

**ONE  
SIXTY  
NINETY**

# **THE PENNSYLVANIA STATE UNIVERSITY, SMEAL COLLEGE OF BUSINESS**

**RFP #RXF-PRCH-RFP-2565-M BRAND STRATEGY AND CREATIVE PLATFORM  
AUGUST 2020**

# INTRODUCTIONS



**KIM HALLMAN**

SVP, Strategic Communications

## BUSINESS SCHOOL EXPERIENCE

- Emory University Goizueta Business School
- Wake Forest University School of Business
- College of Charleston School of Business
- Georgetown McCourt School of Public Policy
- University of Texas-Austin McCombs School of Business



**MATT YUSKEWICH**

SVP, Creative Strategy

## BUSINESS SCHOOL EXPERIENCE

- Ohio State Fisher College of Business
- Vanderbilt Owen School of Management
- Georgia Tech Scheller College of Business
- Wake Forest University School of Business
- UC Berkeley Haas School of Business
- Rotterdam School of Management at Erasmus University



**RYAN BROWN**

VP, Client Services

## BUSINESS SCHOOL EXPERIENCE

- McIntire School of Commerce, University of Virginia
- Darden School of Business, University of Virginia
- SC Johnson College of Business, Cornell University
- Warrington College of Business, University of Florida
- Farmer School of Business, Miami University
- Wake Forest University School of Business

# AGENDA

---

- ▶ 160over90 Overview
- ▶ The Landscape
- ▶ Initial Observations
- ▶ Case Study: Emory University Goizueta Business School
- ▶ Process & Approach
- ▶ Closing Considerations

ONE  
SIXTY  
—  
NINETY

# Insight

over



# Instinct

# Partners

over



# Vendors

**Culture**

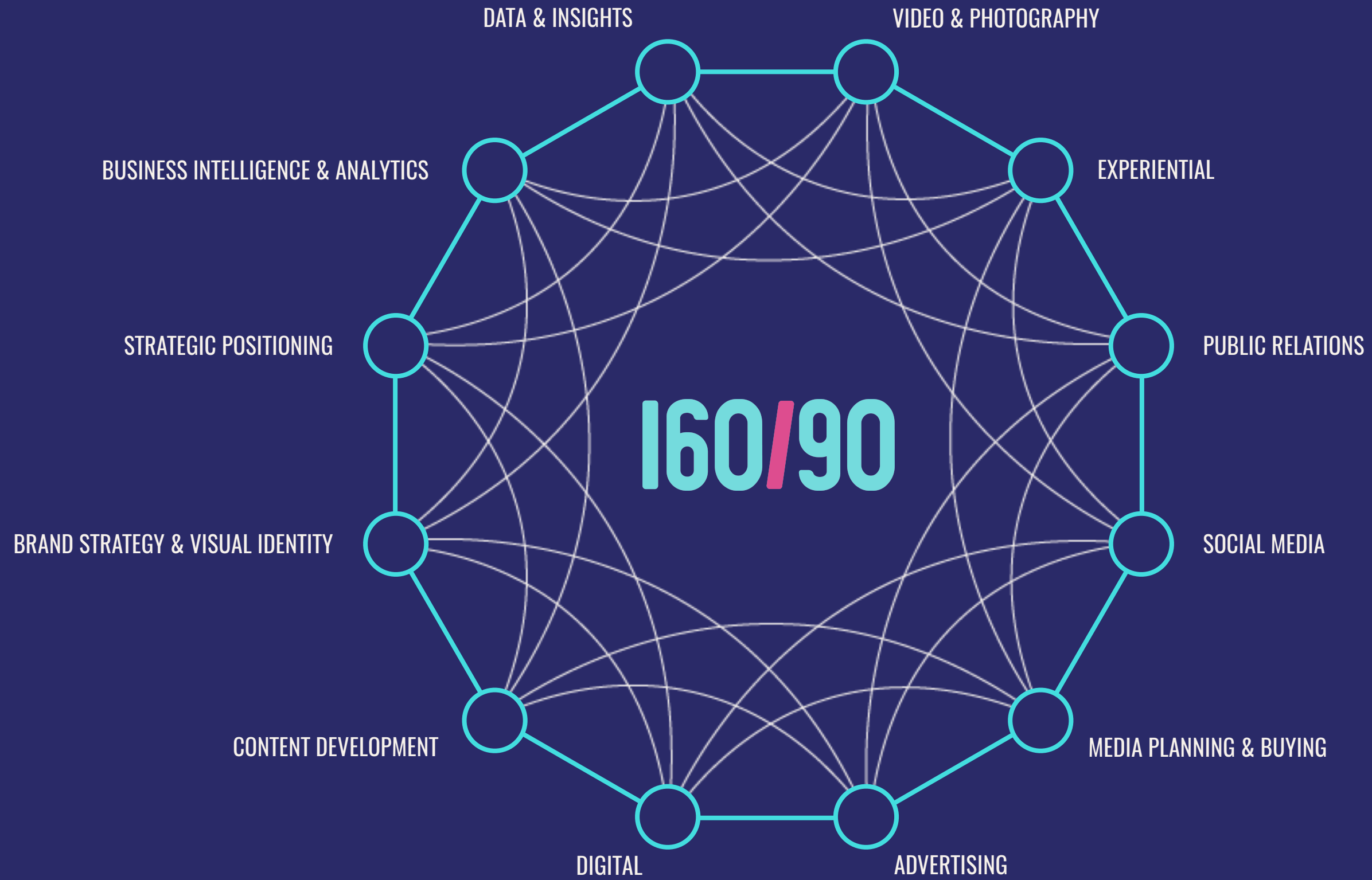
over



**Everything**









# FLY



# EAGLES

# FLY

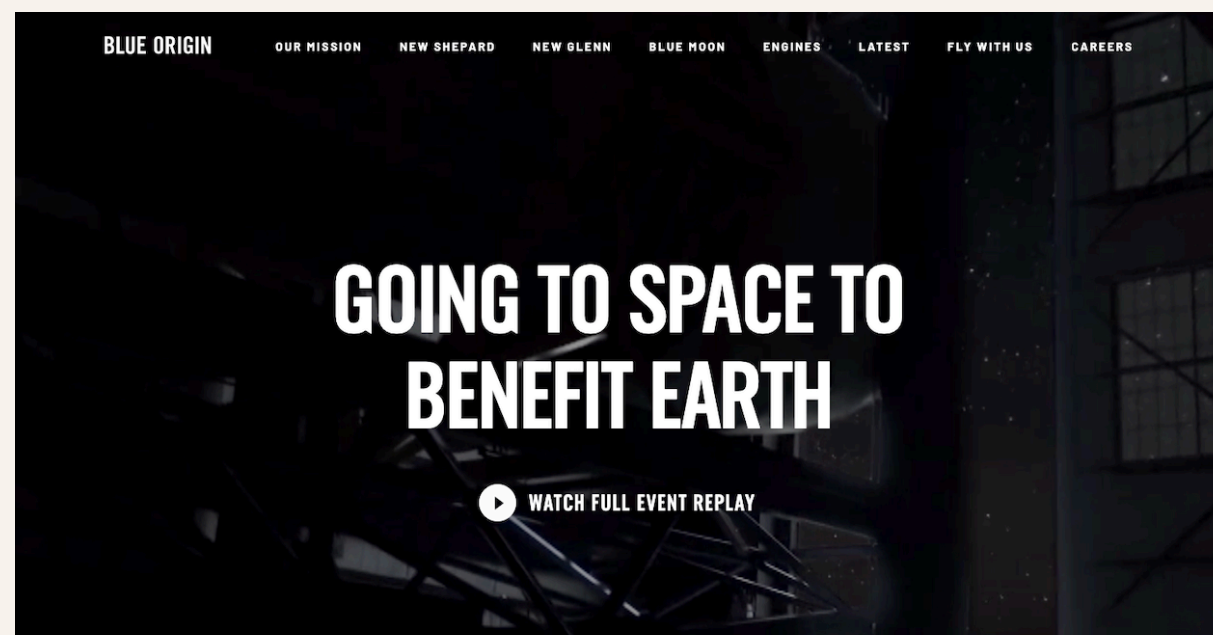
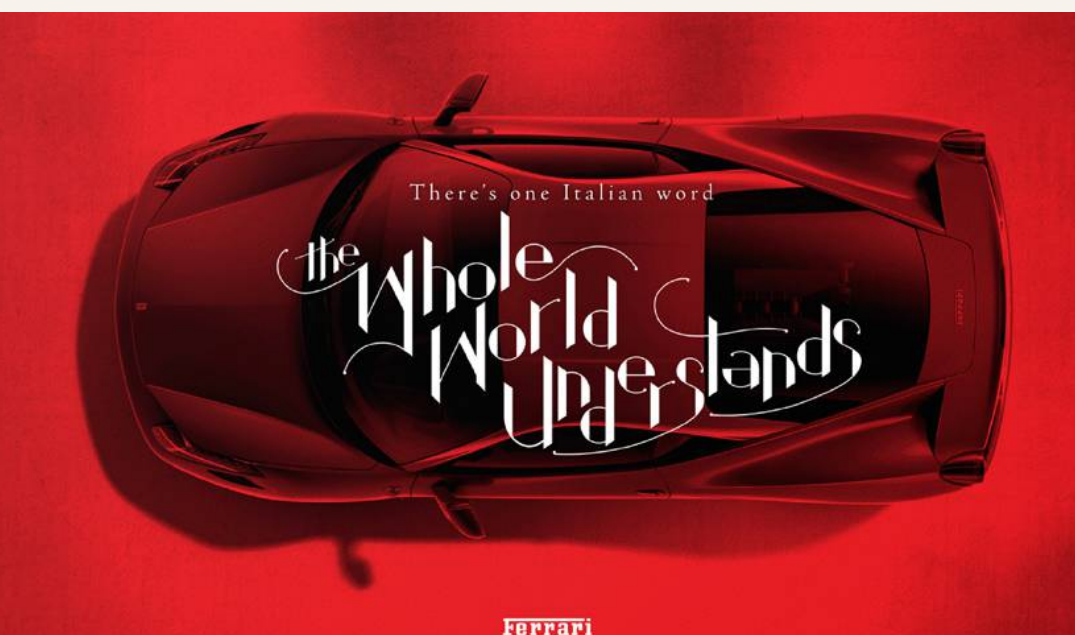


# THE GRASS IS ALWAYS GREENER



# #STRENGTHHASNOGENDER

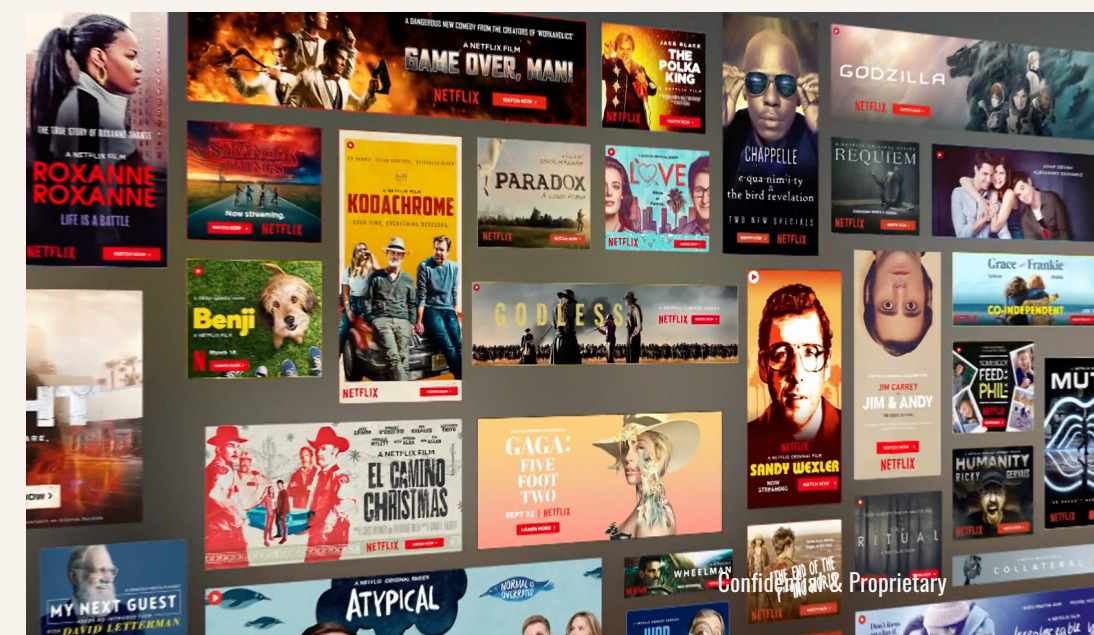
**BRAWNY**  
STAY GIANT



BLUE ORIGIN   OUR MISSION   NEW SHEPARD   NEW GLENN   BLUE MOON   ENGINES   LATEST   FLY WITH US   CAREERS

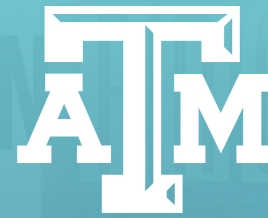
# GOING TO SPACE TO BENEFIT EARTH

▶ WATCH FULL EVENT REPLAY



Confidential & Proprietary

Colby



Duke  
UNIVERSITY



University of Missouri



University of  
Dayton

UCLA



UNIVERSITY  
OF ILLINOIS  
SYSTEM



WISCONSIN  
UNIVERSITY OF WISCONSIN-MADISON

UF | UNIVERSITY of  
FLORIDA

Yale



NYU



# WONDER MAKES US EXPLORE

FOR THE

# GATOR GOOD

THERE ARE MORE THAN SEVEN BILLION PEOPLE ON THIS EARTH. It's about what we don't achieve first. But it takes a special something to be a Gator. That's because not everyone sees the world as we always do.

It's not about how many Olympic medals we've won, or how many graduates we've had elected to Congress, or how many Pulitzer Prizes we've earned. More than those things, it's about what we don't achieve first. How we can make the best for each other, and continue to make the greatest impact, together.

Because to us, true success is about the effect we have on, and what we're able to do for **THOSE SEVEN BILLION PEOPLE.**

WORKING MOMS LOVE THEIR COMMUTE.

WHAT NEW HEIGHTS WILL YOU REACH?

SHARED

# FOCUS

1918 Spanish Flu

When history repeats itself, listen.

2020 Coronavirus

Staying apart keeps us together.

Data speaks louder than politics.

Stay informed covid19.yale.edu

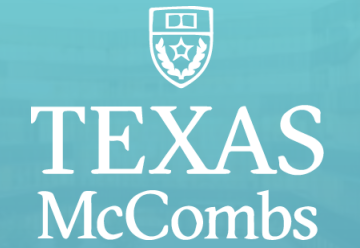
Yale

This is not a

# MONUMENT BULLDOZER

It's a

Confidential & Proprietary



# THE BEST MARKET POSITIONING COMES WITH A VIEW

Our programs are situated at the heart of Charleston's thriving business ecosystem. Imagine all the opportunities to plug in to a bustling professional community... in one of the most beautiful cities in America.

SCHOOL OF BUSINESS  
COLLEGE OF CHARLESTON



Dreaming up a new small business.



KEN DOELS  
Member of the Board of Directors  
Executive Vice President  
International Marketing & Executive  
Relations  
WHS  
Member, Day

What if we told you...

How your business degree is now your passport? This is not an overstatement. It's your passport to a world of opportunity. It's all yours at the point. And it's just the beginning of the best of opportunities that await you when you're in MBA.



COME AND *Make It.*

TEXAS McCombs  
The University of Texas at Austin  
McCombs School of Business

OUR BOTTOM LINE:  
UNDERGRADS  
TAUGHT BY THOSE  
AT THE TOP.  
THE FUTURE  
OF BUSINESS IS  
FOUND AT THE  
FARMER SCHOOL.

WISCONSIN UNIVERSITY  
ORIGINAL PUBLIC IVY  
OFFICE: 608.263.1000

FARMER SCHOOL OF BUSINESS

CONFIDENTIAL & PROPRIETARY

Whether you have a vision for a new business or dream of bringing new technology to life, you can. Because at Heavener, your course is your own. It's where smaller class sizes leave room for bigger ideas. Where you'll learn to make tough calls in the boardroom and to recruit. And you'll decide your measure of success, whether it's taking your company public, making it on the Forbes 30 Under 30, or swimming with the sharks on Shark Tank. Because here you're not just building the skills to succeed, you're building the community that will ensure it.

LEARN IMPORTANT SKILLS  
LIKE HOW TO

# LET A RECRUITER DOWN GENTLY

KIM KAUPPE BSBA  
FOUNDER ZINEFAN  
Secured \$750,000 in Funding  
on Shark Tank

In a landscape that is unpredictable and demanding/ In a business world that never stops evolving/ We're always learning something new/ Something that challenges us to think differently — that drives us to be better for each other and for the world/ Staying in sync with the market/ Pairing research with instinct/ Collaborating to find the best solutions/ Finding success in always doing what's right

THIS IS HOW WE DEVELOP THE  
BUSINESS LEADERS OF TOMORROW

RIGHT HERE.  
Confidential & Proprietary

AT THE HEART OF BUSINESS.

# THE LANDSCAPE



**1**

# CONSCIOUS CAPITALISM

**1**

**CONSCIOUS CAPITALISM**

**2**

**SHORT-TERM ISM**

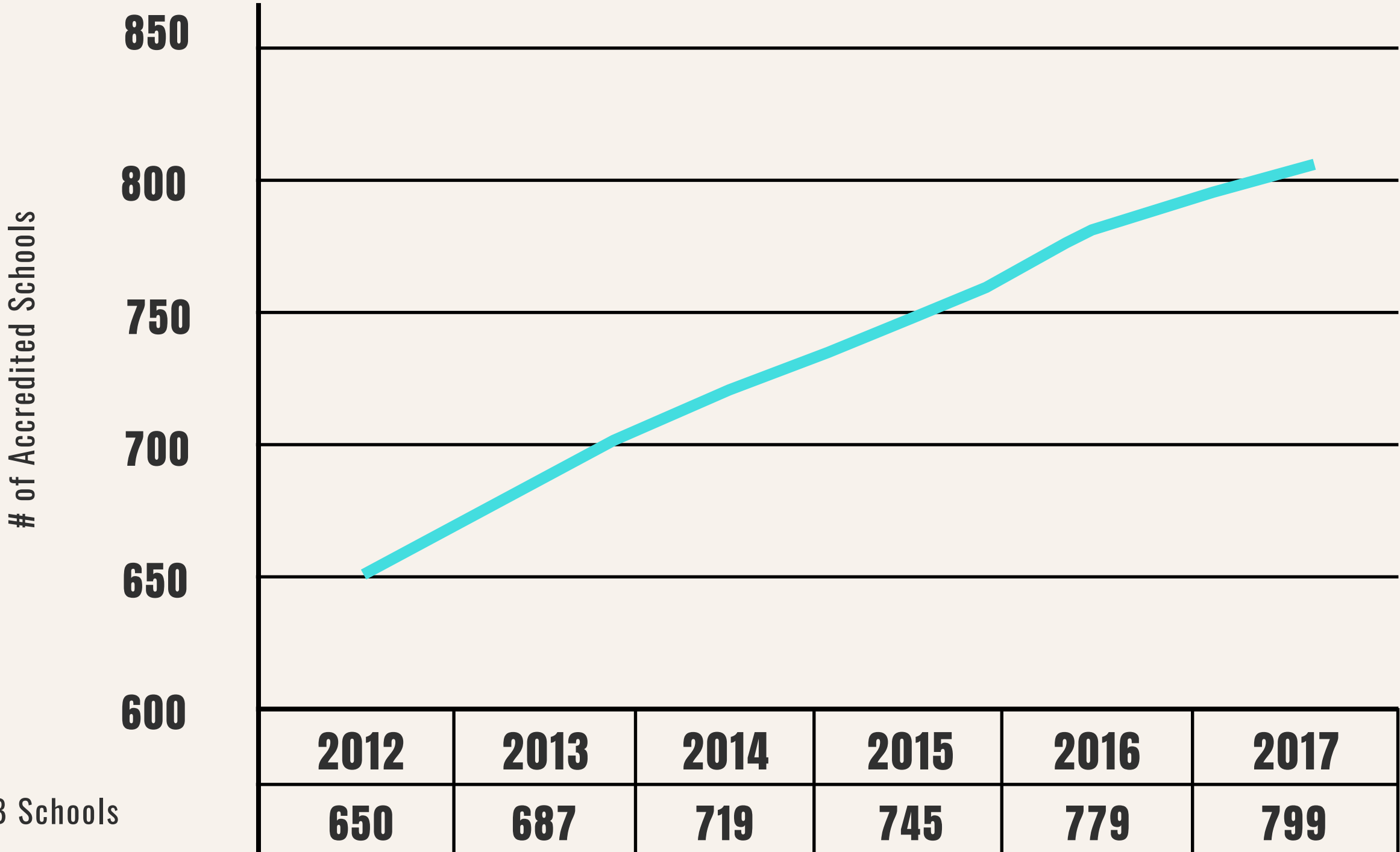
**1** **CONSCIOUS CAPITALISM**

**2** **SHORT-TERM ISM**

**3** **RISING STUDENT DEBT**

# About Business Schools

COMPETITION IS ON THE RISE

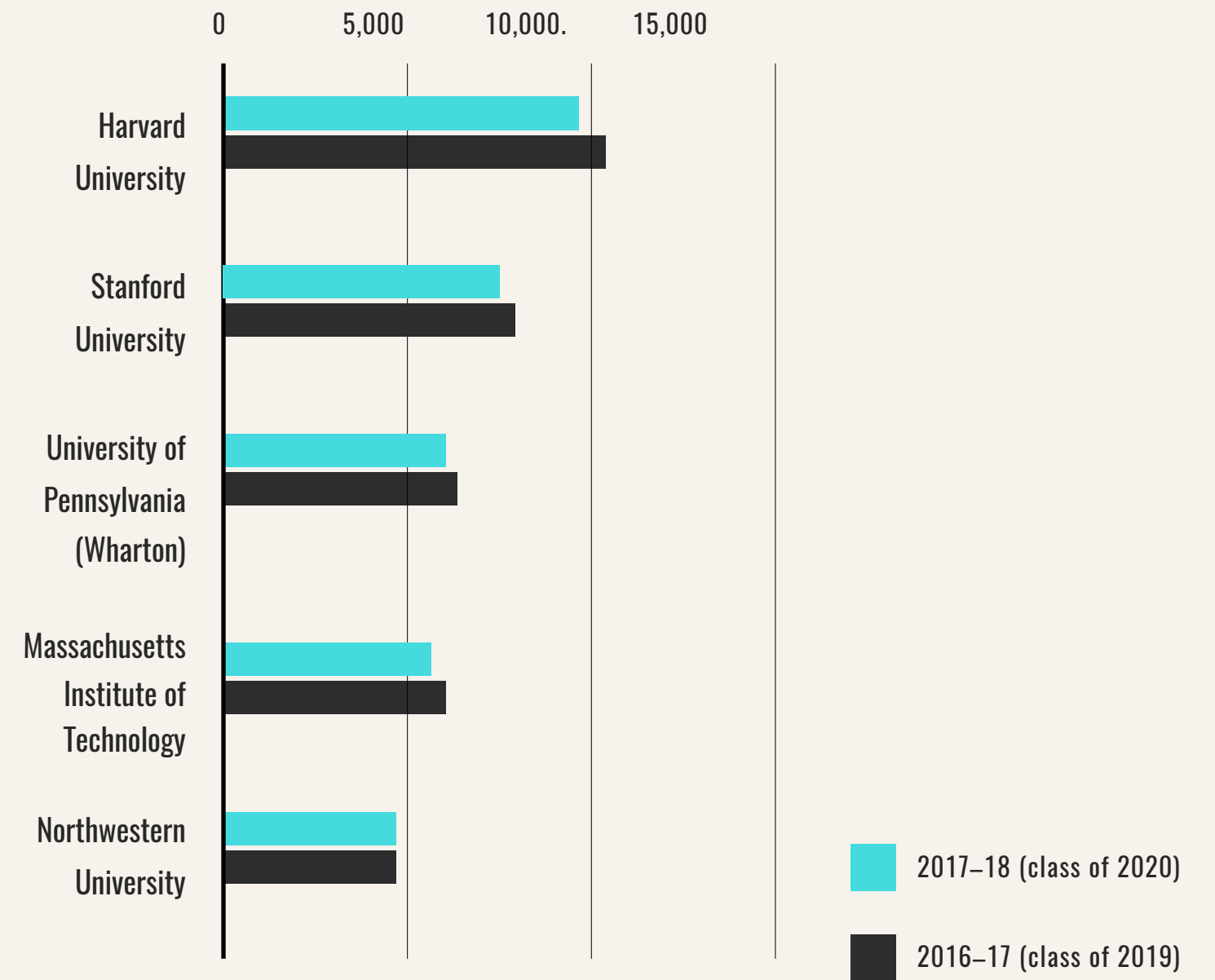


AACSB Schools

**The competition within the market is poised to only increase in the years ahead.**

## LOSING STEAM

Applications to two-year M.B.A programs are down



SOURCE:

<https://www.wsj.com/articles/m-b-a-applications-keep-falling-in-u-s-this-year-hitting-even-elite-schools-1538366461>

# About Business Schools

COMPETITION IS ON THE RISE

ECHO CHAMBER OF MARKETING MESSAGES

SEARCH CHANNEL

**MBAs are not  
CREATED EQUAL.**

THE FOSTER SCHOOL OF BUSINESS

*Nationally ranked, globally recognized*

**W**

foster.washington.edu/fostermba

Foster  
School of Business  
UNIVERSITY OF WASHINGTON

NICKERSON  
STREET  
COLD  
BEER  
HERE

— GET TO —

**CEO ASAP**

stmarytx.edu/greehey

ST. MARY'S  
UNIVERSITY

GREEHEY  
SCHOOL of BUSINESS

TOP-RANKED PART-TIME MBA IN BOSTON

**The BC MBA**

BECOME ICONIC.™

BOSTON COLLEGE  
CARROLL SCHOOL  
OF MANAGEMENT

**CEO ASAP.**

#EcclesExperience

Reagan  
National Administration

U David Eccles  
School of Business  
THE UNIVERSITY OF UTAH

Ψ IUPUI

**Achieve success.**

**Kelley Evening MBA**

THE KELLEY SCHOOL OF BUSINESS at IUPUI

FAIRWAY

000146

ASU W. P. CAREY  
SCHOOL of BUSINESS  
ARIZONA STATE UNIVERSITY

**A nationally ranked  
business school is a lot  
closer than you think.**

**Undergraduate business degrees at ASU's Polytechnic campus**

**wpCareyPoly.com**

Confidential & Proprietary





HONORING A COMMITMENT  
TO ENHANCING DIVERSITY

[Read more](#)

UNDERGRADUATE PROGRAM  
**RANKINGS**

ENTREPRENEURIAL ALUMNI  
**MARKETING ALUMNUS BUILDS  
LEGACY IN SECOND CAREER**



**MAKING MAGIC**  
MASTER THE BUSINESS OF INNOVATION

Esther Luoh | Senior Financial Analyst, Disney Parks, Experiences & Products

Purdue University Krannert School of Management  
BS Accounting/Management, 2013

# Olin Business School



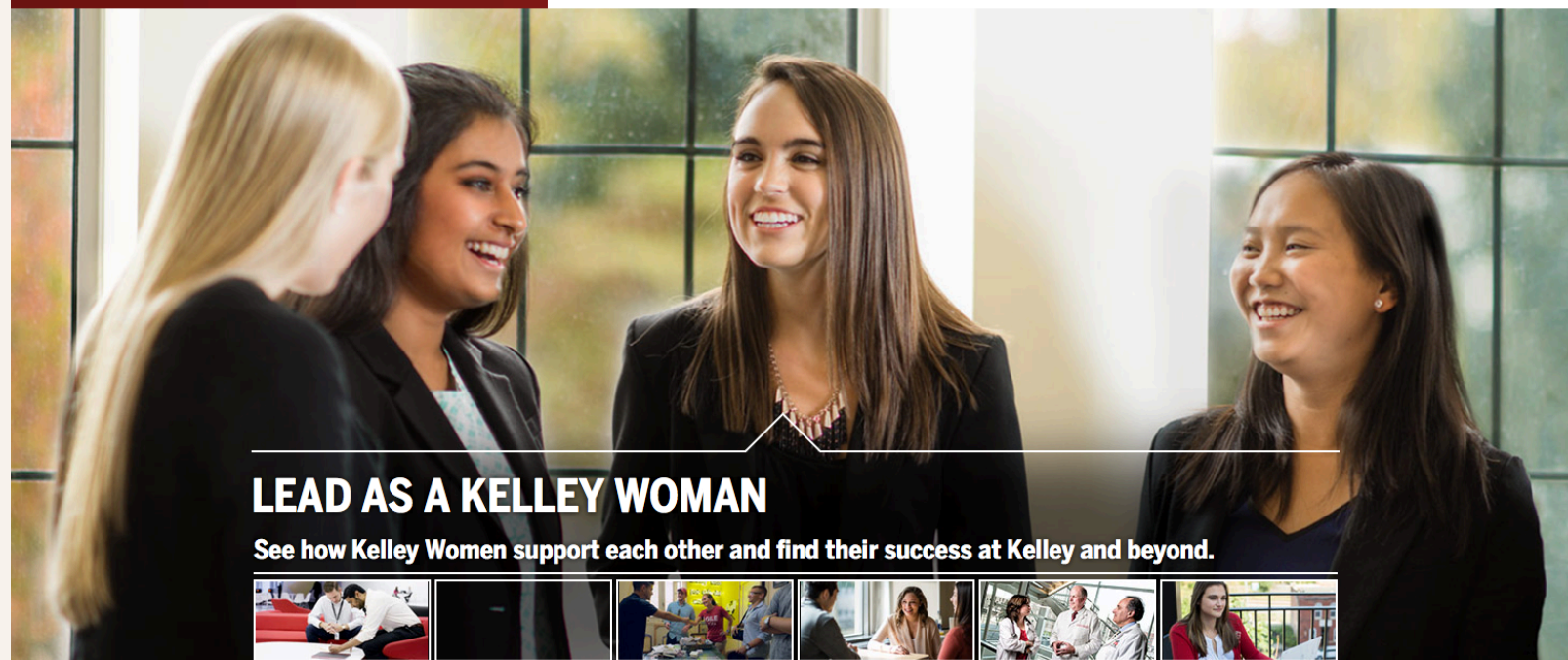
*Confidently meet any business challenge*

[Explore  
OUR PROGRAMS](#)

for Alumni | for Corporations & Community | for Military Veterans | for Parents

**Become the leader you want to be at Olin Business School**

Collaborative. Passionate. Confident. Prepared. Olin Business School students are all this and more. At Olin, you will learn in a collaborative atmosphere with talented peers and distinguished faculty. You will discover and develop your



**LEAD AS A KELLEY WOMAN**

See how Kelley Women support each other and find their success at Kelley and beyond.



Confidential & Proprietary

# About Business Schools



COMPETITION IS ON THE RISE

ECHO CHAMBER OF MARKETING MESSAGES

B-SCHOOLS ARE COMMODITIES

# Google

**IS BUSINESS SCHOOL**

IS BUSINESS SCHOOL **WORTH IT**

IS BUSINESS SCHOOL **HARD**

IS BUSINESS SCHOOL **FOR ME**

IS BUSINESS SCHOOL **EASY**

IS BUSINESS SCHOOL **FUN**

IS BUSINESS SCHOOL **CAPITALIZED**

IS BUSINESS SCHOOL **A WASTE OF TIME**

IS BUSINESS SCHOOL **HARD TO GET INTO**

**GOOGLE SEARCH**

**I'M FEELING LUCKY**

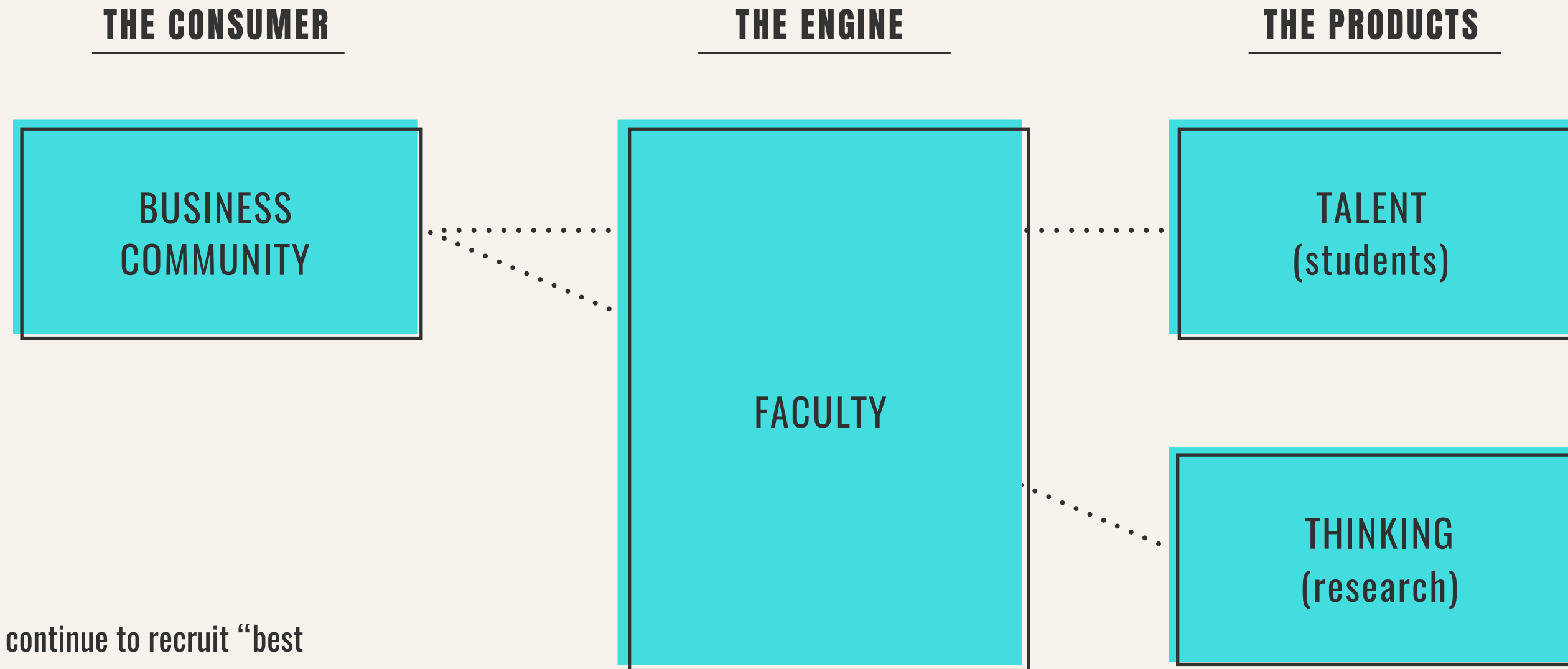
# About Business Schools

COMPETITION IS ON THE RISE

ECHO CHAMBER OF MARKETING MESSAGES

B-SCHOOLS ARE COMMODITIES

PROVE MARKET RELEVANCE



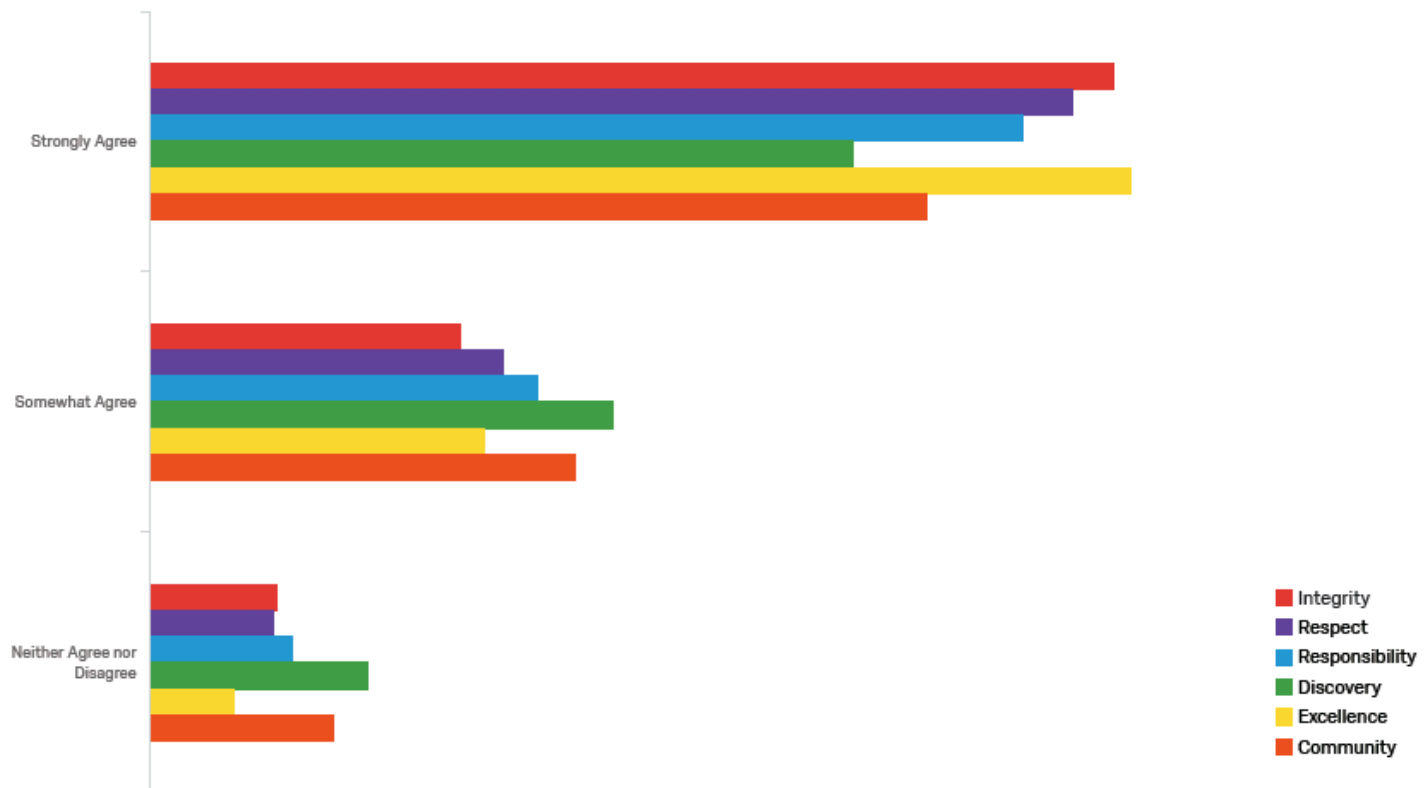
While you must continue to recruit “best and brightest” classes for each program and attract top faculty, your brand position and product must be seen as immediately market relevant to the business community.

# INITIAL OBSERVATIONS



**PennState**  
Smeal College of Business

### 3A - Assess the level to which the individual values describe Smeal today.



## Smeal Brand Essence

**Individuals who share a common need or motivation to continually improve themselves & their performance.**

- Learners
- Alumni
- Faculty & Staff
- Recruiters & Hiring Managers
- Business Decision-Makers

**Breadth of Programming:** When you need to adapt & grow, we are here as your educational partner.

**Breadth of Resources:** An array of unique opportunities and offerings as part of Penn State.

**Hardworking:** Ethos that demands talent but also desire & grit in equal measure, represented in the story of Frank Smeal.

**Collaborative:** Environment & structures that reward & emphasize teamwork.

**Socially Conscious:** Focused on integrity, diversity & sustainability in business.

**Belief**  
Effective leaders adapt and grow throughout their careers, creating meaningful value for themselves, their organizations, and their communities.

---

**Purpose**  
Inspire people to be lifelong learners and help them adapt, develop, and grow as effective leaders.

- Learners**  
Functional: Educational opportunities & credentials  
Emotional: I feel prepared to thrive
- Alumni**  
Functional: Network that creates opportunities  
Emotional: I feel proud to be in the family
- Faculty & Staff**  
Functional: Career opportunities & support  
Emotional: I feel my contributions are valued
- Recruiters & Hiring Managers**  
Functional: Pool of qualified candidates  
Emotional: I feel satisfaction in delivering new talent
- Business Decision-Makers**  
Functional: Academic research that improves performance  
Emotional: I feel confident as a cutting-edge leader

**Grounded:** We're confident, but never boastful. We speak our truths.

**Optimistic:** We're excited to take on the opportunities in front of us. We cheer the people we work with when they succeed. We embrace positivity, always searching for a way to make good things happen.

**Active:** Environment & structures that reward & emphasize teamwork across boundaries.

### SOLVING FOR X

# The Integrated Program Portfolio

HOW SMEAL COLLEGE REINVIGORATED ITS PROFESSIONAL GRADUATE PROGRAMS, USING A COURSE-SHARING STRATEGY TO INCREASE ENROLLMENTS AND REVENUES.

BY BRIAN CAMERON • OCTOBER 30, 2019

ILLUSTRATION BY GREG MABLY



# SHAPING THE FUTURE OF BUSINESS





# Smeal Brand Essence

Individuals who share a common need or motivation to continually improve themselves & their performance.

Learners

Alumni

Faculty & Staff

Recruiters & Hiring Managers

Business Decision-Makers

Learners

Functional: Educational opportunities & credentials

Emotional: I feel prepared to thrive

Alumni

Functional: Network that creates opportunities

Emotional: I feel proud to be in the family

Faculty & Staff

Functional: Career opportunities & support

Emotional: I feel my contributions are valued

Recruiters & Hiring Managers

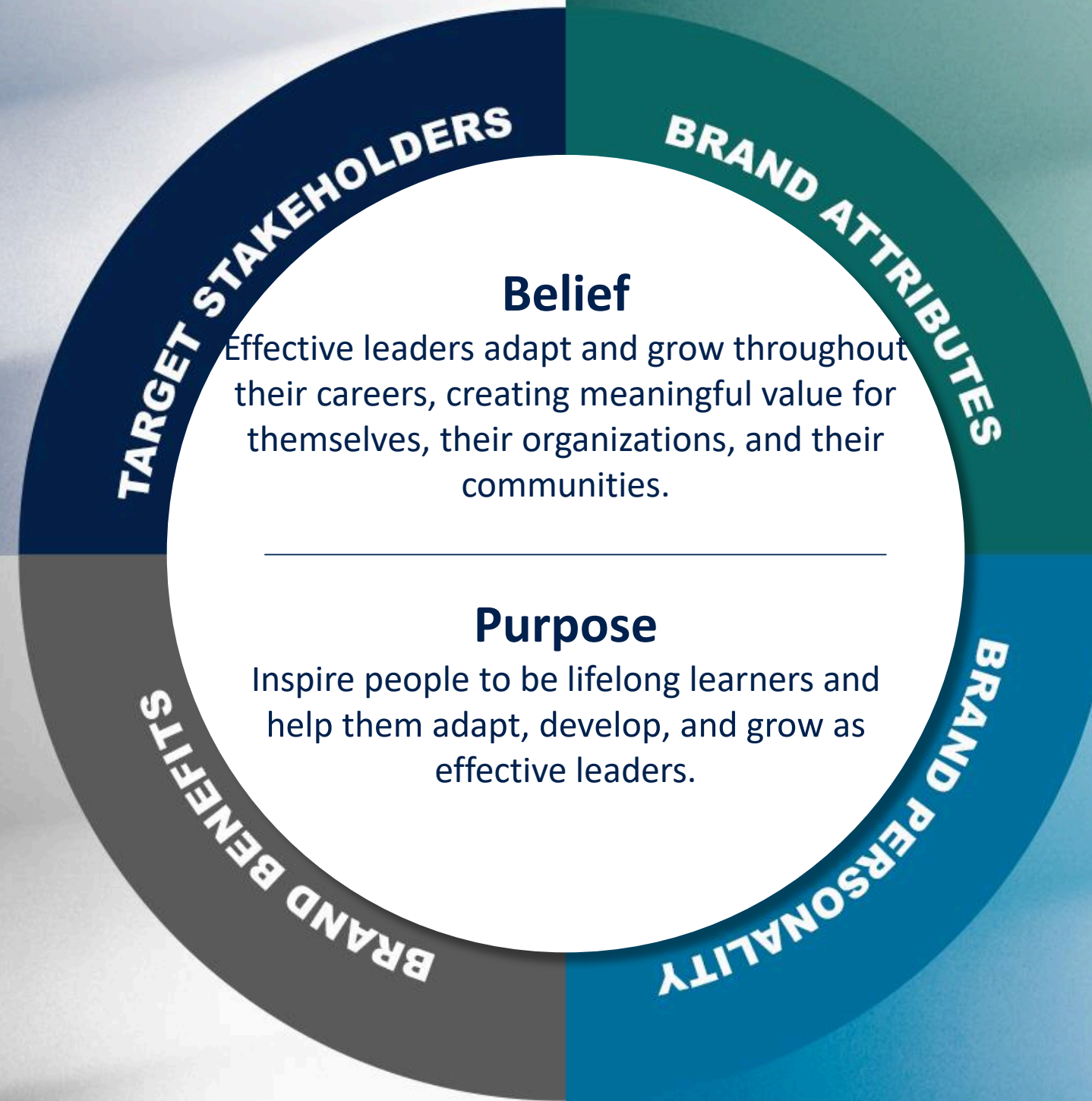
Functional: Pool of qualified candidates

Emotional: I feel satisfaction in delivering new talent

Business Decision-Makers

Functional: Academic research that improves performance

Emotional: I feel confident as a cutting-edge leader



**Breadth of Programming:** When you need to adapt and grow, we are here as your educational partner.

**Breadth of Resources:** An array of unique opportunities and offerings as part of Penn State.

**Hardworking:** Ethos that demands talent but also desire & grit in equal measure, represented in the story of Frank Smeal.

**Collaborative:** Environment & structures that reward & emphasize teamwork.

**Socially Conscious:** Focused on integrity, diversity & sustainability in business.

**Grounded:** We're confident, but never boastful. We speak our truths.

**Optimistic:** We're excited to take on the opportunities in front of us. We cheer the people we work with when they succeed. We embrace positivity, always searching for a way to make good things happen.

**Active:** Environment & structures that reward & emphasize teamwork across boundaries.



**PennState**  
Smeal College of Business

**CLIENT**

Is it fundamentally true?

**CATEGORY**

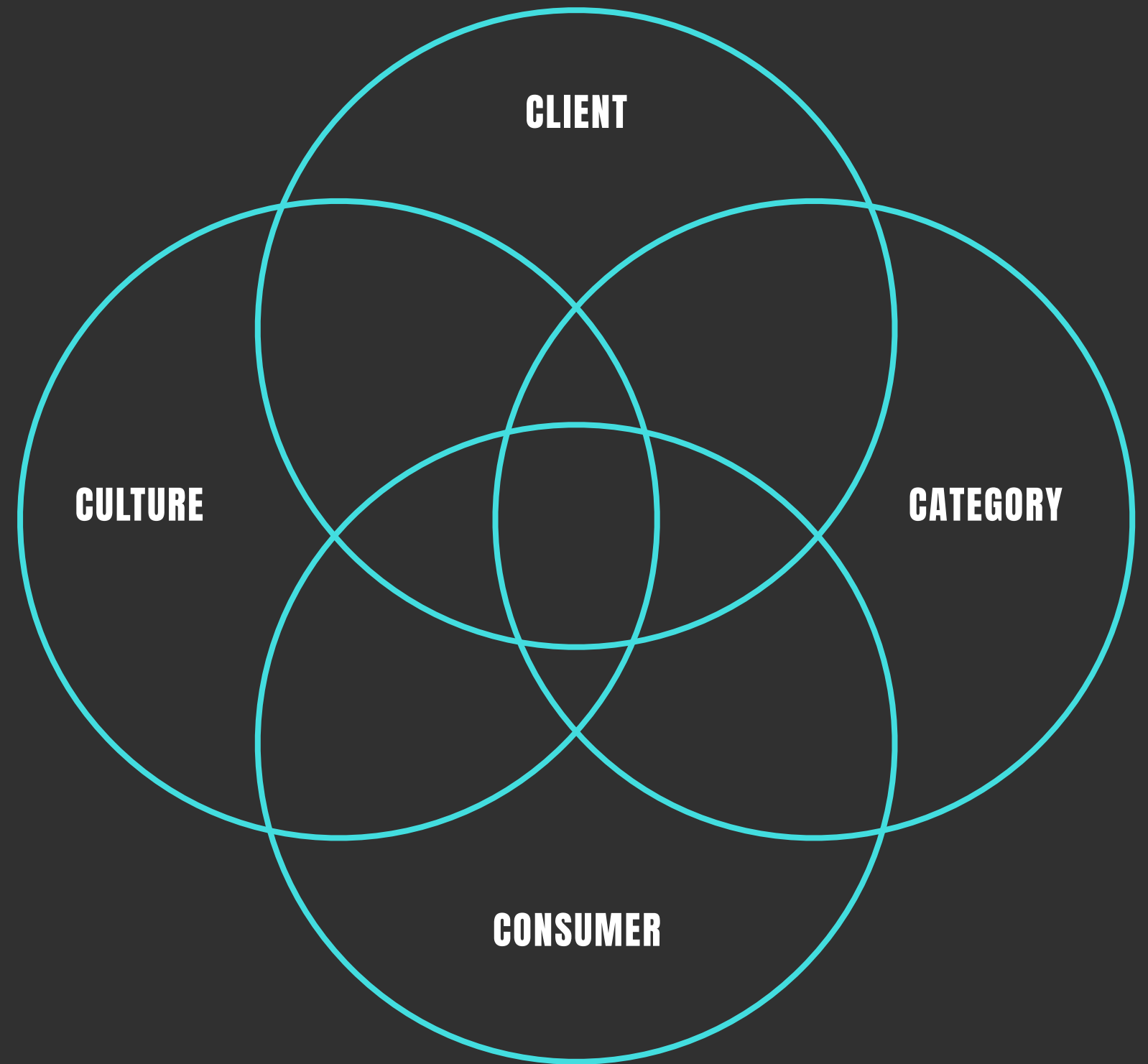
Is it differentiating?

**CONSUMER**

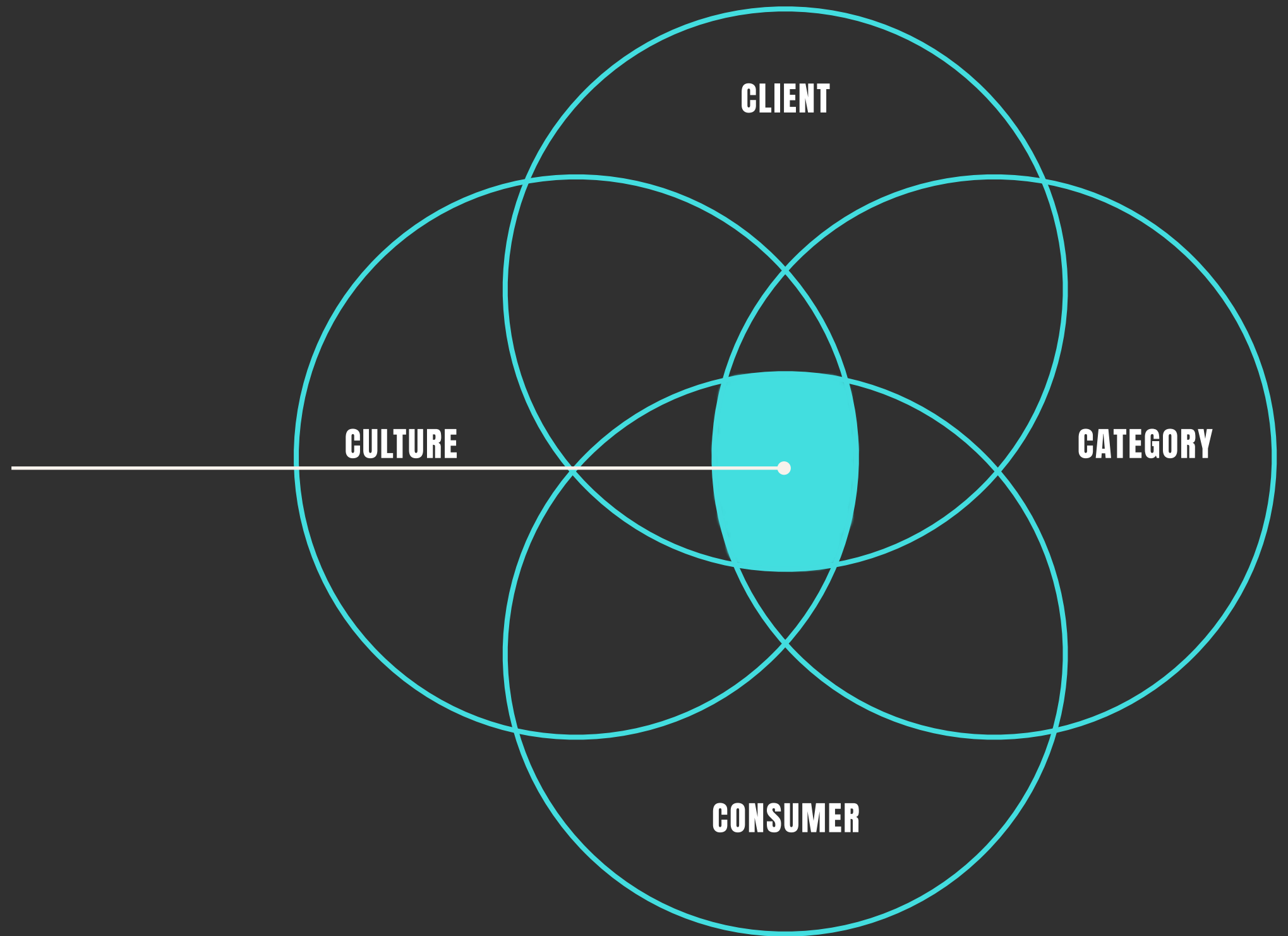
Will it resonate with our key audiences? All of them?

**CULTURE**

Is it both relevant and intentional within our current context?



**HOW WE DIAL IN THE KEY  
MESSAGING AND PROVIDE  
A PLATFORM FOR THE  
CREATIVE EXPRESSION.**



**WHAT DO WE CURRENTLY HAVE?**

# WHAT DO WE CURRENTLY HAVE?

The fundamental truth  
(critical substance)

Our sense of purpose and  
strategic direction

Consensus and broad  
stakeholder engagement

**WHAT DO WE STILL NEED?**

Among the top business schools in the nation,  
**messaging is homogenous.**

## Competitive Analysis / Comparative Messaging

“...we believe **experience-based learning** is fundamental to unrivaled readiness. Our exclusive combination of **hands-on** coursework, competitions, and simulations prepares students for global leadership. Equal parts challenging and supportive, our formula is to continually offer career advancement through curated experience-based learning. The end goal is to **produce students who feel confident, prepared, and ready to lead.**”

“...we are in the **business of creating career momentum.** Our students have the talent to succeed, the humility to grow and the tenacity to persevere. That spirit—combined with an education that only we can deliver—results in graduates with the **knowledge and skills needed to meet new challenges**, to **make positive change** possible and to **contribute to their organizations** from day one.”

“...we believe **business leadership requires a distinct and nuanced set of skills** for a business world that’s changing at a pace never before seen. **Innovation and entrepreneurial leadership** create new markets and disruption virtually overnight. A **strong global perspective** challenges familiar traditions and forges untold partnerships. All of these test the **balance of risk and reward**, and the principles necessary to navigate new ideas and opportunities.”

“...we are **leaders, researchers, and lifelong learners creating innovative solutions** to the world's most complex business challenges. We are a top-ranked business school offering **action-based learning** to prepare our graduates for today’s ever-evolving world. Our impact extends far beyond the classroom as we aim to set a new standard in business and business education.”





## Competitive Analysis / Comparative Messaging

“...we believe **experience-based learning** is fundamental to unrivaled readiness. Our exclusive combination of **hands-on** coursework, competitions, and simulations prepares students for global leadership. Equal parts challenging and supportive, our formula is to continually offer career advancement through curated experience-based learning. The end goal is to **produce students who feel confident, prepared, and ready to lead.**”

“...we are in the **business of creating career momentum.** Our students have the talent to succeed, the humility to grow and the tenacity to persevere. That spirit—combined with an education that only we can deliver—results in graduates with the **knowledge and skills needed to meet new challenges, to make positive change** possible and to **contribute to their organizations** from day one.”

“...we believe **business leadership requires a distinct and nuanced set of skills** for a business world that’s changing at a pace never before seen. **Innovation and entrepreneurial leadership** create new markets and disruption virtually overnight. A **strong global perspective** challenges familiar traditions and forges untold partnerships. All of these test the **balance of risk and reward**, and the principles necessary to navigate new ideas and opportunities.”

“...we are **leaders, researchers, and lifelong learners creating innovative solutions** to the world's most complex business challenges. We are a top-ranked business school offering **action-based learning** to prepare our graduates for today’s ever-evolving world. Our impact extends far beyond the classroom as we aim to set a new standard in business and business education.”



# WHAT DO WE STILL NEED?

An ownable expression of  
the narrative

An inspiring “jumping off point”  
for creative

# **CASE STUDY: EMORY UNIVERSITY GOIZUETA BUSINESS SCHOOL**



EMORY

---

GOIZUETA  
BUSINESS  
SCHOOL



**BRANDING BUSINESS  
AS A FORCE FOR GOOD**

The

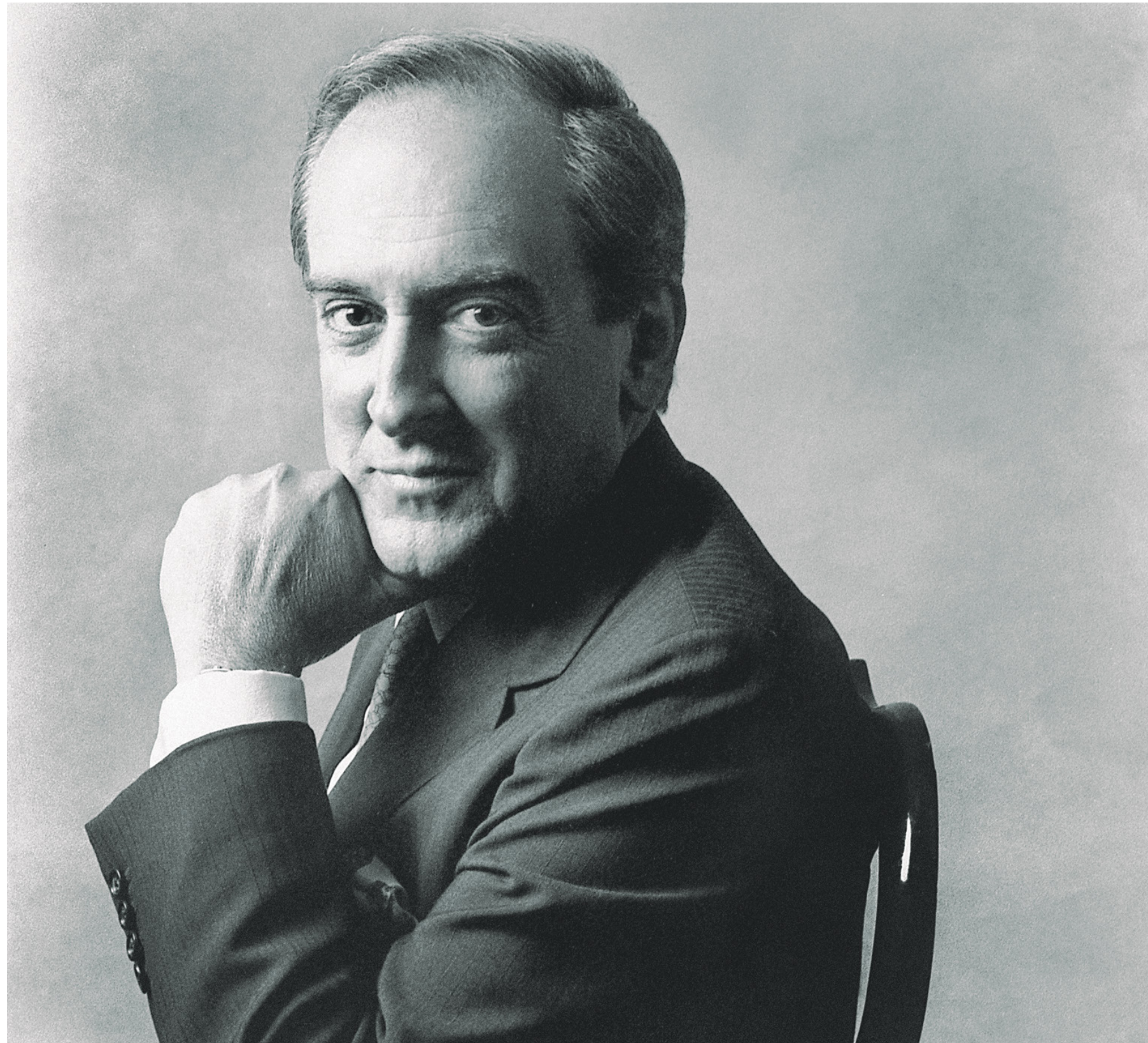
# PURPOSE OF BUSINESS

A circular gold-colored logo is overlaid on the left side of the main text. It contains the text "GOIZUETA" at the top, "SCHOOL OF BUSINESS" around the bottom edge, and "XXV" in the center.

is to create  
a dignified  
quality of life  
for everyone.

“  
”

*Roberto Goizueta*



**While you are taking,  
make sure you put  
something back.**

---





WITH  
**ABILITY**  
COMES  
**RESPONSIBILITY.**



**BUSINESS, AT ITS CORE WAS DESIGNED TO** solve the problems of society. To serve its needs, one brilliant solution at a time. Business is better than the false reports, fudged accounting, and high-profile scandals that have inundated our news cycle.

**Now it's up to us to live up to business' founding principles.**

To consistently answer the call for better, despite what lay behind or ahead. This is why we at Goizueta are making it our responsibility to educate leaders who understand the bottom line and the high road can share an intersection.

EMORY

---

GOIZUETA

BEYOND

---

1919

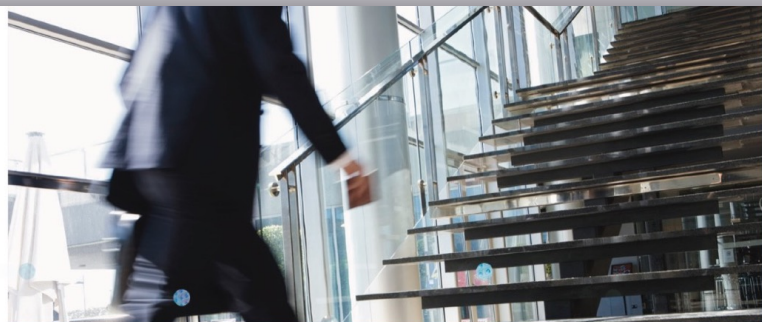
100

2019



TO GET AHEAD  
WE MUST >>>

# GO BEYOND



The status quo has never been an option at Goizueta Business School.

Innovation that leads to success is our expectation. Changing how the world views its corporations is our duty. These beliefs have been part of our ethos since the very beginning.

And right now, in light of a chaotic climate, we must continue to go beyond.

*Beyond the profits.  
Beyond the bottom line.  
Beyond accounting to accountability.*



**BEYOND IS WHERE WE  
ARE GOING. READY TO  
GO WITH US?**



# 100 YEARS. 100 STORIES. INFINITE IMPACT.

In 2019, Emory University's Goizueta Business School celebrates its 100<sup>th</sup> anniversary. This milestone recognizes years of excellence and tens of thousands of dynamic, talented people. The ones who innovate today's businesses. The ones who educate tomorrow's leaders. The ones who elevate humanity for the benefit of more than themselves. In the months leading to our centennial, this site will feature 100 stories of grit, passion, and inspiration that embody who we are today and compel us to continue going further. Go be empowered. Go be creative. Go be empathetic. So long as you Go Beyond. This anniversary is for Goizueta -- and those committed to the continual pursuit of better.

GOIZUETA  
BEYOND



MBA Overview



**GOIZUETA BUSINESS SCHOOL**

**The Goizueta Difference**  
To discover what makes Goizueta stand out, you must dig into the foundation. Read more on page A6.

**Meet The Faculty**  
Those who can teach. Add those who can teach students, collaborate, innovate and inspire. Meet our distinguished faculty on page A7.

**Your Success Determines Ours**  
Learn about some of Goizueta's most accomplished alumni on page C1.

Section A

# GO BEYOND YOUR TYPICAL MBA

**MOST MBAS WILL CHANGE YOUR FUTURE. AT GOIZUETA, YOU CAN CHANGE EVERYONE'S.**



Thinking big, thinking outside the box, thinking outside on a study park bench about how to invent bigger, better boxes — that doesn't cut it these days.

# HOW WE GO BEYOND BUSINESS: 101.



**IT'S LONG HELD TRUE** that Goizueta Business School is a place where both brilliant strategic insight and a tight-knit, community feel coincide. Our ability to enable students, professors and business partners to go beyond where they currently are—in their careers, in their research and in their societal impact—

defines and differentiates us.

Central to our signature approach sits our eight key focus areas. These topics have long been at the heart of a Goizueta business education—and are places where we will deepen our investment as we approach our centennial year.

## AREAS OF FOCUS



### ENTREPRENEURSHIP

Inspiring entrepreneurs to create and improve upon new ventures through learning and networking opportunities.



### LEADERSHIP

Helping students foster core career values by approaching leadership as a skill you develop over a lifetime.



### ANALYTICS

Using insights gleaned from big data to address the future's challenges.



### EXPERIENTIAL LEARNING

Immersing students in real-world learning scenarios so they can develop better critical thinking skills.



### PRIVATE EQUITY & REAL ESTATE

Preparing students for success in private equity and real estate through strong professional networking events and industry relationships.



### BEHAVIORAL & DECISION INSIGHTS

Helping leaders make better business decisions by equipping them with the proper tools and insights.



### HEALTHCARE

Leveraging our network and knowledge of healthcare to provide students with academic insight and practical learning opportunities.



### SOCIAL ENTERPRISE

Guiding professionals to positively influence society and its markets through business strategies and decisions.



INVEST IN

BETTER

# MONDAYS

A Goizueta Executive MBA doesn't enhance merely your distant future; its benefits begin paying off immediately and continue throughout your career. Here, you'll work shoulder-to-shoulder with a small, handpicked body of students that complement your strengths as you collaborate to evaluate and solve each other's business problems. And you'll do it all in a way that works best for you, either in a modular or weekend format. The program is rigorous by design, but it comes with a personalized support system and faculty to guide you to success. And in the end, you'll earn your degree and be well equipped with an arsenal of knowledge that gives you great confidence you'll put to use on Monday, Tuesday, and the rest of your life. After all, the best investment you can make is in yourself.



**IN REAL ESTATE  
INVESTMENT\$**

**LOOKING AT INNOVATION**

**IS HOW WE'RE REDEFINING BUSINESS**



**EMORY**

**GOIZUETA  
BUSINESS  
SCHOOL**

**GOIZUETA  
BEYOND**







# FORTUNE

GOIZUETA BUSINESS PRINCIPLE #28:

# LISTEN FIRST. ANALYZE SECOND.

GOIZUETA  
BEYOND



GOIZUETA  
BEYOND

Informing mana  
future thro  
Emory Mark  
Learn mor  
initiatives



# ISSUING THE CALL



## AN OPEN LETTER TO BUSINESS.

Business has always been a vehicle for meaningful impact. After all, it was entrepreneurs and innovators who figured out how to put light, heat, and water into millions of homes. Brilliant corporate minds who made financial planning affordable to small companies just getting off the ground. Socially-conscious strategists who distributed life-saving vaccines to third world villages. And when the world needed a tool to share photos and phone calls with friends a continent away, **those in business found a way.**

Yet somewhere along the way, business lost its way—lost track of its moral compass and took a sharp turn off the high road. But we each know that business is better than these misguided turns.

The purpose of business was—and still is—to *solve essential, societal problems*. To create value where there was none before. It's time we restored business to this higher ideal. To answer society's call for the next out-of-the-box, square peg, upside down, table turning solutions to seemingly impossible issues. But we will not be able to do these things, and the next thing, and the next—alone.

That is why we at Goizueta Business School, we are calling on all of you in the business community—fellow deans, executives, and entry level employees alike—to answer this call with us.



**Over the course of the next few months, we will be introducing an effort designed to push us all to drive business back onto the high road.**

To remind ourselves of the very ideals we are striving to uphold, we will be introducing a set of principles created in the bold spirit of our namesake, Roberto C. Goizueta.

These principles will serve to reinforce a new, much-needed standard as we set out on our march towards better. And it is on that note, that I would like to share our first principle—an outlook I believe will guide us all towards earning the public's trust again and a future we can all be proud of:

### GOIZUETA BUSINESS PRINCIPLE #1:

**IF YOU DON'T LIKE WHAT YOU SEE, CHANGE WHERE YOU STAND.**

DEAN ERIKA JAMES, GOIZUETA BUSINESS SCHOOL

# — Be not conformed by this world.

Let's change what's happening in business. Not every year,  
but every single day. Let's create excellence for a new  
generation. I urge my graduates to not follow the patterns  
of the world but to be transformed by the challenges of life.

FROM THE OFFICE OF

*Dean Erika James*



SELECT A CITY ▾

ATLANTA  
BUSINESS CHRONICLE

ATLANTA CRANE WATCH  
Atlanta Crane Watch >

LIMITED TIME OFFER  
Subscribe Now

YOUR ACCOUNT  
Sign In ▾

≡ INDUSTRIES & TOPICS

🏠 NEWS   LISTS & LEADS   PEOPLE & COMPANIES   EVENTS   LEADERSHIP TRUST   MORE...



Education · Sponsored Content by Emory University's Goizueta Business School

## How business schools and the liberal arts mesh

Email   Share   in Share   Tweet   Save   Print   Order Reprints

Emory University's Goizueta Business School Dean Erika James and Emory College of Arts and Sciences Dean Michael Elliott discuss the complimentary nature of liberal arts and business education in this podcast. Below are highlights.

**A business perspective in the liberal arts:** According to Elliott: "I actually do a lot of my leisure time reading or listening about things like startups, about management cultures, and think hard about what is the kind of culture and organization that I want to be running to get to where we want to go. Thinking in this way makes the organization more creative and leads to those core outcomes which really are about pushing the boundaries of knowledge and creating a student body that will go on and impact the world in positive and unpredictable ways. To me, that's what the liberal arts is all about and business is a way of helping me to get there."

**On how business and liberal arts mix:** "My background is in literature," Elliott says, "and I am somebody who thinks about storytelling and that is an essential part of any business enterprise, both the internal and the external stories that one tells. That's the kind of thing that I've learned a lot about, thinking about how young entrepreneurs think about telling their own stories and the stories of the companies that they are starting."

**On what's true across business and academic organizations:** James says: "There is much more sameness than there is difference, irrespective of the type of organization. The needs are consistent. There will be people that must be managed, employees that need to be motivated and invigorated. There are products or services that need to be purchased and sold. There are systems that need to be put in place. There is a need to understand how money comes into the organization, how it flows through the organization and how one spends the resources on the back end."

**On how a liberal arts background affects the approach of business students:** According to James, "What we get from having students with a liberal arts background is an ability to think more creatively about how operations can be enhanced or about how operations can run more efficiently because students are coming to us with a much broader skillset and a much more diverse set of experiences that allow them to make connections more so than we saw in the past with a classroom full of engineers for example."

Visit [www.emorybusiness.com](http://www.emorybusiness.com) to read more about Goizueta Business School and their distinguished faculty, as well as the array of degree and non-degree programs and dynamic members of the student and alumni community.

Emory University's Goizueta Business School celebrates 100 years of excellence and a stated mission to go beyond everyday business to deliver true societal impact. Its MBA programs consistently rank in the top 20 in the world among



COMMUNITY // July 15, 2019

## 5 Ways to Close the VC Gender Gap with Erika James and Tyler Gallagher

*Reduce unconscious bias via blind pitches. There is research that shows when evaluating talent (e.g. tryouts for symphony musicians) there is more diverse representation in who is deemed as having exceptional talent when try outs are conducted blindly. Modifying pitch competitions so that the entrepreneur's demographics are not revealed may result in similar outcomes. As [...]*

By [Tyler Gallagher](#), CEO and Founder of Regal Assets



Reduce unconscious bias via blind pitches. There is research that shows when evaluating talent (e.g. tryouts for symphony musicians) there is more diverse representation in who is deemed as having exceptional talent when try outs are conducted blindly. Modifying pitch competitions so that the entrepreneur's demographics are not revealed may result in similar outcomes.

*As part of my series about "the five things we need to do to close the VC gender gap" I had the pleasure of interviewing Erika James, the John H. Harland Dean of Goizueta Business School. Under her leadership Goizueta remains one of the top business schools in the nation with an upward trajectory in student career success and faculty thought leadership. As an award-winning educator; published researcher on organizational behavior, crisis leadership, change management and racial diversity; and respected leader within the business community, James places an emphasis on what higher education can do to be of service to industry, and espouses the intrinsic correlation between virtuous business practices and societal benefit. She is committed to establishing an equal playing field across gender and race and, in 2014, was honored by the National Diversity Council. James currently sits on the Board of Survey Monkey. She holds a Ph.D. and Master's degree in organizational psychology from the University of Michigan, and received a Bachelor's degree in psychology from Pomona College of the Claremont Colleges in California.*





# Carrying Forward A Legacy

*Dean Erika H. James*

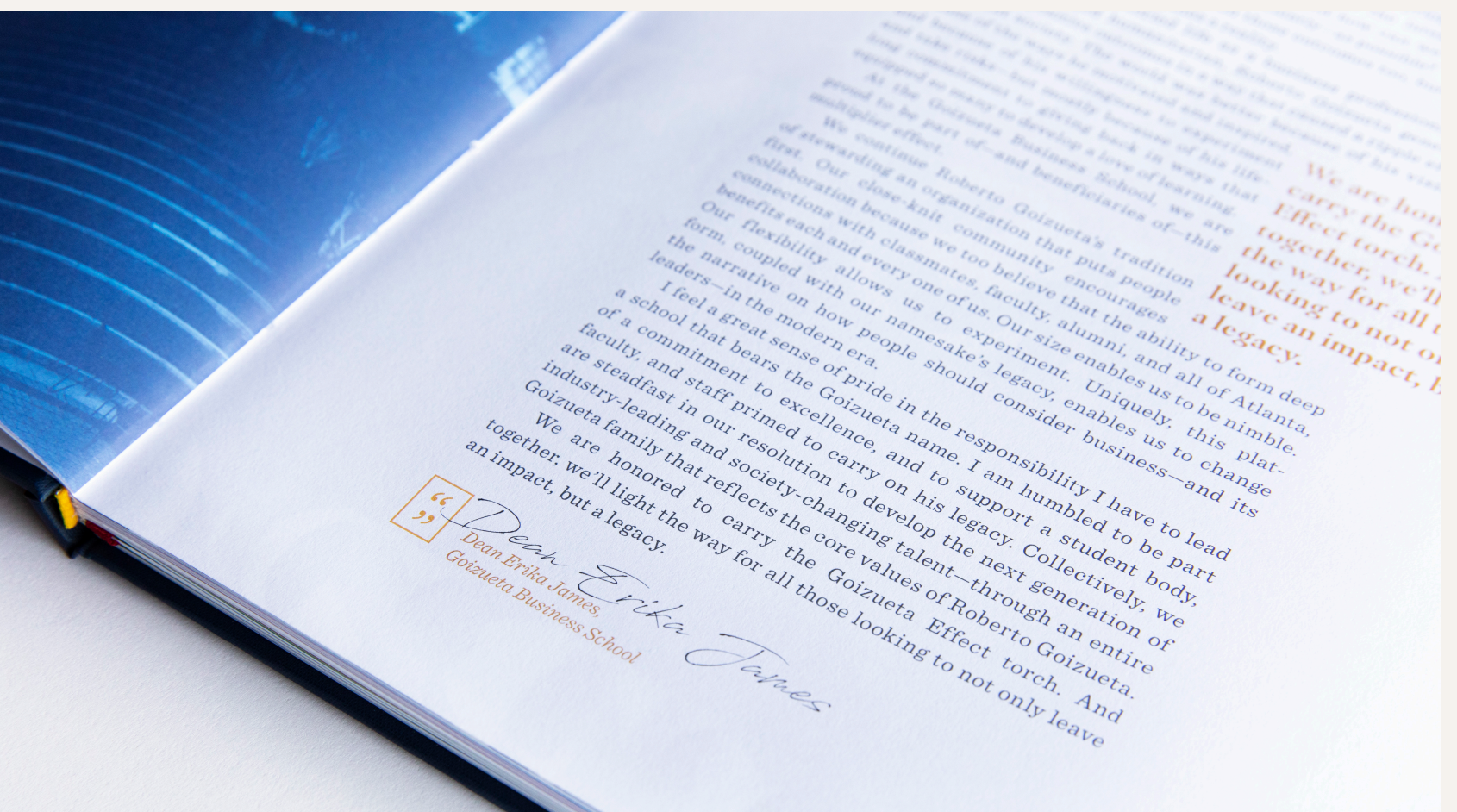


THE  
GOIZUETA  
EFFECT



We all reap the benefits of  
**The Goizueta Effect.**

When a business focuses not just on connecting the bottom line, but individual from every walk of life?  
When the destiny of mankind is determined not by some computer or spreadsheet, but by the unrelenting human spirit?  
When we join together with purpose and intention...  
When giving back becomes a given...  
When the world of business combines the power of education...



NAME?  
WHAT'S  
IN A  
NAME?

“*Dear Erika James,  
Goizueta Business School*”

We are honored to carry the Goizueta Effect torch. And together, we'll light the way for all those looking to not only leave an impact, but a legacy.

**A Message from Dean Erika James**  
Too often, we focus on outcomes. At what price is our stock being traded today? Where do we sit in the latest collegiate rankings? What is our bottom line, and how can we boost that bottom line as quickly—and as efficiently—as possible?  
Roberto Goizueta focused on those outcomes too, but more so on what made those outcomes a reality.  
Throughout his storied life as a business professional and a civically engaged humanitarian, Roberto Goizueta generated significant, positive outcomes in a way that caused a ripple effect throughout society. The world was better because of his vision, because of the ways he motivated and inspired, and because of his willingness to experiment and take risks—but mostly because of his life-long commitment to giving back in ways that equipped so many to develop a love of learning.  
At the Goizueta Business School, we are proud to be part of—and beneficiaries of—this multiplier effect.  
We continue Roberto Goizueta's tradition of stewarding an organization that puts people first. Our close-knit community encourages collaboration because we too believe that the ability to form deep connections with classmates, faculty, alumni, and all of Atlanta, benefits each and every one of us. Our size enables us to be nimble. Our flexibility allows us to experiment. Uniquely, this platform, coupled with our namesake's legacy, enables us to change the narrative on how people should consider business—and its leaders—in the modern era.  
I feel a great sense of pride in the responsibility I have to lead a school that bears the Goizueta name. I am humbled to be part of a commitment to excellence, and to support a student body, faculty, and staff primed to carry on his legacy. Collectively, we are steadfast in our resolution to develop through an entire industry-leading and society-changing talent—through an entire Goizueta family that reflects the core values of Roberto Goizueta. We are honored to carry the Goizueta Effect torch. And together, we'll light the way for all those looking to not only leave an impact, but a legacy.

Confidential & Proprietary



Applications

**+21%**

(WITHIN 1 YEAR OF LAUNCH)

Average Applicant  
GMAT Score

**+25**  
POINTS

(WITHIN 1 YEAR OF LAUNCH)

Exec Ed

**+36%**  
LEADS

**+18%**  
PROGRAM REGISTRATIONS

(2016-2017)

Brand  
Affinity

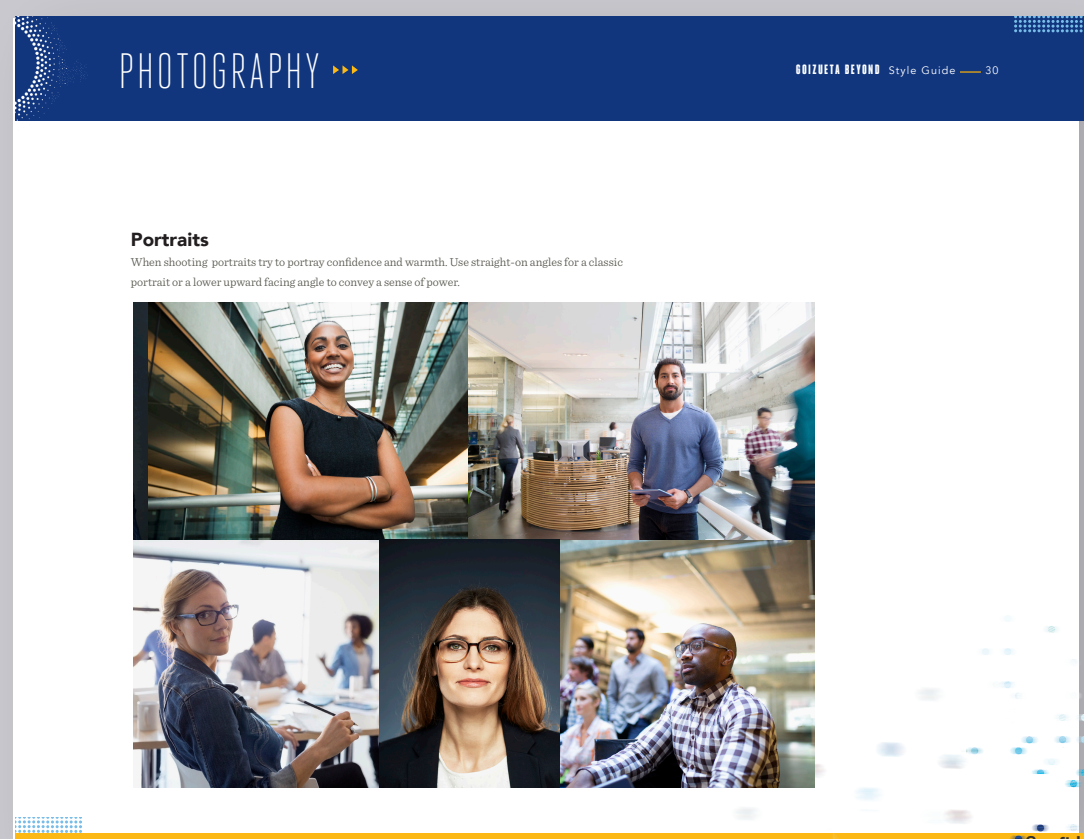
**+8%**

(CARAVAN STUDY)

Largest Gift  
in School History

**\$30M**

(DECEMBER 2019)



# PROCESS & APPROACH

DISCOVERY & ONBOARDING	BRAND STRATEGY REFINEMENT	BRAND CONCEPT	INTERNAL BRAND ROLLOUT	BRAND GUIDELINES & DESIGN TEMPLATES	BUILD
1 WEEK	1 WEEK	6 WEEKS	3 WEEKS	3 WEEKS	ONGOING
Project Kickoff Meeting	Define Target Audiences & Personas	Craft Brand Platform (3 Big Ideas)	Town Hall Meeting	Develop Brand Guidelines PDF	Develop Key Potential Executions <ul style="list-style-type: none"> <li>• Advertising Creative Toolkit</li> <li>• Alumni Magazine Template</li> <li>• Brand Anthem Video Concept</li> <li>• Brand Anthem Video Execution</li> <li>• Website Redesign</li> <li>• Photo Shoot</li> </ul>
Discovery Questionnaire	(Optional) Refine Brand Essence & Messaging Framework	Refine Creative Expression (1 Direction)	Brand Workshop	Develop Design Templates	
Review Existing Brand Assets & Research	Establish Benchmarks & Success Criteria	Develop Proofs of Concept			
Stakeholder Interviews & Story Mining	Develop Creative Brief (2 Rounds of Revisions)	Present Brand Concept (2 Rounds of Revisions)			
					Flexible Build Plan for Maximum Impact & Responsiveness

MARKETING & MEDIA PLAN
6 WEEKS
Develop Marketing & Media Plan



**PennState**  
Smeal College of Business

*CMO/ASSISTANT DEAN FOR  
STRATEGIC COMMUNICATION*  
**RICK AYERS**



**MARKET RESEARCH  
PARTNER**

*RESEARCH LEAD*  
**TBD**

**160/90**

*SVP, STRATEGIC  
COMMUNICATIONS*  
**KIM HALLMAN**

*EXECUTIVE CREATIVE DIRECTOR*  
**CORY MCCALL**

*VP, VIDEO & PHOTO*  
**ANDERSON BRADSHAW**

*SVP, CREATIVE STRATEGY*  
**MATT YUSKEWICH**

*CREATIVE DIRECTOR, DESIGN*  
**ERIC HAAG**

*VP, MEDIA SERVICES*  
**CHRIS EBMEYER**

*VP, CLIENT SERVICES*  
**RYAN BROWN**

*CREATIVE DIRECTOR, COPY*  
**JOHN COLBERT**

*DIRECTOR, MEDIA & ANALYTICS*  
**TRACY KOPCO**

*GROUP ACCOUNT DIRECTOR*  
**SARAH HAMAN**

*DIRECTOR, STRATEGY*  
**ALEXANDRA WITTCHEN**

*DIRECTOR, ACTIVATION*  
**MEG CREAMER**

*ACCOUNT SUPERVISOR*  
**PHIL GALIER**

*STRATEGIST*  
**SARAH DESIDERIO**

*DIRECTOR, DIGITAL STRATEGY*  
**RACHAEL BRANDON-LAI**

*ACCOUNT EXECUTIVE*  
**KIERNAN ROME**

*DIRECTOR, RESEARCH*  
**BRANDON SHOCKLEY**

*DIRECTOR, PUBLIC RELATIONS*  
**MICHELLE WOOLFORD**

# PHASE I

The following is an estimated summary of agency hours and fees for Phase I: Building the Brand as outlined in 160over90's Technical Proposal response.

Given our sincere interest in partnering with Penn State Smeal on this engagement, **160over90 is offering a discounted blended hourly rate of \$200** (typically \$215) for all agency personnel.

This Phase I scope of work assumes streamlined Discovery & Onboarding and Brand Strategy Refinement phases, given 160over90 will leverage (and build upon) Penn State Smeal's previous Discovery sessions/research studies and brand essence exploration completed to date.

PHASE I: BUILDING THE BRAND	HOURS	FEES
Discovery & Onboarding	40	\$8,000
Brand Strategy Refinement	25	\$5,000
Brand Concept	600	\$120,000
Marketing & Media Plan	100	\$20,000
Internal Brand Rollout	75	\$15,000
Brand Guidelines & Design Templates	200	\$40,000
Account Management/Oversight	50	\$10,000
<b>TOTAL (ESTIMATED AGENCY FEES)</b>	<b>1,090</b>	<b>\$218,000</b>

# PHASE II

The following is an estimated summary of agency hours and fees for Phase II: Launching the Brand as outlined in 160over90's Technical Proposal response.

Throughout the course of the RFP process and Mandatory Pre-Bid Conference Call, Penn State Smeal expressed interest in a variety of creative executions that 160over90 is equipped to develop internally.

Per the caveats/assumptions noted in the Build phase section of 160over90's Proposal Response (Section 2.1), we have provided cost ranges for the creative executions listed in the chart to the right based on historicals and best practices for this RFP process.

The estimated hours for Advertising Creative Toolkit, Alumni Magazine Template, and Account Management/Oversight deliverables are scoped based on our **discounted blended hourly rate of \$200**. The Brand Anthem Video, Website Redesign, and Photo Shoot deliverables will be scoped as a fixed fee, to deliver maximum cost efficiencies.

**Please note, these Phase II costs are not final, and 160over90 will require additional specs/feedback from Penn State Smeal in order to properly scope and estimate these creative executions.**

PHASE II: LAUNCHING THE BRAND	HOURS	FEES
Advertising Creative Toolkit	250 - 350	\$50,000 - \$70,000
Alumni Magazine Template	350 - 500	\$70,000 - \$100,000
Brand Anthem Video Concept	N/A	\$22,500 - \$30,000
Brand Anthem Video Execution	N/A	\$60,000 - \$125,000
Website Redesign	N/A	\$150,000 - \$200,000
Photo Shoot	N/A	\$50,000 - \$60,000
Account Management/Oversight	150	\$30,000

# CLOSING CONSIDERATIONS



# Closing Considerations



LEARN FROM THE WORLD YOUR GRADUATES WILL ENTER

# Closing Considerations



LEARN FROM THE WORLD YOUR GRADUATES WILL ENTER

HIRE THOSE WHO KNOW YOUR REALITIES

# Closing Considerations



LEARN FROM THE WORLD YOUR GRADUATES WILL ENTER

HIRE THOSE WHO KNOW YOUR REALITIES

ESCAPE THE ECHO CHAMBER

# Closing Considerations



LEARN FROM THE WORLD YOUR GRADUATES WILL ENTER

HIRE THOSE WHO KNOW YOUR REALITIES

ESCAPE THE ECHO CHAMBER

UNDERSTAND YOUR CONSUMERS

# Closing Considerations



LEARN FROM THE WORLD YOUR GRADUATES WILL ENTER

HIRE THOSE WHO KNOW YOUR REALITIES

ESCAPE THE ECHO CHAMBER

UNDERSTAND YOUR CONSUMERS

FORTUNE FAVORS THE BOLD

160/90 +



PennState  
Smeal College of Business

THANK YOU