

A photograph of a long, straight asphalt road with white lane markings, stretching from the foreground into the distance towards a horizon. The sky is filled with soft, colorful clouds in shades of orange, yellow, and pink, suggesting a sunset or sunrise. The road is flanked by dark, flat land.

FORDHAM | Gabelli School
of Business

Shaping Our Future and Embracing Change

Strategic Plan

February 2025



Message from the Dean

On behalf of the Strategic Planning Steering Group and Project Team, it is my pleasure to share our Strategic Plan: **“Shaping Our Future and Embracing Change.”**

As part of the comprehensive strategic planning process, and throughout the many stakeholder engagements we conducted in 2024, we listened to and incorporated ideas from faculty, staff, administrators, advisory board members, alumni, learners, and industry partners.

It’s clear that, collectively, we have bold and courageous ambitions for the future of the Gabelli School of Business. While our commitment to our Jesuit values and responsible business leadership remains unchanged, it is apparent that we are at a pivotal turning point in our history—one that requires us to implement transformational changes to meet the needs of the learners we serve, the University we call home, and our community, while addressing seismic shifts in the marketplace and in society at large.

As the Jesuit business school of New York City, we are called upon to seize this moment and use it to propel the School forward. Through our work together during the past year, we have come to realize how essential it is to boldly innovate our educational content and delivery, while exploring new business models. As we strive to become increasingly agile and adaptable, we also will focus on improving educational access, enhancing institutional sustainability, and amplifying our impact. In alignment with Fordham University’s Strategic Plan, we will continue to cultivate transformative Jesuit education, while building communities of belonging, and forging local, national, and global partnerships—all critical to ensuring our success.

As we implement the School’s Strategic Plan, we will incorporate new ideas while expanding upon decades of growth, innovation, and success. We will be living our deeply rooted Jesuit values while embracing the future and all that is to come. We will welcome change with the courage, commitment, and conviction that is the hallmark of the transformational Gabelli School of Business education we provide.

Lerzan Aksoy, Ph.D.

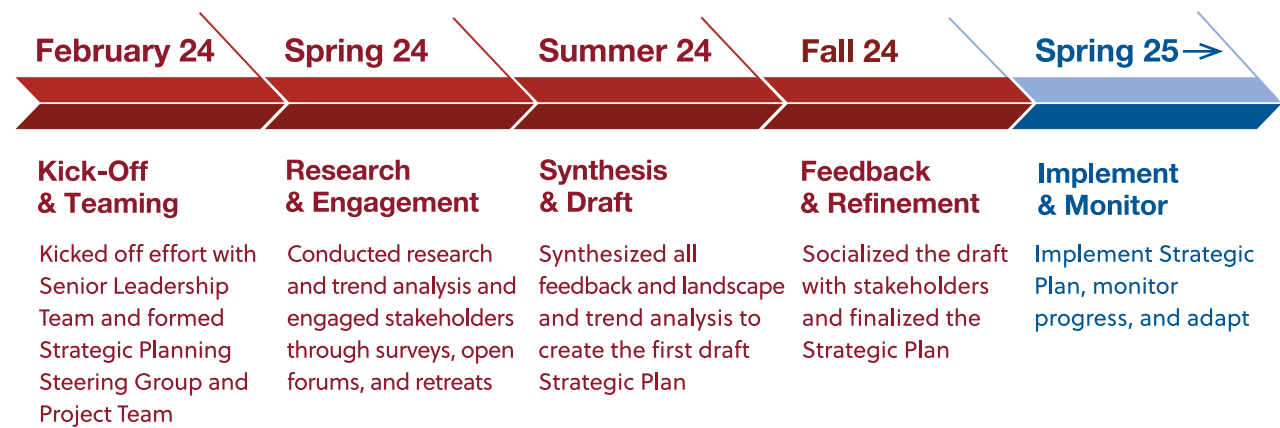
Dean, George N. Jean Ph.D. Chair, and Professor of Marketing
Fordham University
Gabelli School of Business



Process | Developing the Strategy

Our planning process reflects the Gabelli School’s commitment to research, stakeholder engagement, and adaptivity. Designed to be both strategic and intentional, it also is flexible and highly responsive to emerging feedback and the identification of new opportunities.

Strategic Planning Timeline



The strategic planning process was intentionally designed to lead with research, identifying trends that will shape the future of business, and in turn, business education. The process also included broad stakeholder engagement throughout ideation and prioritization, drawing upon thought leadership and cocreation across the School’s rich and diverse communities. While this document serves as a culmination of the past year’s efforts, the strategic planning process does not stop with its release. In fact, this is just the beginning of the farseeing, exciting, and rewarding journey ahead.

The process formally kicked off in February 2024 with a Gabelli School of Business Senior Leadership Team strategic planning retreat. After surfacing initial ideas, a Strategic Planning Steering Group and a Project Team were formed, composed of leaders, faculty members, and administrators. (Refer to the Acknowledgements Section on page 20 for a list of these participants.)

Throughout the spring of 2024 the focus was on research and engagement. Working from the outside in, research was conducted on trends driving and influencing the future of work, business, and higher education. Key thought leaders from across the institution were convened to discuss the intersection of these trends, the opportunities they presented, and the strategic imperatives required for the Gabelli School to meet the challenges ahead. Numerous industry dynamics also were taken into account as the group considered the need to rethink the role and the value proposition of business education, as well as the relevancy of business schools themselves.

To identify potential strategic priorities and opportunities for innovation, a large and diverse number of stakeholders from across the Gabelli School community—learners, faculty, staff, administrators, advisory board members, alumni, and industry partners—were invited to provide their input. Utilizing a variety of channels including surveys, open forums, and a faculty and administrator strategic planning retreat, input and ideas were gathered and distilled into a draft set of strategic priorities.

Opportunities to Participate and Levels of Engagement

71 Respondents	Faculty and staff responded to a survey to provide input into strategic planning and innovation opportunities.
4 Open Forums	Approximately 60 staff members, 15 faculty members, 9 student leaders, and 7 alumni and industry partners provided initial input.
~80 Participants	Faculty and staff members attended a strategic planning retreat that included Solutions Labs and a World Café. ¹
~40 Attendees	During a Gabelli School advisory council meeting, attendees participated in strategic planning discussions, exercises, and a World Café. ¹
13 Feedback Sessions	Stakeholders provided input on the strategic priorities through 1 advisory board session, 8 area and 3 administrator sessions, as well as 1 joint session with Lincoln Center and Rose Hill Student Dean’s Council members.

Key Takeaways

Throughout the research, listening, and engagement process, several key and consistent themes emerged based upon the input provided by members of the Gabelli School community:

- We are extremely proud of our Jesuit mission and traditions and our remarkable community. We see these as an important part of the Gabelli School value proposition, and we recognize the need to lean into these even more intentionally.
- We collectively acknowledge that the Gabelli School is at a pivotal point in its history. We feel the urgency to innovate more rapidly than ever before to serve our learners, partners, the marketplace, and society at large, yet we know this will require us to reimagine our internal processes and culture to do so.
- We recognize the strength of our rankings, programming, and placement rates. To compete against top-tier business schools, we need to prioritize and resource marketing to increase brand recognition.
- We understand that distinguishing the Gabelli School requires a focus on the strengths that set us apart, while positioning us as not only relevant—but necessary—in a changing marketplace and world.

¹ The World Café name and method is from World Café Community Foundation. website: <https://theworldcafe.com>

Mission | Defining Our Purpose



Providing Transformative Education That Drives the Future of Responsible Business

The Gabelli School of Business fosters **responsible business leadership** that inspires innovation, community, and impact. Grounded in our Jesuit traditions, our scholars, leaders, learners, and industry partners are **shaping a more compassionate future of business**. We are deeply committed to transformative business research and education that **moves society forward and serves as a catalyst for meaningful and lasting global change that matters**.

Vision | Imagining Our Future



Building Upon a Solid Foundation - Embracing What Comes Next

At the Gabelli School of Business, we envision a future where **responsible business** shapes the global marketplace. Inspired by our Jesuit traditions of discernment and excellence, our community engages in groundbreaking research, industry engagement, and teaching and learning that promotes ethics, sustainability, and accountability. We develop business leaders who will be equipped to **drive responsible impact** for companies, communities, society, and the planet. We see the evolving landscapes of business, technology, and the world as opportunities for growth, and are committed to providing **transformative education** that will prepare students from all walks of life to be **forward-thinking, lifelong learners** who truly make a difference that matters through the **business they conduct** and the **people they become**.

The Gabelli School Difference | What Sets Us Apart

Our distinct New York City roots and Jesuit values provide grit and fortitude combined with the unwavering integrity, humanistic approach, and commitment to responsible business that sets us apart. Deep industry ties, global perspective, and thought leadership further define our unique strengths.



Our Competitive Edge

- Fordham University’s Jesuit values and “Cura Personalis” approach, which stress caring for the whole person with an emphasis on growth and self-actualization.
- New York City location that provides unparalleled industry engagement combined with a global mindset that equips students with the opportunities and cultural competencies needed to succeed.
- An unwavering commitment to responsible business and leadership that encourages financial success, while focusing on integrity, sustainability, and the needs and well-being of people and planet.
- Future-oriented research and programming that drive continuous innovation and the industry insights to transform business.
- Curious and courageous learners who demonstrate compassion, grit, and tenacity in their studies and service—all supported by an inclusive and caring community.

Trends | Drivers and Opportunities

Evolving geopolitical trends, shifts in workforce development, the explosion of new technologies, the demographic cliff, and the rising demand for lifelong learning serve as critical drivers of change. They compel us to create new and innovative educational, financial, and partnership models that will enhance our capabilities, increase our impact, and secure our sustainable future.

- The demographic cliff, diminishing trust in higher education, and declines in students choosing college as a post-high school path, put our programs and revenue at risk.
- Government disinvestment from higher education, inflation, and corresponding increases in our compensation markets mean we must be more efficient and make education more accessible.
- The increasing rate of political, economic, social, and technical change puts pressure on the School to adapt and innovate at an unprecedented pace to serve stakeholders.
- Emerging technical opportunities and the rise of AI require rapid upskilling of faculty, adjustments in onboarding students, and optimization of educational delivery modes and methods.
- Dynamic changes in industry and the business landscape create a need for rapid upskilling and lifelong learning.
- Rising societal anxiety regarding the future and concerns for the planet compel us to both leverage and amplify our humanistic approach.
- Rise in faculty, staff, and learner mental health concerns across the education sector necessitate a proactive approach to wellness.
- Shifts in student preferences require more student-driven and individually tailored models of education.
- Changing industry and professional learner requirements warrant exploration of alternative programs that accommodate learner interests while driving new revenue streams.
- Cost of traditional education and increased use of technologies create space for non-traditional “competitors” to enter educational space.

Imperatives | Areas to Address

Fordham University is engaged in developing its next Strategic Plan, which aims to chart the University’s course for 2030. The Gabelli School Strategic Plan will follow the University’s lead and align with its goals and objectives, while addressing imperatives that ensure the School’s long-term success.

Following the University’s Lead...

The Gabelli School of Business Strategic Plan was developed in parallel with Fordham University’s Strategic Plan. During the School’s strategic planning process, an open and ongoing dialogue was established with university leadership. In addition, throughout Fordham’s planning process, key strategic imperatives emerged, which have been carefully and consistently included in the School’s plan. These include:

- Emphasizing the value of our Jesuit principles, transformative education, and caring community as key differentiators.
- Leveraging our NYC location as a strategic advantage and point of differentiation.
- Increasing transdisciplinary research on issues that matter.
- Diversifying revenue streams to fund new initiatives and enhance affordability and opportunity provided by the education we deliver.

...Charting Our Own Course

In addition to aligning with and supporting university goals and objectives, the Gabelli School has a unique set of imperatives that must be addressed to ensure long-term success. These include:

- Growing revenue to ensure financial sustainability, offset revenue at risk, and fulfill our nonprofit educational mission.
- Increasing marketing to overcome a lack of brand awareness; strengthen our reputation; and drive yield, partnerships, and revenue.
- Creatively balance the sometimes-conflicting priorities of:
 - Modeling and increasing efficiency and effectiveness as a business school, while ensuring a humanistic approach, adhering to our Jesuit principles, and helping the members of our community to flourish.
 - Incentivizing and rewarding faculty members to innovate, forge creative partnerships, and develop new programming, while remaining focused on delivering core undergraduate and graduate transformative education.
 - Meeting accreditation requirements and increasing rankings, while continuing to innovate.

Foundations | A Key Starting Point

As we chart our course forward, we are building upon incredible foundations and will be leaning into our inherent strengths and amplifying our successes.

Building Upon a Tradition of Excellence

As a highly respected, AACSB accredited, nationally and globally ranked business education leader, the Gabelli School has a sustained track record of growth, success, and impact.

The School’s rankings are on the rise. Most recently, the School ranked #21 nationwide in *Poets&Quants* in the category of Best Undergraduate Business Schools of 2024. The *Financial Times* ranked the Full-time M.B.A. program #78 globally for 2025; and five M.B.A. concentrations ranked in the top 25 of *U.S. News & World Report’s* Best Business Schools for 2024.

Throughout our 105-year history, we have prepared future leaders of industry by responding to emerging business needs and creating innovative programs, including our most recent addition, the **M.S. in Artificial Intelligence in Business**, launched in spring of 2025.

In addition to helping students find their purpose, we ready them for careers that will secure their financial future. Ninety-eight percent of Gabelli School undergraduate students typically hold at least one internship, and “The Ground Floor” course instills a sense of social innovation and responsible business from Day 1. Graduate programs attract students from across the country and around the world, who choose to build their knowledge and network in NYC. The School’s newly launched **Graduate Student Success Center** provides comprehensive academic and career counseling, with 83% of Full-time M.B.A. students accepting full-time job offers within three months of graduation.

As part of Fordham University, which is recognized as an Ashoka U Changemaker Campus, the Gabelli School contributes to this status by leading the charge in responsibly focused business higher education. Social innovation and responsible business are hardwired into our DNA and our programming. The School offers an impressive portfolio of sustainable and responsible business courses, as well as consulting projects. It also is home to the **Responsible Business Center**, which serves the business community, academicians, and students by supporting research to advance sustainable and responsible business best practices, hosting industry conferences, developing educational initiatives, and forging partnerships that encourage and amplify ethics and integrity in business.

Faculty members are renowned scholars and thought leaders, whose groundbreaking research is frequently published in FT50 journals, and whose expertise is highly sought after for mainstream media commentary including *Forbes*, *WSJ*, *Bloomberg BusinessWeek*, and *Fortune*, as well as at academic and industry conferences. They are dedicated not only to producing future-oriented research that drives innovation and impact for business and society, but also to providing the transformative education that shapes the whole student—mind, body, and soul.

Strategic Goals | An Integrated Approach

Three integrated strategic goals—driving innovation, fostering community, and creating impact, will provide the pathway forward. While building upon the Gabelli School’s current success, they catalyze our visionary approach to address the challenges and opportunities ahead.

Moving Forward in Integrated and Intentional Ways

Innovation	Community	Impact
Boldly innovate our education, our business, and our organizational infrastructure	Deeply engage our school, our alumni, and our partners	Intentionally drive our individual, our organizational, and our societal impact
Driven by a spirit of agility and innovation, the Gabelli School will be known by the business community, policymakers, and learners for its transdisciplinary approach to research, teaching, and learning, as well as for its cutting-edge offerings that are focused on the future of business, moving society forward, and protecting people and planet.	The Gabelli School will be distinguished by and sought out for its inclusive and deeply engaged community, which is grounded in its Jesuit tradition and characterized by strong interpersonal and professional relationships, a sense of belonging, a commitment to service, and a keen ability to forge innovative partnerships that generate mutual value and grow revenue.	The Gabelli School will foster institutional resiliency and secure its future by delivering transformative education that drives meaningful impact for individuals, organizations, and society at large, leveraging business as a catalyst for global change that matters.

Innovation:

While innovation encompasses conducting the groundbreaking research that advances knowledge, incorporating emerging technologies into educational delivery, and continuously improving educational programming to prepare students for a changing marketplace, it does not stop there. In fact, true innovation also requires rewiring ourselves and our institutions to disrupt habitual thinking and spark creative insights. Only then will we be able to cultivate the mindset, evaluate and implement the processes, and evolve the systems that will enable the rapid response, iterative development, and interdisciplinary approach often lacking within the culture of traditional institutions of higher education. In the case of the Gabelli School, the business sustainability and innovation that we teach about in our classrooms must also be adopted in our own business and operating models to ensure the educational accessibility and institutional relevance that will keep us competitive for the long term.

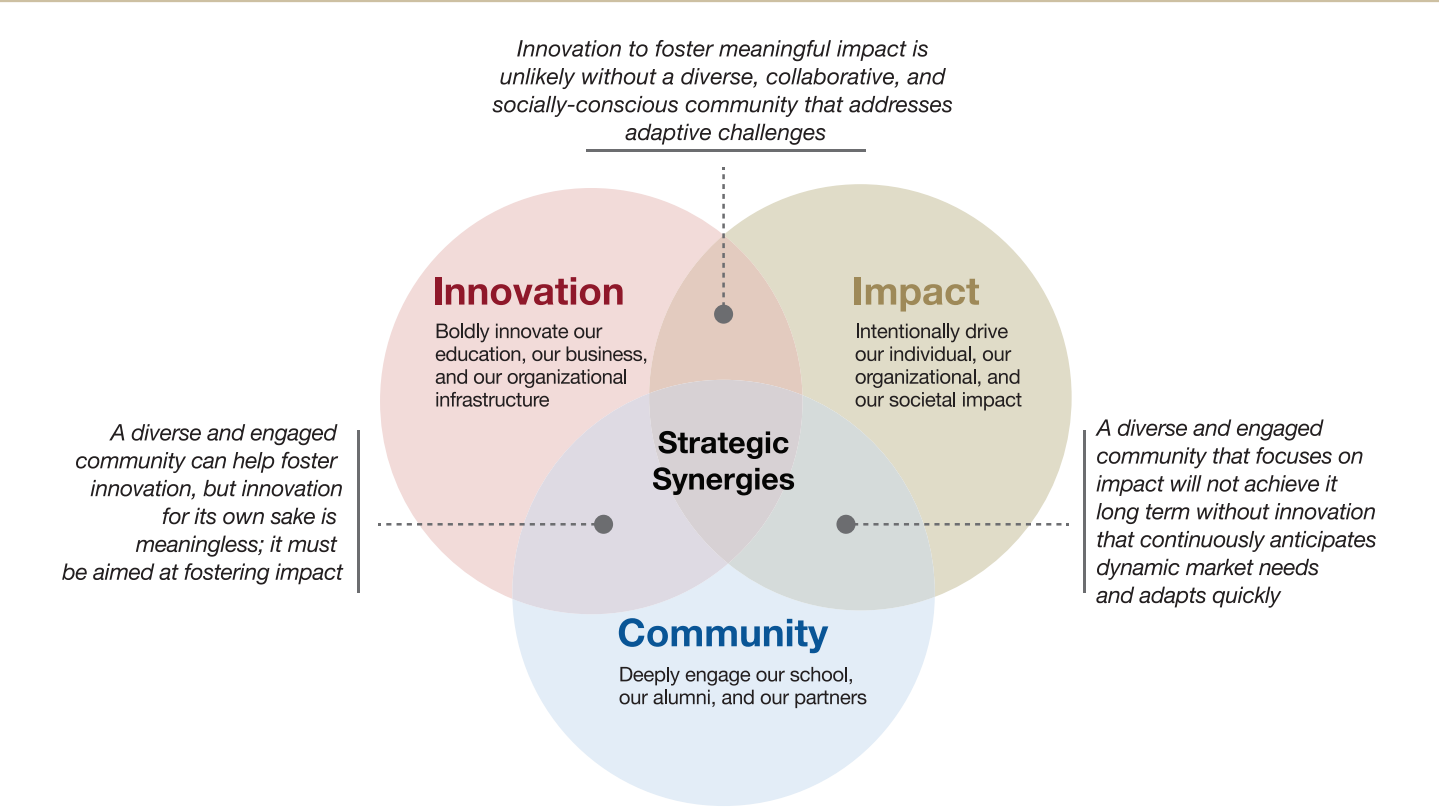
Community:

The Gabelli School brings together a truly unique group of learners, faculty, staff, administrators, alumni, and industry partners. Every individual adds value to the Gabelli School community by sharing differing perspectives, experiences, and skills that foster a communal sense of purpose, collaboration, and resilience. Nothing could be more important in a world and a business environment in which emerging challenges and increasing complexities require the collective spirit, talents, knowledge, and cooperation of many to—not only survive—but thrive. Through enhanced classroom teaching and learning; the fostering of faculty, administrator, and staff development; and the cultivation of new and strategic industry partnerships, we will continue to strengthen our community, embracing the Jesuit value of Cura Personalis—care for the whole person—while focusing on pressing issues and opportunities for growth and enlightenment.

Impact:

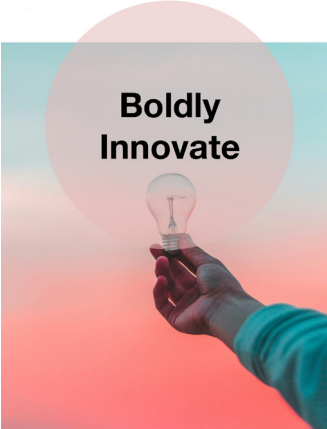
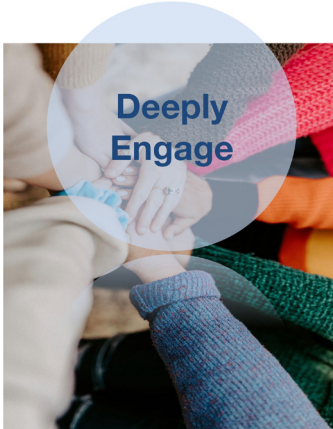
Throughout its history, the Gabelli School of Business has strived to make a difference by leveraging business as a catalyst for positive and lasting change. To ensure the School continues to build upon the momentum it has achieved and the reputation it has earned as a changemaker and innovator, a cultural shift must occur. Maximum impact can only be achieved through the personal and professional growth of each and every stakeholder, and by making certain the resources required for institutional success are available and applied to tackle complex business and societal problems, and to make the world a better place.

The chart below illustrates the reliance of each goal and its positive outcomes on the two complementary goals. Together they will become the flywheel that drives our momentum and provides the structure for building resilience, ensuring our success, and securing our future.



Scope | The Work Ahead

Every member of the Gabelli School community will play an integral role in bringing the Strategic Plan to life. Detailing the scope of our goals provides a clear path towards working to achieve them, empowering our learners, faculty, staff, administrators, alumni, and industry partners to visualize the ways in which they can contribute.

Innovation	Community	Impact
		
Innovate our Education Inspire continual innovation across our programs, curriculum, and pedagogy, ensuring the Gabelli School has cutting-edge offerings that consistently anticipate learner needs, technological advances, and skills for the jobs of the future. Innovate our Business Reimagine our business and operating models to generate new avenues of sustainable revenue growth and achieve mission-driven efficiencies. Innovate our Organizational Infrastructure Create the organizational culture, systems, and capabilities to ignite agility and excellence.	Engage our School Deepen internal community bonds and foster a culture of belonging, engagement, civic discourse, and institutional pride among Gabelli School faculty, staff, administrators, and learners. Engage our Alumni Catalyze, nurture, and sustain active, lifelong alumni engagement and philanthropic support globally. Engage our Partners Cultivate dynamic, mutually beneficial external partnerships (e.g., academic, governmental, nonprofit, and corporate) that drive revenue, influence, and impact.	Drive our Individual Impact Empower achievement and growth, personally and professionally, for individual stakeholders to succeed and be agents of change. Drive our Organizational Impact Mobilize the Gabelli School's people and resources to drive organizational success and resilience for the School, Fordham, and our partners. Drive our Societal Impact Tackle complex, pressing issues to foster positive impact in NYC and around the globe.

Strategic Initiatives | The Path We Take

A set of eight strategic initiatives will serve to define our focus as we work towards achieving our goals. A dynamic portfolio of projects across four categories—**People**, **Programming**, **Partners**, and **Platforms** will provide a rubric for our success.

The first initiative in each category is transformational and critical to our success. The second is foundational and will play an instrumental role in living out our mission and achieving our vision.

People

- Reimagine the **lifelong learner journey** from **applicant to alumnus** and implement strategies and support systems to empower continuous growth, personal achievement, and career success while nurturing ongoing alumni engagement and philanthropic support.
- Create and implement plans to support **faculty** and **staff wellness, learning, and growth**, nurturing their holistic development and unleashing their influence and impact.

Programming

- Establish and grow **3-5 Institutes of Excellence** that distinguish and elevate the Gabelli School's reputation and accelerate growth while producing industry-relevant research, thought leadership, and pedagogical outputs.
- Develop and continuously **implement innovations** across **our programs, curriculum, and pedagogy**, ensuring the Gabelli School has cutting-edge offerings that consistently anticipate learner needs, technological advances, and skills for the jobs of the future.

Partners

- Develop **new partnership models** and **implement strategies** and **infrastructure** for piloting and launching them to drive alternative and sustainable **revenue streams**, ensuring we deliver our mission over the long term.
- Cultivate **strategic partnerships** in the **Bronx** and **across the broader NYC and tri-state area**, identifying and implementing targeted and unique ways the Gabelli School can create meaningful local impact.

Platforms

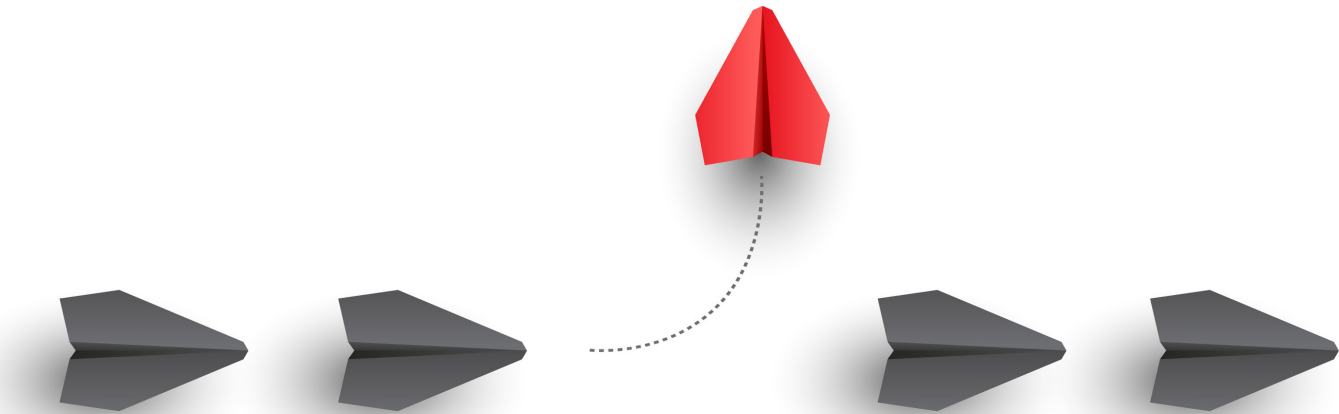
- Reimagine our **business and operating models** to achieve mission-driven **efficiencies** and create the **organizational culture, systems, and capabilities** needed to ignite agility and excellence.
- Build **GSB brand awareness, market distinction, and reputation** while growing **enrollment funnel** and hitting program growth and yield targets.

Strategic Initiatives | Continued

We will invest in the future of business by reconceptualizing the lifelong learner journey from applicants to alumni and will strive to anticipate what comes next.

In parallel, we will focus on developing three to five **Institutes of Excellence** (see details below), which will serve to distinguish our thought leadership and elevate the Gabelli School brand. New models of industry partnership will be paired with our renowned academic expertise to drive influence, build reputation, increase revenue, and amplify impact.

We will commit wholeheartedly to reimagining our business and operating models, while rewiring our internal systems and cultivating a culture that removes restrictions and empowers new possibilities.



Institutes of Excellence

The creation of Institutes of Excellence will identify new opportunities for the Gabelli School that will increase revenue streams, encourage knowledge sharing and discovery, and signal authority in key business-related fields. It also will align with and complement Fordham University’s emphasis on transdisciplinary research. Institutes of Excellence will include strategically chosen domains that:

- Transcend traditional academic disciplines
- Foster transdisciplinary collaboration and innovation
- Produce leading-edge, industry-relevant research
- Drive innovative curricular and pedagogical outputs
- Distinguish and elevate the School’s reputation
- Generate revenue and accelerate growth
- Shape the future of business by challenging industry norms

Achieving Success | Monitoring Our Progress

Bold and aspirational, we have set our aims high and are committed to monitoring progress at each phase of the Strategic Plan’s implementation.

Our goals—and our distinct mission—require: the continuous improvement of the learner experience and its outcomes; the increased engagement of our alumni; the elevation of our reputation as a global leader in business education; the enhanced ability to attract and yield the highest caliber of learners; the increased capacity to raise revenue; the upgraded incentives to attract and retain top faculty, staff, and administrators; and the unwavering commitment to drive influence and impact.

Therefore, as we implement the strategy, we will be looking to raise the bar on key targets such as: reputation, yield, and placement. These will be increased by enhanced student perceptions of our transformative education and propelled by highly engaged and fulfilled faculty, staff, and administrators. To increase opportunities for all and ensure our sustainability, we will measure and monitor efficiency and revenue gains. None of these targets are mutually exclusive; rather, they work together to drive our success.

As we realize our strategic initiatives, the positive culture we create will fuel our ability to enhance student experiences and will reinforce the value proposition of the transformative Jesuit education we provide. The transformative education we provide will serve as an enabler for increasing yield and building reputation. This in turn will drive revenue and our ability to increase influence and impact.

The Institutes of Excellence and new partnership models we develop will increase alternative revenue streams, allowing us to invest more heavily in our people and programs, while increasing our brand awareness. The efficiencies we achieve in program delivery through new tools and techniques, will make a Gabelli education more accessible and will enhance our team members’ skills, as well as their ability to advance our mission, in turn supporting engagement and retention.

Key Targets

- Reputation • Yield • Transformative Education • Placement
- Organizational Culture • Efficiency • Revenue





Synergies | Bringing it all Together

Each component of the Strategic Plan will work synergistically to achieve our goals and targets. Every facet will have a multiplier effect.

Strategic Initiatives		GOALS			TARGETS						
		Innovation	Community	Impact	Reputation	Yield	Transformative Education	Placement	Org Culture	Efficiency	Revenue
People	➔ Reimagine the lifelong learner journey from applicant to alumnus and implement strategies and support systems to empower continuous growth, personal achievement, and career success while nurturing ongoing alumni engagement and philanthropic support.	✓	✓	✓	●	●	●	●			●
	➔ Create and implement plans to support faculty and staff wellness, learning, and growth , nurturing their holistic development and unleashing their influence and impact.	✓	✓	✓			●		●		
Programming	➔ Establish and grow 3-5 Institutes of Excellence that distinguish and elevate the Gabelli School's reputation and accelerate growth while producing industry-relevant research, thought leadership, and pedagogical outputs.	✓	✓	✓	●		●		●		●
	➔ Develop and continuously implement innovations across our programs, curriculum, and pedagogy , ensuring the Gabelli School has cutting-edge offerings that consistently anticipate learner needs, technological advances, and skills for the jobs of the future.	✓	✓	✓	●	●	●	●	●	●	●
Partners	➔ Develop new partnership models and implement strategies and infrastructure for piloting and launching them to drive alternative and sustainable revenue streams , ensuring we deliver our mission over the long term.	✓	✓	✓	●		●	●			●
	➔ Cultivate strategic partnerships in the Bronx and across the broader NYC and tri-state area , identifying and implementing targeted and unique ways the Gabelli School can create meaningful local impact.	✓	✓	✓	●		●				
Platforms	➔ Reimagine our business and operating models to achieve mission-driven efficiencies and create the organizational culture , systems, and capabilities needed to ignite agility and excellence.	✓	✓	✓					●	●	●
	➔ Build GSB brand awareness, market distinction, and reputation while growing enrollment funnel and hitting program growth and yield targets.	✓	✓	✓	●	●					●

- Legend
- ✓ = The initiative primarily supports this goal
 - ✓ = The initiative also supports this goal
 - = The initiative will contribute to achieving this target

Moving Forward | Charting Our Course

The Strategic Plan that we have developed reflects our commitment to building upon the strong foundation we have established, while proactively adapting in new and innovative ways to remain relevant to the learners we serve, resilient in the face of unprecedented change, and competitive in the global business higher education marketplace.

The strategic planning process has provided tremendous insights into the needs and concerns of our learners, who are enthusiastic about new technologies and career paths that offer fresh opportunities, yet who are worried about their financial future and the cost of acquiring a degree in their related field of interest.

It also has revealed the energy, enthusiasm, and outstanding accomplishments of our faculty members, whose cutting-edge research and dedication to teaching excellence provide the underpinnings for our success. To move forward they will require additional resources to truly innovate in their areas of expertise and provide the thought leadership that will influence the future of business, prepare tomorrow's leaders of industry, and elevate the Gabelli School's reputation in academic circles and in the global business community.

In addition, the process has amplified the unprecedented changes occurring in the business environment and the need to be highly attuned to the challenges they pose, but more importantly, the opportunities they present. The Gabelli School must be agile and equipped to anticipate what comes next by developing new programs, forging new partnerships, and cultivating the "can do" spirit that addresses change head-on and that builds its reputation as a problem-solver, innovator, and catalyst for positive impact.

In a world of technical disruption, global turmoil, and social unrest, it remains clear that the Jesuit education the Gabelli School provides is more critical than ever before. People from all walks of life choose to teach, learn, and work here because they believe in the power of the enlightened Jesuit tradition we embrace and the compassionate and responsible business education we provide. We must lean into this unique philosophy, ensuring that it permeates the teaching and learning in our classrooms and the value of all that we do.

The Strategic Plan provides a comprehensive path to success that builds upon our strong foundations, while empowering us to transform strategically. Through its prescribed initiatives, goals, and targets we will reimagine the applicant to alumnus lifelong journey, recalibrate our business and operating models, reinvest in our people and resources, rethink the ways in which we distinguish ourselves through Institutes of Excellence, reinvest in our current partnerships while establishing new ones, and realize our full potential through the creation of new and reallocated revenue streams.

We recognize that our collective success depends upon our ability to execute, hold ourselves accountable, and be adaptive. We are incredibly grateful to all of those who have participated in this process, and we will work to ensure that we communicate our progress and continue to seek guidance as we move forward. We are very much looking forward to continuing this journey together and to reaping the rewards of the hard and thoughtful work that has been completed.



Acknowledgements | A Collaborative Effort

We wish to acknowledge the support of all who have participated in helping to create the Gabelli School of Business Strategic Plan. The process has brought us together as a community and provided the opportunity to develop a shared vision and plan of action for moving forward in new and innovative ways. Special thanks to the individuals below who have provided the leadership to shepherd this critical initiative through every phase of the journey.

Strategic Planning Oversight Team

- **Lerzan Aksoy**, Ph.D., Dean, George N. Jean Ph.D. Chair, Professor of Marketing
- **Robert P. Gach**, Chair, Gabelli School of Business Advisory Council
- **Greer Jason-DiBartolo**, Ph.D., Associate Dean of Strategic Initiatives and Executive Director of Operations

With advisory and consulting support of **Angie Fuessel**, Ed.D., Principal & Founder, NovoVigeo Consulting

Strategic Planning Steering Group

- **Sris Chatterjee**, Ph.D., Professor of Finance and Business Economics, Gabelli Chair in Global Security Analysis
- **Chiddi Chidambaran**, Ph.D., Professor of Finance and Business Economics, Associate Dean of Research and Faculty Development
- **Benjamin M. Cole**, Ph.D., Professor of Strategy and Statistics, William J. Loschert Endowed Chair of Technology Entrepreneurship, Faculty Advisor on Innovation to the Dean
- **Paola Curcio-Kleinman**, Senior Director of Marketing and Communications
- **Sertan Kabadayi**, Ph.D., Professor of Marketing and Director of Teaching Excellence, Joseph Keating S.J., Distinguished Professor in Business
- **Allie Kosterich**, Ph.D., Associate Professor of Communications and Media Management
- **Silvia McCallister-Castillo**, Senior Assistant Dean, Graduate Admissions
- **Barbara Porco**, Ph.D., Clinical Professor of Accounting and Taxation, Associate Dean for Graduate Studies, Managing Director of Responsible Business Center
- **Mark Silver**, Ph.D., Professor of Information Technology and Operations, Associate Dean for Undergraduate Studies

Strategic Planning Project Team

- **Bob Daly**, Director of Student Engagement and Retention
- **Cheyne Lulham**, Associate Director of Admissions for Working Professionals Programs
- **Beth Moore** (Lead), Senior Director of Administration and Resource Planning
- **Liza Wynns**, Associate Director for Global Initiatives



FORDHAM | Gabelli School
of Business

140 West 62nd Street, New York, NY 10023
Office of the Dean, 4th Floor