



Our 20/20 Vision

Douglas D. Anderson, Dean



JON M.
HUNTSMAN
SCHOOL OF BUSINESS

Organizational Vision

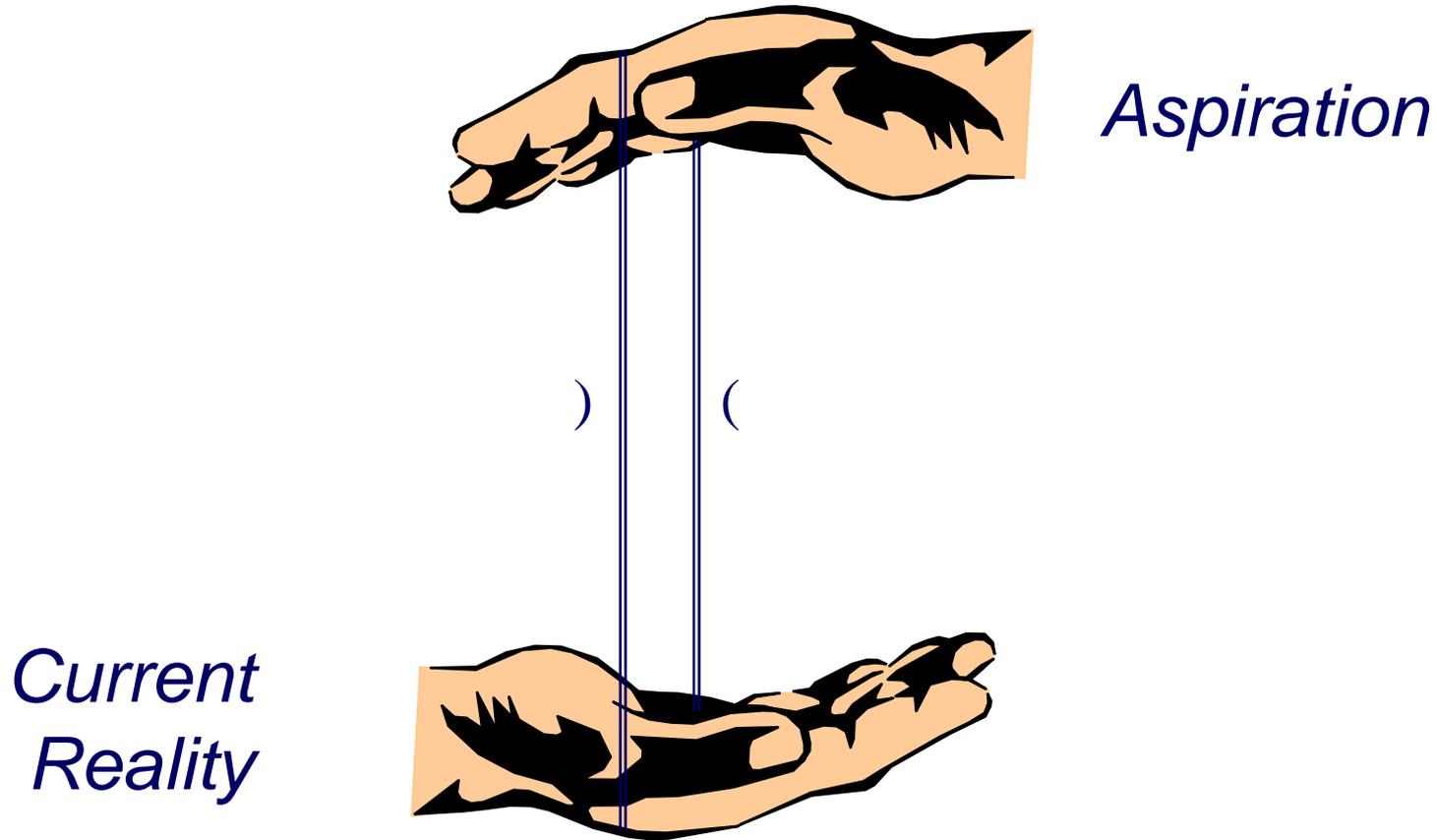
1. Guiding Philosophy

- **Purpose:**
 - Deep and abiding need we serve
- **Core Values / Beliefs:**
 - What do we stand for?
 - *Enduring* beliefs, values and principles

2. Tangible Image

- **Mission (Stretch Goal):**
 - Grounded in reality
 - Calling upon the School to rise to the challenge
- **Vivid Description:**
 - What will it *look* like?
 - What will it *feel* like?

The Principle of Creative Tension



Source: Peter Senge, "The Leader's New Work: Building Learning Organizations," *Sloan Management Review* (Fall 1990), p. 9.

So what is “Strategy”?

- A strategy is a broad statement of what the organization will become and what primary goals it will pursue.
- A strategy helps set direction, allocate resources, and eliminate alternatives.
- A strategy is behavioral—it is not a culture, an attitude, or a belief system.
- A strategy guides patterns of interaction with external constituencies and with internal constituencies.

Strategy = The Bridge

Strategy defines:

- What we do/don't do
- Recognizes reality, but aspires boldly
- Creates a path for achieving our ambition

Strategies are dynamic— they are refined as opportunities and challenges present themselves.

Elements of a Strategy Statement

Objective, Scope, & Advantage

Objective

- Where are we going – High-impact & Narrow Objective
- Time Frame – Must be a defined time period

Scope

- Establishes our boundaries
- Sets key initiatives for achieving the objective
- Places limitations on where we will we not go

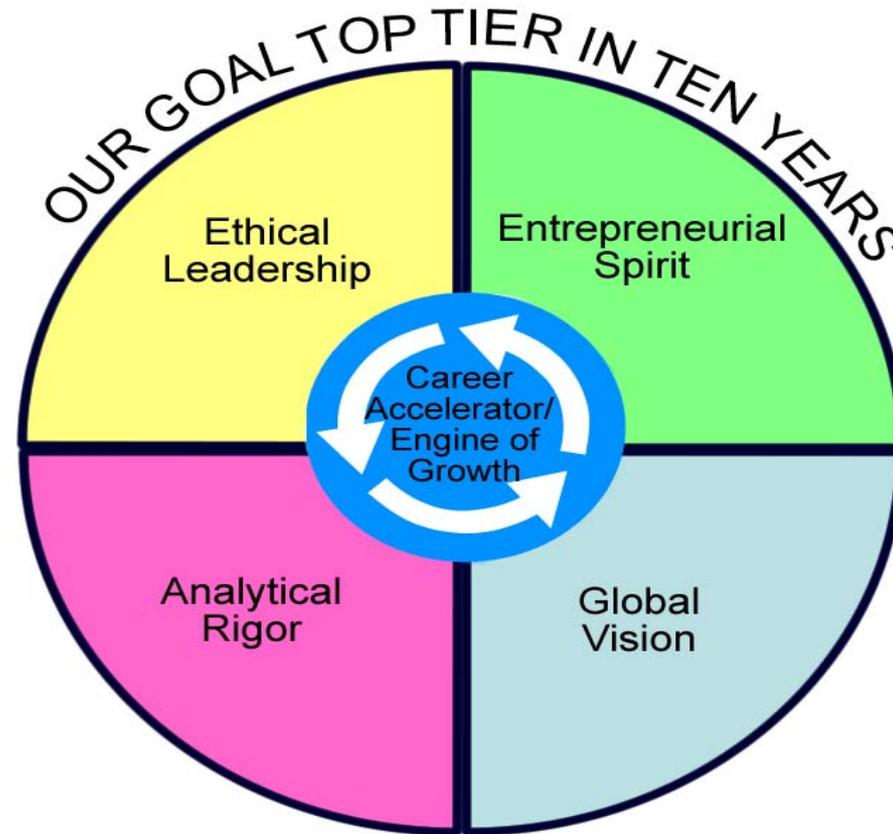
Advantage

- Defines how we differentiate from our competition
- Describes alignment of key internal activities to meet the objective

Source: HBR, Collis and Rukstad, "Can you say what your strategy is?" HBR April 2008

Our 20/20 VISION

Jon M. Huntsman School Of Business Strategic Framework



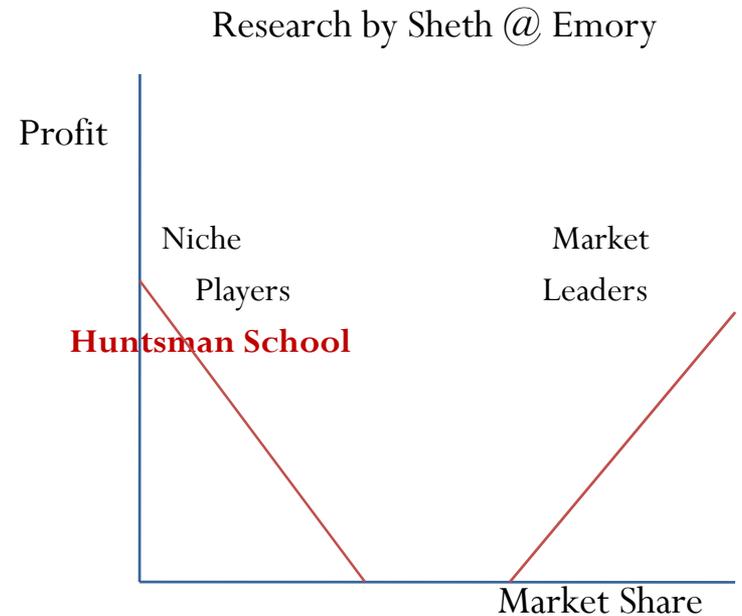
Purpose:

- **Career accelerator** for our graduates
- **Engine of growth** for the community, the state, the nation and the world

*We achieve this purpose
through our teaching,
research and engagement*

Our Mission (Our Objective):

Top Tier In Ten Years!



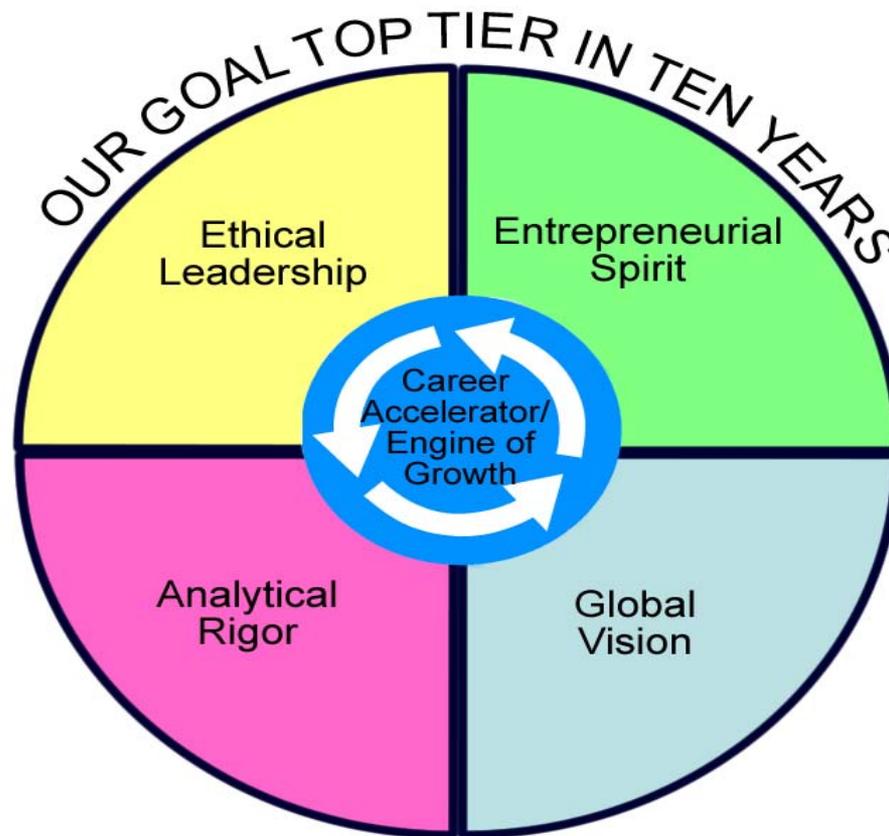
...within our chosen niche

Vivid Description of our “Niche”

- Our Strategic Framework
- Our Scope
- Our Advantage: The Huntsman School Experience
- “A Professional School”
- Building our Capabilities and the Infrastructure
- Our Strategic Choices

Our 20/20 VISION

Jon M. Huntsman School Of Business
Strategic Framework



Global Vision

- A key resource asset is the unique international experience base of our students.
 - Experience Abroad, Language and Cultural Skills
- The Huntsman School will provide many opportunities for students to expand and develop their global vision through:
 - International Coursework
 - Study Abroad Experiences
 - International Internships and Field Studies
- A Global Management Center is envisioned to support these initiatives.

Entrepreneurial Spirit

- **Entrepreneurial Spirit** – Seeking, identifying, creating , analyzing and seizing opportunity.
- **Boldness** – Willingness to face risk with optimism, preparation and hard work
- **An Entrepreneurship Center** is envisioned to support our entrepreneurial initiatives in teaching, research and engagement

According to the SBA, the Wasatch Front is one of the most entrepreneurial regions in the Country

Ethical Leadership

- **A unique resource endowment** -- *An area of excellence we can develop and build upon.*
- **We must prepare our students** to face the ethical dilemmas inherent in business and in life.
- **A Center for Ethical Leadership** is envisioned to support our teaching, research and engagement initiatives in this area.

When you look at the “Who’s Who” in leadership and executive development these days, it is remarkable how many of these people have Utah ties. Leadership is a Utah export.

The Universities across the Wasatch Front form a strategic cluster for producing hard working, ethical leaders. We will embrace this opportunity and take a leading role in it.

Analytical Rigor

- Responsive to Jon M. Huntsman's focus on finance and quantitative analytics. We will invest and strengthen our capabilities in this area
- We stand for analytical rigor and data driven decision making in every aspect of our curriculum – Human Resources, MIS, Marketing, Accounting, Operational Excellence, etc.
- Our Graduates will develop sound and rigorous skill sets, hone these through engaged application, and be prepared to apply them on the job.

Our Scope

- **Undergraduate Education:**
First and foremost, this is our core focus
- **Selected Masters Programs:**
Unique and distinctive programs
Career Accelerators, Engines for Growth
Satisfy the market test (not just in our own minds)
- **Ph.D Programs?** *Not in the Immediate Future*
- **Regional Campuses—** *Leverage our Land-grant history*
- **Executive Education—** *Shingo, PIB, Alliance MBA*
- **The China Initiative—** *Builds our core capabilities*

Our Advantage: The Huntsman School Experience

PEOPLE, PLACE, AND PASSION

- **Empowering Ideas**
 - “Awakening” and “transforming” experiences
 - Opening new career horizons
 - “I could do that”
- **Engaged Learning**
 - Close interaction with outstanding faculty in the classroom, in collaborative research, in field studies, in professional engagements
- **A Commitment to Excellence**
 - Building analytical rigor and competence – job ready day 1
 - Values, ethics, integrity and hard work – our trademark
 - Prepared to enter the finest organizations and the finest graduate schools in the world
- **The Huntsman Alumni Connection**
 - Mentorship, Opening Doors, Lifetime Network, Building the School
- **Corporate Relationships of Enduring Value**

“A Professional School”

Teaching Excellence

- Faculty/Student Relationships
- Enabling and empowering

Research that Matters

- Rigorous and applied
- Of relevance to business decision makers
- Engaging our top undergraduate and masters students

Professional Engagement

- Tightly coupled with industry and their needs

Building the Capabilities

A CALL FOR LEADERSHIP AT EVERY LEVEL

- A “Vivid Description” for Departments, Centers and Programs
- Investment and Programmatic Priorities
- Faculty and Staff Capabilities
- Objectives and Milestones
- Key Performance Metrics

- *Top Tier in Ten Years – Requires Leadership in Every Aspect of the Huntsman School*

Building the Infrastructure



Departmental Discussion: Strategy

1. Based on the strategy discussions we have had during the course of the last two years, articulate your understanding of the Huntsman School strategy.
 - Craft a consensus statement in your group, touching on the following elements: objective, scope and advantage (see Collis and Rukstad, *Can You Say What Your Strategy Is?* HBR, April 2008).
2. Identify the two or three unique differentiating features of the Huntsman School.
 - What do you love about the school? What cannot be replaced?
 - What is different from the competition?
3. Identify one, narrowly defined, specific focus for the four key areas that have been articulated—Ethical, Entrepreneurial, Global, Analytical.
 - What specifically will you focus on in each area?
 - What can the Huntsman School do uniquely well?
 - How can your department foster “boundarylessness” across the School?

Departmental Discussion: Culture

1. Revisit the preferred attributes of the Huntsman School's culture. In what ways can the culture become more positively deviant?
2. What specific initiatives can your department undertake to foster a positively deviant culture?
3. What are the implications for individual faculty and staff in your department? What changes should be made?
4. What is the first decision you must make?