



Academic Vision

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PICTURED ON FRONT COVER (FROM TOP, LEFT TO RIGHT): View of the School of Business on the main campus in Storrs, Connecticut; Professor Timothy Folta, Thomas John & Bette Wolff Chair in Strategic Entrepreneurship and students engaged in discussion; the business community gathered at an event in the SS&C Technologies Financial Accelerator in downtown Hartford, Connecticut.

Mission

The mission of the University of the Connecticut School of Business (BUSN) identifies our educational and strategic priorities:

“Real World, Real Learning, Real Impact. Be a globally recognized provider of exceptional managerial and business leadership through innovative experiential learning in a dynamic global business context: integrating outstanding research, real world education, and strategic outreach.”

We affirm our commitment to academic excellence, experiential learning, and globalization by providing the highest quality research, teaching, and outreach. We believe that academic excellence in a modern business education requires a global perspective and identifies and addresses business challenges experienced by workers, managers, entrepreneurs, investors, policy makers, and the greater community.

Preamble

Historically, the growth of industries begins with creativity and innovation, followed by entrepreneurship, where old structures are broken and advantage accrues to those who envision and remake the world in new ways. Over time economic infrastructures and markets mature, and the nature of risk changes. Returns to explorers give way to those who are best able to deliver sustainable improvements in organizations, and in the lives and environments of the people touched by them.

We exist in a time where big data is transforming many realms—upending industries, disrupting systems, and substantially impacting societies. These dislocations are particularly pertinent in health care, where the use of big data and other creative innovations have the potential to transform health care delivery systems worldwide. As we struggle with these disruptions, we labor to support and rejuvenate institutions, cope with risk and uncertainty, husband our resources, and sustain the environment.

In our research, academic programs, and engagement, the School of Business has special expertise to help provide solutions to some of the most problems today: health care and big data—areas undergoing innovation and transformation; creativity, innovation, and entrepreneurship to accelerate innovation and shape future revolutionary advances; and sustainability and risk management to provide stability, security, and control.

We suggest four areas of emphasis where the School of Business can participate in University-wide efforts to help solve significant global problems.



Areas of Emphasis

The following areas of emphasis indicate School of Business opportunities to leverage and develop its strengths: Creativity, Innovation and Entrepreneurship; Sustainability and Risk Management; Analytics and Big Data; and Global Health Care Management. We describe our strengths (those for support and those for strategic investment), opportunities (those within the School of Business and those involving collaborations with other UConn units).

1. **Creativity, Innovation, and Entrepreneurship**
2. **Sustainability and Risk Management**
3. **Analytics and Big Data**
4. **Health Care Management and Insurance Studies**



Creativity, Innovation, and Entrepreneurship

Economic growth and solutions to the world's pressing problems, including health care, economic and social justice, sustainability, and responsible development depend on spurring creativity and innovation, as well as commercializing the most beneficial and successful innovations.

PICTURED: Faculty and students working in the School's Connecticut Center for Entrepreneurship and Innovation in East Hartford, Connecticut.

School of Business Strengths

PROGRAMS, ACCELERATORS, AND CONFERENCES

The UConn School of Business pioneered and continues to house Connecticut Center for Entrepreneurship and Innovation (CCEI). CCEI serves as a resource to Connecticut's business community, while developing innovative and educational opportunities for students, faculty, and entrepreneurs. These activities have included an annual business plan competition; "Startup Challenge," open to all students university-wide; Startup Weekend Storrs with the School of Engineering, and Startup Connecticut, an intense 54-hour event where participants build web or mobile applications and develop a commercial case around them; seminars; and mentoring services. In 2009 and 2010 CCEI held an invited best practices conference for advancing research excellence in entrepreneurship called "The Entrepreneurship Research Exemplars Conference," co-sponsored by the Academy of Management Entrepreneurship Division. In addition, our Innovation Accelerator (IA) within CCEI provides experiential learning opportunity for graduate students who work on projects in teams under the guidance of faculty mentors for entrepreneurial venture clients.

The School of Business has the leadership role in the UConn Innovation Quest Program (Idea to Prototype to Business) — an interdisciplinary competition funded by alumni to foster innovation and entrepreneurship among students at all degree program levels. In 2013, students from 28 different disciplines participated. A 2013 UConn iQ Start-up was recently awarded a \$12,000 grant from Connecticut Innovation's new CTNext's Entrepreneur Innovation Award (EIA) Program. High performance teams are incubated during the summer following the competition. UConn alumni and successful prior year iQ Program participants serve as mentors and advisors both during the program and after an iQ company is launched.

THE WOLFF FAMILY PROGRAM IN ENTREPRENEURSHIP

The Wolff Family Program in Entrepreneurship exists to bring successful entrepreneurs into contact with the University's students. The program sponsors an endowed chair position, the Thomas John & Bette Wolff Family Chair in Strategic Entrepreneurship. Since 1998, the program has sponsored the Annual Wolff Business Plan Competition. UConn MBA students enrolled in a business plan writing course (MGMT

5895: "Entrepreneurship: Gaining Competitive Advantage") submit plans individually or in teams.

ENTREPRENEURSHIP BOOTCAMP FOR VETERANS WITH DISABILITIES (EBV)

In 2010 the University of Connecticut's School of Business became a member of the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) consortium of business schools and universities. EBV enhances the power of entrepreneurship in communities and for veterans more broadly, by fostering an essential route for job creation and economic vitality.

SUSTAINABLE COMMUNITY OUTREACH AND PUBLIC ENGAGEMENT (SCOPE)

SCOPE provides a business perspective on social innovation and social entrepreneurship with the goal of having a positive community impact, promoting global, national, and regional programs for social innovation and entrepreneurship. Programs include:

- Entrepreneurship for Veterans Bootcamp (EBV)—See above
- Social Entrepreneurship in Guatemala—UConn undergraduates spend two months during the summer in rural Guatemala alongside local entrepreneurs initiating and growing businesses that have a positive social impact. Past projects include working with entrepreneurs providing eyeglasses, water purification systems, and eco-friendly stoves to the indigenous populations
- Special Olympics—students and faculty striving to improve coaching processes, resource allocation mechanisms, non-sports-related support structures, and other aspects that advances the lives of people with disabilities

ACADEMIC PROGRAMS

The Department of Management offers an Entrepreneurship Track in the Undergraduate Management major, as well as a business minor open to undergraduate non-business students.

RESEARCH

The Management Department is tied for the highest rank out of 186 departments in faculty scholarly productivity by Academic Analytics (adopted by the University as an independent measure of faculty productivity) for the latest period, 2009-2013. Several Management faculty have international reputations in entrepreneurship scholarship, publishing entrepreneurship journals, and gain wide recognition through their serving on editorial review boards, and are leaders in the Academy of Management Entrepreneurship Division. Their work focuses on new ventures, as well as corporate entrepreneurship.

The Department of Management also has a cluster of researchers (including two recent hires) who publish in the area of creativity. One is also teaching a course on creativity funded by a joint grant with the School of Engineering.

SEMINARS

In 2013-14 The Department of Management is hosting a scholarly seminar series on Commercializing New Technology, New Venture Growth, and Innovation Ecosystems with the School of Engineering and the UConn Office of Economic Development.

Management Faculty have initiated an interdisciplinary brown bag lunch series focused on creativity which not only attracts scholars from across UConn, but also hosts scholars from other universities as speakers and participants .

OTHER PROGRAMS AND INITIATIVES

The focus of our federally funded Center for International Business Education and Research (CIBER) 2010-2014 is innovation. Additionally, in Fall 2013 the School of Business hosted an event in Stamford for women entrepreneurs with 400 attendees that provided training workshops on branding, digital media, and funding) and networking opportunities. A second such event will be held in September 2014. Business faculty have helped guide UConn technology (with faculty from several Schools) from the innovation to the commercialization stage. Two recent projects include creating organic fertilizer from seaweed and particle board from coconut husks.

Opportunities

Emerging businesses and technology drive our innovation economy. The School of Business plays a vital role in providing information, knowledge, skills, mentorship, and networking for students, new ventures, and corporate entrepreneurial projects. As these activities comprise a greater share of Connecticut, US, and global economic endeavors, the School of Business offers expertise, experience, and intellectual resources that spur the creation of companies and jobs.

RESEARCH OPPORTUNITIES WITHIN SCHOOL OF BUSINESS

- New product development research
- Team and individual determinants of creativity
- Determinants of innovation
- New venture management
- Commercialization of technologies strategies
- Strategic value of alliances in innovation and entrepreneurship

COLLABORATIVE RESEARCH OPPORTUNITIES

- Creativity research between Management Faculty and Neag School of Education
- Innovation and commercialization of technology research with schools of Engineering, Law, and Medicine

OTHER OPPORTUNITIES

SCOPE provides an opportunity to enhance our service learning efforts and our efforts to attract and retain students from lower socio economic backgrounds. Further opportunities in human rights and corporate social responsibility exist.

OTHER COLLABORATIVE OPPORTUNITIES

- Possible development of a Masters degree in Commercialization of Technology
- Possible MS/MENG Degree
- Partnerships with the emerging University Initiative for Creativity, Innovation, and Entrepreneurship
- Partnerships with UConn Tech Park, the SBDC, and other engines of economic growth
- Partnerships with NEAG School of Education such as recent hires in creativity
- Further collaborations with faculty in Schools of Engineering, Marine Science, and CLAS to foster innovations to the technology commercialization stage



Sustainability and Risk Management

Sustainability emphasizes the potential for long-term environmental, social, economic and cultural well-being and requires economic innovation, collaboration and technology in all of these areas. Sustainability embraces the potential for growth and productivity through the inclusion of environmental, social, ethical, and human rights issues into the long-term planning of organizations. Sustainable practices integrate the triple bottom line of profit, people, and planet, into core business decisions and utilize economic innovation, collaboration, and technology to reinforce its goals.

Sustainability is closely tied with risk management – the effect of uncertainty on objectives. Risk management requires tools for identification, assessment, and prioritization of risks and coordinated and economic application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. Risks may occur from uncertainty in financial markets, threats from project failures, legal liabilities, regulatory compliance issues, inadequate internal controls, credit risk, accidents, extreme disparities in income and wealth distribution, unemployment rates re high, natural causes and disasters, and deliberate attacks from an adversary. Risks also pose threats to sustainability. The School of Business offers initiatives and programs that help business effectively manage risks, including those related to sustainability.

PICTURED: The main concourse at UConn's campus in Stamford, Connecticut.

School of Business Strengths

SUSTAINABLE COMMUNITY OUTREACH AND PUBLIC ENGAGEMENT (SCOPE)

SCOPE provides a business perspective on social innovation and social entrepreneurship with the goal of having a positive community impact, promoting global, national, and regional programs for social innovation and entrepreneurship. See Programs above.

MASTERS OF SCIENCE IN FINANCIAL RISK MANAGEMENT PROGRAM

The MSFRM degree, a designated STEM program, offers a curriculum in the design, development, and execution of financial risk management strategies--credit, interest rate, currency and market risk in asset and wealth management, arbitrage strategies, restructuring and combinations, and alternative investments. The program is analytical and quantitative with a practice component that emphasizes behavioral issues and human factors in the design and implementation of internal control, communication and governance of exposure to risk. The program offers hands-on learning experience for the student and access to FINCAD software that helps customers and partners better manage financial risks, increase investment returns, reduce the costs of borrowing, and compete more effectively in multiple currencies. Various projects are underway to create certificate programs that are shorter than a degree program but provide high value added educational experiences.

MASTERS OF SCIENCE IN ACCOUNTING

The MSA offers a number of courses that deal directly with risk assessing and managing risks.

RESEARCH

Members of the Finance Department faculty have recently been recognized for their outstanding research in Risk Management. The top international risk management organization, Global Association of Risk Professionals (GARP) awarded one of only six annual research awards to a Finance Department faculty member. The research focuses on the cutting edge topic of which banks are “too connected to fail.” Faculty members at the department’s Center for Real Estate and Urban Economic Studies are organizers and participants in an international conference on Chinese housing policy

risks in Shenzhen, China. Faculty in the Department’s Program in Health Care Management and Insurance Studies have recent top journal publications on physical and mental health risks associated with military combat, alcohol consumption, air pollution, obesity, smoking, drug use, and risky behaviors. Other faculty have published research on hedge funds.

BUSINESS LAW GROUP

The Business Law Group in the School of Business has a strong teaching and research profile in sustainability and sustainability-related practices, including sustainability as it intersects with human rights. A joint hire between the School of Business and UConn’s Human Rights Institute anticipated for Fall 2014 will further reinforce the School of Business’s sustainability research profile. BusinessWeek in their recent 2013-14 rankings placed the UConn Business Law group #10 out of 123 undergraduate business school programs, based on student surveys.

Sustainability and sustainability-related instruction is fully integrated into the business law curriculum with business law instructors teaching the ethical and social environment of business in all introductory business law courses. There are plans to expand sustainability-focused instruction in the future with a further focus on environmental awareness, corporate social responsibility, and the opportunities for sustainability and regulation to be a source of value for global firms. A new Business Law course, Corporate Sustainability Practices and Human Rights, has been created for Fall 2014.

THE NORTHEAST UTILITIES CHAIR IN BUSINESS ETHICS

The Northeast Utilities Chair in Business Ethics provides leadership in the legal, ethical, economic, technological, and social issues in the area of ethics and social responsibility and has implemented a variety of initiatives related to sustainable business. Faculty development grants are available for School of Business faculty to attend the School of Business CIBER Faculty Development on Green Business in Australia. Summer research grants supporting research in sustainability, human rights, and related fields are also awarded. For students, two internships are planned that will financially support two undergraduate or graduate business students in the placement of a values-driven organization focusing on sustainability, human rights, and corporate social responsibility. Micro-spon-



sorships will also be available to faculty to support focused sustainability-related initiatives in their departments and classrooms.

FACULTY DEVELOPMENT

The UConn Center for International Business Education and Business Research (CIBER) funded “Faculty Development in International Business Green Business: Australia” program for Business School faculty from around the USA. Four UConn Business faculty attended this program focused on sustainability and brought their learning back to UConn.

PICTURED: Sulin Ba, Professor of Operations and Information Management

Opportunities

Risks can be managed in two very different but complementary ways. The first uses financial tools to spread the risks that arise from human activities across numerous entities willing to invest in risky instruments in order to receive a financial return. The second uses legal tools, such as laws and regulations, to align societal incentives in favor of socially beneficial activities and to allocate risk and responsibility for the harms that may result from these and other activities. The School of Business has capabilities in both areas. On the financial side, the Finance Department has a developing group of quantitative scholars who focus on these issues and who also provide a specialized Masters in Financial Risk Management. On the Legal side, the Marketing Department has a developing group of legal scholars who focus on business law and sustainability as it relates to business. Further collaborative opportunities exist between Business Law Faculty and Law School faculty.

Sustainability is also prominent and becoming increasingly important as a both a social commitment and a value-generating strategy for business. There is a substantial demand for sustainability-related business education and sustainability research from the business school perspective. The School of Business can meet this demand by both increasing its curricular and research profiles in sustainability as well as partnering with school-wide opportunities and resources on campus, especially given UConn’s prominence in sustainability.

SCHOOL-WIDE OPPORTUNITIES RESEARCH AREAS

- Determinants of firm’s willingness to engage in sustainable behavior
- What leads consumers to purchase sustainable products
- Sustainability and financial risk
- The organization of banking, including “too big to fail” and “too connected to fail.”
- Credit default spreads (CDS) and other derivative securities used by hedge funds, banks, and insurance companies to hedge the risk of their assets and liabilities
- Triple bottom line accounting and measurement and performance management for sustainability

OTHER OPPORTUNITIES

- Joint sponsorship with Connecticut firms for an international risk management conference to be held in Stamford
- Projects at the Hartford Financial Accelerator with Insurance and other financial companies
- New Stamford Undergraduate Financial Management degree
- Projects at the Stamford Learning Accelerator with hedge funds and banks
- Risk Management and Crisis Management Certificate Programs in Stamford
- Introduction of an independent course in sustainability and corporate social responsibility in the undergraduate and MBA programs
- Development of an undergraduate and/or graduate certificate program in sustainable business
- Implementation of an executive education program on sustainable management
- Projects at the School of Business Accelerator that engage in sustainable issues
- Partnerships with other areas of emphasis, such as Creativity, Innovation, and Entrepreneurship to generate curricular, research, or public-related activities to sustainability driven entrepreneurial and innovative activities
- Collaboration with the School of Law in the area of Sustainability and Risk Management

COLLABORATIVE OPPORTUNITIES RESEARCH

- Collaborative inter-disciplinary research synergies with the UCONN Economics and Psychology Departments
- Research synergies with UCONN Statistics, Math, and Actuarial Sciences
- Collaborative, cross discipline proposals for innovative research in the area to NSF, NIH, etc.

ACADEMIC PROGRAMS

- Interdisciplinary programs with the School of Law



Analytics and Big Data

An exponential increase in the quantity and the quality of available information from many types of complex systems (interactions of users in social media, online search, browsing, and choice behavior, financial and other business transactions databases, health care, homeland security, and risk management) has created new challenges and opportunities for storing and handling massive data, developing tools for analysis, visualization and sense-making, and processes for creating rich interactive environments for users. A similar increase in retail point-of-sale data has led to the creation of databases containing purchase data and direct marketing information across multiple product items and categories that can be analyzed over time and across geo-spatial coordinates to provide insights on buyers to marketing managers that were previously unavailable.

PICTURED: A student in the MS in Business in Analytics and Project Management program leads a discussion.

School of Business Strengths

RESEARCH

The Association of Information Systems ranked the scholarship of the OPIM Department as fourth nationally in 2010-2012. <http://www.vvenkatesh.com/isranking/Ranking-MISQISRbyUni.asp?RYear=3>. Faculty in the Department are actively engaged in research on big data. One research stream involves music sharing and piracy, tracking shares of over 2000 individuals across time, identifying how their sharing changed as a variety of external events occurred (legal threats, initiation of legal actions, and outcomes of certain legal actions).

The amount of user generated content on the web, including textual material, continues to explode. Such textual material represents a frontier of information mining. Several projects among OPIM faculty include innovative textual information mining and a unique dataset that includes review browsing data and purchase data involving millions of transaction records to analyze the effect of online reviews. OPIM faculty also analyze spatial and temporal aspects of location-based customer engagement (checkins) at Four-square, seeking answers to questions such as how business characteristics, geographic proximity and demographic similarity together affect customer engagement. In the financial services area, a huge amount of data is being generated. Managing credit lines for credit card customers is a fine balance between risk and reward. OPIM faculty have created algorithms to manage credit lines that increase credit card usage without increasing write-offs and delinquencies and use customer level transactions data to analyze retail banks sweep optimization and create algorithms to leverage customer behavior information. An OPIM faculty won the prestigious INFORMS Wagner Prize for Outstanding Practice of Operations Research for outstanding work implemented in corporations and received a \$600,000 SBIR grant from NSF funding a faculty startup.

Researchers in the Marketing Department are also engaged in analytics, big data, and complex systems projects. These include the analysis of large sets of unstructured consumer review data; social network analysis: visualization tools for decision making, deriving strategic marketing insights from such analysis. They use empirical methods such as static and dynamic structural econometric models, Bayesian econometrics, analytical economic modeling, and predictive analytics. Marketing faculty members have recently received two grants from the Marketing Science Institute (MSI) using the analysis of Big Data. Marketing scholars also employ data analytical

tools focusing on different large data sets. For example a project examines micro-level details on all on-line deals since the beginning of Groupon (all “Groupon” cities included), capturing data with a brief life, using hourly “scrapings” of all coupon deals across the cities where Groupon operates. Data gathering and analysis continues as an ongoing process.

ACADEMIC PROGRAMS

MASTERS OF SCIENCE IN BUSINESS ANALYTICS AND PROJECT MANAGEMENT (MSBAPM)

MSBAPM is housed in the Operations and Management Information Systems Department (OPIM). It is the only Analytics/Big Data graduate program at UConn. Enrollments have been growing dramatically (72 new admits this year, with a total of nearly 190 students enrolled currently in the program). MSBAPM has been recognized by InformationWeek as one of the “Data Analytics Masters Degrees: 20 Top Programs” <http://www.informationweek.com/big-data/slideshows/big-data-analytics/big-data-analytics-masters-degrees-20-t/240145673?pgno=1> and in December 2012 Eduniversal included UConn’s MSBAPM in the Top 35 Best Masters in Engineering and Project Management in North America. <http://msbapm.business.uconn.edu/wp-content/uploads/2013/01/MSBAPM-2012-2012-ranking.pdf>

TREIBICK ELECTRONIC COMMERCE INITIATIVE (TECI)

TECI is a comprehensive research initiative that will be a catalyst to link research to applications important to the business community. An expanded emphasis on e-commerce research is important not only as support for the economy and the business community, but also for its impact on broadening classroom content and ensuring well-prepared, knowledgeable graduates for the workforce. TECI provides support for research projects in areas such as electronic market performance, internet pricing of electronic products, electronic supply chain management, data/computer security and workflow management.

Opportunities

Analytics offers revolutionary possibilities for understanding and manipulating large data sets, understanding complex systems, and providing solutions to a wide variety of problems in health care, business, risk management and sustainable growth.

BUSINESS PARTNERSHIPS

Develop working partnerships with Connecticut businesses (e.g. insurance, health care, financial services), providing expertise of Business faculty to help them address business challenges related to big data, and to provide internships, experiential learning opportunities, and job placements for students.

SCHOOL OF BUSINESS RESEARCH OPPORTUNITIES

- Interdisciplinary research projects in analyzing large data sets, data visualization, gaming, network analysis, and econometric models.
- Developing operations research methodology to analyze different manufacturing sustainability strategic decisions for a firm trying to replace limited or scarce natural resources.
- Developing optimization models to for determining optimal investment in sustainable and responsible activities that allow the firms in supply chain to maximize their profit while minimizing their risk and environment impacts.
- Research to design and maintain more efficient, resilient, and sustainable supply chain network.

COLLABORATIVE OPPORTUNITIES

RESEARCH

Faculty in Mathematics (Actuarial Science), and Computer Science and Engineering have partnered with our OPIM department to submit a proposal to build an Analytics Cluster. Further research collaborations exist for our department of marketing to engage with faculty from other departments (e.g., Economics, Statistics, Computer Science, and OPIM) to enhance our research productivity.

ACADEMIC PROGRAMS

- Further expand undergraduate offerings in analytics
- Develop online analytics programs
- Create a multi-disciplinary analytics experiential learning center



Health Care Management & Insurance Studies

In 2012 spending on health care represented nearly 18% of the gross domestic product in the United States. Businesses of all sizes operate in the health care industry, including pharmaceutical companies, medical device firms, academic medical centers, insurance firms, hospitals, physician and dental practices, pharmacies, nursing homes, and biotechnology. Companies as diverse as Nike and Qualcomm are working to innovate in the health care space. The system is also undergoing significant change with the Affordable Care Act. Further, the health care system is under severe strains as baby boomers age creating substantial demands on our health care system.

Given this scenario, both professionally-trained managers and researchers will be needed to manage the financial and economic resources required to provide operational effectiveness and efficiency to key organizational entities in the health care industry. Many legislative provisions will have uncertain impacts on the financing, delivery, and reimbursement of health care. University programs and research can help establish a framework for addressing and assessing pertinent issues through educational offerings, interdisciplinary research efforts, and service-based initiatives during this period of both unpredictable and dynamic market changes.

PICTURED: Undergraduate business students work together in the School's lounge in Storrs, Connecticut.

School of Business Strengths

ACADEMIC PROGRAMS—HEALTH CARE MANAGEMENT & INSURANCE STUDIES (PHMIS)

The School of Business has been involved with health care and insurance studies since 1976, and is one of only two state universities in New England to offer a health care management program. The School offers an undergraduate major in health care management, a minor in health care management & insurance studies to non-business majors, and is on track to provide a concentration in health care management to Allied Health students beginning in the fall of 2014. At the graduate level, the PHMIS offers a concentration in health care management and also certificate programs in health care finance and insurance, health care analytics, long-term care, and health information technology. A completely on-line certificate program in Global Health Care Management is under development for launch in Fall 2014. In the 1980's and 90's, the Health Care Program was at the forefront of both educational offerings and research as managed care reshaped the United States health care system and we seek to regain that prominence.

ENGAGEMENT

Our close proximity to many of the largest health insurance companies in the US provides significant advantages for research collaboration, student projects, shared innovation, and programmatic opportunities.

RESEARCH

While few in number, the full-time faculty members affiliated with PHMIS, have produced a disproportionate amount of high-quality research, with one faculty member recently releasing the 6th edition of a highly recognized health economics textbook that stands among the market leaders. That same faculty member was recently listed among the top 50 most prolific health care insurance researchers within the last 10 years. Other faculty members in finance and OPIM have conducted research relating to health care management and insurance studies. And UConn has over a dozen health care economists who can be brought together to enhance our activity and visibility and to pursue external funding for critical interdisciplinary research initiatives.

Opportunities

SCHOOL-WIDE OPPORTUNITIES

- Create educational/research connections with the health care community through increased interactions with the Program's four advisory boards including the Health Care Management Advisory Board, The Health Care IT Advisory Board, The Long-Term Health Care Management Advisory Board, and the Global Health Care Management Advisory Board
- Develop new global health care initiatives to provide a forum for practitioners engaged in global health care to discuss and exchange new ideas and issues on a regular basis through interaction with faculty and students, participation in academic and applied research, and seminars with leading experts in global health care
- Become a principal resource for the State of Connecticut and the health care and business communities through the monitoring, analysis, and dissemination of information about health care management issues. This opportunity requires facilitation and advance debate in the solving of real world health care delivery issues and may include the periodic release of health care financial/management position and white papers
- Offer seminars and conferences addressing important health care issues and problems
- Leverage location. UConn sits in the center of the New Jersey—Massachusetts corridor that houses the largest center for health care organizations in the world, providing substantial outreach and collaborative opportunities

RESEARCH

- How life style and life choices impact health and health care delivery
- Increase efforts to create linkages with the long-term health care community that can facilitate multi-disciplinary research opportunities and the understanding of financial/economic practices significantly impacting these organizations
- Engage faculty and students in collaboration with the medical centers around practical issues such as reducing readmissions to the hospital or returns to the operating room.

COLLABORATIVE OPPORTUNITIES

RESEARCH

- Inter-disciplinary research that embraces areas related to finance, management, economics and technology with faculty members from other UConn departments, and University schools and colleges

OTHER

- Multi-disciplinary concentrations relating to health care and insurance studies that address the educational needs of students in health care fields that typically lack access to business discipline
- Develop solutions to the substantial disruptions that health care organizations deal with due to health care economics, Big Data, and electronic medical records (EMR)
- Create a Health Care Monitor—a quarterly poll aggregating sentiments of consumers, providers, and health care manufacturers on health care issues with potential to set standards for the future
- Partner with the Medical Center and the Schools of Pharmacy, Dentistry, Nursing and Social Work to develop solutions to pressing problems of human health, health care delivery, and inequality

School of Business

Infrastructure Investments

We identify four areas of investment in the core infrastructure of the School that cut across our four emphases.

RESEARCH

We will focus on research that contributes to solutions that improve the quality of life globally; that addresses issues of sustainability; that contributes to the management and execution of efficient global health care; that improves the use of Big Data in solving societal and business problems; that supports and improves entrepreneurial ventures and economic development infrastructures; and that helps manage and reduce risk and uncertainty. Our research must have an impact on practice and theory and be valuable to the business community and the broader society.

High quality research remains the coin of the realm in academia, driving reputation with colleagues, potential students, corporate partners, and other stakeholders. We are committed to enhancing our research productivity and research impact by conducting and publishing research in premier journals in our fields. Further, we will encourage interdisciplinary research both across departments between School of Business faculty and with faculty in other schools and colleges. We have recently created the position of Associate Dean for Research who will lead initiatives designed to enhance our research productivity, grant writing, and interdisciplinary collaboration.

TEACHING AND LEARNING

We will pursue a two-pronged effort to strengthen teaching excellence. First, we will enrich student learning and knowledge acquisition and enhance faculty engagement and fulfillment in instruction. To these ends, we will create a Task Force to propose initiatives designed to (1) develop greater student-centered, participative and experiential learning (The Chronicle of Higher Education, May 15, 2011 <https://chronicle.com/article/Understanding-the-New-Culture/127459/>) and (2) provide instructional development opportunities for faculty.

Second, we will audit our use of instructional resources with the goal of enhancing productivity, but in a manner that balances two objectives—(1) enhancing student learning and faculty engagement and (2) enabling greater research productivity by improving faculty instructional efficiency and synergies between their research and teaching.

ACADEMIC PROGRAMS

We will make our undergraduate program more attractive to the brightest and most motivated students by creating a formal, community-based Honors Program that would include: an honors section of the core introductory business courses for each Department and an honors section of the universally required Management capstone course. We will augment the program with activities that create a cohort experience and engage Honors students in enriching activities that support their commitment to business.

We will reengineer our fulltime and part-time MBA programs to provide greater capabilities for students to solve business problems. We will review undergraduate and graduate offerings, potentially to include certificate programs, joint majors, and dual listing courses. We will assess our recently revised EMBA program. We forecast a 20% increase enrollment for the next EMBA cohort. We will support Executive Education programs in Lean Processing, Big Data, Managerial and Financial Leadership for Health Care, and Entrepreneurship.

STRATEGIC PLANNING FRAMEWORK

We have developed a comprehensive framework for strategically allocating resources across programs, activities, and initiatives. The core concept is delivering valued outcomes to the School's stakeholders. We identified stakeholder groups and ascertained the highest value outcomes for them. We arrayed these value outcomes in a matrix defined by two dimensions—(1) importance for improving our overall reputation and (2) ROI—the reputational improvement available for a dollar of investment. Using this framework, we generated potential strategic activities or areas for investment. We present a graphic depiction of the components of our framework at: <http://prezi.com/rcgpjqkk7v9h/untitled-prezi/>. We intend to use this to assess activities and programs and to allocate resources among them.

GLOBALIZATION

The School of Business has supported our Center for Business Education and Business Research (CIBER), one of 33 universities nationwide designated as a national resource center for international business. The CIBER has been responsible for hosting the Universitas 21 Doctoral Research Conference in Business (DRBC) April, 2012; the International Business track in the Undergraduate Management major and program for Global Business majors in Stamford. Given the increasing importance of global business, we will invest in the increased globalization of faculty, students, and academic programs.

Summary

The School of Business is poised to join the other UConn schools and colleges in enhancing research, academic programs, and engagement to provide solutions to pressing global issues—sustainability, economic infrastructure, innovation, risk and uncertainty, health care, and managing and interpreting information. We are reengineering our academic programs to recruit the most talented and motivated students and provide them with capabilities, intellectual tools, and critical skills to enable them to become future business leaders driving a global future of enhanced quality of life, sustainable economic growth, and reduced risk and uncertainty.

Appendix A

SCHOOL OF BUSINESS STRENGTHS AND OPPORTUNITIES				
	CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP	SUSTAINABILITY AND RISK MANAGEMENT	ANALYTICS AND BIG DATA	HEALTH CARE MANAGEMENT AND INSURANCE STUDIES
STRENGTHS FOR INVESTMENT	<ul style="list-style-type: none"> Entrepreneurship and creativity scholarship 	<ul style="list-style-type: none"> MSFRM MSA Health Care Management and Insurance Studies 	<ul style="list-style-type: none"> MSBAPM OPIM research faculty Marketing faculty scholar-ship 	<ul style="list-style-type: none"> MIS programs PHMI Scholarship
STRENGTHS TO SUSTAIN	<ul style="list-style-type: none"> CCEI Wolff Family Program in Entrepreneurship MGMT research faculty EBV SCOPE Management under-graduate major track in entrepreneurship Business Minor in Entrepreneurship CIBER 2010-14 Innovation focus Seminars 	<ul style="list-style-type: none"> Center for Real Estate and Urban Economic Studies CIBER Faculty Development in International Business Green Business Finance Department Faculty scholarship in Risk Management and Health Care and Insurance SCOPE Global Association of Risk Professionals (GARP) Faculty Award Finance Department of-fering a 1 credit course on sustainability in Spring 2014 	<ul style="list-style-type: none"> TECI MSI grants 	<ul style="list-style-type: none"> Community engagement
OPPORTUNITIES SCHOOL WITHIN BUSINESS	<p>Research in</p> <ul style="list-style-type: none"> Team and individual determinants of creativity New product development research and modeling for innovation Team and individual determinants of creativity Determinants of exploitative and exploratory innovation New venture management Commercialization of technologies strategies Strategic value of alliances in innovation and entrepreneurship 	<p>Research in</p> <ul style="list-style-type: none"> Analyzing large data sets, data visualization, gam-ing, network analysis and econometric models Manufacturing sustainability strategic decisions Supply chain optimization models balancing profit, risk and environmental impact Factors that lead firms to engage in sustainable behaviors Intersection of human rights and corporate social responsibility Sustainability and financial risk management Accounting for sustainability <p><i>Continued...</i></p>	<p>Research in</p> <ul style="list-style-type: none"> Design of more efficient, resilient, and sustainable supply chains Sustainable banking, in-cluding "too big to fail" & too connected to fail Credit default Swaps (CDS) & other derivatives that firms use to hedge risks of assets and liabilities 	<p>Research in</p> <ul style="list-style-type: none"> How life style and life choices effect health and health-care How financial/economic practices significantly impact health care delivery and health care organizations Increase interactions with PHMIS advisory boards Global health care initiatives Provide monitoring, analysis, and dissemination of information about health care management issues Seminars and conferences on important health care issues and problems <p><i>Continued...</i></p>

CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP	SUSTAINABILITY AND RISK MANAGEMENT	ANALYTICS AND BIG DATA	HEALTH CARE MANAGEMENT AND INSURANCE STUDIES
OPPORTUNITIES SCHOOL WITHIN BUSINESS <i>Continued...</i>	<ul style="list-style-type: none"> • Triple bottom line accounting • Measurement and performance management for sustainability • Co-sponsorship with IBM, GE, RBS, UBS, TIAA-CREF, NU for international risk management conference • Hartford Financial Accelerator projects with Insurance and Financial companies • Stamford Undergraduate Financial Management degree • Projects at the Stamford Learning Accelerator with hedge funds and banks • Risk Management Certificate Programs and Crisis Management Seminars in Stamford • Integrate sustainability and corporate social responsibility in curricula • Executive Education in: <ul style="list-style-type: none"> • Lean Processing • Big Data • Managerial and Financial Leadership for Health Care • Entrepreneurship 		<ul style="list-style-type: none"> • Linkages with the long-term health care community • Marketing faculty expertise on lifestyle choices
COLLABORATIVE OPPORTUNITIES	<ul style="list-style-type: none"> • Creativity research with Neag faculty • Innovation research with Engineering • Connections with IQ • UConn Tech Park • NEAG Creativity Researchers <p>Masters in Commercialization of Technology</p>	<ul style="list-style-type: none"> • Analytics Cluster • Expand undergraduate offerings in analytics • Develop online analytics programs • Create a multi-disciplinary analytics experiential learning center • Create undergraduate and graduate offerings, potentially to include certificate programs, joint majors, and dual listing courses, in conjunction with the Digital Media Department 	<ul style="list-style-type: none"> • Inter-disciplinary research on health care in finance, management, economics and technology • Multi-disciplinary concentrations for non-business students in UConn health care fields • Leverage UConn geographic location in center of NJ—MA corridor of world's largest center of health care organizations • Create Health Care Monitor—a quarterly poll on health care issue

Appendix B

METRICS
1 Increase in collaborative, interdisciplinary research among faculty within the School of Business
2 Increase in collaborative, interdisciplinary research between School of Business faculty and faculty from other schools and colleges
3 Increase in the annual number of articles published in premier journals
4 Increase in the performance of revenue generating programs
5 Implementation of the comprehensive strategic planning framework described above to prioritize School of Business resource allocations. Specify procedures to incorporate school wide faculty and staff input for annual review of both the framework and priorities. The framework is designed to deliver the highest value outcomes to the School's stakeholders by evaluating programs, initiatives, and activities across two dimensions, (1) importance for improving the School's performance and (2) ROI—the improvement in performance achievable relative to the effort and resource investments required.