



External Advisory Council – Future Gallo School

Spring Meeting – April 20, 2022

UNIVERSITY OF CALIFORNIA
MERCED





Agenda

- **1:00 Welcome**
Gregg Camfield, Executive Vice Chancellor and Provost
- **1:15 Introductions**
Board Members and Gallo School Planning Team
- **1:30 Update on Plans for the Gallo School**
Gallo School Planning Team
- **2:00 Break**
- **2:15 Career Placement, Internships**
Brian O’Bruba, Executive Director, Office of Leadership, Service and Career
- **2:45 Discussion of Programs, Prospects, and Philanthropy**
- **3:30 Campus Tour**
- **4:00 Networking Reception**
Board Members, Future Gallo School Faculty, and Campus Leadership
- **5:00 End**



Advisory Council

Eric G. Chu - First Vice President, Merrill Lynch Wealth Management

Luke Cooper - Founder & CEO, Fixt

Bob Glushko - Adjunct Full Professor, UC Berkeley

James Hall - Senior Vice President, Center Manager, Citizens Business Bank

Ty Jagerson - Leader of V2X, General Motors

Sandesh Mouli - Global Head of M&A and Investments, F5 Inc.

Courtney Nicholas - Managing Member, Nicholas Properties, LLC

Mark A. Riley - Market President & Market Executive, Bank of America

Mike Roland - Vice President, Central Valley Operations & Engineering, E. & J. Gallo Winery

Dilawar Syed - President and CEO, Lumiata; and Chair, California Entrepreneurship Task Force

Lawrence Trosen – Vice President , Pacific Southwest Container

Denise Watkins - Community Leader

Rani Yadav-Ranjan - Global Head of Artificial Intelligence Technology & Innovation, Ericsson





Gallo School Planning Team – AY 2021-22

Rob Innes	Economics and Business Management
Andrew Johnston	Economics and Business Management
Crystal Kolden	Management of Complex Systems
Paul Maglio	Division of Management and Information
Nate Monroe	Political Science
Dave Noelle	Cognitive and Information Sciences
Alex Petersen	Management of Complex Systems
Michael Spivey	Cognitive and Information Sciences
Jessica Trounstine	Political Science
Alvin Cha	Assistant Director, Gallo Program, UC Merced
Joe Hefta	Regional Director, Development, UC Merced
Yolanda Kyle	Administrative Officer, Gallo Program, UC Merced



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Update on the Future Gallo School

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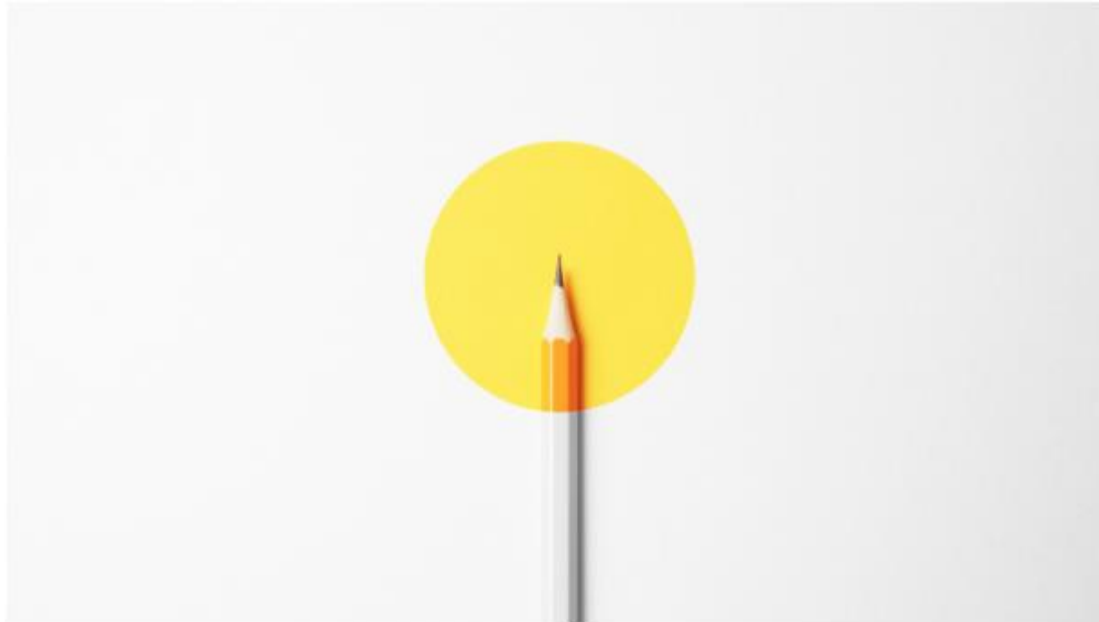




A Bolder Vision for Business Schools

by Peter Tufano

March 11, 2020



Andrii Zastrozhnov/Getty Images

- As firms are called to be more purposeful and more attuned to a broad range of stakeholders and trade off their interests, so business schools need to research and teach the skills required for stakeholder capitalism.
- If firms are being asked to combat climate change urgently, not only individually but also in concert with one another, government and civil society, then business schools need to urgently prepare students to address these issues
- As firms are being called to become more inclusive, then so must business schools

The pace of change in business schools is far slower than in business, with the result that MBAs are increasingly less well prepared for the complex challenges of leading companies and collective enterprises in general.

<https://hbr.org/2020/03/a-bolder-vision-for-business-schools>



The Management School of the Future

As the newest campus of the University of California system, UC Merced has the unique opportunity to think intentionally about the future of education and what a modern, collaborative, and cross-disciplinary research institution can do. Now, we are rethinking the nature of management education to create the management school of the future, the **E & J Gallo School**.

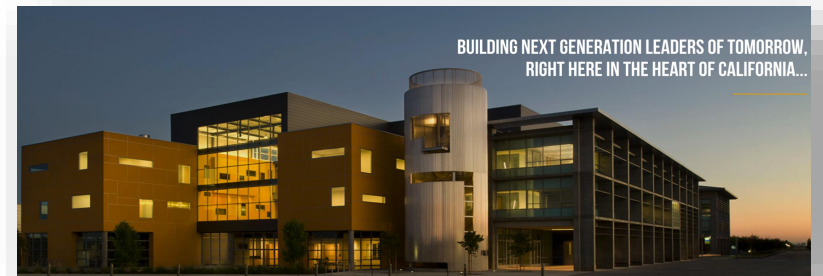




Faculty-led Initiative and Vision

The future E & J Gallo School will

- understand and improve management of institutions and resources in the environment and in society
- combine scholarship and teaching in science and engineering to address complex processes of individual human and natural systems with scholarship and teaching in understanding behavior, design, and performance of political-economic-technological systems
- consider practical implications for businesses, groups, and governments in markets and society to build knowledge of physical, cognitive, economic, political, and natural systems
- advance human satisfaction, diversity, and equality while promoting sustainability of natural ecosystems





Faculty and Programs

• Cognitive and Information Sciences	10 faculty (w/o Philosophy)
• BS/BA in Cognitive Science	177 students
• MS/PhD in Cognitive and Information Sciences	34 students
• Economics and Business Management	16 faculty
• BS/BA in Economics	91 students
• BS in Management and Business Economics	714 students
• PhD in Economics	10 students
• Management of Complex Systems	12 faculty
• Master of Management	7 students
• PhD in Management of Complex Systems	15 students
• Political Science	12 faculty
• BS in Political Science	339 students
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Cognitive and Information Sciences

- **What we study**

- *Mind, Brain, & Computation* – an interdisciplinary approach, incorporating insights from many disciplines, including artificial intelligence, linguistics, philosophy, anthropology, psychology, and neuroscience.
- Cognition at diverse scales, seeking an understanding of how cognitive processes and intelligent behaviors emerge in individuals, in groups, in cultures, and in artificial systems.

- **What we teach**

- BS/BA and minor in *Cognitive Science*
- MS/PhD in *Cognitive & Information Sciences*

- **What our students do**

- Diverse career paths, including data scientist, artificial intelligence system designer, human-robot interaction specialist, computational linguist, educational curricula designer, lawyer, social worker, and medical professional.



Economics and Business Management

- What we study
 - Behavior and management of individuals, organizations and institutions in the economy, considering broad social objectives to advance welfare, sustainable environments and improved health
- What we teach
 - BS/BA and minor in *Economics*
 - BS and minor in *Management and Business Economics*
 - MA/PhD in *Economics*
- What our students do
 - Undergraduate have placed well in private and public sector jobs, and have established their own business ventures; for example, students have been have gone on to law and graduate programs in Economics and Management, and obtained jobs in consulting, banking, agriculture, technology, and other industries.



Management of Complex Systems

- Who we are
 - **Experience and education in a wide variety of areas:** Cognitive Science, Economics, Environmental Studies, Geography, Management, Philosophy, Physics, Psychology, Computational Modeling, Computational Social Science, Fire, Human-Computer Interaction, Innovation and Entrepreneurship, Land Management
- What we study
 - Decision support, innovation, information and technology
 - Coupled human-natural systems, human-centered systems, convergence
 - People at work and human interaction
 - Climate solutions and risks, environmental systems and services, sustainability and resilience
- What we teach
 - Minor in *Management Analytics and Decision-making (MAD)*
 - Professional *Master of Management (MM)*
 - MS/PhD in *Management of Complex Systems (MCS)*



Political Science

- **What we study**
 - Political Institutions, Political Economy, Political Cognition, and Political Behavior
 - Special emphasis on rigorous theory, research design and casual inference, including laboratory, survey, field, and natural experiments
- **What we teach**
 - Major and minor undergraduate degrees in *Political Science*
 - Fields: American Politics, Comparative politics, International Relations, and Pre-Law
 - PhD in *Political Science*
 - Emphases: Political Institutions and Political Economy (PIPE) or Cognition and Behavior (CAB)
- **What our students do**
 - Undergraduates: Law School, Graduate School, Public service, non-profit advocacy, political staff
 - PhD Students: Growing track record of PhD placements in tenure track faculty positions at R1 universities; Growing number of PhD placements in Data Science positions at tech companies



Ambition – Herb Simon as Prototype

Herbert Alexander Simon (June 15, 1916 – February 9, 2001) was an American political scientist, with a Ph.D. in political science, whose work also influenced the fields of computer science, economics, and cognitive psychology. His primary research interest was decision-making within organizations and he is best known for the theories of “bounded rationality” and “satisficing”. He received the Nobel Memorial Prize in Economic Sciences in 1978 and the Turing Award in computer science in 1975. His research was noted for its interdisciplinary nature and spanned across the fields of cognitive science, computer science, public administration, management, and political science.



The central task of a natural science is make the wonderful commonplace: to show that complexity, correctly viewed, is only a mask for simplicity; to find pattern hidden in apparent chaos.

Herbert A. Simon
Sciences of the Artificial



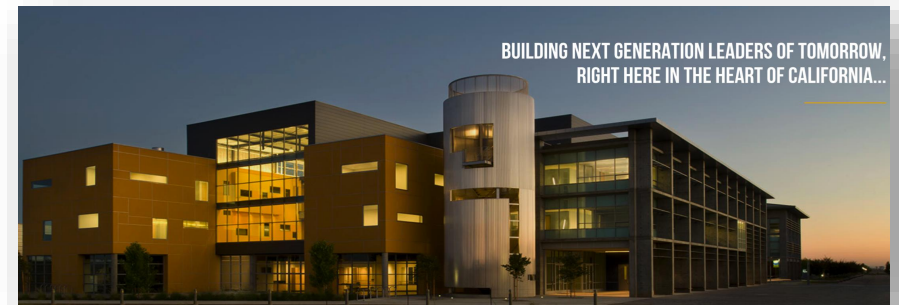
Future Gallo School Timeline for Approval and Implementation

- | | |
|-------------------------|--|
| • October-December 2021 | Revise pre-proposal, build support across campus |
| • February 2022 | Revised pre-proposal submitted for campus review |
| • June 2022 | Pre-proposal approved by campus, submitted for system review |
| • September 2022 | Pre-proposal approved by system |
| • December 2022 | Final proposal submitted for campus review |
| • February 2023 | Approved by campus |
| • May 2023 | Approved by system |
| • July 2023 | Approved by UC Regents |
| • September 2023 | Gallo School opens |



Values

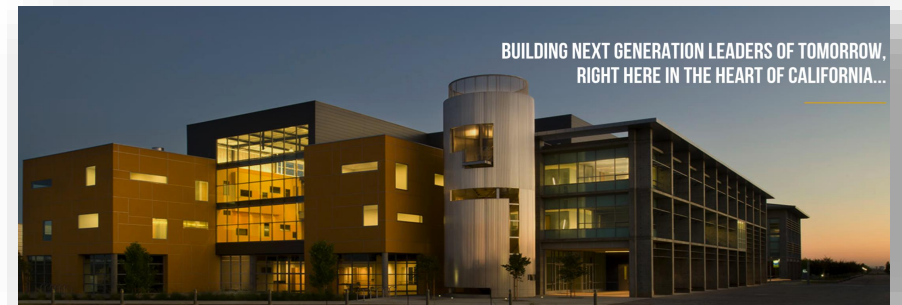
- **Research Excellence**
 - Cultivate Interdisciplinary, cross-disciplinary
 - Balance theory and applications
 - Blend quantitative and qualitative, systems thinking, computation and modeling
 - Focus on large grants and push toward R1
- **Education and Training for UC Merced Students**
 - Prepare students with skills needed in modern workforce, eg, complexity, systems, computation, data science, technical skills
 - Blend local and global concerns, practical impact
 - Support for careers and placement
- **Community Building**
 - Serve as a hub for interdisciplinary research and education
 - Provide leadership for triple bottom line concerns - people, planet, profit
 - Foster equity and inclusion in all aspects of research, teaching, and service





Strategic Alignment

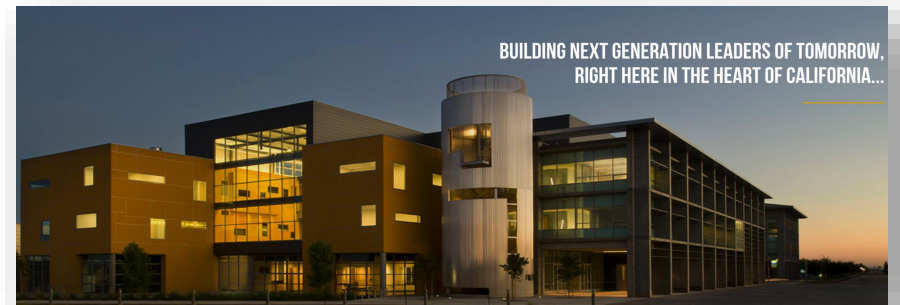
- Increasing faculty retention by enhancing collaborative environment
- Increasing enrollment by introducing innovative programming
- Solving grand challenges to promote just and equitable outcomes/wellbeing for all
- Increasing interdisciplinary productivity
- Helping achieve R1
- Increasing global awareness and exposure of our campus
- Increasing diversity, equity, and inclusion as a core value in everything we pursue





Return on Investment

- **Fundraising opportunities**
 - Industry scholarships
 - Infrastructure funding
- **Student success and growth**
 - Enrollment
 - Well-rounded students
 - Career placement
- **Collaborative research growth**
 - Large convergence/multidisciplinary research grant writing/acquisition
 - Pave path to R1
- **Impact on Central Valley**
 - Improved workforce
 - Alumni investing back in the region





Agenda

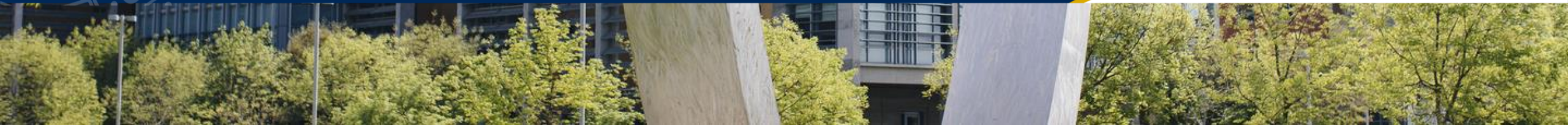
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Programs, Prospects, and Philanthropy



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Master of Management Program



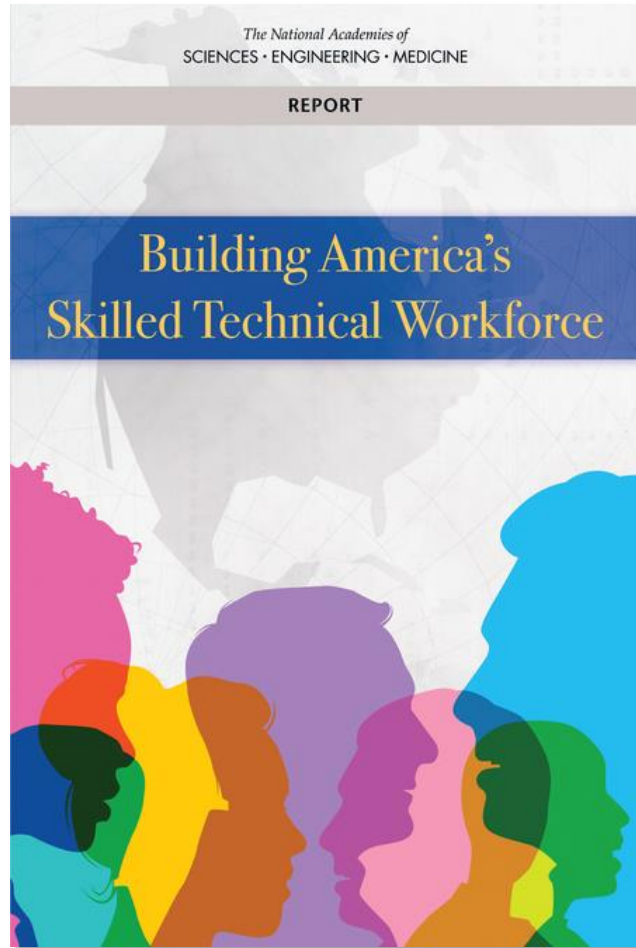
UC Merced's Master of Management (MM) Professional Degree is an immersive twelve-month program that complements your undergraduate degree with a competitive set of practical, project-based work and management skills for addressing the cross-functional challenges faced by professionals in for-profit and non-profit enterprises and public organizations.

<https://mist.ucmerced.edu/>





Future Workforce Needs



In response to globalization and advances in science and technology, American firms are demanding workers with greater proficiency in literacy and numeracy, as well as strong interpersonal, technical, and problem-solving skills.

- National Academies of Sciences, Engineering, and Medicine. 2017. *Building America's Skilled Technical Workforce*.



The Future of Work

Cognitive		Interpersonal	
Critical thinking ● Structured problem solving ● Logical reasoning ● Understanding biases ● Seeking relevant information	Planning and ways of working ● Work-plan development ● Time management and prioritization ● Agile thinking	Mobilizing systems ● Role modeling ● Win-win negotiations ● Crafting an inspiring vision ● Organizational awareness	Developing relationships ● Empathy ● Inspiring trust ● Humility ● Sociability
Communication ● Storytelling and public speaking ● Asking the right questions ● Synthesizing messages ● Active listening	Mental flexibility ● Creativity and imagination ● Translating knowledge to different contexts ● Adopting a different perspective ● Adaptability ● Ability to learn	Teamwork effectiveness ● Fostering inclusiveness ● Motivating different personalities ● Resolving conflicts ● Collaboration ● Coaching ● Empowering	
Self-leadership		Digital	
Self-awareness and self-management ● Understanding own emotions and triggers ● Self-control and regulation ● Understanding own strengths ● Integrity ● Self-motivation and wellness ● Self-confidence		Digital fluency and citizenship ● Digital literacy ● Digital learning ● Digital collaboration ● Digital ethics	
Entrepreneurship ● Courage and risk-taking ● Driving change and innovation ● Energy, passion, and optimism ● Breaking orthodoxies		Software use and development ● Programming literacy ● Data analysis and statistics ● Computational and algorithmic thinking	
Goals achievement ● Ownership and decisiveness ● Achievement orientation ● Grit and persistence ● Coping with uncertainty ● Self-development		Understanding digital systems ● Data literacy ● Smart systems ● Cybersecurity literacy ● Tech translation and enablement	

... in a labor market that is more automated, digital, and dynamic, all citizens will benefit from having a set of foundational skills ... no matter the sector in which they work ...

- add value beyond what can be done by automated systems and intelligent machines
- operate in a digital environment
- continually adapt to new ways of working and new occupations

McKinsey & Company. June 2021. *Defining the Skills Citizens will Need in the Future World of Work.*

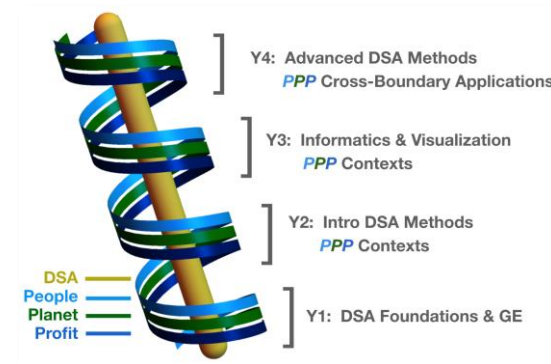
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/defining-the-skills-citizens-will-need-in-the-future-world-of-work>





Data Science and Analytics Programs

- Proposal for a self-supporting **Professional Masters** being revised
 - One-year, intensive program focused on informatics and applications of data science, covering practical skills that can be applied in public and private settings.
 - Option to specialize through electives focused on *sustainability and environment, human behavior, or policy and decision-making*.
- Proposal for a new **Bachelor of Science** drafted, preliminary faculty review
 - Focused on statistical, computational, and social components of data analysis, combining a solid foundation with an applied mindset.
 - Integrative team-based year-long capstone project addresses a real-world problem defined by an academic or industry advisor.
- Convening a new **Data Science Consortium** at UC Merced
 - Broad set of campus stakeholders to discuss potential data science-related programs
 - Aims to ensure open and mutually supportive communications, plans, programs





Other Potential Programs

- Management and Business Economics - Emphasis Track in Accounting, BS
- Management and Business Economics - Emphasis Track in Entrepreneurship, BS
- Risk Management – Emphasis Track in Natural Climate Solutions - BS

- Professional Master of Accounting
- Professional Master of Technology Management



Gallo Endowment*

	Original Gift	Market Value (6/21)
Principal Gift	\$5,000,000	\$13,682,812
Matching Gifts	\$6,145,000	\$10,704,892
Scholarships and Fellowships		
Merced Mall: Scholarships for Outstanding San Joaquin Valley Students in Management	\$196,000	\$335,672
Bank of America Foundation: Distinguished Management Scholar's Program	\$1,000,000	\$1,741,536
Charles Perry Ellis Fund: Scholarships and Fellowships in Economics and Business	\$3,448,000	\$5,359,256
Endowed Chairs		
County Bank Chair in Economics (Rob Innes)	\$500,000	\$1,367,730
McClatchy Chair in Communications (Teenie Matlock)	\$500,000	\$878,380
Ruiz Family Chair in Entrepreneurship (<i>vacant</i>)	\$501,000	\$1,022,318

* Plus about \$4,000,000 in accumulated payout funds (as of 12/20)



Gallo – Undergraduate Scholarships

Bank of America – Distinguished Management Scholars

The Bank of America Distinguished Management Scholars Program recruits and enrolls high achieving educationally disadvantaged students from the San Joaquin Valley, cultivating future business leaders who will contribute to economic growth and work to improve social conditions in the Valley. Administered by the Financial Aid Office, eligible students are selected based on GPA (3.25 or higher) and financial need.

Since 2005 – 257 scholarships, \$326,029

Merced Mall – Entrepreneurial Students Scholarships

The Merced Mall Endowment for Entrepreneurial Students Scholarships provides financial aid support to outstanding San Joaquin Valley students who are majoring in Management. Administered by the Financial Aid Office, eligible students are selected based on GPA (3.0 or higher) and financial need.

Since 2007 – 85 scholarships, \$82,762





Gallo – Graduate Fellowships

Charles Perry Ellis Fund (~\$5M “Fund Functioning as an Endowment”)

“... to provide scholarships to undergraduate and graduate students in the field of economics and/or business at the Merced Campus of the University of California...”

“Ellis Fellowships” for Master of Management Students

- “Top up” fellowships for students with demonstrated financial need, ~\$5K each
- Awards ~\$50K annually based on financial need (~\$175K awarded since 2018)

“Charles Perry Ellis Fellows” for PhD Students

- Econ and MCS – ~\$50K each, including tuition, fees and stipend
- Each grad group selects awardees annually (started Spring 2022)





Gallo – Endowed Faculty Chairs

Ruiz Family Chair in Entrepreneurship (appointment pending)

The Ruiz Family Chair in Entrepreneurship is intended to support teaching, research and public service in the field of entrepreneurship and related disciplines. The University pledges to dedicate the Ruiz Family Chair in Entrepreneurship to an academic field associated with entrepreneurship... The Ruiz Family Chair in Entrepreneurship will be assigned to the Ernest and Julio Gallo School of Management.

McClatchy Chair in Communications (Teenie Matlock, CIS)

The McClatchy Chair in Communications is intended to support teaching, research and public service in the field of communications and related disciplines (e.g., journalism, broadcasting, photojournalism, media, media studies, media production, etc.) UC Merced pledges to dedicate the McClatchy Chair in Communications to an academic field associated with communications or a closely related discipline.

County Bank Chair (Rob Innes, EBM)

The County Bank Fund is intended to endow the Country Bank Chair to support teaching, research, and public service in the field of economics.



Gallo – New Endowments

Robert J. Glushko Prize for Distinguished Undergraduate Cognitive Science Research

Gallo School Advisory Council Scholarships

How can you help?

- **Programs**
 - What are your skill needs?
 - What kinds of graduates will you hire?
 - What kinds programs would be valuable?
- **Prospects**
 - Does your organization work with UC Merced to hire graduates?
 - How can we create targeted hiring programs for the future Gallo School?
 - What are important research areas for your organizations?
- **Philanthropy**
 - Who can you talk to about us?
 - Who should we be talking to?
 - How could we frame our development goals?





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