

BAUER
COLLEGE OF BUSINESS
UNIVERSITY of HOUSTON

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2020-2025 Strategic Plan

**Engage
Innovate
Transform**

BAUER
COLLEGE OF BUSINESS
UNIVERSITY of HOUSTON



AACSB
ACCREDITED

C. T. Bauer College of Business is an AACSB accredited business school.

The University of Houston is an EEO/AA institution.



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New technologies and the power of data and digitization are radically transforming business.

I believe this decade will be transformational to business education, practice, society, and humankind. This new environment requires a new generation of leaders and entrepreneurs who can work across disciplines to leverage new technologies and tools to transform lives, advance organizations, reinvent industries, and better society through thought leadership, innovation, and entrepreneurship. As the preeminent Tier-1 public urban business school in the City of Houston with the largest undergraduate body in the State of Texas, the Bauer College is poised to play a key transformative role in training the next generation of business leaders by providing world-class education and leading-edge curricula to enhance corporate practice, society, and humankind in general.

Our 2020-2025 5-year Strategic Planning Plan is driven by five basic questions:

- 1** Why Bauer? What inspires faculty, students, staff, alumni and partners about Bauer?
- 2** How do we best prepare our students, faculty, staff, alumni, industry partners, and all our stakeholders to confront the challenges of this decade?
- 3** With which principles, values, and competencies and skills do we need to equip the next generation of business leaders and entrepreneurs at the Bauer College?
- 4** What are the important differentiators for the Bauer College of Business, and how can we leverage our distinct competencies to advance business education and practice?
- 5** What are the big challenges facing business and society this decade, and how can the Bauer College of Business advance intellectual leadership through innovation, technology, and entrepreneurship to contribute to business education and practice?

The nature of business school education is rapidly changing with demand for more specialized courses, distance education and on-demand learning, micro-credentials, and shifting student demographics. The increased complexity of business practice often requires cross-disciplinary solutions that require bringing together diverse stakeholders. There are also large-scale societal trends, such as automation and digitization, globalization, and sustainability, and business schools are increasingly expected to contribute to the development of a healthier and more just society.

To remain ahead of the curve in this increasingly competitive landscape, Bauer enters this decade with a bold, aspirational, and inspirational strategic plan that recognizes these changes and strives to identify how the Bauer College can succeed and thrive.

Here I outline our 2020-2025 Strategic Plan of the C. T. Bauer College of Business.

A handwritten signature in black ink that reads "Paul A. Pavlou". The signature is fluid and cursive, written in a professional style.

Paul A. Pavlou

Dean, C. T. Bauer College of Business
University of Houston
A Carnegie-designated Tier One
research university



OUR VISION

To be a **world-class** business school that transforms lives, organizations, and society.



OUR MISSION

To offer **leading-edge, student-centered education** that is accessible and affordable, founded on research and grounded in the real world.

We pursue our vision and mission by leveraging the City of Houston with its diversity and its vibrant business community, the momentum of the University of Houston, our alumni, and our unique location on the Third Coast of the United States as a gateway to the world.



OUR STRATEGIC FOUNDATIONS

Engage

We actively engage all stakeholders to achieve our vision and mission.

Innovate

We always seek to innovate with an entrepreneurial spirit and mindset.

Transform

We endeavor to transform lives, organizations, and society.



OUR VALUES

Values are essential to pursuing our vision and mission and informing our approach. These values can be remembered simply by the very name of our College:

Boldness

Accountability

Unity

Excellence

Resourcefulness

Boldness

Accountability

Unity

Excellence

Resourcefulness



Boldness: *We are bold, confident, and courageous as we **seek to change the world.***



Accountability: *We communicate openly and transparently, hold ourselves accountable, and we follow the highest standard of **integrity and ethics.***



Unity: *We cherish diversity and we encourage inclusivity by treating all members of the Bauer community with **respect and dignity.***



Excellence: *We strive for distinction, originality, and **brilliance in everything we do.***



Resourcefulness: *We are creative, innovative, and entrepreneurial in addressing challenges and opportunities, we **value ground-breaking ideas, and we challenge the status quo.***



**OUR
OVERARCHING
GOAL**

Be a world-class business school, among the very top in the nation.

To become a Top 50 business school in five years and among the Top 25 in 10 years.



OUR KEY OBJECTIVES

1

Be a world-class leader in research and education with (a) a cross-disciplinary mindset, (b) a global perspective, and (c) state-of-the-art curricula, while being accessible and affordable.

2

Be a leader in **instructional innovation** and **digital learning**.

4

Be a model for engaging with **students, industry, and the community**.

3

Set the standard for promoting **diversity and inclusion**.

5

Create value by leveraging the **powerful network of our alumni and friends**.

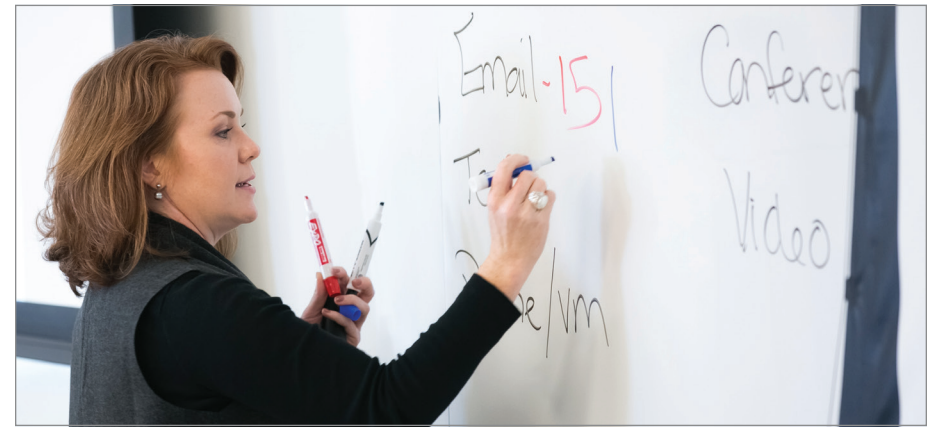


OUR COMMITMENTS



Impactful Research

We are committed to creating business knowledge that impacts managerial practice and addresses challenges faced by society and humankind, and training the next generation of academic leaders through a robust Ph.D. program.



Cross-disciplinary Mindset

We appreciate that today's challenges are inherently complex, and we commit to pursue cross-disciplinary approaches to address them.



Global Perspective

We have a global mindset, and we recognize that we live in a globally-connected world with enormous possibilities that we seek to pursue.



Accessible Education

We believe that outstanding education can be accessible, and we are dedicated to making our offerings affordable, flexible, and convenient.



State-of-the-Art Curricula

We understand the powerful forces of digitization and automation, and we stay ahead of the curve by leveraging new technologies.



Student Engagement

We are dedicated to student success through engaging, innovative, and transformative experiences for students in a supportive environment.



Industry Engagement

We pledge to devote our efforts to collaborating with industry, pursuing experiential learning opportunities for students, and contributing to practice.



Diversity and Inclusion

We cherish diversity and we commit to inclusivity by treating all members of the Bauer family with respect and dignity.



Community Engagement

We pledge to promote a healthier and more just society by addressing critical societal challenges through active community engagement.



Bauer Family

We are an unparalleled network of students, faculty, staff, alumni, and partners, and we commit to help each other grow, prosper, and thrive.



CURRENT AND EMERGING AREAS OF EXCELLENCE

As the preeminent Tier-1 public urban business school in Houston and the **largest undergraduate business program in Texas...**

...the Bauer College is poised to develop the next-generation workforce to drive the economic development of the City of Houston, the State of Texas, the United States, and the world. Based on the research priorities of the University of Houston and major industries in the region, we will identify complementarities among the following current and emerging areas to develop an integrative portfolio of areas of excellence as a basis for a competitive advantage.

Sustainable Energy

The world is undergoing a transition to an **energy future that involves reducing the environmental impact of energy use** while ensuring modern energy access for a growing global population. The Bauer College of Business, located in the world's energy capital, has the opportunity to play a major role in helping the energy industry lead this transition through the **Gutierrez Energy Management Institute** and the University's sustainability initiatives.

Healthcare Innovation

Houston is home to the **largest medical center in the world** with over 100,000 healthcare practitioners working within a few miles of the Bauer College of Business. Given the University of Houston's emphasis on healthcare and its new College of Medicine, including the Humana Institute and the Aspire Fund focus on healthcare, the Bauer College seeks to develop a robust program in healthcare innovation research, education, and industry outreach.

Analytics & Artificial Intelligence

Given the role of data, analytics, and artificial intelligence in today's economy, the Bauer College seeks to be a **leader in these emerging areas with their application across disciplines**, such as accounting, energy, healthcare, real estate, finance, and supply chain. We envision a multi-disciplinary application of analytics and artificial intelligence with the University of Houston Data Science Institute and partnerships across campus and beyond.

Entrepreneurship

The Bauer College of Business seeks to leverage its **world-class programs in entrepreneurship** through the **Wolff Center for Entrepreneurship** and the **Stimulating Urban Renewal Through Entrepreneurship (SURETM) Program** to make a difference in students' lives, and to support Houston's innovation and start-up ecosystem.

Sales

The Bauer College seeks to leverage its **world-class Stephen Stagner Sales Excellence Institute** by making an impact in the world of ideas, students, and society through innovative and engaging sales research and education that will transform lives, organizations, and society.

Financial Services & Real Estate

Houston is a major banking and financial services center. Finance, Insurance, and Real Estate represent 13% of the Gross State Product of Texas. The Bauer College of Business strives to be a leader in these areas, building on existing strengths with the **AIM Center for Investment Management, the Cougar Fund and the Alexander Center for Real Estate**. We seek to develop a program of research and education in energy finance, commercial banking, and wealth management, real estate management and data analytics that addresses the integration of real estate with smart cities, as well as sustainable use of energy.

Inclusive Leadership

One of the most diverse cities in the nation, Houston is among the highest in the nation in corporate headquarters for Fortune 500 firms. As a result of its global footprint, the Bauer College seeks to develop a **research and education program with a unique focus on inclusive leadership**, which has become a key engine for competitive advantage for organizations.

Finally, Houston is also a major logistics, transportation, trade, sports and entertainment, retail, arts, aerospace, and manufacturing hub, and we envision the Bauer College of Business to **support these and other industries through our research, programs, and industry outreach**.



THANK YOU!



250
faculty 200
staff 7,000
students 60,000
alumni

partners, board members & stakeholders

42 members
steering committee **10 members**
working group

special thanks to

Greg Bean | Roger Barascout | Barbara Carlin

Thank you to all of our stakeholders who participated in this effort with survey responses, feedback and input.

For a full list of members of the Steering Committee, Working Group and student teams, along with an overview of the strategic planning process, visit

bauer.uh.edu/StrategicPlan