

**SWOT ANALYSIS RESULTS REGARDING ENTREPRENEURSHIP AT THE UNIVERSITY OF MONTANA**  
**Results of Focus Group Session – March 24, 2011**

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***Attributes of The University of Montana helpful in “nurturing a spirit of entrepreneurship”***

- Supportive and visionary upper administration, specifically President Engstrom
- Great network of successful entrepreneurs through the alumni association, trustees, business school, Montana Academy of Distinguished Entrepreneurs...
- Fantastic business school with entrepreneurship education, business plan competition, a strong MBA program...
- Culture of competitiveness, creativity and independence among faculty, staff and students
- A budding institution not yet big enough to be mired with bureaucracy, flexible to new ideas
- Growing student population, many of which represent the next generative of entrepreneurs
- Increased interest in starting new businesses among research intensive faculty

***Attributes of The University of Montana harmful in “nurturing a spirit of entrepreneurship”***

- Lack of a “road-map” for engaging in commercialization and start-up company efforts
- A faculty promotion process that doesn’t encourage entrepreneurship
- Entrepreneurial assets of the University remain in silos, thereby not realizing their fullest collaborative impact
- Lack of a strong communications plan to tell success stories
- Lack of hands-on support for those inclined to pursue entrepreneurial endeavors

***Attributes of Montana helpful in “nurturing a spirit of entrepreneurship”***

- Launching the Missoula Best Place Project, which represents new energy around economic development and support for entrepreneurship
- Lifestyle of Montana is a great asset for recruiting and retaining employees
- Experienced entrepreneurs living in Missoula, and the surrounding region
- Public support and community interest in entrepreneurship, tied to poor economic conditions
- Strong regional biomedical community – St. Patrick Hospital, Glaxosmithkline, Community Medical Center, Rocky Mountain Laboratories, Rocky Mountain Biologics...
- Strong emerging community economic development leadership – Montana Community Development Corporation, Missoula Economic Partnership, Ravalli County Economic Development Authority, Bitterroot Economic Development District, Missoula Area Economic Development Corporation...

***Attributes of Montana harmful in “nurturing a spirit of entrepreneurship”***

- Limited access to investment capital (and seed capital) in MT
- Perception of MT as “low tech”
- Limited entrepreneurial support network to breed success, and serve as a safety net for failure
- Limited opportunities for the community to engage with the University’s entrepreneurial assets
- Undefined and unrealistic expectations regarding the University’s ability to create new ventures
- Lack of coordination across the state to support entrepreneurial endeavors
- Limited number of “high growth” entrepreneurs in the region and state