



Our Distinctive Dynamic

Haas School of Business
Strategic Plan

UC Berkeley
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Public Version (abridged)

"It's about leaders for the idea economy."

Dean Rich Lyons, BS 82

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Our Mission

To develop leaders
who redefine
how we do business.

Executive Summary

We are redefining the business graduate.

A fundamental step is to get the culture right: People who question the status quo, project confidence without attitude, learn as students always, and think beyond themselves. We add the right core, elective, and experiential curriculum to deliver leaders who create the future. Our archetype is the *Innovative Leader*, which has four parts: They *build enterprises powered in every business area by new ideas put into action*. Leaders of this kind define what's next, for our markets and for our societies. The Haas School is uniquely positioned to deliver such leaders because we have a solid foundation of place, people, and culture and the vision to make far-reaching strategic changes.

"This plan goes beyond restructuring curriculum – it is a redefinition of the Haas graduate."

Michael Gallagher, Chairman, Haas Board, BS 67, MBA 68

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Our Foundation – People, Place and Culture

Our unique combination of people, place and culture is our foundation. Our plan leverages each.

People

- We are thinkers – World-class scholarship permeates the Haas School, and our faculty is widely respected and honored with lifetime awards and Nobel Prizes.
- We are problem-solvers – Our graduates are distinguished for hitting the ground tackling challenges in many disciplines (Marketing, Finance, Accounting, Strategy).

Place

- We are Berkeley – Our university is regularly among the world's top five and is #1 in the number of graduate programs in the top 10.
- We are innovators – Our local ecosystem of innovators, entrepreneurs, and innovative organizations is the envy of the world.

Culture

- We are culturally distinct – Though people have always chosen Berkeley for its uniqueness, we codify resulting elements of our culture for the first time.
- We are responsible – Positive impact on society is part of our public-service heritage and has always been a focus at Berkeley.

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Our Distinctive Culture

We have long lived by principles that define and differentiate us. These include excellence and inclusion, centerpieces for all of UC Berkeley. As part of a world-renowned university, we are inspired and expected to achieve excellence in all that we do. Differences in thought, too, are a Berkeley hallmark – our broad mix of cultures, backgrounds, and perspectives has always led to more creative outcomes. For the Haas School, there are four principles that, taken together, sharply define us relative to our peers.

- Question the status quo
- Confidence without attitude
- Students always
- Beyond yourself

“Culture is a rare chance to differentiate in a sea of sameness.”

Scott Galloway, Founder, Prophet and Red Envelope, MBA 92

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Our Defining Principles

Question the status quo

We lead by championing bold ideas, taking intelligent risks and accepting sensible failures. This means speaking our minds even when it challenges convention. We thrive at the world's epicenter of innovation.

Confidence without attitude

We make decisions based on evidence and analysis, giving us the confidence to act without arrogance. We lead through trust and collaboration.

Students always

We are a community designed for curiosity and lifelong pursuit of personal and intellectual growth. This is not a place for those who feel they have learned all they need to learn.

Beyond yourself

We shape our world by leading ethically and responsibly. As stewards of our enterprises, we take the longer view in our decisions and actions. This often means putting larger interests above our own.

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Strategic Focus

Redefine the business graduate

We start by taking a stand on the cultural principles that are distinctively ours. We then change the core, elective, and experiential curriculum to deliver our archetype innovative leader. Such a leader exercises authority through influence, not control, and builds enterprises powered by new ideas put into action. Though the term “innovative” is overused, what it reflects is enduring. Highlights include our new BILD program (Berkeley Innovative Leader Development).

Realize our intellectual future

We are distinguished by deep grounding in the academic disciplines, which attracts the world’s top faculty, and by pulling together this disciplinary strength to create leaders of uncommon character and innovative capability. As Berkeley’s business school, we focus our scholarship on the big challenges and opportunities of our time, clean energy being an example.

Transform our Haas campus

We will make investments in new facilities that address the past decade’s game-changing developments. The first shift is from course instruction to learning beyond the classroom. The second is from simply earning degrees early in one’s career to learning that is whole-career. The third is schools’ shifting toward shared spaces and classrooms that deliver in a targeted way on their strategy (e.g., teamwork, innovation, or global).

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Redefine the business graduate

Key Strategic Initiatives

Our Mission

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Berkeley Innovative Leader Development (BILD): We are launching a program that complements the rest of our core in delivering the specific knowledge and skills needed for innovative leadership.

Culture: In developing innovative leaders, we will embed our defining principles in everything we do—admissions, orientation, curriculum, career services, alumni relations.

Leadership: Our programs encompass strategic, operational and people leadership. To deliver the capabilities, we provide classroom instruction, learning experiences outside the classroom, and a new Leadership Center.

“The essence of leadership is getting three things right simultaneously – strategic, operational and people issues.”

Arun Sarin, former CEO, Vodafone, MBA 78

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Realize our intellectual future

Key Strategic Initiatives

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Institute for Business Innovation (IBI): We will integrate and expand our existing think tanks and programs to better fulfill our mission, as exemplified by our new IBI.

Center for Teaching Excellence (CTE): In the classroom we will more fully leverage the scholarly preeminence of Haas and UC Berkeley, in part through our new CTE.

Professional Faculty: One of our major advantages is our wealth of strategically relevant professional faculty, which we will reinforce through new fellowships and an integral role in our BILD program.

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Transform our Haas campus

Key Strategic Initiatives

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Active Courtyard: We will transform the Haas courtyard and adjoining library space into an integrated “super-collider” for campus-wide interaction and learning.

Transforming Addition: We will expand our Haas campus to the north with classrooms and space that are specifically designed to deliver on our innovative-leader vision.

Executive Education: We will continue our rapid growth with a new, state-of-the-art facility and closer connections with the rich academic resources spread throughout the UC Berkeley campus.

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Flying in Formation

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