



# **MORE THAN AN EDUCATION— A PLATFORM FOR TRANSFORMATION**

The Eller College of Management Strategic Map  
2023-2028



THE UNIVERSITY OF ARIZONA  
**Eller College  
of Management**

# A MESSAGE FROM THE DEAN



Dear Friends,

On behalf of the University of Arizona's Eller College of Management, I am pleased to present to you the 2023-2028 Strategic Map. As Arizona Wildcats, the Eller College's strategic map is guided by the University's five strategic pillars. Through our shared purpose, mission and values, we work together to live The Eller Way, every day.

Eller's next five years are focused on more than an education, but building a platform for transformation. Starting with exploration, we are committing to building on institutional excellence, embracing a culture of diversity, developing partnerships, and creating synergies, ensuring our growth and sustainability for years to come. This serves as a roadmap for our future—and fuels our passion to transform the lives of our students, organizations, communities, industries and the world.

I invite you to read on and discover just how we plan to educate and innovate. Together, we are developing the next generation of global leaders capable of tackling our world's greatest challenges. As students, as faculty, as leaders and as Wildcats—we will strive for, and never settle for less than, success.

A handwritten signature in white ink that reads "K. Karthik Kannan". The signature is stylized with a large, flowing "K" and "Kannan" written in a cursive script.

Karthik Kannan  
Dean and Halle Chair in Leadership  
Eller College of Management  
The University of Arizona



# THE UNIVERSITY OF ARIZONA

## Strategic Pillars

### WILDCAT JOURNEY

Driving student success for a rapidly changing world

### GRAND CHALLENGES

Tackling critical problems at the edges of human endeavor

### ARIZONA ADVANTAGE

Driving Social, Cultural, and Economic Impact

### ARIZONA GLOBAL

Redefining International and Setting the Standard for a Global University in the Digital Age

### INSTITUTIONAL EXCELLENCE

Ensuring UA Lives its Values and Innovative Culture to Enable an Efficient, High Performing Academic and Administrative Enterprise

## Core Values

### INTEGRITY

Be honest, respectful and just

### COMPASSION

Choose to care

### EXPLORATION

Be insatiably curious

### ADAPTATION

Stay open-minded and eager for what's next

### INCLUSION

Harness the power of diversity

### DETERMINATION

Bear Down







# **WHO WE ARE** *THE ELLER WAY*

As students, faculty and staff members of the Eller College of Management, at the University of Arizona, we embrace a long and sustained culture of excellence. Our school is nationally recognized, and our contribution is critical to our continued elevation. Our standards are high and call us to:

## **INTEGRITY**

Do the right thing 100 percent of the time.

## **DETERMINATION**

See challenges as opportunities.

## **INNOVATION**

Creatively anticipate and leverage change.

## **INCLUSION**

Create a community where everybody thrives.

## **EXCELLENCE**

Consistently surpass ordinary standards.

# WHY WE EXIST

The Eller College of Management's mission is to discover and share new knowledge that shapes the future of business and to educate the next generation of responsible, global leaders who embody the changing business world and possess the knowledge and drive to impact it.

# WHAT WE OFFER

## REAL-WORLD INNOVATION

The Eller College prepares students for the real world. We provide incredible experiential opportunities and immersive learning environments, providing a unique foundation for innovation and digital business transformation.

Eller faculty are leading cutting-edge research and teaching in areas such as artificial intelligence, business analytics, behavioral economics, information security, entrepreneurship and healthcare management, which will have critical impact on business, societies and individual lives.

## BOUNDARY-FREE COLLABORATION

The Eller College actively fosters interactions between students and a wide range of disciplines at the University of Arizona, providing opportunities for new thinking, new skill development and new solution-finding—opportunities that are an intrinsic part of the curriculum of every undergraduate and graduate program we offer.



# HOW WE DO IT

## A FAMILY OF OVERACHIEVERS

The Eller College is home to big ideas, lofty goals and high ideals. What makes this possible? A family of professors, staff, classmates, donors and advisors who bring out the best in each other—who raise your game, but also have your back.

## DATA PRECISION, ENTREPRENEURIAL PASSION

The world doesn't work in silos, and neither do we. At Eller, we cross disciplines, departments, schools, campuses and workplaces to solve interconnected problems with a team approach.

## DIGITAL ROOTS, DIGITAL VISION

In a global marketplace where innovation and disruption are the norm, the next generation of business leaders must learn and adapt constantly to succeed. Whatever path you take at Eller, we ensure you'll have the skills you need to make a real and lasting impact far beyond the classroom.





## The Forefront Of Transformation — The Frontline Of Business Technology

Provide a transformational student experience, equipping students with the ability to lead in the face of profound technological, social, and economic change, while building on institutional excellence and a forward-looking approach to business education.

### Actions:

- Build on our institutional excellence, to solidify our position as the nation's premier digital-first business school.
- Bolster our signature offerings, including our nationally recognized MIS program, while developing innovative curricula that address market demands, such as Integrated Business Engineering programs and a Master's in Artificial Intelligence for Business.
- Consolidate our reputation as a top-ranked business school by leveraging our academic and intellectual expertise to further position the Eller College as an emerging leader in the field of business analytics.

- Enhance our program's market prominence by expanding our presence in the greater Phoenix area, specifically leaning into Chandler's corporate-friendly environment.
- Ensure that Eller College faculty research not only strengthens the University of Arizona's priorities but also generates impactful and timely knowledge that is applicable to our local business communities, learning opportunities, and beyond.

### Strategic Pillars:

GRAND  
CHALLENGES

INSTITUTIONAL  
EXCELLENCE

WILDCAT  
JOURNEY





## Inclusive Excellence and Achievement— From the Classroom To The Board Room

Continue to establish an identity that is inclusive of all members of the campus community and create a culture of diverse students, faculty, and staff that is inviting, supportive and relevant.

### Actions:

- Prioritize systems and policies to provide resources needed to obtain, expand and develop initiatives that remove financial, structural and cultural barriers, further encouraging participation in Eller experiences.
- Harness the power of the Eller Way to guide the launch of our new undergraduate Direct Admission Model, further encouraging an environment of inclusive excellence, and enabling all students to achieve their full potential.
- Continue to align the Eller College's efforts to the University's mission as Arizona's land-grant university and federally recognized Hispanic Serving Institution (HSI).
- Strengthen the modality of program offerings by promoting accessibility, scalability, advancement and learning outcomes in support of market demand.

### Strategic Pillars:

**ARIZONA  
ADVANTAGE**

**INSTITUTIONAL  
EXCELLENCE**

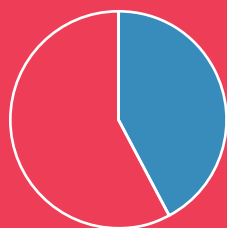




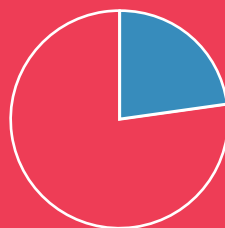
# TOGETHER, WE ARE THE ELLER EXPERIENCE

Eller students come from a diverse mix of academic, professional and cultural backgrounds. Our reputation around the globe has resulted in a student population that represents students' varied experiences and directly contributes to the robust and unique environment that defines the Eller experience.

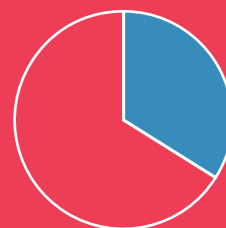
## Eller Fast Facts



**42%**  
of students  
identify  
as female



**23%**  
of students  
identify as  
first-generation



**34%**  
of students  
identify as  
students of color

### Undergraduate

**\$64,190** average starting salary

**11** percent international

**76** percent of students are  
employed at 90 days after  
graduation

### Full-Time MBA

**673** average GMAT score

**\$107,345** average starting salary

**44** percent international

**86** percent of students are  
employed at 90 days after  
graduation

### Master's in MIS

**664** average GMAT score

**\$108,031** average starting salary

**77** percent international

**86** percent of students are  
employed at 90 days after  
graduation



## Synergies For Big Ideas— Relationships To Bring Them To Life

Develop key partnerships and collaborations with external companies, organizations and partners in support of signature student experiences that enhance community engagement.

### Actions:

- Focus resources on cultivating relationships for the Eller Partnerships Office, aimed to position the Eller College as our business community's subject-matter expert, as well as become the preferred choice for talent acquisition.
- Build a world-ready student workforce by creating synergies with local and global organizations, affording our students more opportunities for experiential learning, intellectual and personal growth, networking and opportunities for success.
- Advance our land-grant mission to drive social, cultural and economic impact by offering community outreach programs focused on serving underserved or underrepresented groups.
- Foster a community of engagement that encompasses alumni, donors, industry partners and embraces the Arizona community, as a whole.
- Create donor-funded student experiences, such as Eller's Zipperman Scholars and Rising Stars in Marketing, to transform the lives of our students as they tackle key business challenges in our state and world.

### Strategic Pillars:

ARIZONA  
ADVANTAGE

ARIZONA  
GLOBAL

GRAND  
CHALLENGES

WILDCAT  
JOURNEY





## Cultivating Partnerships— Our Collaborative Advantage

Evolve and grow collaboration within the Eller College and connections between the University community to further lead synergistic relationships that create real-world impact.

### Actions:

- Seek to lead new University partnerships that create novel ways to educate our diverse body of students, while advancing the ever-evolving field of business—specifically within the areas of medicine, science, law and engineering.
- Create fusion and integration between the Eller College and our institutional colleagues that unlock new opportunities to build trust and cooperation through collaboration and co-creation across disciplines and industries.
- Advance in our goal of developing an Eller College community of connected and collaborative faculty, staff and student groups.

### Strategic Pillars:

INSTITUTIONAL  
EXCELLENCE

GRAND  
CHALLENGES

WILDCAT  
JOURNEY



## Sustainable Success— For A Scalable Future

Improve the Eller College's operational efficiency by further refining and optimizing our distribution of talent, time and resources, assuring sustainability and scalability into the future.

### Actions:

- Develop strategic connections between degree programs in support of curricular efficiencies, scheduling, staffing and teaching loads.
- Focus on student engagement, across all stages of the student lifecycle, by encouraging cross-team collaboration and communication across University units and departments that provide an overall enhanced student-centric experience.
- Involve and empower Eller College faculty and staff to excel in their roles by creating a work culture that is supportive, accountable and equitable.
- Maintain consistency with the University of Arizona's Strategic Plan by continuing to live our shared values and innovative culture to enable a higher-performing institution.

### Strategic Pillars:

**INSTITUTIONAL  
EXCELLENCE**





Eli





THE UNIVERSITY OF ARIZONA  
**Eller College  
of Management**

**eller.arizona.edu**  
**(520) 621-2165**  
McClelland Hall 417  
1130 East Helen Street  
Tucson, Arizona 85721-0108

