

The College of Business
Oregon State University

Strategic Plan

Approved
January 2010

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 innovative economy.

The college will accomplish its MISSION and VISION through:

- 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 Initiatives

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.

Definitions

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 we 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.

Guiding Principles for Growth in Programs and Faculty

Primary goals:

1. Build **international distinction** in programs and research aligned with the university's 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's 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.

Guiding Professional Standards for 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.

Innovative Programs of Excellence

The College of Business houses 11 distinctive programs that provide nationally recognized research-based education to prepare profession-ready graduates for a variety of professional employment opportunities in private and public organizations.

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 prepares undergraduate students for successful careers as business system analysts. Graduates of this program help Oregon businesses take full advantage of improvements in information systems technology and keep Oregon's business practices in line with rapid changes in the technology and information systems fields.

Finance Program:

Finance Program graduates can successfully meet certification requirements in specific finance areas, such as the Charter Financial Analyst (CFA), Certificate in Management Accounting (CMA), and Certified Financial Planner (CFP).

Management Program:

Graduates of the Management Program have gained expertise in people, processes, and projects through experiential learning opportunities.

Marketing Program:

Graduates of the Marketing Program enter the job market with expertise in marketing, promotion, product management and planning, and branding.

Graduate Program:

Recipients of post-baccalaureate degrees are 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 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 business 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 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 goals of affirmative action, equal opportunity, and diversity at OSU. • Communicate, implement, and institutionalize the College Code of Behavior.
<p>Scholarship We are recognized for our quality research and creative activities with a focus on 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 education programs that integrate information technology, ethics, sustainability, social responsibility, 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 U.S. 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 and expand distinctive graduate business education. • Expand MBA program. • Increase demand for on-line undergraduate business and entrepreneurship minor and Professional Science Master on-line courses. • 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 marketplace and high-impact experiential learning opportunities for students. These programs include: <ul style="list-style-type: none"> • Austin Entrepreneurship Program (AEP) • Austin Family Business Program (AFBP) • Business Solutions Group (BSG) • Close to the Customer Project (C2C) • Expand distinctive international exchange programs. • Develop INTO-OSU partnership for student and College of Business success. • Strengthen student leadership opportunities and promote student understanding of professional attitudes and behaviors. • Strengthen student recruitment and retention. • Improve student placement success.

Desired Capabilities	Strategic Objectives
<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"> • Develop and implement 2010-2012 marketing and communication plan for internal and external audiences. • Strengthen external relationships, especially among alumni. • Strengthen fund raising. • Increase business outreach activities. • Build strong partnerships within the Division of Business and Engineering.
<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 will be achieved.
- An increase in the quality and quantity of publications will be observable (baseline 2000-2003).
- An increase in the public's positive awareness of College of Business programs will be observable (baseline 2008).
- New dollars raised for the college will be \$36.5 million since the start of the campaign.
- Matching dollars for a new facility (\$28 million) will be obtained.
- The number of high-achieving freshmen with 3.85 GPA and 1900 SAT will increase to 30 (baseline 2001-05).
- Average SAT for students entering the professional school will increase to 1100 (2004 baseline is 1030 for entering students).
- Average GMAT for graduate students will increase to 600 (2003 baseline is 569).
- Positive trend in placement and salaries will be observable (no baseline data available).
- National recognition/rankings of the Austin Entrepreneurship and the Austin Family Business Program will be achieved.

People: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Communicate and implement changes that foster a collegial, innovative, and responsive culture.		
<ul style="list-style-type: none"> • Communicate desired cultural attributes to faculty, staff, and students through the: <ul style="list-style-type: none"> ○ faculty meeting; ○ new faculty orientation meeting; and ○ new student orientation. 	Ongoing	Dean, faculty mentors, associate deans
<ul style="list-style-type: none"> • Deliver cultural sensitivity sessions quarterly. 	Quarterly	Associate dean for faculty
<ul style="list-style-type: none"> • Create a Dean’s Student Leadership Council. 	March 2010	Dean
Objective: Provide an incentive system to promote the desired culture		
<ul style="list-style-type: none"> • Continue to offer Newcomb Associate and College of Business awards that recognize those who promote the desired culture in scholarship, teaching, and service. 	May 2010	Awards committee
Objective: Demonstrate a commitment to the goals of affirmative action, equal opportunity, and diversity at OSU		
<ul style="list-style-type: none"> • Follow the guidelines established for the subcommittee on affirmative action and equal opportunity; make revisions as necessary. 	Ongoing	Executive steering committee
<ul style="list-style-type: none"> • Continued progress in implementing the college’s Diversity Plan. 	Ongoing	Executive steering committee – subcommittee for diversity
Objective: Communicate, implement, and institutionalize the college’s Academic and Professional Standards.		
<ul style="list-style-type: none"> • Ensure the COB Academic and Professional Standards are well publicized, easy to find, and used by faculty and students. 	Ongoing	Executive steering committee
<ul style="list-style-type: none"> • Revise and adopt the COB Academic and Professional Standards to incorporate changes recommended by legal counsel. 	February 2010	Leadership council

Measures to assess progress in meeting required capabilities for people category include:

- faculty and staff satisfaction;
- faculty and staff retention and participation; and
- student retention (once admitted to the professional school).

Scholarship: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Maintain and strengthen a culture that recognizes quality scholarship		
<ul style="list-style-type: none"> • Hire nationally competitive research faculty by: <ul style="list-style-type: none"> ○ increasing salaries to the AACSB 75th percentile; ○ managing teaching assignments to support research; ○ increasing the number of high-performing students to help attract nationally competitive faculty; and ○ pursuing expansion and upgrades to business education facility with state-of-the-art technologies and classroom designs to help attract faculty. 	Ongoing	Dean, associate dean for faculty, search committees
<ul style="list-style-type: none"> • Retain nationally competitive research faculty by: <ul style="list-style-type: none"> ○ advocating for improvement of all faculty salaries; ○ improving the performance management system to support research productivity; ○ creating an environment for sharing research: <ul style="list-style-type: none"> ▪ for example, giving funding presentations inside and outside the college; and ○ increasing the number of high-performing students to help retain nationally competitive faculty. 	Ongoing	Dean, associate dean for faculty
<ul style="list-style-type: none"> • Identify portfolio of funding opportunities (target for 2010 capital campaign), including: <ul style="list-style-type: none"> ○ endowed chairs, professorships, fellowships and ○ grant opportunities. 	December 2010	Dean, OSU Foundation, faculty
<ul style="list-style-type: none"> • Invest in faculty scholars by: <ul style="list-style-type: none"> ○ increasing funding and opportunities for research support, and ○ increasing research assistance. 	Ongoing summer fellowships	Dean
Objective: Encourage faculty to expose students to their research both in the classroom and through the research process.		
Encourage faculty to apply for grants, including undergraduate students in research.	Ongoing	Associate dean for faculty
Deliver research methods course to honors college students.	Fall 2010	Associate dean for faculty
<ul style="list-style-type: none"> • Review best practices in the college for meeting the objective. • Share best practices. 	May 2010	Associate dean for faculty

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Maintain and strengthen an incentive system that promotes and recognizes scholarship.		
<ul style="list-style-type: none"> Continue to recognize scholarship that exceeds expectations with the Newcomb Associate awards. 	Ongoing	Associate dean for faculty
<ul style="list-style-type: none"> Launch a research incubator program. 	February 2010	Dean, associate dean for faculty

Measures to assess progress in meeting required capabilities for scholarship category include:

- faculty publication and productivity, especially in family business, entrepreneurship, and innovation;
- faculty turnover;
- external recognition of faculty scholarship;
- percentage of tenured and tenure-track faculty who are academically qualified (AQ) and
- percentage of fixed-term faculty who are professionally qualified (PQ).

Education Programs: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Build on innovative discipline-specific programs to create distinctive programs committed to excellence.		
<ul style="list-style-type: none"> • Monitor approved core curriculum. 	Ongoing	Undergraduate program committee, associate deans, faculty
<ul style="list-style-type: none"> • Develop and manage an assessment process to ensure learning. 	Ongoing	Undergraduate program committee, associate dean of academic programs, director of operations
<ul style="list-style-type: none"> • Monitor teaching quality and the 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 by: <ul style="list-style-type: none"> ○ reviewing curriculum; ○ generating internships; and ○ improving job placement. 	Ongoing	Dean, associate deans, 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 a mix of student credit hours delivered is consistent with Association to Advance Collegiate Schools of Business standards. 	Ongoing	Associate dean for faculty, director of operations
Objective: Build distinctive graduate business education.		
<ul style="list-style-type: none"> • Ensure an innovative and relevant MBA curriculum. • Prepare for an external review. 	April 2010	Graduate program committee
<ul style="list-style-type: none"> • Set a regular review schedule of the MBA program and compare success in certain areas to leaders in graduate education, including: <ul style="list-style-type: none"> ○ learning outcomes; ○ sequence; ○ subject matter; ○ breadth of subjects; ○ preparation for upper-level courses; and ○ delivery methods. 	Fall 2010	Graduate program committee
<ul style="list-style-type: none"> • Offer new graduate programs focused on the needs of 	Fall 2010	Graduate program

ACTION STEP/RESULT	DATE	RESPONSIBILITY
businesses and students. • Review existing program portfolio in light of the market, mission and values, student needs, business needs, and best practices.		committee
• Monitor teaching quality and the student classroom experience.	Ongoing	Graduate program committee
• Maintain a culture and reward system that encourages outstanding teaching performance.	Ongoing	Dean, associate dean for faculty
• Develop and manage an assessment process to ensure learning.	Ongoing	Graduate program committee
• Continue to develop the MBA Alumni Network.	Ongoing	Associate dean of academic programs
• Build strong linkages with the business community. • Improve the program's reputation. • Improve networking.	Ongoing	Dean, associate deans and graduate faculty
• Improve funding sources for MBA scholarships, including: <ul style="list-style-type: none"> ○ endowments and ○ direct gifts. 	Ongoing	Dean, associate dean of academic programs and OSU Foundation
Objective: Expand the MBA Program.		
• Continue to grow the MBA program, targeting 105 students for fall 2010 and 120 students for fall 2011 by: <ul style="list-style-type: none"> ○ developing and implementing a student recruitment plan for diversity and talent consistent with the Diversity Action Plan; ○ developing and implementing a student recruitment plan to increase the number of quality students; and ○ improving communication with prospective students. • Increase the number of international students in the program to bring increased awareness of global issues into the classroom.	Ongoing	Dean, associate dean of academic programs, MBA coordinator
Objective: Increase demand for online undergraduate business and entrepreneurship minor and Professional Science Master online courses.		
• Work with E-Campus to improve marketing efforts to promote the online offerings.	March 2010	Associate dean of academic programs, MBA coordinator
• Monitor approved minor and online delivery.	Ongoing	Undergraduate program committee associate deans, faculty

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Prepare students for a professional career path through discipline-specific majors.		
<ul style="list-style-type: none"> • Implement new majors. 	2009-2010	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 by: <ul style="list-style-type: none"> ○ reviewing the existing program portfolio in light of market, mission and values, student needs, business needs, and best practices. 	Ongoing	Discipline coordinators, undergraduate program committee
<ul style="list-style-type: none"> • Increase demand for experiential learning opportunities. 	Ongoing	BA 101, BA 160 series, BA 260, and BA 353 instructors
Objective: Develop non-degree programs consistent with the strategic plan that deliver value to the marketplace and high-impact experiential learning opportunities for students.		
<ul style="list-style-type: none"> • Implement Strategic Plan: Austin Entrepreneurship Program (AEP) <ul style="list-style-type: none"> ○ Continue building the momentum at Weatherford through existing programs, the BA 160 series, the Young Entrepreneurs Business Week affiliation, and the opportunities for Weatherford students to participate in AEP activities beyond Weatherford, including Students in Free Enterprise (SIFE), the Weatherford Awards, and the Enterprise Challenge. Publicize Weatherford activities in new marketing and promotional materials. Success will be gauged by the number and range of activities and student participation in them. ○ Continue building upon the accomplishments of the prior year and cautiously expanding the activities under the AEP umbrella areas of: SIFE, the Weatherford Awards, the Enterprise Challenge, the Entrepreneur in Residence series, the faculty Experiencing Entrepreneurship series, and the faculty Accelerating Commercialization series. Success will be gauged by the number and range of activities and level of participation in them. • Scale up AEP fundraising. Success will be gauged by whether sustainable levels of funding are reached. 	Dec 2010	Director of AEP

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ACTION STEP/RESULT	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> • Implement Strategic Plan: Austin Family Business Program <ul style="list-style-type: none"> ○ Celebrate our 25th Birthday ○ Continue outreach to family businesses ○ Expand and market our e-course in family business management. ○ Continuously update to achieve a state-of-the-art website on family business. ○ Continue developing the membership of the Family business Ambassadors for the support of the AFBP. • Reach a national audience with the Ties to the Land Curriculum 	Dec 2010	Director of AFBP
<ul style="list-style-type: none"> • Implement Strategic Plan: Close to the Customer <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. • Build C2C's capacity by strengthening relationships with COB faculty 	Dec 2010	Director of C2C

ACTION STEP/RESULT	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> • Implement Strategic Plan: Business Solutions Group <ul style="list-style-type: none"> ○ Identify areas of collaboration for programmatic relationships with related academic units and K-20 STEM recruitment and development areas. ○ Leverage the BSG program to facilitate collaboration between business and engineering faculty within the recently created Division of Business and Engineering. ○ Continued formalization of BSG’s relationship with public sector partners into a viable model for workforce and economic development through: <ul style="list-style-type: none"> ▪ continued contracting for the provision of services to state agencies in support of experiential learning and public welfare; ▪ increased dialogue and consensus building with stakeholders to address the value proposition that BSG’s experiential learning model provides; and ▪ strategic and tactical communications and relationship building with vested stakeholders to garner support in achieving recognition of above-said items. ○ Continue to address OSU’s internal shift in processing contracts and accounting of revenue that flows through the BSG program (i.e., through sponsored programs). ○ Partner with OSU’s Office of Technology Transfer to identify appropriate opportunities for development and commercialization of in-house software. • Maintain a revenue base to sustain operations. 	Dec 2010	Director of BSG
Objective: Expand distinctive international exchange programs.		
<ul style="list-style-type: none"> • Expand business international exchange programs. • Increase demand for the exchange program. 	Ongoing Sept 2010	Associate dean of academic programs BA 101, BA 160 series, BA 347, BA 353 faculty, advising office
<ul style="list-style-type: none"> • Improve funding source for students through: <ul style="list-style-type: none"> ○ endowments and ○ direct gifts and ○ planned gifts 	Ongoing	Dean, associate dean of academic programs, OSU Foundation
Objective: Develop INTO-OSU partnership for student and College of Business success.		
<ul style="list-style-type: none"> • Work with the INTO-OSU Steering Committee to implement curricular programs for entry into College of Business programs, including: <ul style="list-style-type: none"> ○ undergraduate programs and ○ graduate programs. 	Ongoing	Undergraduate and graduate program committees

ACTION STEP/RESULT	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> • Enhance current College of Business curricular programs so that existing students increase their awareness of global issues as a result of the INTO-OSU program being on campus, including: <ul style="list-style-type: none"> ○ undergraduate programs and ○ graduate programs. 	Ongoing	Undergraduate and graduate program committees
<ul style="list-style-type: none"> • Plan for growth in resources to support increased enrollments as a result of the INTO-OSU partnership, including: <ul style="list-style-type: none"> ○ undergraduate programs, ○ graduate programs, and ○ academic support (advising, etc.). 	Ongoing	Dean, associate dean for faculty, associate dean of academic programs
<ul style="list-style-type: none"> • Incorporate cultural diversity and awareness training into our curriculum. 	Ongoing	Dean, associate dean for faculty, associate dean of academic programs
Objective: Strengthen student leadership opportunities and promote student understanding of professional attitudes and behaviors.		
<ul style="list-style-type: none"> • Monitor appropriate courses to include sufficient socialization to expectations. 	Ongoing	Associate deans, appropriate discipline coordinators, BA 101, BA 160 series, BA 353
<ul style="list-style-type: none"> • Develop a system to track and reward students who seek leadership opportunities and professional growth. 	March 2010	Associate dean of academic programs, director of operations, dean
Objective: Strengthen student recruitment and retention.		
<ul style="list-style-type: none"> • Develop and implement a student recruitment plan for diversity and talent consistent with Diversity Action Plan: 	Spring 2010	Dean, associate dean of academic programs
<ul style="list-style-type: none"> • Increase the number of quality students by: <ul style="list-style-type: none"> investigating restructuring of scholarship program to attract quality students and ○ pursuing additional merit and need-based scholarship support. 	Ongoing	Dean, associate dean of academic programs, OSU Foundation
<ul style="list-style-type: none"> • Develop and implement a graduate student recruitment plan 	March 2010	Graduate program committee, dean, associate dean of academic programs
<ul style="list-style-type: none"> • Develop a 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

ACTION STEP/RESULT	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> • Improve communication with prospective students. 	Ongoing	Associate dean of academic programs, director of communications and marketing
<ul style="list-style-type: none"> • Continue to monitor student performance on a semi-annual basis and use academic actions to identify under-performing students and recommend corrective actions. 	Ongoing	Advising
Objective: Improve student placement success.		
<ul style="list-style-type: none"> • Monitor the survey system to track post-graduation plans for graduates. • Develop 15 additional company relationships. 	Spring 2010 Spring 2010	Director of operations, Faculty, advising, internship coordinator

Measures to assess progress in meeting required capabilities for education programs include:

- professional school graduation rate;
- student satisfaction;
- student selection, including
 - increased applications to the professional school,
 - increased average SAT of incoming students, and
 - increased average GPA of students accepted to the professional school;
- student placement;
- number of students applying to prebusiness;
- accreditation;
- number of qualified students with experiential learning; and
- ranking of MBA program

External Relations: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Develop and implement 2010-2012 marketing and communication plan for internal and external audiences.		
<ul style="list-style-type: none"> • Develop a two-year marketing and communications plan for 2010-2012 using the 2007-2009 plan as a starting point, integrating findings from the College of Business Alumni: Building Community Integration survey, and adding social media components as appropriate. • Develop printed collateral to promote undergraduate academic programs and the MBA program. • Develop a new College of Business Web site that promotes undergraduate academic programs and the MBA program while emphasizing the experiential learning component as a competitive advantage. Incorporate social media components (e.g., Facebook and a blog) into the Web site as appropriate. • Integrate flexibility into planning and implementation to accommodate possible impact from the business-engineering division 	<p>April 2010</p> <p>December 2010 June 2010</p>	<p>Director of communications and marketing</p>
Objective: Strengthen external relationships, especially among alumni.		
<ul style="list-style-type: none"> • Continue to develop existing and new external relationships through: <ul style="list-style-type: none"> ○ printed materials, including: <ul style="list-style-type: none"> ▪ the annual magazine, <i>The Exchange</i>; ▪ the annual dean's report; ▪ monthly dean's letters; ▪ the collateral packet, fact sheet, and miscellaneous printed pieces; ○ events, including: <ul style="list-style-type: none"> ▪ the Dean's Distinguished Lectures; ▪ the Alumni and Business Partner Awards Dinner; ▪ OSU events (e.g., University Day, Homecoming); ▪ business community events (e.g., Oregon's Most Admired Companies, Willamette Innovators Night); ▪ Dean's Circle of Excellence events; ▪ alumni participation in classrooms; ○ electronic media including: <ul style="list-style-type: none"> ▪ Web site, social media, electronic communications. 	<p>Ongoing</p>	<p>Director of communications and marketing, OSU Foundation, dean</p>
Objective: Strengthen fundraising.		
<ul style="list-style-type: none"> • Increase the number of donor calls that include faculty. 	<p>Ongoing</p>	<p>Dean, OSU Foundation development staff</p>
<ul style="list-style-type: none"> • Increase fundraising activities for the college and faculty participation. 	<p>Ongoing</p>	<p>Dean, OSU Foundation, and faculty</p>

<ul style="list-style-type: none"> Alert OSU Foundation staff when faculty interact with alumni and guest speakers to evaluate for potential engagement opportunities 	Ongoing	Faculty
<ul style="list-style-type: none"> Assist fundraising efforts by providing printed collateral and alumni-related Web site contents. 	Ongoing	Director of communications and marketing
Objective: Increase business outreach activities.		
<ul style="list-style-type: none"> College of Business faculty will 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 <ul style="list-style-type: none"> Develop executive training programs that meet the needs of the business community in areas such as sustainability development Leverage the expertise of business faculty and those from other OSU colleges. Develop programs that facilitate faculty research Involve management students to manage the training programs as part of their experiential learning. 	Ongoing	Dean, faculty, Director of Sustainability, and strategic partners
<ul style="list-style-type: none"> College of Business will serve on a state government committee. 	Ongoing	Dean
<ul style="list-style-type: none"> College of Business remains active in the local business community (e.g. ,via Corvallis Benton Chamber Coalition). 	Ongoing	Dean
<ul style="list-style-type: none"> Continue to develop Oregon Executive MBA program 	Ongoing	Faculty
Objective: Build strong partnerships within the Division of Business and Engineering.		
<ul style="list-style-type: none"> Adopt a vision, mission, and objectives for the division. 	May 2010	Executive steering committee

Measures to assess progress in meeting the required capabilities for external relations include:

- image and reputation;
- alumni satisfaction, involvement, and contributions;
- the number of business partners involved with the College of Business; and
- progress towards campaign goal.

Internal Operations: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Maintain organizational structures and processes to effectively allocate resources and govern the College of Business.		
<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.		
<ul style="list-style-type: none"> • Assess satisfaction with business service center. 	May 2010	Dean
Objective: Provide resources to effectively manage the human resources of the college.		
<ul style="list-style-type: none"> • Review the 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 include:

- cash flow analysis;
- endowments and contributions; and
- cycle-time to change.

Infrastructure: Objectives and Actions

ACTION STEP/RESULT	DATE	RESPONSIBILITY
Objective: Enhance and support the technology and information base for effective operation of the College of Business.		
<ul style="list-style-type: none"> Monitor technology and information needed. 	Ongoing	Director of operations, director of budgets, associate dean of academic programs
<ul style="list-style-type: none"> Deploy initial customer relationship management capability to support MBA, development and internship programs 	Winter 2010	Director of operations
Objective: Maintain the physical facilities and implement sustainable practices.		
<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 a 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.		
<ul style="list-style-type: none"> Create RFP for design and development. Oversee the process. 	May 2010	Dean, director of operations

Measures to assess progress in meeting required capabilities for infrastructure include:

- faculty, staff, and student satisfaction with infrastructure and College of Business information services;
- refresh rate of information technology;
- comparison of facilities to peer institutions; and
- comparison of College of Business information services to peers and OSU campus