

To: GSB Board of Trustees
Fm: Paul C. Katz, President
Re: GSB Working Group Report

I created a GSB Working Group after session with three primary goals in mind:

1. Establish a foundation for our 2025 strategic planning process by proposing the GSB mission, vision and completing a full SWOT analysis.
2. Outline a bold, transformational idea for consideration in 2025 and beyond.
3. Identify specific, actionable recommendations for the 2025 Session.

I'm pleased to report that your Working Group has delivered. We have extensive information to share resulting from our detailed survey and proposed mission/vision/SWOT deliberated during two virtual meetings. This trove of data and information should provide an invaluable head start to our strategic planning discussions next year. For now, however, I will focus on the output of our in-person meeting held in Chicago on Nov. 11th and 12th.

Transformational GSB Idea

Migrate curriculum from traditional delivery methods to blended, multimedia-based approaches. Key components include text-based content, audio, video, and interactive content—including simulations and quizzes. This increased versatility can deliver an even more dynamic, well-rounded learning experience.

Key Benefits:

- Flexibility
 - Accommodates different learning styles
 - Accommodates varied student schedules
- Engagement—maintains student interest and mitigates fatigue
- Retention—interactive elements improve recall
- Real-time feedback via quizzes

Key Applications:

- Transforms and maximizes our scheduling flexibility
- Converts on-campus lecture experience to include more practical application
- Jump-starts progress on intersession projects
- Broadens opportunities for team projects and case studies

The designated team to tackle this initiative is in formation. We do not have any preliminary financial analysis or other information to share at this stage.

GSB 2025 Decisions:

- Eliminate the first Monday Distinguished Speaker Series
 - Replacement TBD—but emphasis on event(s) to facilitate networking
- Eliminate Saturday morning session

- Move up Graduation to Friday morning; eliminate second Friday elective
- Enhance women programming—including events and networking opportunities
- Overhaul orientation sessions; ideally using mixed media delivery
- Increase use of GSB swag
- Identify new alumni engagement opportunities during session
- Beta-test transformational idea using marketing curriculum

Working Group Participants:

- Kevin Pernick, BAB
- Jule Redfern, BAB
- Mike Wear, CAC
- Vicki Kraai, CAC
- Mike Adelman, Chair, Education & Programming Committee
- Tom Hershberger, Section Leader
- Nan Gesche, Leadership Instructor
- Lisa Yaffe, Section Leader
- Dave Koch, Section Leader

GSB Staff

- Katie Bolen-Irwin, CFO
- Alexis Thering, Vice President, Student Engagement & Operations
- Kathy Berman, Vice President, Marketing & Communications
- Paul C. Katz, President