



**Five Year Strategic Plan (2011-15)**  
**Redrawing the Boundaries of the COB: The Integration of Knowing, Doing and Reflecting**

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)

<b>Focal Point 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</b>			
<b>Goal</b>	<b>Mechanism</b>	<b>Status (✓ = completed; + = some progress made; 0 = little/no progress made)</b>	
Enhance student communication abilities (written and oral)	BBCC expanded role to include oral presentation	✓	New space includes conference room with video capability, started coaching students on oral presentations in spring 2011.
	Communications Faculty member (professional) to drive COB pedagogy around communications	✓	Dr. Amber Raile hired spring 2012 to start fall 2012
	Strategic use of electronic coursework to develop on-line learning and communication competencies	+	All courses use D2L to varying degrees. Several courses have embedded online elements into face-to-face courses. Do not yet have a strategic approach.
Enhance self-awareness/professional demeanor/dreaming bigger	Launch of executive coaching clinic (phase out and replace BUS 302 over time)	+	Professional Coaching Clinic pilot launched spring 2011, offered to 12-15 students per semester. Need to develop strategy for expansion. Need to plan how/whether to phase out BUS 302, and/or create additional alternatives to BUS 302
	Creation of “master class” series	✓	Created for Professional Coaching Clinic (two panels per semester)  Entrepreneur in Residence launched in spring 2011 (week-long visit).
Enhance diversity/cross cultural awareness and comfort	Increase international study abroad opportunities	+	Numerous CoB students study abroad every year. In 2011, the CoB began a partnership with UM School of Business allowing CoB students to participate in short term summer programs in Italy and China. Use Bracken and Armistead international scholarships.

	Increase exposure to business professionals with international experience	0	
Model professional behavior/integration of PRIDE code throughout college (with a focus on key touch points outside the traditional curriculum)	Move from faculty advisor to faculty mentor model	+	OSS seeking to educate students on roles of students, advisors and OSS. Need professional advisors.
	Build infrastructure to create professional advising model	+	Seeking donor support. New building contains offices for professional advisors.
	Increased use of technology and social media to facilitate internship/career placement activities and student service activities	+	Linda Ward exploring opportunities re internships/jobs. OSS developing resources.
Facilitate awareness of and opportunities for professional certification and competencies in “niche markets” (e.g. CFA, CFP, Community Banking)	[No mechanism stated]	+	Finance faculty encourage students to seek CFA certification. Since 2009, 5 graduates have passed Level III, and five additional graduate have passed Level I.
New in 2011-2012: develop online courses, programs (was not part of original strategic plan)		+	Five courses now online. By 2013-14 will have all Common Body of Knowledge courses online so that the Minor in Business Administration will be fully online.  Online PMSEM business course launched fall 2012.
<b>Focal Point 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.</b>			
<b>Goal</b>	<b>Mechanism</b>	<b>Status</b> (✓ = completed; + = some progress made; 0 = little/no progress made)	

Develop select interdisciplinary master's degrees/certificate programs	Create formal partnerships with other "professional" schools on campus <ul style="list-style-type: none"> <li>Possible master's in science and engineering management</li> <li>Possible web certificate program</li> </ul>	+	Professional Master of Science and Engineering Management launched in fall 2012 with one 9 credit course taught by CoB faculty (Bryant, Ehlert, Kerins).
Add a community and social entrepreneurship focus to entrepreneurship curriculum (includes sustainability)	Add a "track" to the entrep. minor	+	Social entrepreneurship/non-profit management course piloted in spring 2011, repeated in spring 2012 (MGMT 469, Profota). Sustainable business practices course piloted fall 2011 (MGMT 491, Reeder Kearns), taught again in 2012.  Need to develop formal track.
	Create a not-for-profit board externship program	0	
	Create niche incubator opportunities (e.g. not-for-profit sector, female entrepreneurs, etc.)	0	
Expand opportunities for cross-discipline projects for both students and faculty (e.g. Institute for the Environment, REHAU, NCIA and other grants)	[No mechanisms included]	+	CoB faculty are currently participating in projects (Inst. For the Environ, REHAU, sustainability) and grants (ADVANCE, Social Science Research).  Inst. For Ecosystems (formerly Inst. For the Environment) seeking collaboration from all disciplines. Few CoB faculty involved.  Plans for new building include lab in which interdisciplinary courses will be taught – e.g. engineering/business product development course

<b>Focal Point 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</b>			
<b>Goal</b>	<b>Mechanism</b>	<b>Status</b>	
Create new opportunities to deliver executive education - - (customized programs, certificate programs)	[No mechanism stated]	+	Professional Master of Science and Engineering Management launched fall 2012.
Increase use of Center for Entrepreneurship for the New West as the COB's primary outreach/economic development arm	Expand use of consulting classes to "touch" additional economic sectors in the state.	+	Bootstrap MT transferred to MSU in fall 2011, to be part of MGMT 463 in future.  Courses in all four options include consulting projects
	Strategically focus and direct faculty outreach efforts to specific areas (e.g. through grants)	+	Jabs Center for Entrepreneurship offers faculty grants for entrepreneurship research.  Family Business Program on the Road delivers seminars in 11 cities around state  Entrepreneur Day for high school students attracts 160+ students in fall
Engage and incent faculty to align research and outreach activities.	Create opportunities for research-based consulting and training for MT organizations (e.g. partner with economic development organizations)	+	Jabs Center for Entrepreneurship offers faculty grants for entrepreneurship research.

<b>Structural Mechanisms to Support Strategic Focal Points</b>			
		<b>Status</b>	
Clearer committee structures (AOL, Curriculum, SIC, Option cords) a. SIC – advisory to dean b. Option cords – report to assoc. dean for admin and finance		✓	Committees restructured spring 2011. SIC/OC combined; Academic Programs; AoL Committee

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)		
More explicit faculty “rejuvenation” processes (difference in pay leave/COB sabbaticals)	0	Collective Bargaining Agreement approved in fall 2011, need to review to understand and develop options.
Increase “soft” \$ for research/outreach	+	Summer 2011 research, pedagogical development and professional development funding was increased by \$40,000 compared to summer 2010. Jobs Center for Entrepreneurship offers support for entrepreneurship research (started summer 2012).  Jobs \$25 million gift includes \$7 million for program development.
Faculty recruitment (AQ/PQ mix for AACSB / focus on disciplines that support strategic directions)	+	Successfully hired two new AQ faculty (Jeppson and Rosso) to replace departed faculty, started fall 2011. Two new AQ faculty members started fall 2012 (Oakley, marketing, replaced Reilly, and Raile, bus comm, new position).
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.	✓	Jobs \$25 million gift received October 2011 for new building and programs. Design process underway. Move-in summer 2015.