

Transforming the
World through Access,
Excellence, and Innovation
in Business Knowledge

STRATEGIC 2023-2028 PLAN



W. P. Carey School of Business

ASU W. P. Carey
School of Business
Arizona State University



ASU Charter

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

Message from the dean

The W. P. Carey School of Business at Arizona State University has launched an ambitious five-year strategic plan to propel our school to new heights. Titled “Transforming the World through Access, Excellence, and Innovation in Business Knowledge,” our strategic plan reflects the school’s vision and the ASU Charter. The plan builds on our strong existing foundations and is aimed to position the school among the leading and most innovative business schools in the world. To establish the strategic plan, we sought inputs and feedback from students, faculty, staff, alumni, donors, employers, and university and community leadership.

The ASU Charter is foundational to our strategic plan. Our efforts in the next five years will embrace ASU’s commitment to inclusion, advancing research that matters, and helping to improve the well-being of the numerous communities that we serve – all done from a business perspective and with a business is personal mindset.

We are pleased to share more about what we want to achieve in the years ahead in the pages that follow.

Ohad Kadan

Charles J. Robel Dean

Professor of Finance and W. P. Carey Distinguished Chair

W. P. Carey School of Business | Arizona State University

W. P. Carey Vision

We transform the world through **access, excellence, and innovation** in business knowledge. We are the W. P. Carey School of Business, **Where Business is Personal.**[®]



W. P. Carey Mission

W. P. Carey sparks positive change in business and society on a global scale by:

- **Educating** students and growing talent to enrich and lead organizations
- Producing groundbreaking and impactful **research**
- **Engaging** actively with business, government, communities, and our campus



W. P. Carey both educates and operates in a manner that is consistent with the following Core Tenets:



W. P. Carey Core Tenets

- Providing **access** to business education is foundational
- We embrace **modern technology** in our curriculum and operations
- We actively recruit, retain, and develop **top talent**
- We seek **excellence** by pushing the frontier in our research and requiring word-class relevance and rigor in our classes
- **Entrepreneurship and innovation** are key to our curriculum but also to how we deliver it
- We are **global** in what we teach and where we operate
- **Values, societal impact, and inclusivity** are at the heart of what we do
- We collaborate **across disciplines**
- We actively **engage** with industries and communities
- We do all of that while keeping a **business is personal** mindset



W. P. CAREY
SCHOOL OF BUSINESS

I am a W. P. Carey Sun Devil:

- I contribute to our legacy and live our values of excellence, integrity, impact, and community
- I demonstrate that business is personal by treating others with respect and kindness
- I advocate for access and equal opportunity to create stronger organizations and inclusive societies
- I embrace and exhibit ethical business practices and lead others by example
- I champion fellow Sun Devils and volunteer when and what I can to promote their success

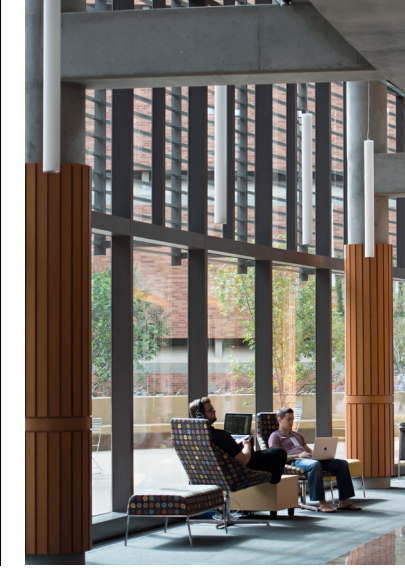
And, together, we will spark positive change in the world, by doing good while doing well.

Carey Code

Do you
know
the code?



10 W.P. Carey Strategic Plan



Major school-level initiatives

Faculty and research

We will grow our reputation as an internationally recognized leader in the production and influence of research across academic disciplines. The impact of our knowledge creation will be a cornerstone in the classroom, the boardroom, and the communities we serve.

- Raise the research profile and reputation of W. P. Carey by attracting and retaining top faculty talent and providing incentives to be successful in knowledge creation
- Create an ecosystem that encourages funded/impactful discovery and research

Faculty and student success

We will continue to build on the outstanding educational experience we provide to achieve world-class status and work to ensure student success. Outstanding faculty will be key.

- Attract and retain top faculty talent who excel in bringing world-class relevance and rigor to the classroom and increase student retention and success
- Improve retention and completion rates in our undergraduate programs
- Develop a plan to ensure teaching excellence at W. P. Carey and how technology should be utilized to ensure teaching excellence

Staff

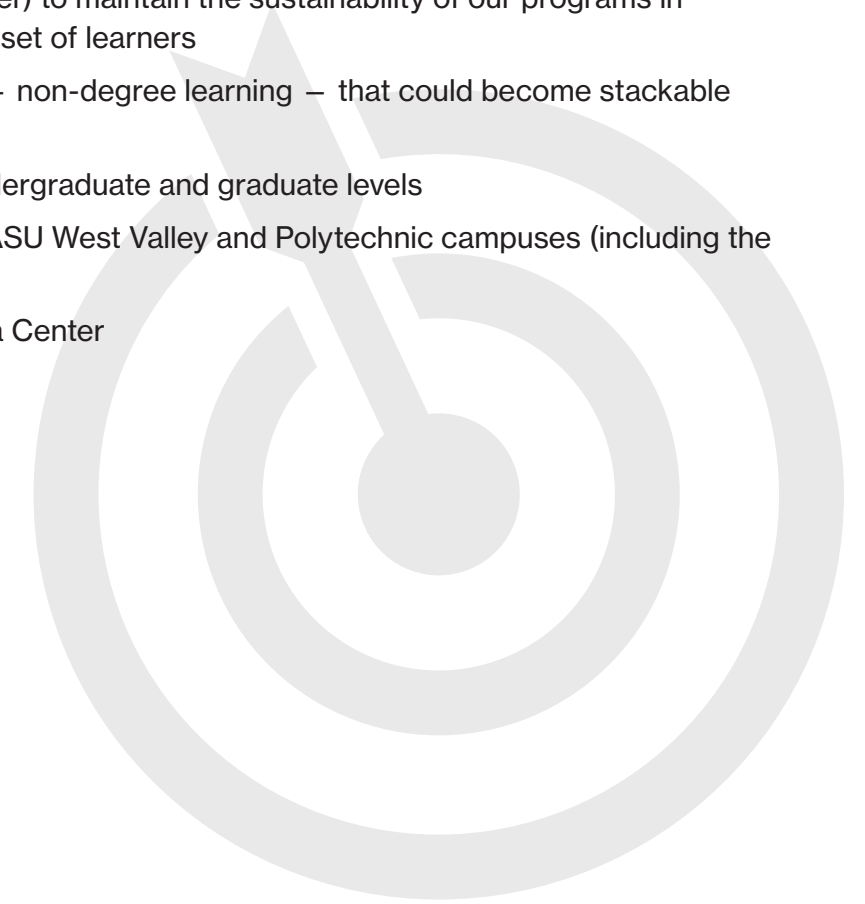
The W. P. Carey School is Where Business is Personal.® Our commitment to personal and professional growth and building a dynamic workforce from recruitment to retention to retirement requires creating an environment that provides each employee unmatched opportunities for success.

- Create a framework for developing career pathways for staff at W. P. Carey and ASU
- Improve training for W. P. Carey staff at all levels to provide continued growth opportunities and promote a business is personal environment

Programs

To elevate the business school, we must continually evaluate academic programs based on market demand and the success of our students and alumni. We must also find new ways to meet learners where they are – and when they are ready to learn – by embracing new technologies and learning modalities.

- Continue to grow our undergraduate programs both in-person and online: This includes increasing enrollment and retention numbers
- Significantly grow our graduate programs in terms of size and quality
- Use technology (online, hybrid, sync, other) to maintain the sustainability of our programs in terms of resources and reach a broader set of learners
- Develop micro-credentialing programs – non-degree learning – that could become stackable toward a degree
- Develop work+learn programs at the undergraduate and graduate levels
- Increase enrollment in programs at the ASU West Valley and Polytechnic campuses (including the Morrison School of Agribusiness)
- Develop programs for the ASU California Center



Engagement with businesses and the community

The W. P. Carey School is committed to the communities we serve. We will deliver new programs and create collaborative partnerships to support workforce development, fulfill the need for recruitment of our students and alumni, and enhance economic development.

- Develop executive education, continuing education, and lifelong learning at W. P. Carey
- Develop a holistic approach to corporate engagement, incorporating careers, executive education, work+learn, and corporate involvement
- Engage with the semiconductor and healthcare industries to advance impact through research training, and the dissemination of best business practices

Career development and advancement

The success of the W. P. Carey School is tied directly to the success of our students and the careers they pursue at graduation and beyond. We will build on the existing excellence of our career services to make the W. P. Carey Career Services Center world class in its ability to help learners achieve their career goals and be the go-to business school for employers to find the best talent.

- Increase the percentage of students employed in desired fields and salary levels for all W. P. Carey programs
- Optimize support for our diverse learner populations including international students and alumni
- Develop a business is personal experience for learners and employers utilizing career services

Alumni

Our commitment to students doesn't end at graduation. Our students are W. P. Carey Sun Devils for life. We remain an ongoing resource and facilitate continued learning and success for our alumni to help them achieve their personal and professional goals in both the near and long term.

- Develop programming and engagement opportunities that cater to specific alumni populations (including by degree, location, and industry) to connect them with W. P. Carey and each other
- Develop new alumni engagement pathways and enhance awareness of the multitude of options that exist for alumni to be involved and contribute to the success of W. P. Carey and our students
- Support W. P. Carey alumni throughout their lives by providing a portfolio of learning opportunities to advance their career, advising them during times of career change, and engaging as a partner and resource to their employer



To further align with our vision of access, excellence, and innovation in business knowledge, we have identified the following as critical areas of focus for the W. P. Carey School. These will be important ways in which we endeavor to **'transform the world.'**

Specific areas of strategic focus

Societal impact

- Become a national leader in the creation and dissemination of knowledge pertaining to environment, society, and governance as it relates to business and develop related centers and programming
- Develop programming/centers focused around financial inclusion, financial literacy, and responsible investing
- Develop initiatives to deliver on our promise of "doing good while doing well"

Artificial intelligence (AI), data, and technology

- Develop programming/centers around the intersection between business, data, technology, and AI

Entrepreneurship and innovation

- Infuse entrepreneurship and innovation in all of our programs to help students develop entrepreneurial skills and an entrepreneurial mindset
- Advance principled innovation to create positive change by placing character and ethics at the core of our decisions and actions

Real estate knowledge and education

- Develop programs and engagement opportunities to become a national leader in the area of real estate education

Responsible supply chain

- Develop programming/centers that champion responsible supply chain management by fostering ethical, resilient, sustainable, and socially responsible practices across the global supply chain landscape.

Global

- Increase the global reach of the school in regions such as Asia, the Middle East, Latin America, and Africa
- Prepare W. P. Carey students to be globally oriented and globally mobile by infusing global education and travel opportunities into the curriculum

Augmented reality and virtual reality (AR/VR)

- Become leaders in the use of AR/VR to be at the forefront of business education

HOWLAND SCHOOL OF CAREY
BUSINESS

Our strategic plan is as ambitious as it is necessary. To achieve our goals, the W. P. Carey School must enhance existing resource engines and unlock the potential of new opportunities.

- Grow successful professional graduate programs (specialized master's programs, Executive MBA, Evening MBA, and Online MBA programs) both locally and globally
- Develop a successful portfolio of executive education, continuing education, and lifelong learning
- Use technology (online, hybrid, sync) to deliver courses more efficiently while maintaining high quality
- Ramp up fundraising efforts including philanthropy and external grants

Resource generation



W.P. Carey

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Where Business is Personal.®





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