

The *Plan*



ACCELERATE *the Campaign for* UCLAAnderson

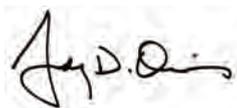
“Our challenge is to grow our resources to achieve the ambitions described in this strategic plan. We will do this by embarking on a bold yet attainable campaign called the Accelerate Campaign.”

We approach an important milestone in the history of the UCLA Anderson School of Management—a celebration of our 75th anniversary in 2010.

As we chart the future course of UCLA Anderson, we draw on our legacy of distinguished scholars, teachers and outstanding students who have become, as alumni, leaders in business organizations and societies throughout the globe. They have shaped our values and reputation and have created a culture committed to scholarship, leadership, teaching and learning. We share enormous pride in our heritage.

UCLA Anderson is among the premier schools of management in the world, widely admired for its research faculty, students and alumni communities. We are poised to attain even greater distinction. The four goals described in the strategic plan presented here reflect a set of aspirations that will accelerate us to consistent and undisputed excellence in our teaching and research programs. It will solidify the global footprint of UCLA Anderson, and strengthen the unique qualities that define our community.

Our history of outstanding achievement rests on the passion to become even better. I believe our vision for the future will ignite your interest and stimulate your passionate support as we embark on the Accelerate Campaign. We have the power to achieve global recognition in management thinking and, in so doing, prepare tomorrow’s leaders, who will impact communities throughout the world.



Judy D. Olian

Dean and John E. Anderson Chair in Management

Our Mission

We will lead
management
thinking and
prepare
the next
generation
of global
leaders.

THE FUTURE OF MANAGEMENT

LEADERSHIP. Schools of management have a unique responsibility to develop the next generation of business leaders who think globally and operate with integrity. Students must be prepared to exploit international opportunities and anticipate and withstand unprecedented competition from emerging markets. They must also develop an educated worldview that is sensitive to the acute differences of other nations.

As our students graduate and join the ranks of Anderson alumni worldwide, they advance to become influential leaders and institution builders in their businesses, communities and professions. The reputation of UCLA Anderson is enhanced immeasurably by our association with these distinguished alumni.

UCLA ANDERSON: A PLACE LIKE NO

OTHER. UCLA Anderson enjoys the benefits of its connection with UCLA—a university respected in all corners of the globe. The Westwood campus comprises all major disciplines and professional schools in a concentrated, attractive urban location.

We are also located in the most globally diverse city in America and in relative proximity to the two most important developing economic regions of the world: Asia and Latin America. Our economy is global, and organizations increasingly embrace multinational and multicultural teams, partnerships and markets.

A SPECIAL MOMENT IN HISTORY. While UCLA Anderson is a public school of management with a commitment to preserving broad access to management education, it is only nominally publicly supported. In fact, the level of direct state support is approximately 20 percent.

UCLA Anderson competes almost singularly with private institutions. These competitor schools are all far better endowed and charge much higher tuition rates. Yet our current stature and our aspirations are not limited by our public funding or mission.

Instead, we rely on generous private support from alumni and friends, supplemented significantly with funding streams generated entrepreneurially by UCLA Anderson that, over time, have entirely dominated state funding levels. These resources have fueled our excellence and reputation. Our challenge is to grow these resources to achieve the ambitions described in this strategic plan. We will do this by embarking on a bold yet attainable campaign called the Accelerate Campaign. As a community, we will be successful.

We must
accelerate
from the
attained

to the
imagined.

BUILDING ON OUR STRENGTHS. The strategic plan that follows was developed over an extended multiphased process with broad input. The plan led to the identification of four key goals.

ACCELERATE *the impact of* **Management**
THINKING

the development of **Future**
LEADERS

the formation of **Global**
PARTNERSHIPS

the commitment of **Alumni**
and FRIENDS

A significant source of funding for this strategic plan must come from private gifts. We have initiated an aggressive campaign, *Accelerate*, to fund this plan by 2010. The private funding goal will be achieved through a combination of endowment and quasi-endowment funds, and substantial reliance on annual designated and discretionary gifts.

This strategic plan reflects a set of ambitious objectives for UCLA Anderson School of Management. Bringing them to fruition will depend on our ability to attract private support. We believe that such support is more realizable today because UCLA Anderson has a clear and compelling vision to lead management thinking and prepare global leaders. It is a vision that generates pride, engenders passion and inspires action.

On the following pages, these four key goals are articulated into plans and funding levels. The results of each will accelerate and challenge us beyond the merely attainable to the imaginable.

ACCELERATE *the impact of* **Management**
THINKING

Thought leadership is enacted when UCLA Anderson attracts the best faculty, and creates an environment that stimulates vibrant exchanges and focused research. The Accelerate Campaign will raise funds to augment the faculty, strengthen the research centers and provide the mechanisms to translate business and research into ideas that impact management practice.

THE GOAL

To be consistently recognized as a leader advancing management thinking with impact on management practice; and to enhance the caliber of research-driven teaching in our programs.

THE PLAN

Four Endowed Faculty Chairs	\$12 million
Four Term Faculty Chairs	\$6 million
Center for Economic Foresight	\$15 million
Center for Finance & Investments	\$10 million
Center for Leadership	\$10 million
Thought Leadership Endowment	\$5 million
Up to 10 PhD Fellowships	\$5 million

THE RESULTS

- > Growth in faculty and senior hiring successes
- > Retention of valued faculty
- > Research grants and contract growth by faculty and research centers
- > Peer and media recognition of faculty and research centers' thought leadership
- > PhD recruitment and top placements

GREAT Faculty

Great faculty are the core of breakthrough management thinking and teaching. Despite our relatively small size, our faculty are highly respected for the significance of their scholarship. Excellent faculty attract first-rate MBA and PhD candidates seeking rigorous academics.

GROW OUR FACULTY. We must grow our faculty to solidify UCLA Anderson's position as a leading contributor to management and research practice. Our hiring will include up to 17 new ladder faculty and up to 12 new non-ladder (practice/adjunct) faculty. These individuals will be outstanding researchers and teachers who add to our diversity along multiple dimensions, especially among female and underrepresented faculty. In this way we can best meet the teaching needs and burgeoning potential of our academic programs.

The impact of such unprecedented hiring will be felt in

- > *the intellectual content of our programs;*
- > *augmented course offerings;*
- > *the enhanced quality of teaching; and*
- > *the significance of research contributions.*

The nature of some faculty hires will be prescribed to include expertise that is integrative across the standard disciplines in the school. Examples include scholars hired for disciplinary depth as well as research application interests in entrepreneurship, entertainment, technology and life sciences, or international applications in the functional areas of management. Such hiring also will enrich the scope of our course offerings.

LADDER FACULTY	+ 17
NON-LADDER FACULTY (ADJUNCT)	+ 12
FACULTY CHAIRS	+ 8
PHD FELLOWSHIPS	+ 10

ENDOW FACULTY CHAIRS. The research preeminence of our faculty will diminish unless we recruit and retain senior research “stars” who can mentor, attract and collaborate with junior colleagues, and who bring their special talents into the classroom. UCLA Anderson has almost no remaining vacant endowed chairs.

We are hindered in our ability to compete with other schools that use endowed chairs to dominate external offers or lure top researchers away from UCLA Anderson.

Thus, our key priorities include the creation of

- > *four new chairs for senior faculty and*
- > *four term chairs (three-year term, rotating award) for mid-level faculty.*



INVEST IN FUTURE FACULTY. Future researchers and faculty emerge from our school’s PhD program. The program is core to the mission of management thought leadership, to the vibrancy of our research culture and to our professional commitment to develop the next generation of management researchers and teachers.

To improve our competitiveness for the very top doctoral candidates, a development goal will be the funding of 10 PhD fellowships.

“ We are among the most respected faculties and elite MBA programs in the world, impacting management practices through exceptional research and education. ”

RESEARCH

Research informs important questions. The impact of UCLA Anderson faculty research transcends the academic community—impacting business and market fundamentals and directly transforming the practice of management across all sectors.



STRENGTHEN OUR RESEARCH CENTERS.

Research centers require resources to create an impact in academia and industry. They serve as catalysts in the discussion among faculty, alumni and practicing executives, they are active in establishing professional networks and their programs often seed important innovations. Research centers have the potential to be significant drivers of faculty scholarship. Faculty can advance the mission of the centers, make progress on their own research agendas and derive research support. Center directors will be engaged in growing center-supported research funds and will connect scholars across the school.

The goals are to

- > *provide research funding for faculty, provided their research is aligned with a center's research mission;*
- > *create interdisciplinary connections among the research centers, faculty, and the practice community; and*
- > *appoint a faculty research director who will champion and facilitate externally funded research.*



All established UCLA Anderson centers are self-supporting. Limited federal funds are available for research in management schools. While industry support is a key driver of research center activities and a good barometer of relevance, it is rarely enough. At peer institutions, the most successful centers have been able to build on a solid foundation of private endowment funds, especially in the form of large naming gifts.

“Our location in Southern California provides unique opportunities to flavor our research and teaching with important elements unique to our region such as media and entertainment, real estate, entrepreneurialism, life sciences and biosciences.”

IMPACT *through outreach*

To achieve industry impact with our research, we will

- > broaden the outreach of our centers, both nationally and globally, through innovative programs, applied conferences and partnerships with community organizations that are aligned with the centers’ agendas;
- > “translate” faculty research findings into lay writing or white papers; and
- > look to adjunct faculty, who are leaders with deep expertise in their professional fields, to help share advanced management thinking among fellow practitioners.

A variety of additional support activities will be initiated as thought leadership vehicles. For example:

- > *The “Dean’s Distinguished Lecture Series” will feature preeminent researchers annually who have broad relevance across the various content foci in the school.*
- > *We will initiate a monthly “Anderson Colloquium” as an informal lunch forum to present research by faculty from different areas.*
- > *We will initiate the annual appointment of center resident scholars such as a “CIBER Visiting Professor” and/or a “Price Center Research Fellow.”*



ACCELERATE *the development of* **Future**
LEADERS

To attract the world's top MBA candidates and further our global reputation, learning opportunities must stimulate analytic creative thinking and leadership preparedness among our students. In addition, we must create and maintain an environment that demands excellence in each arena, from admissions policies to facilities upgrades and career services.

THE GOAL

To ensure that all of our MBA programs, facilities and services are regarded as the very best in the world.

THE PLAN

Attracting the best students

Up to 80 student fellowships	\$20 million
------------------------------	--------------

Curriculum innovation

Curriculum Innovation Endowment	\$8 million
---------------------------------	-------------

Teaching Excellence Endowment	\$3 million
-------------------------------	-------------

Career services and facilities

Career Services Enhancement Fund	\$2 million
----------------------------------	-------------

Technology Improvement Fund	\$2 million
-----------------------------	-------------

State-of-the-art classroom	\$2 million
----------------------------	-------------

THE RESULTS

- > Increased quality and diversity of our students
- > New course offerings and strong student course assessments
- > Measurable increase in student satisfaction with teaching and career outcomes
- > E-learning strategy launched by 2009
- > Successful launch of Master of Financial Engineering program
- > Growth in FEMBA program quality and size
- > Higher rate of recruiter satisfaction and MBA placement indicators
- > Upward movement in rankings for all MBA programs in key media outlets

EXCEPTIONAL Education

To be among the very best MBA programs in the world we must excel in every aspect of our learning environment— deep business knowledge and technical expertise in the classroom, outstanding quality of teaching, exceptional caliber of our students, broad impact of our research centers, and expansion of our entrepreneurial, technological and global learning experiences.

ATTRACTING THE BEST STUDENTS. To assure that UCLA Anderson is consistently regarded among the world’s best institutions, we must attract and matriculate a talented and heterogeneous student body despite competitive offers of financial aid from the best of our peer schools. We will accomplish this by

- > *creating up to 80 student fellowships, including fellowships dedicated to Riordan Fellows;*
- > *allocating one-third of the revenue generated from student fees for student fellowships;*
- > *enhancing the admissions process to be more rapid, transparent and conducive to attracting the best mix of candidates,*
- > *increasing the diversity of our student body; and*
- > *building connections with under-represented groups through the UCLA Anderson Riordan Programs.*

TEACHING WITH DISTINCTION.

Outstanding teaching is a critical ingredient of our reputation as a leading school of management. Whether in providing individual coaching for instructors, orientation/mentoring of junior faculty by skilled teachers, or more general workshops on pedagogical best practices, the UCLA Anderson culture must be synonymous with an exceptional classroom experience.

We will do the following:

- > *Engage the Teaching Improvement Committee to oversee a comprehensive continuous improvement program.*
- > *Assign a senior mentor for each non-tenured faculty member.*
- > *Implement teaching improvement through orientation, individual coaching and best practice workshops, especially for junior faculty.*
- > *Establish a Teaching Excellence Endowment that will support initiatives focused on enriching the school’s teaching program.*
- > *Create a Curriculum Innovation Endowment that will support creative pedagogical developments in areas such as leadership, global partnerships and career preparation programs.*



INNOVATION IN THE CLASSROOM. There are numerous opportunities for course and learning innovations that leverage the unique advantages of our location in Southern California. We will re-evaluate the MBA core curriculum and enhance our elective offerings to best reflect the needs expressed by business executives and recruiters. These include:

Leadership Foundations: We will expand this unique course to include more experiential offerings, ultimately leading to the establishment of a Leadership Center.

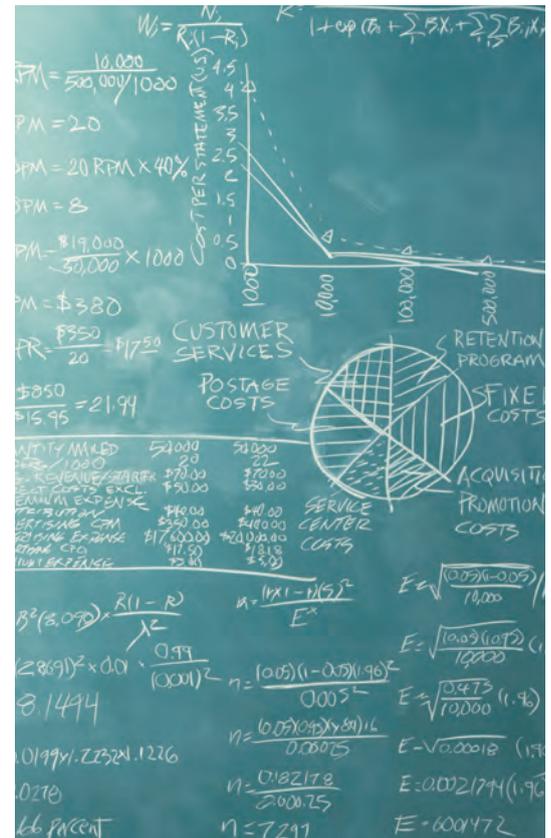
Content Development: New and augmented offerings will be considered in the following areas:

- > technology strategy
- > entrepreneurship
- > real estate
- > media and technology
- > entertainment
- > leadership ethics
- > business sustainability
- > the business of life sciences

Generally, these expanded offerings should be feasible once we grow our ladder and non-ladder faculty (see Goal 1). At the same time, we must develop closer collaboration with other UCLA professional schools, such as Law, Medicine and Engineering. Donor funds will be secured to incentivize faculty to develop new courses and programs based on student demand, alumni/employer feedback, or faculty perceptions of need and opportunity.

RESEARCH CONTRIBUTION TO THE

CLASSROOM. UCLA Anderson research centers not only serve as a bridge between the scholarly community and practicing professionals. They are also a source of valuable course content. The Harold and Pauline Price Center for Entrepreneurial Studies, the Richard S. Ziman Center for Real Estate, and the Entertainment and Media Management Institute all contribute significantly to the Anderson curriculum. Each center can broaden the range of electives by drawing on affiliated professionals to offer courses, and by supporting faculty in designing and delivering content aligned with the center’s mission.





NEW AND GROWING PROGRAMS. We will introduce new MS degrees, provided there is clear demand and attractive market conditions. The Master of Financial Engineering (MFE) is slated for launch in January 2009, growing to a steady state of 60 to 65 students by January 2011. Other MS degrees may have potential, provided an academic area within UCLA Anderson will champion the degree and respond to shared risks and incentives. Anderson funds would seed such a program if deemed viable. However, the program must generate positive cash flow within three years to be sustainable.

FEMBA is a highly regarded MBA program with interesting and accomplished students. It is an important means for strengthening Anderson's reputation and reach into the region's employment base, as well as being a vital ingredient of our self-generated revenue streams. We can grow to completely fill a fourth FEMBA section if the upward trend in FEMBA applicant demand and quality continues. Program size will be determined first by quality, and then by capacity.

STRENGTHENING CAREER SERVICES.

Career services are the lifeblood to professional MBA students. The Parker Career Management Center (PCMC) draws on input from students, alumni and external sources to help students maximize career potential. The Career Services Enhancement Fund will

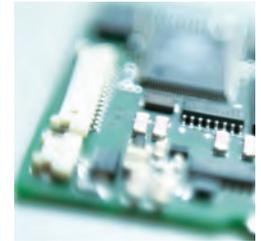
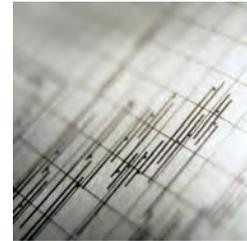
- > *develop workshops to enhance student skills for careers in industry verticals, sales and case analyses, especially in preparation for consulting;*
- > *add counselors to provide access to industry experts and present workshops specific to industry verticals; and*
- > *enhance the services available to recruiters through the PCMC in areas that impact recruiter satisfaction or result in inclusion of UCLA Anderson as a preferred source of recruits.*



HYBRID LEARNING. We plan to maximize e-learning and new media potential by expanding learning options for students by

- > *making classes more convenient, especially for employed students or those studying abroad;*
- > *enhancing the clarity of certain content that is especially suited to the online medium;*
- > *broadening the range of experts and content covered; and*
- > *preparing students for the MBA prior to their arrival.*

We will develop a comprehensive e-learning strategy by Fall 2009. The UCLA - NUS EMBA and the FEMBA programs will serve as pilot sites for e-learning initiatives. We will test a “knowledge series,” delivered via e-learning to alumni, featuring speaker modules and/or executive education courses.



KEEPING PACE WITH GROWTH. The physical infrastructure at UCLA Anderson must keep pace with program growth and technical advances. Upgrades are necessary to achieve state-of-the-art technology and AV systems throughout UCLA Anderson. The Technology Improvement Fund will enable the school to scale up the learning environment through the following:

- > *redesigned areas of the Rosenfeld Library to facilitate an active learning environment, in keeping with the model of a 21st-century library*
- > *improved interviewing and conference facilities for professional recruiters*
- > *flat-screen panels providing information about Anderson events and programs*
- > *expanded teaching facilities to accommodate the upward scale in programs (In particular, one new large classroom will serve as a state-of-the-art broadcast facility for e-learning and enable our faculty to conveniently appear on regional and national media broadcasts.)*
- > *a new “knowledge series” to be delivered via e-learning courses to serve the needs of alumni and the school’s executive education audience*

“Interdisciplinarity at UCLA Anderson is evident in the many degrees that are paired with the MBA, enabling students to complete a joint degree. For a school of management, a concentrated campus of consistently high quality offers incredible opportunity.”

ACCELERATE *the formation of* **Global**
PARTNERSHIPS

We must emerge with an intuitive bias toward incorporating globalization into issues of management, research, teaching, learning and practice. This can only be achieved through firsthand experiences of immersing faculty and students into other cultures, and by bringing diversity to UCLA Anderson.

THE GOAL

To strengthen the global focus of all aspects of our programs and to expand the global footprint of the UCLA Anderson brand.

THE PLAN

International relationships

Center for Global Management	\$10 million
Global Partnerships Endowment	\$5 million

THE RESULTS

- > Increased student and faculty involvement in global activities
- > Deep global partnerships and measurable reciprocal outcomes
- > Research center initiatives that are global
- > Growth in UCLA - NUS EMBA program quality and size
- > Increase in global executive education offerings

GLOBALBrains

Collaborating across borders, teaching around the world, globalized courses and research agendas—one can't just read about these experiences or analyze case studies—one has to be exposed to deep global expertise and to be immersed in multicultural teams in countries that are foreign in culture, language, economy and comforts.

“We have the opportunity to use our geographic advantages to enrich student learning and faculty research through firsthand immersion experiences in multicultural teams and in developing regions of the world. These are critical ingredients for the preparedness of the next generation of global leaders.”



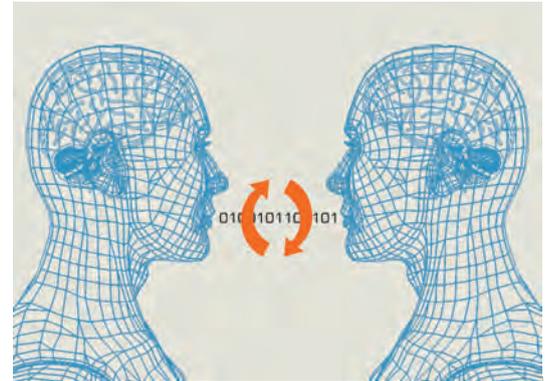
GLOBAL PARTNERSHIPS. UCLA Anderson must carefully select the “right” global partners based on strategic, cultural and quality fit. The presence of Anderson alumni throughout the world is a natural connection point to facilitate valuable global partnerships. More can be done to exploit the natural learning opportunities embedded in the “global community” that forms each year within Anderson because of the rich mix of international exchange and domestic students.

Beyond one or two long-term relationships we have developed, in Europe in particular, we expect to develop two deep partnerships in Asia and one deep partnership in Latin America. Partnerships are deep if they are multifaceted and facilitate convenient movement of faculty from UCLA Anderson to the partner institution (or vice versa) and student immersion opportunities. We also will seek collaboration around executive education.

GLOBAL FACULTY AND CLASSROOM. We must strengthen the global expertise of our faculty by hiring several who are outstanding researchers and teachers in relevant areas. In addition, our dual-degree UCLA–National University of Singapore (UCLA - NUS) EMBA program, conducted across four countries, will continue to evolve. We will fine-tune the learning opportunities built into the curriculum and monitor its success, with an eye toward creating a global education model for other degree or non-degree programs in other parts of the world.

Multiplying the global experiences of our EMBA and FEMBA students is also critically important. First, we will expand the global network of elite EMBA schools that are our partners in program exchanges. The program will shift to a schedule that includes one-week “blocks.” This will enable easier travel of students to partner EMBA programs in the U.S. and primarily abroad (e.g., the London Business School or Bocconi in Italy) for global exposure to and participation in courses taught by “best of breed” faculty anywhere in the network of partners. Over time, these opportunities also will be offered to FEMBA students. With the expansion of FEMBA, we will increase the number and range of global entrepreneurship, technology and corporate learning experiences that FEMBA students enjoy through the Global Access Program (GAP).

CORPORATE PARTNERS. The Office of Executive Education Programs (OEEP) already conducts 27 percent of its business with clients whose base is outside the U.S. As part of our globalization initiative, OEEP will secure five new non-U.S. custom clients of appropriate size and level. In partnership with OEEP, the Entertainment and Media Management Institute (EMMI) will expand its connections to the entertainment industries in Asian countries. New programs will carry the advantages of expanding the UCLA Anderson brand globally, as well as providing an opportunity for faculty and students to learn more about international industries, companies and cultures.



SYNERGY OF RESEARCH. Given the growing scope of global activities of the school, the planned Center for Global Management requires a large and stable resource base to fund faculty and student activities, and to serve as the strategic leader and coordinating organization for these activities.

Concurrently, the research agenda of several UCLA Anderson centers will be broadened to include global dimensions. For example, the Ziman Center for Real Estate may expand into research on housing development in parts of Asia. The UCLA Anderson Forecast is considering global partnerships to expand its forecasting activities to other countries. The Harold and Pauline Price Center for Entrepreneurial Studies is organizing and hosting the Woo Conference on Greater China.

ACCELERATE *the commitment of* **Alumni**
and **FRIENDS**

We must augment the strength and visibility of the UCLA Anderson brand by leveraging our global network of dedicated alumni, business partners, students and university community connections.

THE GOAL

To build on the strength and engagement of our community of alumni and friends to increase the national and global reputation and presence of UCLA Anderson.

THE PLAN

Anderson Fund (Annual Giving)
and Anderson Excellence Endowment

\$10 million

THE RESULTS

- > Strengthen our community of alumni and friends
- > Increase in the level and form of alumni engagement nationally and internationally
- > Growth in annual giving from alumni and friends

GROWING Networks

Passionate alumni and dedicated partners are the key to extending UCLA Anderson's national and global brand. They promote the school's visibility in their professional and personal lives and continue a lifelong connection to the school. Growing connections among alumni and friends will benefit both the network and the school. We need to provide value to the broad alumni community, and we rely on that network to assist us with resources that fund these and other critical priorities for the school.

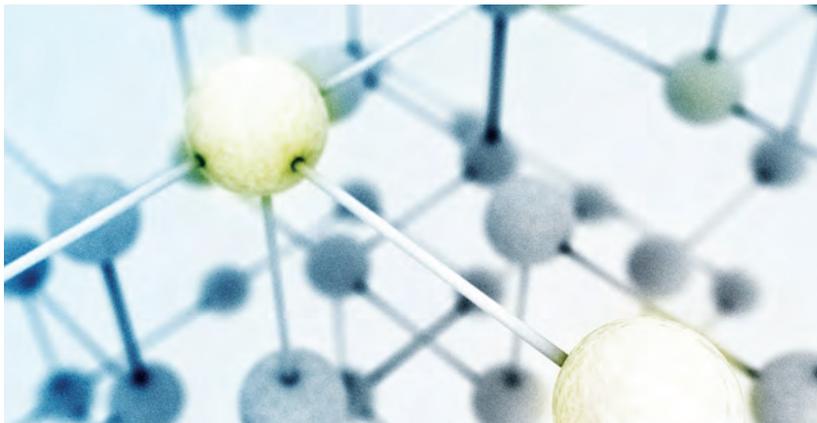


ANDERSON AFFILIATES. A basic step in cultivating engaged alumni is to create lasting bonds that begin on day one of a student's arrival on campus. Dedicated graduates involved with student clubs and classes are role models for student connectedness long after graduation. Students already are demonstrating impressive loyalty through Anderson Affiliates, a class gift program that encourages multiyear donations. In recent years, Anderson Affiliates, across all MBA programs, has reached levels that exceed 85 percent class participation.

We also will foster collegiality, mentorship and professional networking among full-time MBA, FEMBA and EMBA students by offering events that transcend individual program designations. Examples of these include support of student participation in national case competitions, global exchange programs and the development of conferences, seminars and colloquia.



LIFELONG CONNECTIONS. We will promote outreach to, and engagement of, alumni in the U.S. and abroad. To reinforce those connections, we are adding staff resources to support alumni career development, reunions and annual campaigns. We will expand lifelong learning initiatives through our Executive Education Programs and through the web, to deliver valued information and knowledge on emerging leadership and business issues. Additional activities will be added in New York, often under the auspices of the Center for Finance & Investments. Almost 2,000 UCLA Anderson alumni live outside the U.S., and many are prominent business executives and successful entrepreneurs. An alumni professional will be appointed to create and support international activities. An outreach fund will encourage faculty to travel and connect with U.S.-based and global alumni.



ANDERSON FUND. Annual (non-endowment, operating) funds must grow from the current level of almost \$2 million per year, to \$3.5 million by 2009/10 to fund new programs and opportunities as they arise. The Anderson Fund contributes critical funds toward student support, faculty recruitment and retention, new technology and alumni initiatives. The Anderson Fund also strengthens the engagement of alumni and friends through invitations to special events of the school.

ANDERSON EXCELLENCE

ENDOWMENT. Today, we are operating in an environment characterized by hyper-competitiveness in an industry expanding rapidly into new global markets. To be a pacesetter, we must seize opportunities that strengthen our general quality and reputation. We must have the capacity to maintain and grow our own operations, to nurture future endeavors and to attract and retain faculty and staff. We can do this by growing an endowment used specifically for discretionary purposes. Our dedicated alumni and partners have an opportunity to add to this endowment and give a gift that lasts in perpetuity.

“ We are fortunate to have groups of business leaders, both alumni and friends, actively engaged in our mission who provide critical strategic guidance to the school, assist in reputation building, teach in our programs and contribute vital financial support. ”

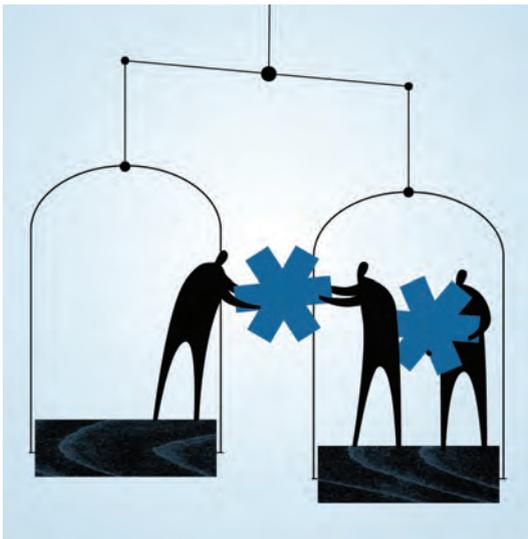


IMPACT OF ALUMNI EXPERTISE. UCLA Anderson research centers are a valued resource to our graduates. Alumni in specialized areas of business often seek the expertise of research center staff or attend conferences. Alumni also serve as important channels for informing research centers of the most critical questions facing industry, and for publicizing and realizing the agenda of the centers. We will explore mechanisms to attract alumni to the research centers, whether through online delivery of content, or preferred membership structures in the centers. Students also should benefit from research center activity while they are still at Anderson to create the foundation for valued relationships post-graduation.

In addition, advisory boards should be created for all research centers and niche programs (e.g., the Master of Financial Engineering). Advisory boards provide significant benefits to programs and centers by:

- > *contributing strategic and content advice;*
- > *enhancing visibility and impact in the relevant stakeholder community; and*
- > *creating a group of engaged supporters.*

Advisory board members also derive benefits from their exposure to the intellectual content of the center or program, provided it is relevant to their interests.



HEARD ON CAMPUS. A speakers bureau will be formed to bring UCLA Anderson alumni and other executives in front of students. The speakers bureau will serve as a database and broker, matching volunteers to classes, student clubs and research centers. The speakers bureau also should serve as a point of contact for outside media seeking faculty and industry expertise on management-related topics.

NETWORKING. Career services offered to alumni are very well received. Given the goal of lifelong links to alumni, it is important to provide ongoing options for post-degree career enhancement, business networking and job-switching opportunities. The capacity of the Parker Career Management Center will evolve to accommodate this broader role in servicing alumni. Online delivery also should facilitate expansion of these services.

Students who attend the four UCLA Anderson MBA programs are varied in their backgrounds, professional networks and employment histories. If brought together, countless connections and powerful opportunities are realized. We will work with the student leadership to build systematic cross-program networking and mentoring opportunities to exploit the combined potential of our full-time MBA, FEMBA, EMBA and UCLA-NUS EMBA populations with our alumni.

UCLA Anderson is poised to achieve even greater distinction through its own entrepreneurship, hard work and passion for excellence, and because it has special opportunities at this moment in time. We believe that private support will provide the measure of difference in helping us reach beyond the merely attainable to the imaginable. Our community, by coming together, has the power to lead, to prepare tomorrow's leaders, to make a difference in the global society. In so doing, we continue the grand legacy that is UCLA Anderson.

The importance of PRIVATE Support

To fund all of the strategic priorities listed herein, a total of \$125 million must be raised privately. Our minimum goal is to raise \$75 million by 2010. These donated funds will support student fellowships, faculty chairs, an international partnership program, and special teaching, curricular and research initiatives. Ultimately, we dream of a new building to address the critical need for new faculty offices, added classrooms and expanded executive education facilities.

“The ingredients of the strategic plan are not merely a wish list. We are committed to these goals and to the execution of these initiatives because they represent the next level of excellence for the school and for our students, faculty, alumni and partners. We intend to gauge our progress against the goals articulated in this plan and hold ourselves accountable for achieving these results.”

FUNDING OPPORTUNITIES

CHAIRS and TERM CHAIRS

\$18 million

MBA and PhD STUDENT FELLOWSHIPS

\$25 million

FOUR NAMED CENTERS

\$45 million

GLOBAL PARTNERSHIPS

\$5 million

THOUGHT LEADERSHIP

\$5 million

TEACHING EXCELLENCE

\$3 million

CURRICULUM INNOVATIONS

\$8 million

CAREER SERVICES AND FACILITIES

\$6 million

ANDERSON FUND and ANDERSON EXCELLENCE ENDOWMENT

\$10 million
