

The College of Business
Oregon State University

Strategic Plan

Approved
February 15, 2008

The College of Business Oregon State University

Vision

The College of Business is recognized as a top undergraduate business program with top-ranked programs in entrepreneurship and family business and a valued partner critical to the success of Oregon State University.

Mission

The College of Business provides nationally recognized research-based education that prepares profession-ready graduates who can excel in an innovative knowledge-based economy.

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

- Rigorous, integrated undergraduate and graduate programs that translate theory to practice and center on innovation and the entrepreneurial process
- Distinctive experiential learning opportunities for students
- Nationally-recognized, discipline-based research and contributions to practice
- 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.
- Develop the Austin Entrepreneurship Program and the Austin Family Business Program into distinctive, top-ranked programs.

Strategic Initiative

Entrepreneurship and Innovation - Provide expertise and knowledge in developing sustainable business practices and new products, processes and organizational forms.

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.

Excellence in Teaching: We commit to delivering quality instruction with value added interactive and experiential learning.

Excellence in Scholarship: We commit to excellence in research of enduring and practical consequence and encourage student-involvement in scholarly activities.

Integration: We commit to interdisciplinary teaching and scholarship to improve learning through shared knowledge.

Leading the way: We commit to integrate new technologies and practices in our teaching, research and service.

Social Responsibility: We commit to meaningful service to the professional community and the global society by improving the sustainable performance of people and organizations.

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

Strategic Framework

Desired Capabilities	Goals
People We have a diverse, innovative and collegial culture, responsive to faculty, staff and students	• 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 of perspective at OSU. • Provide a code of behavior
Scholarship We are recognized for business research, especially in entrepreneurship and innovation.	• Maintain and strengthen a culture recognizing quality scholarship. • Encourage faculty to include their research in the classroom and include students in the research process. • Maintain and strengthen an incentive system promoting and recognizing scholarship
Education Programs We offer high quality business education integrating 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.	• Ensure an interdisciplinary and relevant business curriculum. • Deliver sufficient specialization of each business discipline to prepare students for a professional career path. • Develop AEP consistent with its strategic plan. • Develop AFBP program offerings consistent with its strategic plan. • Develop BSG consistent with its strategic plan. • Expand and develop unique and distinctive international exchange programs. • Increase the quality of the COB education through continual innovation • Provide and encourage experiential learning opportunities to all qualified students. • Strengthen student leadership opportunities and understanding of professional attitudes and behaviors. • Strengthen student recruitment and retention. • Improve student placement success. • Implement an incentive system promoting and recognizing teaching.
External Relations We are leaders in establishing and nurturing partnerships with alumni, business community, and campus units.	• Implement marketing and communication plan for OSU & external audiences • Implement an incentive system for promoting and recognizing outreach and service activities. • Strengthen external relationships, especially among alumni. • Strengthen fund raising • Increase the business outreach activities
Internal Operations We have the expertise, processes and organization to implement the mission and respond to changing stakeholder needs.	• Maintain organizational structures and processes to effectively allocate resources and govern the College. • Periodically review organizational processes • Provide resources to manage effectively the human resources of the College. • Implement marketing and communication plan for internal audiences.
Infrastructure We have the infrastructure and equipment to implement the mission and respond to changing stakeholder needs.	• Enhance and support the technology and information base for effective operation of the College. • Maintain the physical facilities and implement sustainable practices.

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Oregon State University

Measures of Success

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

Targeted Outcomes (by 2010-2011)

- Re-accreditation
- Increase quality and quantity of publications (baseline 2000-2003)
- Increase positive awareness of programs (baseline 2008)
- New Dollars Raised for the College - \$36.5 million since start of Campaign
- Increase number of high achieving freshmen with 3.85 GPA and 1900 SAT to 30 (baseline 2001 – 5)
- Increase average SAT for students entering pro-school to 1100 (2004 baseline is 1030 for entering students)
- Increase average GMAT for graduate students 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
- Communicate desired cultural attributes to faculty, staff, and students - o Faculty meeting - o New faculty orientation meeting - o New student orientation	On - going	Dean Faculty mentors Associate Deans
Implement student recognition program that contributes to professional development	September 2008	Head Advisor

Objective: Provide an incentive system to promote the desired culture		
Action Step/Result	Date	Responsibility
Implement criteria to classify faculty as participating or supporting	May 2008	Associate Dean of Faculty
- Review performance evaluation criteria and make necessary revisions for - o Teaching - o Research - o Service	September 2008	Associate Dean of Faculty

Objective: Demonstrate a commitment to the goals of Affirmative Action, Equal Opportunity, and diversity at OSU		
Action Step/Result	Date	Responsibility
Follow the guidelines established for the subcommittee on AA/EEO; make revisions as necessary	Ongoing	Executive Steering Committee
- Implement College Diversity Plan - o Conduct climate survey	Ongoing Winter 2008	Executive Steering Committee Diversity Taskforce oversight

Objective: Provide a Code of Behavior for faculty and students		
Action Step/Result	Date	Responsibility
Refine and implement a Code of Behavior for faculty and students	February 2008	Leadership Council

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

- Faculty and staff satisfaction
- Faculty and staff retention and participation
- Student retention

Scholarship Objectives and Actions

Objective: Maintain and strengthen a culture recognizing quality scholarship		
• Hire nationally competitive research faculty - o Increase salaries to the AACSB 75th percentile. - o Improve recruiting techniques - o Manage teaching assignments to support research - o Increase number of high performing students to help attract nationally competitive faculty - o Pursue expansion and upgrades to business education facility with state-of-the-art technologies and classroom designs to help attract faculty	On-going	Dean and Associate Dean of Faculty Search Committees
• Retain nationally competitive research faculty - o Advocate for improvement of all faculty salaries. - o Improve performance management system to support research productivity - o Create environment for sharing research ▪ Funding presentations inside and outside the college - o Increase number of high performing students to help retain nationally competitive faculty	On-going	Dean and Associate Dean of Faculty
• Identify portfolio of funding opportunities - o Endowed chairs - o Grant opportunities	On-going	Faculty
• Invest in faculty scholars. - o Increase funding and opportunities for research support - o Increase research assistance	On-going 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
Encourage faculty to apply for grants including UG students in research	On-going	Associate Dean of Faculty
- Review best practices in the college for doing this - Share best practices. - review PROF for appropriate data capture and acknowledgment of success in faculty including research in their classrooms	May 2008	Associate Dean of Faculty
Objective: Maintain and strengthen an incentive system promoting and recognizing scholarship		
Action Step/Result	Date	Responsibility
Assess AQ and PQ status of faculty members	On-going	Associate Dean of Faculty, Director of Operations

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

- Faculty publication and productivity especially in family business, and entrepreneurship and innovation
- Faculty Turnover
- External recognition faculty scholarship
- % of tenured and tenure-track faculty who are AQ
- % of fixed term faculty who are PQ

Education Programs Objectives and Actions

Objective: Ensure an interdisciplinary and relevant business curriculum.		
Action Step/Result	Date	Responsibility
• Monitor approved core curriculum - o BA 101 implementation - o Successful implementation of pro-school application process	Ongoing Winter 2008 Ongoing	UPC, Associate Deans and Faculty
• Monitor approved minor and make accessible on-line	Fall 2008	UPC, Associate Deans and Faculty
• Set a schedule of regular review of the Business Core and compare to leaders in undergraduate education for the following: - o Learning outcomes - o Sequence - o Subject matter - o Breadth of subjects - o Preparation for upper-level course - o Delivery methods	March 2008	Undergraduate Program Committee
• Ensure MBA curriculum is innovative and relevant - o Prepare for External Review - o Develop summer session for foundation knowledge	Fall 2008 Summer 2008	Graduate Program Committee
• Set a schedule of regular review of the MBA and compare to leaders in graduate education - o Learning outcomes - o Sequence - o Subject matter - o Breadth of subjects - o Preparation for upper-level course - o Delivery methods	Fall 2008	Graduate Program Committee
• Continue to develop assessment measures to ensure assurance of learning	On-going	Associate Dean of Academic Programs, Director of Operations
• Improve student experience to result in professional behavior to support the majors - o Assess changes needed in our classrooms & make recommendations - o Assess changes needed in course offerings & make recommendations	September 2008	Faculty special interest groups

Objective: Deliver sufficient specialization of each business discipline to prepare students for a professional career path

Action Step/Result	Date	Responsibility
• Create Cat I proposal for next discipline to become a major • Identify disciplines that desire to deliver curriculum equal to a major ◦ Set a time line for the order in which disciplines transition, and a reasonable time to realize changes ◦ Assign accountability to achieve the desired outcomes ◦ Develop fund-raising plan to support changes in the curriculum	May 2008 January 2008 Winter 2008 Winter 2008 2008	Discipline coordinators and Associate Deans Dean, appropriate faculty and OSUF

Objective: Develop AEP consistent to its strategic plan

Action Step/Result	Date	Responsibility
• Continue building Weatherford programs	On-going 2008	AEP staff
• Work with entrepreneurship faculty to redefine entrepreneurship curriculum	On-going 2008	Faculty and AEP Director
• Provide student internship subsidies for working in local start up companies	June 2008	AEP Director and AEP Associate Director
• Support OSU commercialization competencies and initiatives	On-going 2008	AEP Director
• Expand AEP activities across OSU ◦ AEP/OSU Business Plan Competition ◦ Launch AEP entrepreneurs and innovators recognition event	May 2008 October 2008	AEP staff AEP staff and University Advancement
• Develop AEP Strategic Plan ◦ Present to AEP Advisory Council	February 2008	AEP Director
• Achieve ratings visibility for AEP	On-going 2008	AEP Director

Objective: Develop AFBP consistent to its strategic plan.		
Action Step/Result	Date	Responsibility
- Complete development of strategic plan for next 5 years - Implement begins in 4 issue areas (below) and funding	January 2008 Implementation on-going	Director AFB, Dean and Assistant Director AFBP
- Expand Academic footprint through: - Lecture modules for introductory classes - E-courses in Family Business Management - FB Student to Student Conference	January 2008 + June 2008+ March 8, 2008	Director AFBP, Assistant Director AFBP
- Develop outreach presence - Succession Workbooks - Farm—categorical - Sea--categorical - Programs: FB executive, FB manager, and FB issue series - Awards Program and Reunion - Family Business Commentary—online AFBP Community	On-going	Director AFBP, Assistant Director and University Partners
Initiate development of Certification for FB service providers	Fall 2008	Director of AFBP
Direct Family Business Data/surveys to COB faculty for research	On-going	Director of AFBP, Assistant Director of AFBP
Update older publications and worksheets	February 2008	Director of AFBP
- Develop plan for fundraising to support plan - Donations - Endowment - Program: door and sponsorship - Council - Product sales - Royalties - Grants	January 2008 On-going	Director AFBP, Dean and OSUF
- Infrastructure rebuilding - Intellectual property clean-up - Database - Website - Technology - Office update - Danco and Frishkoff Archives	January 2008 – June 2008	Director AFBP Assistant Director Graphic Designer Office Manager

Objective: Enhance COB reputation for providing students unique and distinctive international exchange programs.		
Action Step/Result	Date	Responsibility
- Increase business international exchange programs. - Increased demand for the exchange program	On-going September 2008	Associate Dean of Academic Programs BA 101 faculty and advising office
- Improve funding source for students - Endowment - Direct gifts	On-going	Dean, Associate Dean of Academic Programs and OSU Foundation

Objective: Develop BSG consistent to its strategic plan		
Action Step/Result	Date	Responsibility
Build integration points with MIS curriculum	On-going	BSG Director and MIS faculty
Improve project management competencies and strengthen development methodology	On-going	BSG Director and staff
Strengthen partnership with OSU Open Source community through membership in the Open Source Collaborative Institute	On-going	BSG Director
Expand and diversify client base	On-going	BSG Director
Strengthen relationships with professional organizations	On-going	BSG Director
Develop partnership with Microsoft and the Innovation Center at PSU	On-going	BSG Director and Dean
Build marketing and PR campaign	Jan 2008	BSG Director

Objective: Increase the quality of COB education through continual innovation		
Action Step/Result	Date	Responsibility
- Continue to offer programs focused on the needs of businesses and students - Review existing program portfolio in light of market, mission, and values - Review existing program portfolio in light of student needs - Review existing program portfolio in light of business needs - Review existing program portfolio in light of best practices	On-going	Discipline Coordinators, GPC and UPC
Monitor the teaching quality, learning outcomes, and student classroom experience.	On-going	Associate Deans, Peer Review of Teaching
Develop outline minor courses	Fall 2008	E-Campus Project Manager
- Build strong linkages with the business community through advisory councils. - Review curriculum - Generate internships - Improve job placement	On-going	Dean, Associate Deans and Faculty
Provide faculty development opportunities and assistance to improve teaching skills	On-going	Associate Dean of Faculty
Maintain a culture and reward system that encourages outstanding teaching performance	On-going	Dean, Associate Dean of Faculty
Ensure mix of SCHs delivered is consistent to AACSB standards	On-going	Associate Dean of Faculty

Objective: Provide and encourage experiential learning opportunities to all qualified students		
Action Step/Result	Date	Responsibility
Increase number of opportunities for experiential learning in and out of the classroom.	On-going	Dean, Faculty, Experiential learning coordinators
Conduct exit surveys of graduating students	On-going	Associate Dean of Academic Programs, Director of Operations

Objective: Strengthen student leadership opportunities and understanding of professional attitudes and behaviors.		
Action Step/Result	Date	Responsibility
Monitor appropriate courses include sufficient socialization to expectations	Ongoing	Chairs and appropriate discipline coordinators
Develop system to track and reward students who seek leadership opportunities and professional growth	March 2008	Associate Dean of Academic Programs, Director of Operations, Dean

Objective: Strengthen student recruitment and retention.		
Action Step/Result	Date	Responsibility
Develop and implement a student recruitment plan for diversity and talent	Spring 2008	Dean, Associate Dean of Academic Programs
- Increase the number of quality students - Investigate restructuring scholarship program to attract quality students - Pursue additional merit and need-based scholarship support	On-going	Dean, Associate Dean of Academic Programs
Develop and implement a graduate student recruitment plan	March 2008	Dean, Associate Dean of Academic Programs, MBA Coordinator
Develop coordinated internship program	On-going	Associate Dean of Academic Programs
Work with Career Services to improve services to employers and students	On-going	Associate Dean of Academic Programs
Improve communications with prospective students	On-going	Associate Dean of Academic Programs, Director of Communications and Marketing

Objective: Improve student placement success.		
Action Step/Result	Date	Responsibility
Implement survey system to track post-graduation plans for graduates	Spring 2008	Director of Operations
Develop 15 new company relationships	Spring 2008	Faculty and Advising

Objective: Maintain and strengthen an incentive system promoting and recognizing teaching.		
Action Step/Result	Date	Responsibility
Review faculty and staff awards process and outcomes	Annually	Dean
Implement teaching rewards that encourage interactive learning and enhances student engagement	Annually	Associate Dean of Faculty

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
- Update the two-year marketing and communications plan developed in 2007. - Develop and implement survey to assess awareness of COB programs.	April 2008 Fall 2008	Director of Communications & Marketing

Objective: Implement an incentive system promoting and recognizing outreach and service activities.		
Action Step/Result	Date	Responsibility
- Review PROF, awards programs relative to service and outreach. - Develop plan to improve recognition.	September 2008	Associate Dean of Faculty

Objective: Strengthen external relationships, especially among alumni		
Action Step/Result	Date	Responsibility
- Execute the alumni development annual plan - Dean's distinguished lecture series - Alumni and Business Partner's Awards Dinner - Classroom lectures - OSU alumni and business community events - Homecoming Open House - Tailgate parties	On-going	Director of Communications and Marketing, OSU Foundation and Dean

Objective: Strengthen fund raising		
Action Step/Result	Date	Responsibility
Increase number of donor calls that include faculty	On-going	Dean, Escobar and Renfro
- Increase fundraising activities for the College - Four donor dinners - Four alumni activities - Increase faculty involvement	On-going	Dean, OSU Foundation and Faculty

Objective: Increase the business outreach activities		
Action Step/Result	Date	Responsibility
College of Business faculty serve on University committees relevant to their expertise	On-going	Associate Dean of Faculty, Dean
Continue to develop executive education program	On-going	Dean and Strategic Partners
COB serves on state government committee	On-going	Dean
- COB is active in local business community - Chamber Coalition Board member	On-going	Dean

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

- Image and reputation
 - External recognition – favorable news stories on faculty, students, quality of programs, and research
- 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
• Review College of Business governance structure: ○ Survey faculty ○ Develop recommendations for change ○ Implement recommendations faculty approve	On-going	Dean, Associate Deans

Objective: Provide resources to manage effectively the human resources of the College.		
Action Step/Result	Date	Responsibility
• Review College of Business governance structure: ○ Survey faculty ○ Develop recommendations for change ○ Implement recommendations faculty approve	On-going	Associate Dean of Faculty

Objective: Implement communication and marketing plans for internal audiences.		
Action Step/Result	Date	Responsibility
• Update the two-year plan for internal communication and marketing plan developed in 2007	April 2008	Communications and Marketing Director

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
Monitor technology and information needed	On-going	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
Accounting classroom renovation	Spring 2008	Accounting Coordinator, Director of Operations
Enhance the appearance of building, hallways, classrooms, labs, offices and student areas	On-going	Director of Operations, Faculty Services
Establish baseline to measure sustainable practices in the building and implement best practices	On-going	Director of Operations, Faculty Services and Director of Sustainability Initiative

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