

Building Our Future Together

The Johnson School Strategic Plan

When I was appointed dean of the Johnson School in March 2008, I had a firm goal in mind—for Cornell's graduate business school to be consistently recognized as one of the top premier business schools in the world. I'm convinced we can attain this goal, for we have a solid foundation on which to build. I think of the bricks in that foundation as our sustainable competitive advantage—the characteristics of the Johnson School that boost it above its peers in a diverse and competitive educational marketplace. Our advantages include:

- Performance learning, the innovative educational approach, whereby students apply theory to real business problems and develop actionable results
- Pioneering research in the disciplines that are fundamental to management practice
- Relatively small size, located within a major Ivy League research university, and a collaborative community, deliberately intense and intentionally supportive
- Deep and broad connections to the larger Cornell community

We will build on these advantages to meet three overarching objectives:

- Develop business leaders who create, transform, and sustain successful organizations—our MBA graduates
- Create research and new knowledge that shapes the future practice of management—our faculty
- Train the next generation of management scholars—our PhD graduates

These objectives enable the Johnson School to bridge its greatest asset—the knowledge created and gained here—with organizations and people outside of the school. In the execution of the new strategic plan, we will build multiple bridges to deliver our knowledge to the global business marketplace. These bridges include our MBA graduates, who bring to their companies the unique marriage of theory and application gained through our performance learning model; pioneering research by our faculty, who bring their discoveries to the work of practicing managers and fundamentally shape management practice; and our PhD students, whose life's work will influence countless business students, managers, and corporations.

Several hundred of Johnson School alumni, students, employees, friends, and corporate partners informed the six initiatives of the plan. I am grateful to everyone who participated, and now must ask you to roll up your sleeves for the hard work of implementation. With the valuable contributions of time, thought, and financial resources from our stakeholders, we can make sure that the Johnson School remains one of the top business schools in the world, and ensure another decade of excellence in graduate business education at Cornell.



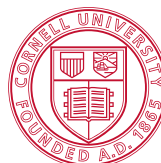
Joe Thomas
Anne and Elmer Lindseth Dean

Six Initiatives for the Future of the Johnson School

I. Program Innovation

The Johnson School delivers strong, innovative program content and experiences that make our graduates highly sought after by recruiters across the globe, prepares them to have real impact as they lead and transform organizations, and empowers them to customize their education to meet their specific career objectives. We will expand and build on these strengths by:

- Integrating our four MBA programs to capitalize on the strengths of each, to strengthen the collaborative environment among students, and to leverage study and research opportunities with other Cornell University colleges and schools
- Adding concentrations in the second-year of the residential curriculum to enhance students' customization of their MBA educations
- Adding intense leadership training throughout the MBA experience, to hone skills in communication, teamwork, and integrative and analytical thinking



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The Strategic Plan: Build With Us

- Delivering enhanced programming to the Executive MBA programs from residential programming, such as speakers
- Launching an enhanced advising initiative to ensure that all Johnson students have comprehensive guidance regarding careers, curriculum and their personal goals, timed to maximize the value of their personal Johnson MBA

II. Global Education

We aim to educate students to excel in a complex global business environment and contribute to improvements in global business practices. Our global vision and model will be developed and executed through:

- Hiring tenured faculty with experience in global business to enhance our capabilities in this area
- Developing additional global business research and offering enhanced global programming and curriculum for our students
- Establishing a global presence in Asia and Europe

III. Thought Leadership

Innovative thought leadership enriches the practice of business and our students' educational experiences. We will ensure that the Johnson School is viewed as a thought leader on important business topics by:

- Further developing the resources that support faculty members in their research, including the maintenance of a strong PhD program
- Enhancing our thought leadership communication to the broader business community
- Maximizing the presence and visibility of existing centers and creating new centers to highlight research and conduct outreach to corporations
- Recruiting the faculty of the future, including PhD-holding research and teaching faculty and seasoned practitioners who strengthen our immersions and other performance-learning activities.

IV. Alumni Engagement

We seek a lifelong partnership with alumni of the Johnson School. This enhances both the experience of our students and the value of the Johnson School degree. We will forge these relationships by:

- Building a network and culture of mutual assistance, as exemplified in the new JS-Pals and JS-Coaches initiatives, connecting admitted students, current students, and alumni
- Developing a stronger alumni services program to include comprehensive career and placement assistance, lifelong learning opportunities, and improved networking opportunities

V. Deepen Connections to Business

It is important for the school to have deep connections with businesses on a multitude of levels. Our highly trained students and faculty want to apply their resources to the issues and challenges faced by companies today. This is an integral part of performance learning that generates the unique business leaders companies most want to recruit from MBA programs. We seek connections that help businesses find real solutions, and our students to forge careers with the best companies in the world. We will strengthen these relationships by:

- Incorporating representatives of key corporations into advisory councils for centers, immersions, and ongoing initiatives
- Developing an enhanced corporate relationship program that promotes and tracks all interactions with key companies, from performance-learning projects to classroom speaking, recruiting, and beyond

VI. Financial Support

The Johnson School depends on a mixture of revenue sources to sustain our operations, including annual giving and returns from our endowments. In order to ensure ongoing support to achieve the School's vision, we will increase our endowment and its proceeds by:

- Securing endowment funding for programs that are outgrowths of this strategic plan, such as those related to curriculum, global business, and alumni services
- Seeking financial support for new facilities in space adjacent to Sage Hall and in New York City
- Securing new endowed chairs for faculty, including term chairs for assistant and associate professors, and chaired positions for practitioner faculty

See progress on our strategic initiatives at:

www.johnson.cornell.edu/strategicplan