



**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