on all businesses operating in the United States.

We have positioned our School to leverage change in creating a competitive edge over other schools. We have streamlined our processes to facilitate rapid and constant revision of our curricula. We encourage innovation in the form of new academic programs that meet market demands as opposed to faculty interests. We target our research efforts to newly emerging fields. In other words we change as rapidly as the markets we serve. In implementing this strategy we have a very real edge over our competition. Among the research-intensive business schools we are the only that is growing rapidly (in fact many of them have been losing students). Therefore we can hire new faculty and expand into new areas where as they are typically limited to replacing their retiring faculty. We have identified the following fields where we intent to create leadership positions:

1. Global Strategy,
2. Corporate Governance,
3. Economics of Information Goods, Intellectual Property rights and innovation,
4. Cross-Cultural Management,
5. Information Security and Control.

MANAGEMENT SCIENCE AND APPLICATIONS

It is said that we now live in an Information Age. Our information systems are capturing a wealth of data. However, adequately utilizing the data with appropriate modeling techniques and information technology tools for decision making has very often been the bane of industry. One of the strengths of the School has been our focus on modeling and analysis to support decision making across all business disciplines. We will continue to build on this strength both within our research and academic offerings. Specifically the following areas are targeted:

1. Marketing Science focusing on diffusion of new technology products, new product development and management, retail channel management, customer relationship management,
2. Data and Knowledge Management,
3. Supply Chain Networks,
4. Decision and Risk Analysis,
5. Performance Measurement, Cost Management and Corporate Control,
6. Financial Markets.

NICHE MARKETS

As a young school we have realized that markets that are under-served provide us with opportunities to establish leadership positions. Consistent with this philosophy we have undertaken several initiatives in the past. We were one of the first schools to initiate a distance-learning based executive MBA program, GLEMBA. This program has been recognized as a “Best of the Web” program by Forbes Magazine every year since the inception of this ranking. In addition to GLEMBA we now have Professional MBA and MS in Accounting and Information Management degrees offered through distance learning. Other successful niche programs that we have created are in medical management, where physician executives can earn an MBA and in Project Management both of which were developed for under-served markets. Our Executive MBA Program in Project Management was recommended as one of the “Best Bets” worldwide by PM(Project Management) Network Magazine. In keeping with this strategy we plan to:

1. Create a new center and strengthen our existing program in Entrepreneurship,
2. Add a Professional Healthcare Management MBA program,
3. Strengthen our Executive Education programs such as Project Management Executive MBA program and the Medical Management MBA as well as create new Certificate programs to meet the changing skill sets needed by executives,
4. Continue to develop distance learning programs with the goal of attaining national prominence,
5. Continue to identify new niche markets and enter them only if we can create excellent programs. Currently we are investigating real estate management as a candidate.

IV. SUMMARY

During the last decade we have made significant progress towards our goal of becoming a leading public business school. We have emphasized excellence in our research, academic programs and outreach efforts. A natural outcome of these efforts was improved recognition of our School. Currently US News ranks our fulltime Cohort MBA program 64th over all and 34th among public schools. As we continue to execute our plans, we expect our full time and executive MBA programs to be ranked among the top 25 public business schools within 5 years and among the top 10 in 10 years. Our current research ranking is 37th overall and 19th among public schools. In research, we aim to

achieve an overall ranking of top 25 in 5 years and top 15 in 10 years. Among public schools, this will place us among the top 10 in five years and in the top 5 in 10 years.

Our school is still relatively small. To achieve the goals outlined above, we need to continue growing our student body and faculty. Our target for number of students is 3250 FTE students in 5 years and 4500 FTE students in 10 years distributed evenly across the graduate and undergraduate levels. These numbers represent a 35% growth in five years and 86% growth in ten years. Our faculty will grow proportionally to student numbers until we reach 125 tenured, tenure track faculty and 50 senior lecturers/research professors. To attract and retain outstanding faculty we will need 20 chairs and 20 professorships. Also to accommodate this growth we will need an additional 150,000 sqft building within a 4-5 year time frame.