Strategic Plan:
Redrawing the Boundaries of the COB: The Integration of Knowing, Doing and Reflecting

Montana State University
College of Business

Fall 2010
Strategic Plan Outline

• Key Drivers of Strategic Plan:
  • What we are deeply passionate about
  • What we can do really well
  • What drives our economic engine

• Focus on the intersection of three key areas:
  • Knowing (Expertise, Business Functional Knowledge)
  • Doing (Professional Skill Development)
  • Reflecting (Self-awareness, sense of purpose)

Strategic Plan Focal Points and Mechanisms

1. Professional skill development (Professional Advantage). Key focus: doing and reflecting. Goals: reduce the “knowing-doing” gap among students; increase faculty satisfaction/engagement with students; and become a “place of choice” for recruiters

   a. Enhance student communication abilities (written and oral)
      i. Mechanism – BBCC expanded role to include oral presentation
      ii. Mechanism – Communications Faculty member (professional) to drive COB pedagogy around communications
      iii. Mechanism – strategic use of electronic coursework to develop on-line learning and communication competencies

   b. Enhance self-awareness/professional demeanor/dreaming bigger
      i. Mechanism – Launch of executive coaching clinic (phase out and replace BUS 302 over time)
      ii. Mechanism – Creation of “master class” series

   c. Enhance diversity/cross cultural awareness and comfort
      i. Mechanism – increase international study abroad opportunities
      ii. Mechanism – increase exposure to bus. professionals with int’l experience

   d. Model professional behavior/integration of PRIDE code throughout college (with a focus on key touch points outside the traditional curriculum)
      i. Mechanism – Move from faculty advisor to faculty mentor model
      ii. Mechanism – Build infrastructure to create professional advising model
iii. Mechanism – increased use of technology and social media to facilitate internship/career placement activities and student service activities

e. Facilitate awareness of and opportunities for professional certification and competencies in “niche markets” (e.g. CFA, CFP, Community Banking)

2. Strengthen and refocus curriculum and experiential opportunities to be more interdisciplinary. Key focus: knowing and doing. Goals: enhance reputation as pedagogical innovators; deliver a relevant and respected curriculum that energizes students and faculty; respond to industry and student demand.

   a. Develop select interdisciplinary master’s degrees/certificate programs
      i. Mechanism – create formal partnerships with other “professional” schools on campus
         1. Possible master’s in science and engineering management
         2. Possible web certificate program
   b. Add a community and social entrepreneurship focus to entrepreneurship curriculum (includes sustainability)
      i. Mechanism – add a “track” to the entrep. minor
      ii. Mechanism – create a not-for-profit board externship program
      iii. Mechanism – create niche incubator opportunities (e.g. not-for-profit sector, female entrepreneurs, etc.)
   c. Expand opportunities for cross-discipline projects for both students and faculty (e.g. Institute for the Environment, REHAU, NCIIA and other grants)

3. Economic development/outreach – Key focus: knowing, doing and reflecting. Goals: expand revenue generation opportunities and increase reputation with key external stakeholders in the state

   a. Create new opportunities to deliver executive education -- (customized programs, certificate programs)
   b. Increase use of Center for Entrepreneurship for the New West as the COB’s primary outreach/economic development arm
      i. Mechanism – expand use of consulting classes to “touch” additional economic sectors in the state.
      ii. Mechanism -- strategically focus and direct faculty outreach efforts to specific areas (e.g. through grants)
   c. Engage and incent faculty to align research and outreach activities.
      i. Mechanism -- Create opportunities for research-based consulting and training for MT organizations (e.g. partner with economic development organizations)
Structural Mechanisms to support strategic focal points

1. Clearer committee structures (AOL, Curriculum, SIC, Option cords)
   a. SIC – advisory to dean
   b. Option cords – report to assoc. dean for admin and finance
   c. AOL/Curriculum – report to assoc. dean for academic affairs -- Stronger links between AOL and curriculum committee, with curriculum committee becoming more proactive than reactive (may involve change in composition)

2. More explicit faculty “rejuvenation” processes (difference in pay leave/COB sabbaticals)

3. Increase “soft” $ for research/outreach

4. Faculty recruitment (AQ/PQ mix for AACSB / focus on disciplines that support strategic directions)

5. Physical facilities
   a. Create development materials (drawings, models) to generate excitement
   b. Develop “visioning” process for COB facilities of the future
   c. Incorporate facilities needs into university capital campaign