

**The College of Business
Oregon State University**

Strategic Plan

**Approved
January 2009**

The College of Business Oregon State University

Vision

The College of Business will be recognized internationally for excellence in innovative business programs and scholarly research. As a valued partner within Oregon State University and among businesses and academic institutions worldwide, the College and its programs will remain essential to the University's success.

Mission

The College of Business provides internationally recognized research-based education that prepares profession-ready graduates who will lead in an innovation economy.

The College will accomplish our MISSION and VISION through the following:

- Educational programs that translate theory into practice and emphasize innovation and the entrepreneurial process;
- Distinctive experiential learning opportunities for students;
- Innovative outreach based on well grounded theory and research;
- Internationally-recognized research with practical applicability to business and industry; and
- A global reputation for providing a quality educational experience in a diverse learning community.

Strategic Initiative

The College of Business is focusing its efforts on entrepreneurship and innovation by providing knowledge and expertise that promote the development of sustainable business practices, new products, processes, and organizational forms.

Innovation is the process of conceiving and implementing something new, whether it is a new product, process, market or technology.

Entrepreneurship is the act of recognizing and connecting innovation with opportunity.

Strategic Framework

Shared Values

Our shared values are held within a commitment to create, maintain, and nurture a culture of innovation, cooperation, diversity, ethical behavior and mutual respect. These values include:

Excellence in Teaching: We deliver quality instruction combined with interactive and experiential learning processes.

Excellence in Scholarship: We conduct relevant and practical research that has enduring value and encourage student involvement in scholarly activities.

Integration: We improve student learning by committing to interdisciplinary teaching and scholarship.

Leading the Way: We integrate new technologies and practices in our teaching, research, and service activities.

Social Responsibility: We provide meaningful service to the professional community and the global society by improving the sustainability of people and organizations.

Partnering: We address complex business issues through collaboration with industry, faculty, students and the community.

College of Business Oregon State University Code of Conduct

Guiding Principles for members of the College of Business community

Members of the College of Business community are expected to:

- treat others with honesty, respect, and courtesy;
- maintain the highest levels of academic integrity;
- act in accordance with ethical and social responsibilities;
- strive to foster a professional learning environment; and
- act in a professional manner.

Strategies for Growth

Guiding Principles for growth:

Primary goals:

1. Build **international distinction** in programs and research aligned with University goals.
2. **Leverage internationalization** as a distinction for students and faculty.
3. Establish the College of Business as an **essential** part of Oregon State University.

Objectives:

1. Build on our distinctive **strengths** to develop top-quality students as profession-ready graduates and future business leaders.
2. Create opportunities to attract **high performing** faculty and students to the College of Business who will enhance our international reputation.
3. Work in **partnership** with businesses regionally and globally to provide **groundbreaking research and cutting-edge** educational programs that are responsive to changes in student and employer demands.
4. Provide the necessary funding to **attract and retain scholars** with research distinction, in accordance with the College vision and mission.
5. Build the College's reputation globally by developing a **diverse learning community** of international and domestic faculty and students and by providing quality educational experiences.
6. Every Oregon State University graduate with a College of Business transcript distinction will understand **the entrepreneurial process** of taking an idea/insight from discovery to implementation.

Innovative Programs of Excellence

Accounting Program:

The mission of the Accountancy Degree Program is to educate accounting students for professional careers and to establish a foundation for lifelong learning.

Business Information Systems:

The Business Information Systems (BIS) program provides nationally recognized research-based education that will prepare undergraduate students for successful careers as business system analysts. Graduates of this program will be able to help Oregon businesses take full advantage of improvements in information systems technology and keep Oregon's business practices current in line with rapid changes in the technology and information systems fields. The BIS Program prepares qualified BIS graduates for a variety of professional employment opportunities in private and public organizations.

Finance Program:

The Finance Program provides (1) nationally recognized research-based education that will prepare profession-ready graduates who can excel in an innovative knowledge-based economy, can successfully meet certification requirements in specific finance areas (such as the Charter Financial Analyst [CFA], Certificate in Management Accounting [CMA], Certified Financial Planner [CFP]) and (2) experiential learning opportunities that involve applying theory to practice. The Finance Program prepares qualified Finance graduates for a variety of professional employment opportunities in the private and public sectors (government and not-for-profit).

Management Program:

Graduates of the program have expertise in people, processes and projects gained through experiential learning opportunities that involve applying theory to practice. The Management Program prepares qualified management graduates for a variety of professional employment opportunities in the private and public sectors (government and not-for-profit).

Marketing Program:

The Marketing Program provides nationally recognized research-based education that will prepare profession-ready graduates who can excel in an innovative knowledge-based economy. Graduates of our program will have expertise in marketing, promotion, product management and planning, and branding gained through experiential learning opportunities that apply theory to practice. The Marketing Program prepares qualified marketing graduates for a variety of professional employment opportunities in the private and public sectors (government and not-for-profit).

Graduate Program:

Graduates will be able to create, build and manage innovative, socially responsible, and sustainable enterprises in a global business environment.

Austin Entrepreneurship Program:

The mission of the Austin Entrepreneurship Program is to promote and lead entrepreneurship research, education, and outreach across the Oregon State University community.

Austin Family Business Program:

The Austin Family Business Program is a university-based family business program that provides inspiration, education, outreach, and research to support the success and survival of family businesses. The program offers family businesses, service providers, and next generation owners top quality, unbiased educational services and publications grounded in current research. It also educates profession-ready family business managers, advisors, and employees.

Business Solutions Group:

The Business Solutions Group leverages emerging technologies and processes to solve client problems and prepare students for the business community of tomorrow.

Close to the Customer Project:

The Close to the Customer Project provides professional market research and consulting services delivered by faculty/student teams. The project brings faculty expertise and research experience into the business community and provides students with experiential learning opportunities that prepare them for marketing careers. Through these efforts, it supports Oregon's economic development.

International Exchange Program:

The International Exchange Program is a distinctive College of Business program that provides business students with the opportunity to internationalize their education through an experiential learning opportunity by studying and living abroad. Participating students develop the necessary skills to work effectively within a cross-cultural and increasingly diverse workplace environment and are better prepared to succeed in careers within the global economy.

Strategic Framework

Desired Capabilities	Strategic Objectives
<p>People We have a diverse, innovative and collegial culture that is responsive to faculty, staff and students.</p>	<ul style="list-style-type: none"> • Communicate and implement changes that foster a collegial, innovative, and responsive culture. • Provide an incentive system to promote the desired culture. • Demonstrate a commitment to the university's goals of Affirmative Action, Equal Opportunity, and Diversity. • Communicate, implement, and institutionalize the code of behavior.
<p>Scholarship We are recognized for business research, especially in entrepreneurship and innovation.</p>	<ul style="list-style-type: none"> • Maintain and strengthen a culture that recognizes quality scholarship. • Encourage faculty to expose students to their research both in the classroom and through the research process. • Maintain and strengthen an incentive system that promotes and recognizes scholarship.
<p>Education Programs We offer high quality business education that integrates information technology, ethics, sustainability, the global economy, and the entrepreneurial process. We focus on the needs of businesses and students by connecting theory to practice. Our target student population includes students from the Western US and Pacific Rim regions and our international partners.</p>	<ul style="list-style-type: none"> • Build on innovative, discipline- specific programs to create distinctive programs committed to excellence. • Build distinctive graduate business education. • Prepare students for a professional career path through discipline-specific majors. • Develop non-degree programs consistent with their strategic plans that deliver value to the market place and high-impact experiential learning opportunities for students. These programs include: <ul style="list-style-type: none"> • AEP • AFBP • C2C • BSG • Expand distinctive international exchange programs. • Develop INTO partnership for students and COB success. • Strengthen student leadership opportunities and promote student understanding of professional attitudes and behaviors. • Strengthen student recruitment and retention. • Improve student placement success.
<p>External Relations We are leaders in establishing and nurturing partnerships with alumni, the business community, and campus units.</p>	<ul style="list-style-type: none"> • Implement the marketing and communication plan for OSU & external audiences. • Build the capacity to communicate and promote individual programs. • Strengthen external relationships, especially among alumni. • Strengthen fund raising. • Increase business outreach activities.

<p>Internal Operations We have the expertise, processes and organization to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> • Maintain organizational structures and processes to effectively allocate resources and govern the college. • Periodically review organizational processes. • Provide resources to effectively manage the human resources of the college.
<p>Infrastructure We have the infrastructure and equipment to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> • Enhance and support the technology and information base for effective operation of the college. • Maintain the physical facilities and implement sustainable practices. • Design a new facility to meet future education and research needs.

Measures of Success

- Accreditation
- Faculty Publication and Productivity
- Image and Reputation
- Attainment of Campaign Goal
- Demand and Selectivity of Students
- Student Placement and Salaries
- Ranking of programs

Targeted Outcomes (by 2010-2011)

- Accreditation
- Increased quality and quantity of publications (baseline 2000-2003)
- Increased positive awareness of programs (baseline 2008)
- New Dollars Raised for the College - \$36.5 million since start of Campaign
- Number of high achieving freshmen with 3.85 GPA and 1900 SAT increased to 30 (baseline 2001 – 5)
- Average SAT for students entering pro-school increased to 1100 (2004 baseline is 1030 for entering students)
- Average GMAT for graduate students increased to 600 (2003 baseline is 569)
- Positive trend in placement and salaries (no baseline data available)
- National recognition/rankings of AEP and AFBP

People Objectives and Actions

Objective: Communicate and foster a collegial, innovative, and responsive culture		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Communicate desired cultural attributes to faculty, staff, and students <ul style="list-style-type: none"> ○ Faculty meeting ○ New faculty orientation meeting ○ New student orientation 	Ongoing	Dean Faculty mentors Associate Deans
<ul style="list-style-type: none"> • Grow student awareness and applications to Dean's Scholarship for Professional Leadership 	March 2009	Head Advisor

Objective: Provide an incentive system to promote the desired culture		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Identify valued activities to promote desired culture 	March 2009	Associate Dean for Faculty Leadership Council
<ul style="list-style-type: none"> • Implement two valued activities 	May 2009	Leadership Council

Objective: Demonstrate a commitment to the goals of Affirmative Action, Equal Opportunity, and Diversity at OSU		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Follow the guidelines established for the subcommittee on AA/EEO; make revisions as necessary 	Ongoing	Executive Steering Committee
<ul style="list-style-type: none"> • Refresh College Diversity Plan • Implement College Diversity Plan 	February 2009	Executive Steering Committee – Sub- committee for Diversity

Objective: Communicate, implement and institutionalize the College Code of Behavior		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Ensure Code of Behavior is well publicized, easy to find, and used by faculty and students 	February 2009	Executive Steering Committee

Measures to assess progress in meeting required capabilities for “People”

- Faculty and staff satisfaction
- Faculty and staff retention and participation
- Student retention (once admitted to the professional school)

Scholarship Objectives and Actions

Objective: Maintain and strengthen a culture that recognizes quality scholarship		
<ul style="list-style-type: none"> • Hire nationally competitive research faculty <ul style="list-style-type: none"> ○ Increase salaries to the AACSB 75th percentile. ○ Manage teaching assignments to support research ○ Increase number of high performing students to help attract nationally competitive faculty ○ Pursue expansion and upgrades to business education facility with state-of-the-art technologies and classroom designs to help attract faculty 	Ongoing	Dean and Associate Dean for Faculty Search Committees
<ul style="list-style-type: none"> • Retain nationally competitive research faculty <ul style="list-style-type: none"> ○ Advocate for improvement of all faculty salaries. ○ Improve performance management system to support research productivity ○ Create environment for sharing research <ul style="list-style-type: none"> ▪ Funding presentations inside and outside the college ○ Increase number of high performing students to help retain nationally competitive faculty 	Ongoing	Dean and Associate Dean for Faculty
<ul style="list-style-type: none"> • Identify portfolio of funding opportunities <ul style="list-style-type: none"> ○ Endowed chairs ○ Grant opportunities 	Ongoing	Faculty
<ul style="list-style-type: none"> • Invest in faculty scholars. <ul style="list-style-type: none"> ○ Increase funding and opportunities for research support ○ Increase research assistance 	Ongoing summer fellowships	Dean

Objective: Encourage faculty to include their research in classroom experience and include students in the research process		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Encourage faculty to apply for grants including UG students in research 	Ongoing	Associate Dean for Faculty
<ul style="list-style-type: none"> • Review best practices in the college for doing this <ul style="list-style-type: none"> ○ Share best practices. ○ review PROF for appropriate data capture and acknowledgment of success in faculty including research in their classrooms 	May 2009	Associate Dean for Faculty
Objective: Maintain and strengthen an incentive system promoting and recognizing scholarship		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Assess AQ and PQ status of faculty members 	Ongoing	Associate Dean for Faculty, Director of Operations
<ul style="list-style-type: none"> • Identify valued activities to promote scholarship 	May 2009	Associate Dean for Faculty, Director of Operations
<ul style="list-style-type: none"> • Implement two valued activities 	October 2009	Associate Dean for Faculty, Director of Operations

Measures to assess progress in meeting required capabilities for “Scholarship”

- Faculty publication and productivity especially in family business, entrepreneurship and innovation
- Faculty turnover

- External recognition of faculty scholarship
- % of tenured and tenure-track faculty who are AQ
- % of fixed term faculty who are PQ

Education Programs Objectives and Actions

Objective: Build on innovative discipline-specific programs to create distinctive programs committed to excellence		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Monitor approved core curriculum 	Ongoing	UPC, Associate Deans and Faculty
<ul style="list-style-type: none"> • Monitor approved minor and on-line delivery 	Ongoing	UPC, Associate Deans and Faculty
<ul style="list-style-type: none"> • Continue to develop assessment measures to ensure assurance of learning 	Ongoing	Associate Dean of Academic Programs, Director of Operations
Monitor the teaching quality, learning outcomes, and student classroom experience.	Ongoing	Associate Deans, Peer Review of Teaching
<ul style="list-style-type: none"> • Build strong linkages with the business community through advisory councils. <ul style="list-style-type: none"> ○ Review curriculum ○ Generate internships ○ Improve job placement 	Ongoing	Dean, Associate Deans and Faculty
<ul style="list-style-type: none"> • Provide faculty development opportunities and assistance to improve teaching skills 	Ongoing	Associate Dean for Faculty
<ul style="list-style-type: none"> • Maintain a culture and reward system that encourages outstanding teaching performance 	Ongoing	Dean, Associate Dean for Faculty
<ul style="list-style-type: none"> • Ensure mix of SCHs delivered is consistent with AACSB standards 	Ongoing	Associate Dean for Faculty, Director of Operations

Objective: Build distinctive graduate business education		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Ensure MBA curriculum is innovative and relevant <ul style="list-style-type: none"> ○ Prepare for External Review ○ Develop summer session for foundation knowledge ○ Enhance current curricular programs so that existing MBA students increase their awareness of global issues 	Fall 2009 Summer 2009	GPC
<ul style="list-style-type: none"> • Set a schedule of regular review of the MBA and compare to leaders in graduate education <ul style="list-style-type: none"> ○ Learning outcomes ○ Sequence ○ Subject matter ○ Breadth of subjects ○ Preparation for upper-level course ○ Delivery methods 	Fall 2009	GPC
<ul style="list-style-type: none"> • Offer new graduate programs focused on the needs of businesses and students <ul style="list-style-type: none"> ○ Review existing program portfolio in light of market; mission and values; student needs; business needs; and best practices. 	Fall 2009	GPC
<ul style="list-style-type: none"> • Develop a graduate minor in business based on summer foundation knowledge courses 	Mar 2009	GPC
<ul style="list-style-type: none"> • Continue to develop the MBA Alumni Network 	Ongoing	Associate Dean of Academic Programs
<ul style="list-style-type: none"> • Build strong linkages with the business community <ul style="list-style-type: none"> ○ Generate internships 	Ongoing	Dean, Associate Deans and Graduate

<ul style="list-style-type: none"> ○ Improve job placement 		Faculty
<ul style="list-style-type: none"> • Improve funding source for MBA scholarships <ul style="list-style-type: none"> ○ Endowment • Direct gifts 	Ongoing	Dean, Associate Dean of Academic Programs and OSU Foundation
<ul style="list-style-type: none"> • Continue to grow the MBA program with target of 95 students for fall 2009 and 120 students for fall 2010 <ul style="list-style-type: none"> ○ Develop and implement a student recruitment plan for diversity and talent consistent with Diversity Action Plan ○ Develop and implement a student recruitment plan to increase the number of quality students ○ Improve communications with prospective students • Increase number of international students in program to bring increased awareness of global issues into the classroom 	Ongoing	Dean, Associate Dean of Academic Programs

Objective: Prepare students for a professional career path through discipline-specific majors

Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Cat I Proposals – Four disciplines <ul style="list-style-type: none"> ○ Finance ○ Management ○ Marketing ○ Business Information Systems 	January 2009	Associate Dean of Academic Programs Discipline Coordinators
<ul style="list-style-type: none"> • Continue to offer programs focused on the needs of businesses and students <ul style="list-style-type: none"> ○ Review existing program portfolio in light of market, mission and values; student needs; business needs and best practices. 	Ongoing	Discipline Coordinators, UPC
<ul style="list-style-type: none"> • Increase demand for experiential learning opportunities 	May 2009	BA 101 and BA 353 instructors

Objective: Develop non-degree programs consistent with their strategic plan that deliver value to the market place and high- impact experiential learning opportunities for students

Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Implement Strategic Plan – AEP <ol style="list-style-type: none"> 1. Continue building the momentum at Weatherford through existing programs, the BA 160 series, and SIFE. Capture Weatherford activities in new marketing and promotional materials. The deliverables will be the number and range of activities and student participation in them. 2. Extend AEP’s activities to reach underserved OSU audiences such as students and faculty in other colleges across the OSU campus. The deliverables will be new programs reaching new audiences. 3. Scale up AEP fundraising. The deliverables will be sustainable levels of funding. 	Dec 2009	Director AEP
<ul style="list-style-type: none"> • Implement Strategic Plan – AFBP <ul style="list-style-type: none"> ○ Deliver, refine, market, and continue to deliver e-course in family business management. ○ Develop, publish, and continuously update state-of-the-art website on family business. ○ Establish a new “board” entity for the support of the AFBP. ○ Continue meeting with 100 influential family businesses and prepare report of findings. 	Dec 2009	Director AFBP
<ul style="list-style-type: none"> • Implement Strategic Plan – C2C <ul style="list-style-type: none"> ○ Continue to deliver research studies that meet or exceed professional firm expectations. ○ Continue the recruitment of new clients. ○ Maintain efforts to integrate with campus academic units. ○ Recruit high-caliber undergraduate and graduate students for project teams. ○ Develop sustainable funding model and deliver economically sustainable and scalable research programs. 	Dec 2009	Director C2C
<ul style="list-style-type: none"> • Implement Strategic Plan – BSG <ol style="list-style-type: none"> 1) Continued formalization of BSG’s programmatic relationship with public sector partners into a viable model for workforce and economic development through: <ol style="list-style-type: none"> a. Continued contracting for the provision of services to state agencies in support of experiential learning; b. Increased dialogue and consensus building with stakeholders to address the value proposition that BSG’s experiential learning model provides; and c. Strategic and tactical communications and relationship building with vested stakeholders to garner support in achieving recognition of above said items. 2) Address OSU’s internal shift in processing contracts and accounting of revenue which flows through the BSG program, i.e., through Sponsored Programs. 3) Maintain existing revenue base to sustain operations. 	Dec 2009	Director BSG

Objective: Expand distinctive international exchange programs		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Increase business international exchange programs. <ul style="list-style-type: none"> ○ Increased demand for the exchange program 	Ongoing Sept 2009	Associate Dean of Academic Programs BA 101, BA 347, BA 353 faculty and Advising Office
<ul style="list-style-type: none"> • Improve funding source for students <ul style="list-style-type: none"> ○ Endowment ○ Direct gifts 	July 2009	Dean, Associate Dean of Academic Programs and OSU Foundation

Objective: Develop INTO partnership for students and COB success		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Work with the INTO Steering Committee to develop curricular programs for entry into COB programs <ul style="list-style-type: none"> ○ Undergraduate Programs ○ Graduate Programs 	Mar 2009	UPC GPC
<ul style="list-style-type: none"> • Enhance current COB curricular programs so that existing COB students increase their awareness of global issues from the INTO program being on campus <ul style="list-style-type: none"> ○ Undergraduate Programs ○ Graduate Programs 	Dec 2009	UPC GPC
<ul style="list-style-type: none"> • Plan for growth in resources to support increased enrollments from INTO partnership <ul style="list-style-type: none"> ○ Undergraduate Programs ○ Graduate Programs ○ Academic Support (advising, etc.) 	Dec 2009	Dean, Associate Dean for Faculty, Associate Dean of Academic Programs
<ul style="list-style-type: none"> • Develop and provide training on cultural diversity and awareness <ul style="list-style-type: none"> ○ Faculty & Staff ○ Students 	Dec 2009	Dean, Associate Dean for Faculty, Associate Dean of Academic Programs

Objective: Strengthen student leadership opportunities and understanding of professional attitudes and behaviors		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Monitor appropriate courses to include sufficient socialization to expectations 	Ongoing	Associate Deans /appropriate Discipline Coordinators
<ul style="list-style-type: none"> • Develop system to track and reward students who seek leadership opportunities and professional growth 	March 2009	Associate Dean of Academic Programs, Director of Operations, Dean

Objective: Strengthen student recruitment and retention		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> Develop and implement a student recruitment plan for diversity and talent consistent with Diversity Action Plan 	Spring 2009	Dean, Associate Dean of Academic Programs
<ul style="list-style-type: none"> Increase the number of quality students <ul style="list-style-type: none"> Investigate restructuring scholarship program to attract quality students Pursue additional merit and need-based scholarship support 	Ongoing	Dean, Associate Dean of Academic Programs
<ul style="list-style-type: none"> Develop and implement a graduate student recruitment plan 	March 2009	GPC, Dean, Associate Dean of Academic Programs
<ul style="list-style-type: none"> Develop coordinated internship program 	Ongoing	Associate Dean of Academic Programs
<ul style="list-style-type: none"> Work with Career Services to improve services to employers and students 	Ongoing	Associate Dean of Academic Programs
<ul style="list-style-type: none"> Improve communications with prospective students 	Ongoing	Associate Dean of Academic Programs, Director of Communications and Marketing

Objective: Improve student placement success		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> Monitor survey system to track post-graduation plans for graduates 	Spring 2009	Director of Operations
<ul style="list-style-type: none"> Develop 15 new company relationships 	Spring 2009	Faculty and Advising

Measures to assess progress in meeting required capabilities for “Education Programs”

- Student satisfaction
- Student selection
 - Increased applications to pro-school
 - Increased average SAT of incoming students
 - Increased average GPA of students accepted to the pro-school
- Student placement
- Number of students applying to pre-business
- Accreditation
- Number of qualified students with experiential learning

External Relations Objectives and Actions

Objective: Implement external marketing and communication plans for OSU and external audiences		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Update the two-year marketing and communications plan developed in 2008. • Use the results from the 2008 C2C survey of alumni to develop strategies for communications and marketing. 	April 2009 Fall 2009	Director of Communications and Marketing

Objective: Build capacity to communicate and promote individual programs		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Develop plan for communications and process for setting priorities. 	April 2009	Director of Communications and Marketing, Communications and Marketing Manager for Programs

Objective: Strengthen external relationships, especially among alumni		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Continue to develop existing and new alumni relationships <ul style="list-style-type: none"> ○ Dean's Distinguished Lecture Series ○ Alumni and Business Partner's Awards Dinner ○ Alumni participation in classroom lectures ○ OSU alumni and business community events ○ Homecoming Open House ○ Tailgate parties ○ The Exchange Publication 	Ongoing	Director of Communications and Marketing, OSU Foundation and Dean

Objective: Strengthen fund raising		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Increase number of donor calls that include faculty 	Ongoing	Dean, Director of Development
<ul style="list-style-type: none"> • Increase fundraising activities for the College 	Ongoing	Dean, OSU Foundation and Faculty

Objective: Increase business outreach activities		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • College of Business faculty serve on University committees relevant to their expertise 	Ongoing	Associate Dean for Faculty, Dean
<ul style="list-style-type: none"> • Continue to develop executive education program 	Ongoing	Dean and Strategic Partners
<ul style="list-style-type: none"> • COB serves on state government committee 	Ongoing	Dean
<ul style="list-style-type: none"> • COB remains active in local business community (e.g. via Corvallis Benton Chamber Coalition). 	Ongoing	Dean

Measures to assess progress in meeting required capabilities for “External Relations”

- **Image and reputation**
- **Alumni satisfaction, involvement, and contributions**
- **Number of Business Partners involved with the COB**
- **Progress towards campaign goal**

Internal Operations Objectives and Actions

Objective: Maintain organizational structures and processes to effectively allocate resources and govern the College		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Review College of Business governance structure: <ul style="list-style-type: none"> ○ Survey faculty ○ Develop recommendations for change ○ Implement recommendations approved by faculty 	Ongoing	Dean, Associate Deans

Objective: Periodically review organizational processes		
Action Step/Result	Date	Responsibility
Faculty satisfaction survey	Fall 2009	Dean

Objective: Provide resources to effectively manage the human resources of the College		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> • Review College of Business governance structure: <ul style="list-style-type: none"> ○ Survey faculty ○ Develop recommendations for change • Implement recommendations approved by faculty 	Ongoing	Associate Dean for Faculty

Measures to assess progress in meeting required capabilities for “Internal Operations”

- Cash Flow Analysis
- Endowments and contributions
- Cycle-time to change

Infrastructure Objectives and Actions

Objective: Enhance and support the technology and information base for effective operation of the College of Business		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> Monitor technology and information needed 	Ongoing	Director of Operations, Director of Budgets and Associate Dean of Academic Programs

Objective: Maintain the physical facilities and implement sustainable practices		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> Enhance the appearance of building, hallways, classrooms, labs, offices and student areas 	Ongoing	Director of Operations, Faculty Services
<ul style="list-style-type: none"> Establish baseline to measure sustainable practices in the building and implement best practices 	Ongoing	Director of Operations, Faculty Services and Director of Sustainability Initiative

Objective: Design new facility to meet future education and research needs		
Action Step/Result	Date	Responsibility
<ul style="list-style-type: none"> RFP Design & Development Oversight of process 	January 2009	Dean Director of Operations

Measures to assess progress in meeting required capabilities for “Infrastructure”

- Faculty, staff and student satisfaction with infrastructure and COB IS Services
- Refresh rate of information technology
- Comparison of facilities to peer institutions
- Comparison of COB-IS services to peers and OSU campus