



The Exchange

The Oregon State University College of Business Magazine ♦ Fall 2007

College of Business Dean's Circle of Excellence

Robert E. Bauer, Rebco Enterprises, Portland, Oregon

Larry Brown, Retired (PricewaterhouseCoopers), Lake Oswego, Oregon

Steve Brown, Retired (Hewlett Packard), Corvallis, Oregon

Richard Carone, Korvis Automation Inc., Corvallis, Oregon

Craig Chambers, Oregon Financial Services Group, Portland, Oregon

James E. Coleman, E.&J. Gallo Winery, Modesto, California

Gayle Fitzpatrick, Oracle, Morristown, New Jersey

Brad R. Harlow, B. Harlow & Associates LLC, Kirkland, Washington

Pamela L. Garcia, NW Supermarket Holdings Inc., Wilsonville, Oregon

Scott Hildebrandt, Planar Systems Inc., Beaverton, Oregon

Linda Hirneise, J.D. Power & Associates, Westlake Village, California

Allen P. Leggett, Arthur J. Gallagher & Co., San Francisco, California

Jon A. Masterson, Wallboard Tool Company Inc., Long Beach, California

Elise F. McClure, Starbucks, Seattle, Washington

James S. Merryman, Oregon Freeze Dry, Albany, Oregon

Bernie Newcomb, Retired (E-Trade Group Inc.), Palo Alto, California

Irva Neyhart, Stover Neyhart & Co., Corvallis, Oregon

Diane Paddison, CB Richard Ellis Inc., Dallas, Texas

James Parkin, Deloitte & Touche, Seattle, Washington

Kenneth Poorman, Poorman Enterprises, Portland, Oregon

Sally Smedal, Basic American Foods, Walnut Creek, California

Ron Susa, Chevron Corporation, San Ramon, California

Ken Thrasher, Compli Corporation, Portland, Oregon

Art Tokin, Retired (PricewaterhouseCoopers), Honolulu, Hawaii

Dan Whitaker, D & W Enterprises, Corvallis, Oregon

Jack Wilborn, Retired (KPMG International), Lake Oswego, Oregon

EX-OFFICIO

Edward J. Ray, Oregon State University, Corvallis, Oregon

Ilene K. Kleinsorge, Oregon State University, Corvallis, Oregon

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On the cover: Bexell Hall in the heat and stillness of summer. Photo by Jerome Hart, taken with a digital camera converted to record near infrared light only. (Back cover photos: Jerome Hart)

Innovative Research, Relevant Education

In this issue, you'll get a glimpse into the wide range of research efforts initiated by College of Business faculty that address present and future real-world business challenges. As we strive to prepare profession-ready graduates to take their place as trendsetters in the global economy, our faculty provide numerous experiential learning opportunities that also benefit businesses in Oregon and beyond.

Byron Marshall and Don Neubaum earned the college's annual Excellence in Scholarship award—Marshall for his cutting-edge research on business information systems and Neubaum for his study on corporate social responsibility. In addition to their busy teaching and research schedules, Marshall and Neubaum have made invaluable contributions to curriculum design.

Under the mentorship of Hal Koenig and Nicole Brown, marketing students had another outstanding experiential learning opportunity. Working on a Close to the Customer Project, these students successfully completed the Laird Norton Tyee family business survey. The detailed information they compiled can now be used to help Oregon's family business owners better plan their futures. Jim McAlexander was honored with the university's 2007 Richard M. Bressler Senior Faculty Teaching Award in part for his leadership in establishing the Close to the Customer project.

Business is business, no matter where in the world you are—but we still have much to learn from getting an international perspective. After publishing his study on Australian wineries, Fulbright scholar Clay Dibrell is off to Poland later this year to research entrepreneurial start-up ventures in transition economies. In addition, Nancy King was awarded a Fulbright scholarship to conduct joint research with the European Union and the United States to develop regulatory solutions that will encourage the growth of electronic commerce while providing personal privacy protections. She will spend several months next year in Belgium to conduct the study.

Academics, politicians, and business leaders came together to discuss the importance of innovation and creativity in our region at the Austin Entrepreneurship Program conference. Highlights of the conference included keynotes by Jeff Wike of DreamWorks Animation and Wesley R. Edens of Fortress Investment Group.

Mentoring is an integral part of the culture at OSU's College of Business—it permeates everything we do. Larry Brown is a great example of a professional in a mentorship role. As a long-time member of the Dean's Circle of Excellence, Larry was an obvious choice as our first executive-in-residence, and we're happy he's decided to stay for another year.

Another alumnus who came back to support our students is screenwriter and College of Business alumnus Mike Rich. Mike shared the inside scoop on working in Hollywood during the OSU Commencement festivities this year. OSU is proud to count him among its alumni.

Students in Erik Larson's project management class had fun, learned a lot, and raised money for a good cause with their 'Corvallis Idol' project.

I'm honored to be associated with such a group of dynamic, energetic, and forward-thinking educators, students, and alumni. Also, I deeply appreciate the generosity of our donors, without whom many of our most vibrant programs and significant research projects would not be possible. Be sure to stop by and pay us a visit when you're in town—we'd love to share with you the exciting changes that are happening as we ramp up our professional school.

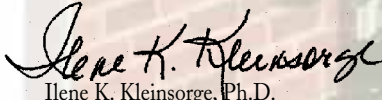

Ilene K. Kleinsorge, Ph.D.
Dean, College of Business
Sara Hart Kimball Chair



Photo: Ryan Gardner

Class Projects Contribute to Community

By Rob Prieve

As the guitars and bass boomed and the growing crowd joined in singing Green Day's "Holiday," organizers of the "Corvallis Idol" contest relaxed, knowing their class project had been a success.

A few hours earlier, however, as the sound technician worked out some glitches and the upstairs of the Peacock Tavern stood virtually empty, OSU College of Business students weren't sure whether their work over the previous month would pay off.

Calling themselves the Idol Miracle Group, the half dozen students from Erik Larson's project management class set out to stage an "American Idol"-like karaoke contest to raise money for the Children's Miracle Network. Their grades would depend less on how much money they raised for the charity than their ability to plan and execute the sort of project they will be expected to manage after they graduate.

The project is one of a number of efforts throughout the college that gives students the kind of "real life" experience they will need to make it in the world after graduation.

"Some teachers hold the students' hands all through the process. I treat it more like a business operation," said Erik Larson, professor of project management, who gave the Idol Miracle Group the go-ahead for their project. He complimented the group for pursuing such a high-profile effort on behalf of the children's charity.

In the days leading up to the contest, Larson said, "It's a win-win regardless of what happens." While the stakes may be higher in the real world, he said, the process that students go through in executing their class project is no different from a multi-million dollar presentation.

The Idol Miracle Group was comprised of Bret and Shayna Overbaugh, Ronda Stutzman, Eric Campbell, Christina Saechao, and Nadine Ruthemeyer, an exchange student from Germany. They divided up duties that ranged from



Matt Favreault (second from right) from the Children's Miracle Network accepted the contribution raised by the Idol Miracle Group. From left: Erik Larson, Shayna Overbaugh and son, Ilene Kleinsorge, Matt Favreault, and Bret Overbaugh.

designing, printing, and distributing posters and fliers to creating a Web site and arranging publicity through local newspapers and radio stations. Among the "deliverables" were their original proposal, implementation and risk management plans, an audit of their project, and an evaluation of whether they achieved their objective—in this case, raising money for a worthy cause.

Part of the assignment, Larson said, is to give students a sense of the life cycle of a business project, from idea to completion. Along the way, they discover the importance of "social capital" and managing the various stakeholders whose support is critical to the success of any business endeavor.

The project pursued by the Idol Miracle Group proved more ambitious than the students anticipated, Larson said, primarily because of the logistics involved in arranging the venue, gathering prizes, and marketing and executing the event, which was open to the general public.

Simply emulating the hugely popular "American Idol" TV show created additional pressure to deliver, he said.

The pressure felt by the students was obvious in the days leading up to the event and then the night of the contest. "We don't have a backup plan if nobody shows up," said Campbell.

The project gave the group the opportunity to put into practice what they had learned from textbooks, Stutzman said. They also learned how to work as a group. Among the biggest challenges was simply finding time to meet.

The students chose to work with the Children's Miracle Network because of a personal connection for Shayna Overbaugh and her husband Bret.

Overbaugh's best friend's son, Jaymason Bouwman of Springfield, was born 11 weeks premature. He spent the first two months of his life in the neonatal intensive care unit at Sacred Heart Medical Center in Eugene. The nationwide children's charity helped the child's family get the medical care he needed, including a power wheelchair. He is now seven years old.

Overbaugh expressed appreciation for the Children's Miracle Network.

"He wouldn't be alive without it," she said.

The Idol Miracle Group was one of seven projects in Larson's spring-term project management class. In addition to Corvallis Idol, students in the class organized Texas Hold 'Em poker tournaments and a ballroom dance. Another group got involved in the annual Relay for Life fundraiser for cancer research.

After all their work leading up to Corvallis Idol, Overbaugh said, "We just don't want it to flop."

They need not have worried. Although the event got off to a relatively slow start, including some technical difficulties, it had attracted quite a crowd by the time a winner was declared after midnight and the donated prizes were distributed.

In fact, the event went so well that the group staged another singing contest a week later.

To raise money, the team partnered with the Peacock Tavern and Jon "Sqwig-E" Wilmot, who regularly hosts the Wednesday night karaoke event at the downtown Corvallis tavern. In addition to the \$2 cover charge, the team collected donations and held a raffle. They enticed people to sing by gathering a variety of prizes that included a pair of concert tickets to see real-life American Idol winner Kelly Clarkson perform in Portland. In all, the group raised more than \$600 for the charity.

The group counted more than 50 singers, including three dozen on the first night. The selection of songs ranged from country and pop to heavy metal and rock classics. Participants chose songs by the likes of Metallica, Carrie Underwood (another American Idol winner), Celine Dion, Notorious B.I.G.—even Elvis and Jerry Lee Lewis. Of course, no karaoke contest would be complete without at least one rendition of Frank Sinatra's "New York, New York."

In addition to creating the event posters, Saechao joined Overbaugh, Stutzman, and Ruthemeyer as judges during the competition.

And by coincidence, the "American Idol" TV show appeared on the projection screen behind participants for part of the evening.

"I think it worked out OK," said Ruthemeyer, acknowledging that she too had been nervous that nobody would show up. "It was fun."

Stutzman agreed. "People had a good time," she said. ♦

Photo: Ryan Gardner





Swift Changes in Store for Human Resources

By Warren Volkmann and Marie Oliver

For Michele Swift, her new post as assistant professor of management in the College of Business means that she has a chance to help change the way tomorrow's businesspeople view human resource management.

"When I was earning my master's in human resources, my interest was in redefining HR," she said. Swift obtained her master's in human resources and industrial relations in 1997 from the University of Oregon. Eager to put theory into practice, she became a management consultant for The Hunter Group, a consulting firm based in Baltimore, Maryland. In that capacity, she advised companies as they took their human resource departments down the paperless path, replacing forms—and sometimes employees—with systems.

"It was satisfying working in that field," Swift recalled. "High-tech firms were adopting a self-service model for employee-based and manager-based transactions, creating applications that allowed employees to change their addresses or enroll in benefits themselves, and enabled managers to develop performance plans and make changes to employees' compensation, with the information automatically entered into the HR system."

But for every company that did well, Swift saw others that implemented systems poorly. Some tried to create a human resource department devoid of humans. Increasingly, she felt companies were missing the point of automation and wasting the potential of their people and systems.

"After a few years, I saw that self-service was being sold as a way to reduce overhead, instead of positively affecting HR," she said. The goal of automation, she maintains, should be to liberate the human resource staff from mechanical, administrative functions so they can partner with management in building winning workforce strategies.

"Some of my clients saw an opportunity to redefine HR, but often they were faced with an HR staff that didn't have the skills and education to redefine HR," she said.

Swift realized that obtaining a Ph.D. would help her make a greater difference for business, so in 2002 she entered the management program as a doctoral candidate at the University of Colorado in Boulder. "I came to believe that getting a Ph.D. and teaching would give me a greater opportunity to positively affect the role of HR in organizations," she said.

Ever since, Swift's research has focused on crafting human resource practices that promote and provide incentives for practicing knowledge-sharing behaviors within a company. Her dissertation, titled *The Social Exchange of Knowledge: the Role of Knowledge Goal Orientations in Knowledge Source Sharing Behaviors*, took into account how employees perceive their organization's human resource management practices. As she continues her research, she hopes to advance a new, more powerful model for human resource management.

"One of the fun things about HR is that it sits in the middle," she said. "It is a management practice—how you organize your business—but it has an impact on employee behaviors. For example, she points out that employees may withhold knowledge because they don't see how it can benefit them.

She said as the economy continues to shift into providing more knowledge-based services, human resource departments need to be a part of building workforce planning strategies that include facilitating the development of co-worker relationships.

"The complexity of knowledge-based work necessitates that employees have access to each others' knowledge, making the relationships between co-workers more important," she said. "That is a significant shift from designing jobs where people sat at their desks and moved their piece of work along."

As work teams become virtual—doing business via email, NetMeeting, instant messaging, and teleconferencing—Swift envisions human resource professionals partnering proactively with managers to create management practices that preserve person-to-person connections.

"Generation Y—the Millennium Generation—also has very different expectations of employers," said Swift. "Twenty-five years ago, people wanted job security. Now younger workers have no expectation of job security but instead focus on remaining marketable. As a result, they are interested in developing their skills, and in return for their contribution they expect their employers to invest in them."

Since 2006, Swift has been an assistant professor of human resource management at California State University in Bakersfield. The emphasis on entrepreneurship attracted her to OSU's College of Business.

"I am excited about my new position at OSU because of the focus on entrepreneurship," she said. "There is a tendency to believe that smaller, newly-founded ventures don't do HR just because they don't have an HR department, but HR is still getting done. HR is embedded in every manager's role. I will be able to work with students on incorporating HR as a core part of their business plan, the same way they would include marketing and R&D."

Swift will teach a human resource management class in the fall and organizational behavior in the spring. She is happy to be back in Oregon and is looking forward to being a part of OSU and building relationships with her new colleagues and students. For the first time in a decade, she will be both working and living in the state she has long considered home. ♦

Executive-in-Residence Brings Real-World Experience

By Jennifer Kroll

The executive-in-residence program was established in 2006-07 to provide students and faculty opportunities to work with and learn from executives, strengthen relationships between the college and the business community, and help develop truly profession-ready graduates. The program is a natural outgrowth of the college's earlier and less formalized efforts designed to provide students and faculty with regular contacts from practicing executives.

As the college's first executive-in-residence in the newly established program, Larry Brown ('75) returned to the college as a recently retired partner from PricewaterhouseCoopers. Brown was named partner of the firm in 1983 at the age of 29, becoming one of the youngest partners in the firm's history. He has been active in the accounting program for several years and a member of the Dean's Circle of Excellence for more than 10 years.

Brown's responsibilities as executive-in-residence include teaching, assisting faculty with curriculum development, assisting with and partnering in academic research, building relationships between students and alumni, and giving a dinner lecture. He will continue his tenure as executive-in-residence for the 2007-08 academic year.

Brown met his wife Joanne in 1972 at Weatherford Hall. They have two daughters, Kelly and Ashley. Ashley is a recent OSU graduate.

In a recent interview, Brown shared his thoughts about the importance of the executive-in-residence program and the value it provides to the College of Business.

College of Business: What made you want to take on the role of the executive-in-residence?

Larry Brown: I was already involved in so many aspects with the College of Business as an instructor, a member of the College of Business Dean's Circle of Excellence, and the Accounting Circle, this seemed like an opportunity to be-

come even more involved. It is a very rewarding experience for me to be able to contribute to the learning environment of the students, interact with the faculty, and be able to give back to the college.

COB: What surprised you most about this experience?

LB: I have been very impressed with the commitment and dedication of the college faculty and administrative personnel. The amount of time and effort they devote to making the college a first-class educational institution is impressive. I believe they are wholeheartedly dedicated to making students the best that they can be.

COB: What do you think you were able to offer students that was most valuable to them?

LB: To be able to say "Yes, you do need to know this information and this is why. . ." I believe the students enjoy and learn a lot from having instructors with varied backgrounds, ranging from academia to on-the-job experience. I think it enhances the educational process by helping them relate the information to real experiences.

COB: What do you think is the most valuable benefit to the college in providing this program? To the business community?

LB: Besides being able to bring real life experiences into the learning environment, success (no matter how you define it) depends in part on relationships, and I believe this program enables both the college and the business community to enhance relationships. It is a win-win situation.

COB: What is the value, from an executive and employer's view, of this kind of program for the executive as well as the students (future employees)?

LB: I think the program supplements the college's ability to educate our students, prepare them for a successful career, and provide a foundation for life-long learning. I would hope that by combining the real-life experiences and knowledge that an executive-in-residence can bring with the knowledge and expertise of the faculty, we can maximize the learning experience for our students. This experience has been personally very rewarding and it is fun! I recommend it to anyone who has the slightest interest. ♦

Faculty and Staff Excellence Recognized

By Jennifer Kroll

On Friday, June 8, the College of Business honored twelve individuals at the annual Faculty and Staff Awards dinner held in the Valley End Zone at Reser Stadium.

“The award winners were recognized for their excellence among an outstanding group of faculty and staff,” said Dean Ilene Kleinsorge. “I am proud of everyone at the college. They continuously amaze me with their commitment to our core values and support of our programs and each other.”

Tara DiSante was honored with the Outstanding Professional Faculty/Staff Award. As an accountant in Faculty Services, DiSante has created an organized, efficient environment that is consistently praised by faculty.

The Byron L. Newton Award for Excellence in Teaching was given to Dennis Caplan and Dan Lykins. Caplan, assistant professor of accounting, was recognized for his excellence and personalized attention in teaching and for the cutting-edge delivery of his textbook, *Management Accounting: Concepts and Techniques*. Lykins, instructor of management and business law, was honored for his outstanding teaching in the classroom, where he earns high evaluation scores while maintaining rigorous grading methods.

Byron Marshall and Don Neubaum received the Excellence in Scholarship Award. In his two years with the college, Marshall, assistant professor of information management, has managed a heavy teaching load in accounting and MIS, published seven journal articles and presented at 12 conferences. Neubaum, assistant professor of management, has published cutting-edge research in top-tier journals and has been appointed to several editorial boards. Besides generating his own journal articles, he generously shares his expertise with other faculty members.

The Outstanding Faculty Service Award was presented to Jimmy Yang. Yang, assistant professor of finance, was heralded for his role as faculty advisor for the Finance Club. Under his leadership, club membership has greatly increased and the opportunities provided to members have become increasingly



2007 faculty and staff award winners (from left): Don Neubaum, Dennis Caplan, Sandy Neubaum, Jimmy Yang, Byron Marshall, Prem Mathew, Erik Larson, Tara DiSante, Dan Lykins, Susan Matson, Larry Brown, and Roger Graham (not pictured). (Photo: Ryan Gardner)

significant. Yang also serves the college through his work on several faculty, graduate student, and professional committees; supervising interns; and reviewing for several journals and one major textbook.

Mike McNally, publisher of the *Corvallis Gazette-Times*, presented Sandy Neubaum with the Faculty Leadership Award. Neubaum significantly contributed to the Old Mill School through the experiential learning project she assigned to students in her organizational behavior class.

The inaugural Executive-in-Residence recognition was presented to Larry Brown, a recently retired partner from PricewaterhouseCoopers. This program was established in 2007 to provide students and faculty the opportunity to benefit from the expertise of business executives, to strengthen the relationship between the college and the business community, and to help transition students into the business world.

The Newcomb Fellowships were established in 1999 by Bernie Newcomb ('65) to recognize specific contributions to the reputation and objectives of the College of Business and Oregon State University and/or significant educational or scholarly contributions to the college. This year, Newcomb Fellowships were given to Roger Graham, Erik Larson, Prem Mathew, and Susan Matson. Graham, professor of accounting, was heralded for his work to develop the first major for the College of Business as a new professional school. Larson, professor of project management, was recognized for the success of his textbook, *Project Management: The Managerial Process*; his work with virtual project management; his use of service learning in the classroom; and his willingness to take on major service roles at the college. Mathew, assistant professor of finance, has championed the college's vision to develop profession-ready graduates. He served on the Profession-Ready Task Force and created proposals that provide practical direction for the finance group. Matson, administrative assistant to Dean Ilene Kleinsorge, was honored for her exemplary work and professionalism. ♦



Photo: Jerome Hart

Fulbright Fellow Recommends Mobile Commerce Regulation

By Thuy T. Tran

Imagine the following scenario:

It's 11:45 am. You and your colleague are headed to the commercial district to beat the lunch crowd. As you walk by the first few eateries, your cell phone beeps. A text message arrives with a discount coupon for a Thai restaurant a block away. Likewise, your colleague receives an ad for a brew pub a little further down the road.

Is this a modern-day scene from Orwell's *1984*? No, it's the future of mobile commerce.

Along with advances in wireless telecommunications emerges an entirely new commercial environment, bringing new advertising opportunities and a multitude of consumer privacy issues. "Direct" marketing takes on a whole new meaning. Advertisers will not only be able to target messages directly to a specific consumer mobile phone, they will know the consumer's location at any given time through the phone's global positioning system or radio frequency identification technologies built into the handset. In addition, they will be better able to target the advertising messages to a specific consumer by consulting databases that collect information about the consumer's previous purchases, whether those purchases were made online or in traditional retail stores.

Achieving the right balance between personal privacy and the continued development of mobile commerce has been the subject of Nancy King's research. King, a business law professor, was recently selected for a Fulbright Fellowship to conduct a comparative law study of privacy issues related to mobile commerce under the auspices of the European Union Affairs Research Program in Belgium.

King's research is complex and far-reaching. Privacy concerns from the consumer's perspective include the collection, use, and disclosure of personal identifying information and the generation of unsolicited mobile advertising ("mobile spam"). From a promotional and regulatory perspective, mobile commerce involves numerous parties, including advertisers/merchants, mobile carriers, mobile phone manufacturers, third parties involved in the creation and delivery of mobile advertisements, commercial databases that collect and sell consumers' personal data, government regulators, and consumers.

So far, King has carried out a comprehensive and detailed examination of federal regulations related to mobile advertising and consumer privacy, and assessed their strengths and weaknesses. Her work culminated in suggestions for "first steps" in terms of regulatory reforms needed to protect consumers' privacy without jeopardizing the future of mobile commerce.

First, King advises that the disclosure of cell phone numbers to a third party such as an advertiser should be prohibited without explicit advance consent from the consumer on an "opt-in" basis. Consumers should also have the right to be consulted before their cell phone numbers are published in cell phone directories or made available on the Web.

Second, she suggests a multilayered method for distributing a company's privacy policy, beginning with a short notice suitable for display on cell phones and linking to a complete policy on a Web site.

Finally, she recommends protecting consumer location data through company-adopted privacy policies and mobile carrier-consumer contracts that promise not to disclose consumers' personal information and location data to third parties, such as mobile advertisers, without the consumer's express consent.

Although mobile carriers have access to consumers' location data by virtue of providing mobile communication services and they play an integral role in protecting such data, the role of phone manufacturers must also be considered because of their ability to pre-load adware on handsets that could later deliver location-specific advertisements. Further, because mobile phones increasingly provide access to the Internet, thus providing opportunities for consumers' personal information to be gathered and used by Internet advertisers, the

privacy issues related to the mobile phones as an "Internet portal" also need to be considered.


King's recommendations underscore the need to obtain consumer consent in advance of collecting and using consumers' personal data and generating mobile advertising. She emphasizes that the wording on privacy notices and consent needs to be understandable to the consumer. She is currently working with an international trade association comprised of businesses involved in mobile commerce to help draft a recommended privacy policy that would serve as a model policy for member companies. However, if industry self-regulation is not adequate to protect consumer privacy, federal regulation of mobile advertising will likely be necessary.

This summer, King will present her recommendations for new consumer privacy protections related to mobile advertising at a conference for law professors and mobile advertising executives that is being held in Copenhagen, Denmark. Over the next year, she will continue her research on the privacy issues related to mobile commerce by collaborating with privacy scholars in Belgium and Denmark. As part of the Fulbright program, King will live and work in Belgium for three months in spring 2008.

"Belgium is the ideal location for this project because it is the home of the European Commission (the regulatory body of the European Union) and to a distinguished privacy research center at the University of Namur," said King. The goal of the collaboration between King and these European privacy scholars is to make recommendations for global regulatory solutions to address the complex privacy issues related to mobile commerce.

"Whether the solutions are in the form of new government regulation or industry self-regulation, we need regulatory solutions that will adequately protect consumer privacy in this new global marketplace," said King. "Along with European privacy scholars, I hope to use my Fulbright Fellowship to help find regulatory solutions that will protect consumer privacy as well as encourage the growth of mobile commerce." ♦





Researching Abroad; Bringing Knowledge Home

By Thuy T. Tran

Clay Dibrell, associate professor of management and recently named Fulbright scholar, will spend the first half of 2008 conducting research on entrepreneurial startup ventures in Poland. He will be collaborating with colleagues at the Leon Kozminski Academy of Entrepreneurship and Management in Warsaw.

Poland's economy is in transition from a centralized economy to a market economy, and Dibrell anticipates studying the opportunities and challenges faced by Polish entrepreneurs in starting up new ventures in this economic climate.

This will not be the first time Dibrell has ventured into this arena, where he examines a familiar topic from a non-U.S. perspective and channels the resulting observations toward helping the same or comparable industry sector at home, particularly in Oregon. An example of Dibrell's earlier efforts, titled *The Road to Legitimacy: A Study of Startups and Their Established Competitors in the Australian Wine Industry*, was recently presented at the Babson Kauffman Entrepreneurship Research Conference in Madrid, Spain, which is the premier global entrepreneurship conference.

Previous research has suggested that a common failure of startups is their inability to access critical resources, which is referred to as the "the liability of newness." New businesses get caught in the catch-22 of needing resources to become established, but being unable to access those resources because they are not established. This phenomenon can be overcome by gaining legitimacy, which defined by Dibrell and his research team as "recognized approval and acknowledgement by suppliers, buyers, competitors, employees, and regulatory agencies" or, in other words, "being accepted as a viable partner and competitor."

Dibrell's team measured the roles of external and internal stakeholders in enabling or limiting a startup's quest for legitimacy. The study included a sample of nine startup wineries (defined as three to six years since the initial sales of the winery's private label wine) and three established wineries (defined as being in business for over six years, recipient of numerous awards, and honored in wine magazines) in different wine-producing regions of Australia. The team conducted qualitative interviews with open-ended questions, collected field research notes, and administered a validation questionnaire.

"Stakeholder" was taken in its broader sense and not limited to individuals or groups. Internal stakeholders included family, cellar room sales, winemaker, staff, and location. External stakeholders were classified as financial supporters, awards from media and professional outlets, distributors, distribution through restaurants, suppliers, government, neighboring wineries, retail outlets, trade shows, and professional trade associations.

The research team also studied the changes over time in "stakeholder salience," or the degree of importance startups place on competing stakeholder requirements.

The study revealed that family—an internal stakeholder—was considered by respondents to be the most critical to gaining legitimacy. In fact, in terms of importance to outcome, the top five stakeholders were internal. Further, their rankings remain stable over time from the pre- to post-legitimacy attainment stages.

Interestingly, respondents considered external stakeholders relevant, but not crucial to gaining legitimacy. The research team also found statistically significant differences among startup versus established wineries. Established wineries place a much higher importance on financial supporters—an external stakeholder.

The implications of the study can help businesses make decisions about where to focus their energy. Faced with limitless stakeholder demands, startup ventures might be better served to pay more attention to internal stakeholders, such as family support and staff, than external stakeholders, such as joining trade associations. Overall, however, the importance established wineries place on financial supporters may suggest that it is important to find a proper balance among internal and external stakeholders.

Dibrell said his ultimate goal is to take his research findings from Australia and Poland and apply them to Oregon startup ventures.

“I’m looking forward to the opportunity to gain new perspectives on entrepreneurship in Europe and in an economy that is in transition,” he said. “I hope to apply these lessons and different perspectives to my teaching and to my own research dealing with entrepreneurs in urban and rural locations in Oregon—whether it is in the form of helping Oregon farmers to increase value-added activities on their land, such as starting up a winery, or helping a new startup venture with a global mindset to sell or to buy from international partners. In the end, it is all about increasing our value to the citizens of Oregon.” ♦

Photo: Jerome Hart



Clay Dibrell



Toward 2020: Innovation and Creativity

A Photo Essay *by Thuy T. Tran, photography by Andrew M. Daddio*



“Pencils will have digital thesauruses and dictionaries.”

“There will be really awesome 10-neck guitars with built-in amplifiers.”

“Cars will be magnetic and won’t use gas.”

“You can send anything through a digital portal you have at home.”

“People will go to Mars and set up a new civilization there.”

“Now, we have poor people, rich people, and then normal people. I would have all people exactly the same.”

“If it comes out the way I wanted, I’d be so excited, and I’d go back and remember 2007 and think of how much has changed over the years.”

At left are the words of 10-year old Oregonians describing how they envision the year 2020. Their thoughts were captured on video and shown during Director Christopher Klemm’s opening remarks at the Austin Entrepreneurship Program conference, “Toward 2020: Addressing Tomorrow’s Problems Today,” held in Portland in May.

Jeff Wike, director of research and development of DreamWorks Animation, was the morning keynote speaker. Wike treated the audience to a preview of “Shrek, the Third” and went on to explain what it takes to create a 90-minute animated film: 24+ months in story and preproduction, 18+ months in production schedule, 300+ crew members, 20+ million CPU hours, and 3+ terabytes of data.

Wesley R. Edens (’84), chairman and chief executive officer of Fortress Investment Group, was the luncheon keynote speaker. Edens, an OSU College of Business alumnus, talked about innovation in financial markets and offered his predictions for the future of the investment industry. Fortress was the first private-equity and hedge-fund manager to sell shares on U.S. markets and currently manages \$30 billion in assets.

Other sessions of the conference included Oregon’s perspective on creativity and innovation by Randall Edwards, state treasurer, and Erik Stenehjem, science and technology advisor to Gov. Ted Kulongoski. A panel of university experts consisting of Annette Jouanne, Jennifer Allen, Michael Morrissey, and Luiz Bermudez discussed how Oregon universities respond to the creative challenge through efforts like wave energy research, the Bio-Economy and Sustainable Technology research center, the Community Seafood Initiative, and the Oregon Translational Research and Drug Discovery Institute.

Concurrent panels focusing on how government, education, and private industry use creativity and innovation to develop proactive solutions to current and upcoming issues generated much discussion. The government perspective came from Oregon Representatives Tom Butler and Ryan Deckert. The conversation from the education perspective was led by Beaverton School District Superintendent Jerry Colonna, Lane Community College President Mary Spilde, and OSU College of Education Dean Sam Stern. The private industry perspective was represented by John Hoke of Nike, Keith Larson of Intel Capital, Elise McClure of Starbucks, and Jeff Wike of DreamWorks.

The intense flow of ideas and energy was palpable. The photographs on these pages reflect a day full of inspiring messages from leaders known for their innovation and creativity and the impact they made on future leaders—our students.

(Continued on page 16)



"Estimates suggest that 0.2 percent of the ocean's untapped energy could power the entire world."

— Annette von Jouanne



"You have inspired us all! Your examples of the work being done at DreamWorks are perfect illustrations of the crucial role of creativity and innovation. And, you are right. We will never watch an animated movie without appreciating every hair, fur, and dust particle!"

— Ilene Kleinsorge, thanking keynote speaker Jeff Wike



"Listen, think, learn, experiment, fail, repeat ... Then, every once and a while, you succeed and great things ensue."

— John Hoke



"Innovation—the entry into the economy of new ideas that change what is produced, how it's produced, and the way production is organized."

— Erik Stenehem



Representatives Ryan Deckert (left) and Tom Butler reiterate Oregon's unique strengths during the government panel.



Sam Stern (left) and Mary Spilde listened as Jerome Colonna shared his "Top 7" list of attributes Oregon schools will need to succeed in 2020.



University centers are entities that allow for collaboration among universities and government and/or private organizations. The consensus of opinion among faculty experts at the conference was that by working together, these centers are greater than the sum of their parts.



The conference became a platform for students to apply what they have learned in the classroom in front of real business executives.



Students focused on the messages delivered by the private industry panelists. Can creativity be taught? "People either can be born with the gift or pick it up through education and experience. The key to learning it is you must have curiosity, diversity of thinking, and be relentlessly self-critical."
— John Hoke



*"The hallmark of being innovative is to observe and to improve."
 — Wesley R. Edens*



Jim McAlexander

Photo courtesy of University Marketing

Maverick Marketer Wins Award for Making It ‘Way Real’

By Warren Volkmann

Picture this: you’re assigned to snap a photo of a business professor, a marketing guy who won a teaching award that comes with a shiny plaque and a check for \$2,500.

How will you set the picture? Maybe you’ll catch him in his office, wearing a suit and a buttoned down Polo. He’ll hold the plaque in one hand, a check in the other. Professional smile. Bright flash. Done.

But if the professor is Jim McAlexander, winner of the 2007 Richard M. Bressler Senior Faculty Teaching Award, that picture is all wrong.

“That would not be me in any regard,” McAlexander said. “I am seldom in my office. I don’t wear suits. In fact, I don’t even own a suit.”

“I do own ties,” he adds hastily, as if to reassure that while his approach to marketing is untraditional, he does not entirely dismiss the niceties of business culture.

Getting students close to the customer

In a sitting room in Weatherford Hall, the recently resurrected residence hall for student entrepreneurs, McAlexander tried to explain why the Faculty Senate honored him with the Bressler Award, which recognizes commitment to excellence in undergraduate instruction. The award is made possible by a donation from Richard M. Bressler, CEO and Chairman of Burlington Resources.

“It’s a bit of a paradox for me,” he said. “I am honored and I appreciate the award, but I am not sure that what I do is especially remarkable. Many of my colleagues are more committed and probably do a better job teaching than me.”

The marketing professor is clearly not his own best promoter. Department Chairman Jack Drexler sees it differently. He wrote a two-page, single-spaced document nominating McAlexander for the award.

“Professor McAlexander has distinguished himself as an educator of

undergraduates at Oregon State University,” Drexler wrote. “This is evidenced by his teaching evaluations over the years, by his development of an E-campus version of BA 390, and recently by his leadership in developing the Close to the Customer Project. Professor McAlexander makes these contributions to undergraduate education while at the same time meeting high standards as an active scholar, as a person who has been assigned significant teaching responsibilities for graduate courses, and as someone who takes on significant college and university service obligations.”

Drexler particularly commends McAlexander for his work with the Close to the Customer Project. “Part of the project’s success is Jim’s personal style and his native talent to effectively get students engaged,” he said. “The project is a phenomenal thing. Students are out there doing it in a real way—real research, real reports, real recommendations. The students that have this experience are making themselves very marketable.”

Making it real

McAlexander was a leader in the creation of the Close to the Customer project in 2005 to support the college’s Austin Entrepreneurship Program for student start-ups.

“We thought it would be kind of cool to create a market research center that would assist in the entrepreneurship process,” he explained. “Marketing students would be able to participate in that process and really live the experience of being a marketing professional.”

One of the biggest hurdles was money—there wasn’t any. The project would have to survive on grants and gifts from supportive alumni and businesses unless it could charge fees for services. McAlexander has succeeded in creating a college program dedicated to learning, but sustained by collecting real fees for real marketing services.

“This is *way* real world,” said McAlexander. “We are giving our students great experiences. They are learning to deal with clients, deadlines, and presentations. And our clients are receiving services that are truly competitive with what is provided by industry professionals.”

In fact, Close to the Customer is so real world that the project pretty much ignores the academic calendar. The client’s schedule drives the work, and that can mean working through weekends, holidays, and school breaks.

Way real

The project was designed to give students a better understanding of the marketing profession. In return, McAlexander found that it has given him a much better understanding of his students.

“I typically teach large classes, so I usually get to know only a few students,” he said. “But with C2C [Close to the Customer], I get to see students grow. I have seen them go from being afraid and unsure to being confident leaders with skills that are so good that *I* would hire them.”

Students don’t always realize just how close to the customers they are. McAlexander recalls a student team that conducted an excellent market analysis then struggled to translate their findings into an engaging, readable report. The report was due to the client on Tuesday, requiring the team to convene over the weekend. By Sunday afternoon, one weary student asked, “When do we get to hand this off to someone else?”

Diagnosing a mental disconnect, McAlexander explained, “There is no one to hand it off to. This is *yours*. You *own it*.”

As the reality sank in, the stunned student could only utter, “Oh.”

The team redoubled its efforts, hammered out a terrific report and presented it on time.

Getting here

McAlexander was completing his bachelor’s degree in political science at Brigham Young University when an unexpected career change in 1981 prompted him to think about graduate school. He then landed an attractive fellowship at the University of Utah that led him to earn a Ph.D. in marketing.

“As a political science major, I didn’t even have a clue about marketing,” he recalls. Fortunately, ignorance was no hindrance, because he had the opportunity to study and work with leaders in the field. His mentor, Professor Russell Belk, broke with marketing’s quantitative tradition and set a maverick course into the qualitative realm. This break was instrumental in shaping McAlexander’s career as it led him as a pioneer into a field now called commercial ethnography.

Twenty years later, McAlexander counts among his clients the biggest names in the automotive industry: General Motors, Toyota, Nissan, Chrysler, and Saturn. As an ethnographer, industry looks to him to “bring their target markets to life.” The insights and inspiration discovered with ethnographic techniques are especially helpful to marketers, designers and ad agencies as they develop and commercialize new products.

McAlexander has co-authored dozens of academic papers, often with long-time classmate and colleague, John Schouten. His research is among the most cited in the academic field of marketing.

McAlexander appreciates the freedom—and the responsibility—that comes with being a tenured professor. The solid academic foundation gives him the opportunity to challenge and redefine the conventions of his profession.

“That’s the beauty of being a professor,” he says with genuine excitement in his eyes. “I love it. I just love it.” ♦





Photo: Jerome Hart

Close to the Customer Project Executes Family Business Study

By Marie Oliver

In spring 2006, when Laird Norton Tyee, a wealth management firm headquartered in Seattle, Washington, wanted to generate current statistical data as a step toward helping family businesses succeed, they came to OSU's Close to the Customer Project.

The Close to the Customer Project, housed in the College of Business and aligned with the marketing curriculum, is a fee-based program that conducts professional market research for the business community. It provides opportunities for students to team with faculty mentors and build their skills through hands-on learning.

Laird Norton Tyee wanted to develop an in-depth understanding of how family businesses in the United States are structured and how they are dealing with succession and strategic planning. Their definition of family business included evidence of family ownership of more than 15 percent of a company, strategic influence over the firm as evidenced by members of a family holding management positions, and a desire for business continuity across generations. Criteria for potential respondents included those who had been in business at least five years, generated revenue of at least \$5 million, and had at least two company officers sharing the same surname.

Creating and pre-testing the survey

Close to the Customer's first task was to create the survey itself. Although family business surveys have been conducted by other firms in the past, their response rates were low—about 2 to 3 percent, which is typical for mail-in surveys. In addition, they did not successfully address all of Laird Norton Tyee's concerns. The company wanted a "deeper, more quantitative set of data than used before," according to the report the company generated about the survey.

To increase the response rate, the survey was conducted by telephone or, if the respondent preferred, online. The team that created the survey advocated for keeping the questionnaire short, sweet, and rich.

"We wanted to keep the survey to the 10-minute mark," said Hal Koenig, associate professor of marketing and Close to the Customer mentor. "We knew if we kept it on the shorter side we would have a greater likelihood of increasing the response rate."

With that goal in mind, Koenig, student interns, and Nicole Brown, Close to the Customer project manager, worked closely with Laird Norton to hone and focus their rough list of questions to meet these objectives. The resulting survey was short enough that it didn't overwhelm respondents, but detailed and wide-ranging. It covered questions about anticipated employment changes, generational transfer, ownership, succession planning, business competence of the next generation, and much more.

The next step was to test the survey to see how well the questionnaire worked in meeting Laird Norton Tyee's objectives. Laird Norton Tyee provided a list of business owners they knew personally for doing pre-test interviews, and students conducted the interviews. The team wanted to make sure the survey read correctly, and that things flowed well from one topic to another.

Creating and testing the survey was complete by the end of fall term. A list of 10,000 businesses that met Laird Norton Tyee's criteria was obtained from D&B, and the team moved on to the data collection phase. Before starting intensive calling, a random sample of 50 businesses was chosen from the list to represent a broad cross-section of industries across United States. Students called these businesses as a final check of the survey.

Conducting the interviews

Laird Norton Tyee wanted to make sure they were talking to executives at the highest levels of a company's management, which added more complexity to the project.

"They wanted to focus on folks who held the title of president, vice-president, CEO, and so forth," said Koenig. "As I recall, close to three-quarters of our respondents were in those categories, so we were really happy about that."

Because of the scope of the project and the limitations of manpower, Close to the Customer subcontracted the telephone calling to Riley Research in Portland.

"We had first recognized when they started talking about the scope that it was going to be difficult to field it and actually do all the interviews," said Koenig, "especially since we had to get past the gatekeeper. We could do a few interviews, but we couldn't do the number they were looking for."

If the respondent was okay with answering questions on the telephone, the survey was conducted that way. If they said they weren't interested in doing a telephone interview, interviewers would offer the option of doing it online. If they agreed to that, the interviewer contacted Close to the Customer and a student emailed the link to the survey. Data gathering was complete by early March 2007.

Out of 10,000 calls, 788 surveys were completed (643 by telephone and 145 online), making the response rate a little short of 8 percent—a considerable improvement over previous similar surveys.

Crunching the data and reporting results

Once the data were collected, student teams performed the data summary and analysis.

"Students went through it and did frequencies and cross-tabulation and some of the basic statistics," said Koenig. "Once we had those details, we wrote up a really short overview of the methods and gave statistical results to Laird Norton."

Working from the data, Laird Norton Tyee developed a survey report.

Although the study revealed that family business in America is going strong, it also uncovered some worrisome trends. According to Laird Norton Tyee's report, nearly 60 percent of majority shareholders in companies who responded to the survey are 55 or older, yet less than 30 percent have succession plans and less than 40 percent have identified a successor and are preparing for leadership transition.

Also, more than 64 percent of the responding companies do not require family members entering the business to have the qualifications or related experience necessary to be successful. Twenty-five percent think the next generation is not competent to move into leadership roles.

Finally, many family businesses do not use accepted business practices such as having a written strategic plan, and 93 percent of respondents have little or no income diversification—meaning they rely solely on the business to support their family.

Opportunities

In May 2003, the *Boston Globe* reported that only 40 percent of family businesses survive to the second generation, only 12 percent survive to the third generation, and a mere 3 percent survive to the fourth. Laird Norton Tyee believes that succession planning and strategic planning could significantly increase those percentages.

"Many smaller family businesses seem to avoid accepted business practices in running their enterprise," states their report. "It may be that too much time is spent on day-to-day requirements, but it is essential that business leaders also direct attention to the proper infrastructure."

Since the survey results were reported, Rich Simmonds, managing principal of Laird Norton Tyee, has been meeting with family businesses and representatives from their support networks, such as accountants and attorneys. He said these family businesses have shown definite interest in the findings and are grateful the data were collected.

Koenig thinks the survey can provide value to the Austin Family Business Program in terms of planning how best to serve the needs of family business in Oregon.

"Certainly they can use this background," he said. "I'm sure that it probably uncovered some things that weren't as widely known. Now there are some real data that say, 'Hey, this is an issue.'" ♦

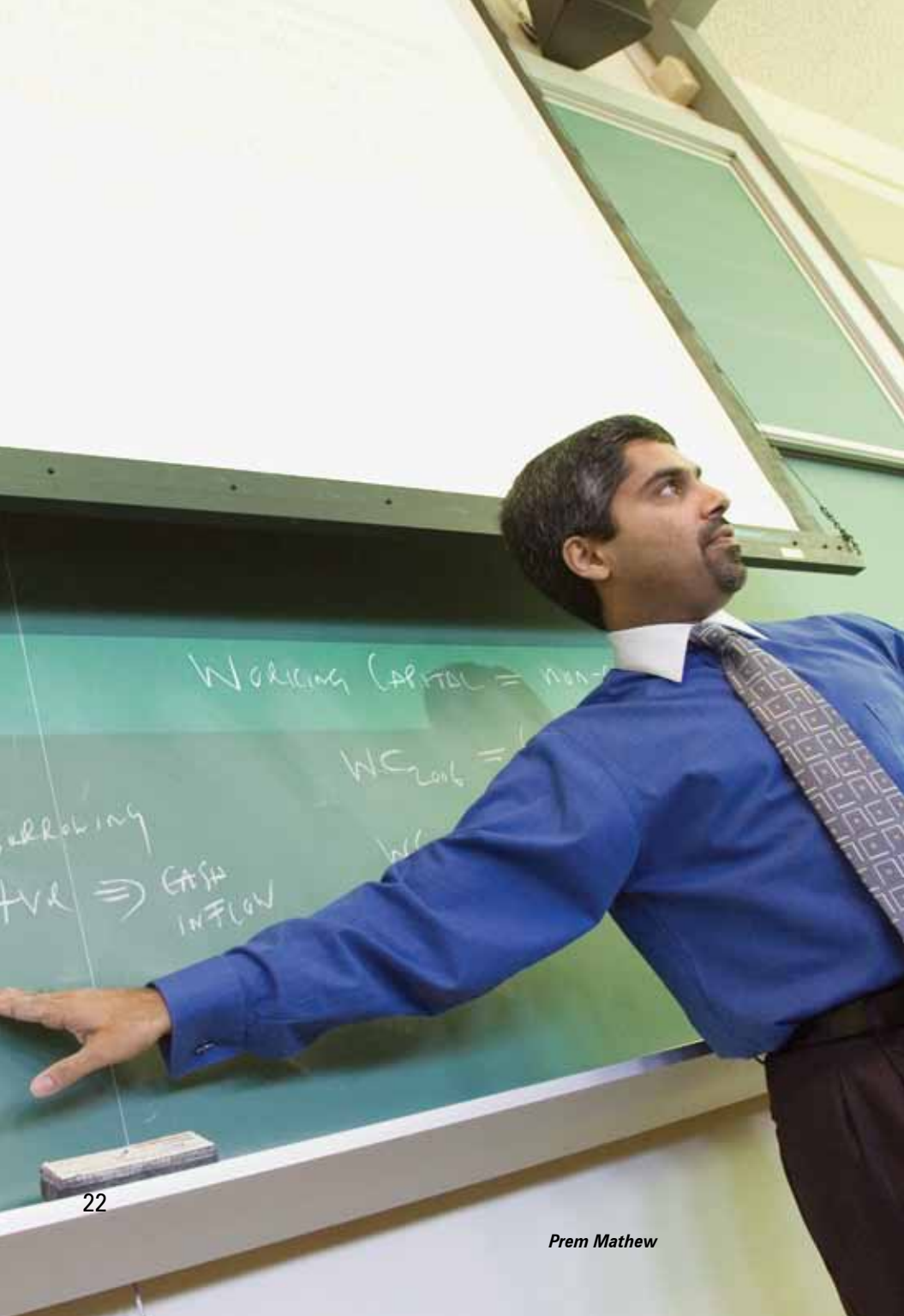


Photo by Jerome Hart

Creating Profession-ready Graduates through Mentoring

By Jennifer Kroll

The College of Business believes it takes an entire community of educators and professionals to deliver profession-ready graduates. It is as important for students to make contacts and begin networking for their future as it is for executives and community members to gain new perspective and find potential new employees. For these reasons, the college nurtures a community of individuals that provides comprehensive mentoring opportunities for students inside and outside the classroom.

Learning from professionals

Students at the College of Business have a variety of mentoring opportunities at their disposal. For example, entrepreneurship students can be mentored 24 hours a day through the live-in Austin Entrepreneurship Program at Weatherford Residential College. Students who live at Weatherford have access to staff and advisors for every aspect of their journey. Program participants can work with top executives from the Dean's Circle of Excellence, visiting alumni, and local businesspeople.

Most recently, top students were paired with executives from the Dean's Circle of Excellence to be mentored for an entire day during the Austin Entrepreneurship Program conference in Portland. Students and executives alike came away with renewed enthusiasm and excitement for what is happening in the business world.

Tiffany Nofziger and Jenny Villalobos were mentored by Elise McClure, vice president of tax and customs for Starbucks in Seattle, Washington. Nofziger appreciated her good fortune.

"This opportunity was wonderful because it is really a confidence booster when someone who has such a huge role in the business community makes time to talk to a student," she said.

Being mentored gives students a chance to work on professional skills and talk about job opportunities and career paths, she said. She even appreciated the chance to learn about things like dining etiquette.

Villalobos was equally positive about the mentoring program.

"Every networking opportunity adds value to my education," she said. "Mentoring from already successful people provides students with a better insight into the business world, and it's an important networking opportunity that can lead to many future opportunities."

Adam Gulledge, who was paired with Pamela Garcia, president of NW Supermarket Holdings, Inc., has taken full advantage of the mentoring opportunities provided by the college. He has built his own business, gained valuable experience, and made extraordinary contacts.

Gulledge appreciated working with Garcia and sees a lot of value in the mentoring program.

“Personally, I feel that my college education isn’t just about the degree,” he said. “It’s about networking, because these are the people you want to know five years from now—whether it be students, faculty, other advisors, or associates who are part of the college.”

Sharing experience, gaining insight

Alumni and top executives from around the country are often invited to participate in mentoring opportunities at the college. Dean’s Circle of Excellence members are exceptional individuals in their field who work together to provide advocacy, consultation, and support for the college and continuing program development. Dean’s Circle of Excellence members commit to mentoring students—and take it very seriously.

Mentors offer students the chance to learn from top-notch executives at the cutting edge of their industry while leveraging relationships with alumni and the business community. As Gullede mentioned, students can form relationships that will serve them for a lifetime. Because alumni were once students who were ready and eager to learn from someone who has been there, they understand the importance of giving back.

Robert Bauer, long-time Dean’s Circle of Excellence member and owner of Rebco Enterprises in Portland, was one of more than 20 members who mentored Austin Entrepreneurship Program students during the conference.

“It was an experience for me to understand how much these well-rounded students wanted to expand their learning process about the business world,” he said. “I believe it is important for business professionals to relate to students on the importance of business opportunities and how business relates to this nation’s well-being for the future. I feel it is important for students to know how business best serves the community, and how they as individuals can make it stronger.”

Teaching beyond the classroom

Faculty members take every opportunity to mentor students during class by explaining how theory works in practice and giving clear-cut examples. In addition, they provide students with guest speakers, introduce real-life case studies, and share pertinent examples from their own experience.

For example, Prem Mathew, professor of finance, often speaks to students about the importance of acquiring a Chartered Finance Analyst designation and



Jenny Villalobos (middle) and Tiffany Nofziger (right) listened as their mentor, Elise McClure, stressed the importance of networking.



Jordan Plemmons (left) and Adam Gullede with their mentor, Pamela Garcia (Photos: Andrew Daddio)

guides them through the process. But he takes his mentoring one step further. He has personally sponsored 12 students by giving them scholarships toward enrollment and registration fees for the certification exam.

“I believe the role of a professor is not constrained to the classroom setting,” said Mathew. “Ultimately, we want students to have in hand as much practical knowledge as possible as they move from the classroom to the real world.”

Beyond the classroom, College of Business faculty goes the extra mile to ensure that students have the opportunity to build on their classroom knowledge and experience the business world first-hand. This year, Jimmy Yang, assistant professor of finance, added to his already full teaching schedule to take over leadership of the Finance Club. He mentored the student leadership group to expand the club’s outreach, increase participation, and broaden the club’s program. With this mentoring, the club expanded the business trips they take during the year. Club membership has increased to more than 40 students.

Many faculty members continuously mentor students through activities such as supervising internships and honors theses, and serving on graduate councils and doctoral committees.

Faculty members even mentor each other. Whether it is helping a colleague navigate a career phase or reviewing research, mentoring is second nature to college faculty.

Dean Ilene Kleinsorge often hears about the value of mentoring experiences from current students and alumni.

“Frequently, as I visit with alumni about their experience at OSU, the critical role faculty played in mentoring is routinely mentioned as a reason for their current success,” she said. “Technology is critical to global competitiveness, but it is the professional development of people who use the technology that really makes the difference. Mentoring inquiring minds can be done best one-on-one. The opportunities we provide for that can and do make a difference.”

By the time a student graduates from the College of Business, all of these mentoring opportunities culminate in a college experience that gives students the competitive edge. They graduate not only with the knowledge they need to be successful, but with real-world experience and the beginnings of a network that will help them step gracefully into their profession. ♦



Marshall, Neubaum Share Excellence in Scholarship Award

By Rob Prieve

If you find yourself talking with Byron Marshall about his research, you'll probably find the conversation quickly turning to police solving crimes, doctors finding better treatments for patients, and teachers discovering new and better ways for students to learn.

Marshall is an assistant professor in the College of Business, and his specialty is information management. Information management explores how organizations can better use data.

For example, a law enforcement agency might more easily identify leads and suspects in crimes by incorporating police reports into its vast database. Similarly, biomedical researchers can better develop new ideas and insights by quickly searching through the thousands of medical journal articles published each year. Finally, by linking effective teaching strategies and curriculum to ever-changing standards, educators can better serve students and spark interest in engineering.

"What does this have to do with business?" you might wonder.

All these information systems involve complex processes that depend on ready access to enormous amounts of information. Part of Marshall's work involves transferring technology developed by researchers into effective systems that support real tasks in business, health, education, and law enforcement.

"It's all about making our organizations work better," said Marshall. "Effectively managing information is crucial to every managed organization."

It was this sort of innovation that earned Marshall and fellow Assistant Professor Don Neubaum the college's Excellence in Scholarship Award. The award annually recognizes faculty for scholarly pursuits, including articles in professional journals, service on editorial boards, and conference presentations.

Before coming to OSU two years ago, Neubaum worked for six years at the University of Central Florida. He holds a Ph.D. and a master's degree in international business from Georgia State University, and earned his bachelor's degree in business administration/computer science from the University of Florida.

He is married to Sandy Neubaum, who recently was promoted to associate director of the college's Austin Entrepreneurship Program, based in Weatherford Residential College. They have two children: Kathy, 24, and Justin, 21.

Neubaum's next project is working with colleagues David Baldrige and Clay Dibrell to examine the extent to which people with disabilities pursue entrepreneurial opportunities.

Putting information to work

Like Neubaum, Marshall is a relative newcomer to OSU. He joined the faculty two years ago after earning his Ph.D. at the University of Arizona. He has an MBA with an emphasis in accounting and a bachelor's degree in business administration from Fresno State University. He teaches classes in accounting, finance, and information management.

Marshall began his career in business as a program analyst and information systems expert in the cotton industry, in which he worked for 13 years before returning to academia. He and his wife Sarah have three children: Andy, 18; Stephen, 16; and Mary, 10.

This past year he served in the Faculty Senate and on the college's task force on classroom conduct. He is working with other faculty to review how the college teaches management information systems.

"We want to develop future leaders who can really make a difference in their organization," he said. "Information systems can make or break organizations."

Most recently, Marshall collaborated with Associate Professor René Reitsma, who is involved in the "TeachEngineering" program (www.teachengineering.com), a federal education project underwritten by the National Science Foundation. In June, they presented findings from their work at the Joint Conference on Digital Libraries in Vancouver, B.C.

Marshall's list of publication credits includes articles in *Decision Support*

Systems, Journal on Educational Resources in Computing, IEEE Transactions on Information Technology in Biomedicine, and Journal of the American Society for Information Science and Technology.

“Research excellence is a critical factor for building excellence in College of Business programs,” said Dean Ilene Kleinsorge. “It is not sufficient that students learn solely from textbook materials. Research faculty create new knowledge relative to the tools, methods or policies of business and the impact of applying them.”

She emphasized that business faculty are involved in research with colleagues across campus, such as forestry, agriculture, engineering, and health and human sciences.

“The complexity of many of today’s business and social problems require multi-disciplinary approaches to finding the best solutions,” she said. Excellent research faculty and research support are key components to attracting and retaining superior academic faculty to the college. ♦



Don Neubaum

Neubaum specializes in strategic management and teaches BA 469, the college’s capstone class on that topic. The course is required for all business majors.

“Strategy is a great class to teach because it forces students to utilize and integrate all the concepts they have covered in their previous classes,” he said. “It’s really rewarding to teach this class.” Neubaum constantly adapts the course content to meet the changing marketplace and thus his students’ needs.

Neubaum’s research is more varied than might be suggested by the class he teaches each year. He focuses on topics as diverse as business strategy, ethics, and family business. His work has been published in various journals, including the *Journal of Management*, *Journal of Business Research*, *Journal of Venturing*, and *Small Business Economics*. He also serves on the editorial boards of several other journals: the *Academy of Management Journal*, *Journal of Management*, *Entrepreneurship Theory and Practice*, and *Journal of Small Business Management*.

Studying corporate social responsibility

A recent edition of the *Journal of Management* featured Neubaum’s study on corporate social responsibility, which he co-authored with Shaker Zahra from the University of Minnesota.

Neubaum and Zahra determined that ownership in publicly held businesses by long-term institutional owners, such as pensions, generally exhibited higher levels of corporate social responsibility. Social responsibility was measured in terms of employee relations, the environment, community relations, product characteristics, treatment of women, and treatment of minorities.

Meanwhile, they found social responsibility was negatively associated with a higher level of short-term ownership, such as ownership by mutual funds and investment banks.

In addition to publishing his own work, Neubaum is highly regarded for helping other OSU faculty gain acceptance for their work in various journals.

He also serves as coordinator for the college’s management curriculum, and sits on the strategic planning committee for the Austin Family Business Program.

College of Business Research Highlights

- ♦ The *Journal of Operations Management*, one of the top operations management journals, selected Assistant Professor Zhaohui Wu’s paper, *Supplier-Supplier Relationships in the Buyer-Supplier Triad: Building Theories from Eight Case Studies*, as the best paper published in 2005. OSU last won this honor for best paper in 2002 and is one of two schools to receive this honor twice in the 20 years of this competition.
- ♦ Associate Professor Nancy King and Associate Professor Clay Dibrell were named Fulbright scholars this year.
- ♦ Support continues to grow for OSU’s involvement in the National Science Foundation-sponsored K-12 “TeachEngineering” project. Expenditures for 2006-07, under the direction of Associate Professor René Reitsma, totaled \$48,900.
- ♦ Assistant Professor Jimmy Yang received \$17,700 as one of the co-principal investigators for an NSF grant titled *Microreactor-Assisted Nanoparticle Deposition: An Efficient Green Route to Functionally Gradient Films*. The principal investigator is Professor Brian Paul in Industrial and Manufacturing Engineering; the other co-principal investigator is Associate Professor Chih-Hung Chang in Chemical Engineering. The total amount of the grant, which runs through 2010, is \$299,265.
- ♦ College of Business faculty has published a total of 303 journal articles since 2000. These include articles on management, marketing, finance, information systems, entrepreneurship, and accounting.



Outstanding Alumni and Business Partners Honored

By Jennifer Kroll

Notable business leaders from across the nation were honored May 3 at the annual OSU College of Business Alumni and Business Partner Awards in Portland.

Kenneth Poorman ('61), co-founder and chairman of Poorman-Douglas Corporation, and Art Tokin ('71), retired managing partner of PricewaterhouseCoopers, were inducted into the college's Hall of Fame.

The college recognized Poorman for developing one of Portland's largest data processing companies and for his extraordinary dedication to OSU through his membership on several governing boards. Poorman talked about the upcoming OSU Foundation fund-raising initiative and his strong desire to see a complete remodel of Bexell Hall.

"Beavers are builders, and they are persistent. They hang in there until they get the job done!" he said.

Tokin is a nationally recognized expert in the fields of strategic planning, corporate governance, real estate, and financial accountability. His devotion to community involvement includes an extensive list of board memberships. Although he could not attend the event, Dean Ilene Kleinsorge read his acceptance remarks.

"Remember the saying 'Everything I ever needed to know I learned in kindergarten?' wrote Tokin. "Well, everything I ever needed to know about business I learned in Art Stonehill's business policy class."

Outstanding alumni and business partners were recognized in four other categories.

Joe Karas, Portland managing partner with Moss Adams LLP, and Jim Baumgartner, partner with Black Helterline LLP, received the Distinguished Business Professionals Award.

Karas was honored for raising donations for planned classroom renovations and for his ongoing support of OSU's accounting degree program. Although he was unable to attend the event, his award was accepted by Moss Adams colleague and partner Joel Powell. Powell noted that the accounting program at OSU is viewed by all at Moss Adams as a key contributor to the company's future success, and they are pleased to make the investment in time and funds to support it.

Baumgartner has gone to great lengths to ensure the success the Austin Family Business Program,



The Alumni and Business Partner Award dinner drew nearly 300 guests, including former classmates and new acquaintances. (Photos: Andrew Daddio)

(Continued on page 28)

and the college recognized him for that dedication. In a humorous acceptance speech, he spoke of growing up in Corvallis and shared how integral OSU was to his childhood experience.

The Distinguished Young Business Professional Award was given to Greg Laird ('03), senior software analyst with Stockamp & Associates. Laird was lauded for his stellar performance within the Stockamp & Associates organization, and for his passionate support of the MIS program. In addition to sharing other advice, Laird said, "One of the easiest ways to learn how to walk down a new path is to try running down it."

The Distinguished Early Career Business Professional Award was presented to Eric Schoenstein ('88), principal and director of business analysis with Jensen Investment Management.

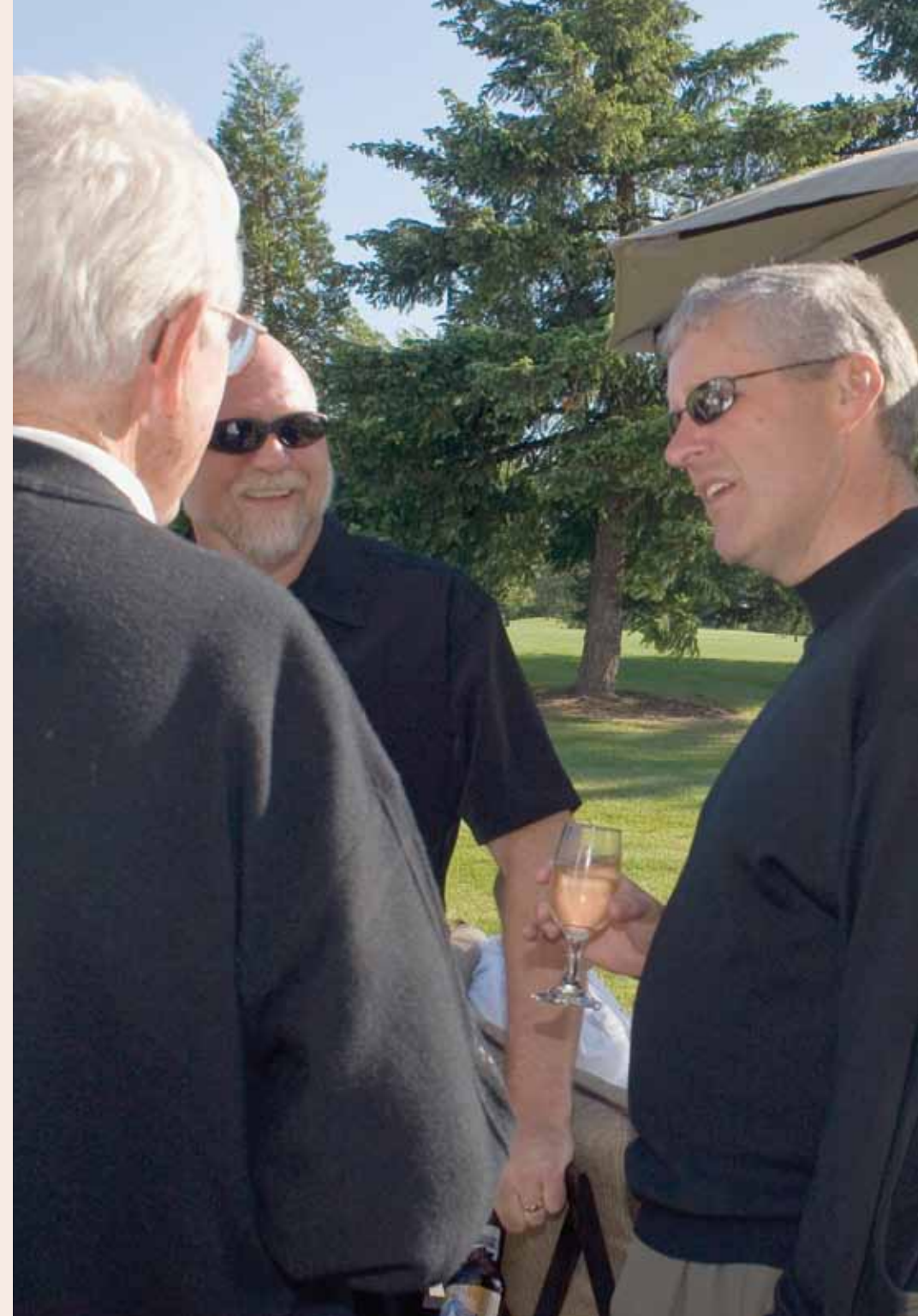
Schoenstein was honored for his widely recognized financial expertise. He is often quoted in print, on the Web, and on television, where he has appeared live on financial news programs like the Bloomberg Report. Schoenstein still manages to give generously of his time and expertise to the university by serving as an OSU Foundation trustee, College of Business Accounting Circle member and president, and OSU Foundation liaison for the OSU Alumni Association board.

The Distinguished Business Professionals Award was given to three outstanding alumni: Tad Davies (MBA '78), president of T.A. Davies & Co, PC; Wesley Edens ('84), chairman and CEO of Fortress Investment Group, LLC; and Linda Hirneise ('75), practice leader for global travel and hospitality with J.D. Power & Associates.

Davies was honored for developing a successful CPA firm in Albany, Oregon, and for his generous support of OSU. He and his wife Lynne have served on several boards over the course of a decade. Davies praised OSU president Ed Ray and College of Business Dean Ilene Kleinsorge for their efforts to transform the college. Referring to their plans for the future, he said, "If you want to get on a boat that is going a lot of places, do it now."

The college honored Edens for his outstanding development of Fortress Investment Group, LLC, an investment firm that manages assets of more than \$30 billion. Fortress emerged as one of the nation's hottest initial public offerings recently when it became the first private-equity and hedge-fund manager to sell shares on U.S. markets. Edens told the crowd, "OSU gave me the entrepreneurial experience I needed." He was also the keynote speaker earlier in the day at the Austin Entrepreneurship Program conference.

Hirneise was recognized for her trailblazing career at J.D. Power & Associates. After J.D. Power III recruited her, she set the pace in a male-dominated field as the first female executive to work with Japanese and European auto giants. She is also responsible for developing several of J.D. Power's client and retailer programs. Hirneise gives generously of her time to the College of Business and its students, most recently as the McHenry Lecturer. ♦



Alumnus Shares Insights about Hollywood Career

By Jennifer Kroll

Mike Rich ('82), was presented an honorary doctorate of Fine Arts during the 2007 OSU commencement. He has written several well-known films, including "Finding Forrester," "Miracle," and "The Rookie." Prior to commencement, the college hosted a film festival held at the Darkside Cinema in Corvallis. Moviegoers had a chance to ask questions and hear Rich describe a day in the life of a Hollywood screenwriter.

Many attendees asked about what it's really like to work on a movie, surrounded by famous actors and directors. Rich honestly admitted that the movie making process is not at all glamorous.

"There are very few places more boring than a movie set," he said. What moviegoers don't see are the many, many days of work writing, preparing, and getting scenes just right that lead up to one fun night on the red carpet.

Of the actors Rich has worked with, he shared that Ed Harris challenged him the most. Harris' attention to detail and desire for precision—including geographical references—was astounding. According to Rich, Dennis Quaid was the most delightful to work with, and had the most respect for the original script.

Respect for the script is one thing Rich noted that has changed in film making over time. "Movies take longer [to make] and cost more now," he said. "Today it's more of a director's medium."

Although Rich has collaborated on films written by others, he believes that good films happen when you stick to one writer, because they have the most passion for the story.

He revealed that for him, the writing process involves spending several hours a day in his home office pounding out thoughts and dialogue. For the original draft, Rich requires absolutely no distractions so he can concentrate

Photo left: Mike Rich (right) talked to dinner guests following the movie festival at Darkside Cinema. (Photo: Ryan Gardner)



Ilene Kleinsorge and her husband Tom Walmsley hosted a dinner in honor of Mike Rich at their home in Corvallis. (Photo: Ryan Gardner)

completely on developing the characters and getting the story on paper.

Although the first run at a script requires absolute concentration, Rich says he can do the re-write—the most important part of script writing—anywhere. Many times he is re-writing dialogue while the movie is being filmed, and his work on "Finding Forrester" is one example of that.

"I went through about six page-one rewrites before I felt the meeting mechanism for the two characters was right," he said.

Rich shared his own formula to figure out how long a script should take. He can write four to five pages per day, with one page

(Continued on page 30)

equaling one minute of dialogue. Given that, it takes Rich around two months to complete a script.

When asked about his influences, Rich pointed out several. Most notable was his high school English teacher, Sharon Forrester (for whom the lead character in “Finding Forrester” is named).

“She taught me the importance of the re-write,” he said. “She would probably be very happy to know that!”

Several questions revolved around how and where Rich found inspiration for his films. He explained to the audience that he was drawn to stories with the common theme of ordinary people doing the extraordinary.

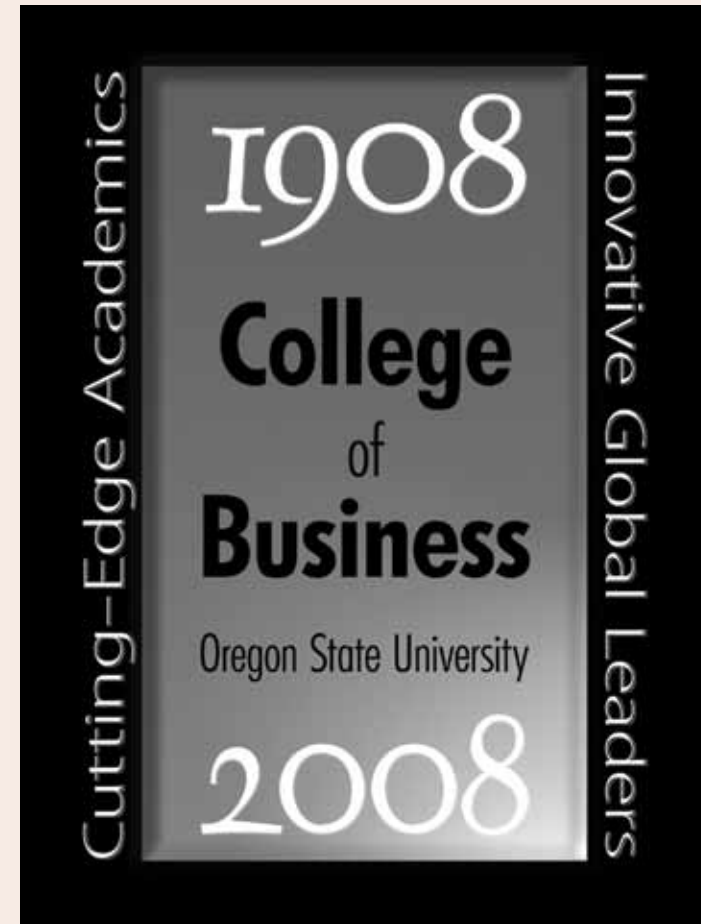
“Incredible moments for an individual can happen right under our noses,” he explained, “and I try to show that in each story.”

Researching the story is his favorite part of the process.

“In researching and visiting places, I usually find something out that I didn’t anticipate—and it often emerges as the backbone of the story,” he said.

Many festival attendants asked Rich what kind of advice he would give to other writers hoping to break into Hollywood. His first recommendation was to “give yourself permission to write some really bad screenplays.” Additionally, he encouraged writers to “write what moves you, and when you start a script, finish it!”

The theme of Rich’s visit seemed to echo the theme in many of his movies: many moments of seemingly unglamorous effort go into making one fantastic moment of glory. ♦



In 2008, the College of Business will celebrate 100 years of providing cutting-edge, experiential curriculums that continue to produce innovative global leaders. As we prepare a centennial edition of The Exchange, we welcome your story ideas, photos, alumni updates, and testimonials. We would also love to hear any suggestions you may have about celebration events. Contact the editor at exchange@bus.oregonstate.edu.



Ilene K. Kleinsorge, Dean
Sara Hart Kimball Chair

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Editor: Thuy Tran

Design: Ute Vergin

Contributing Writers: Jennifer Kroll, Marie Oliver, Rob Prieue, Thuy Tran and Warren Volkmann

Photography: Andrew Daddio, Ryan Gardner and Jerome Hart

Copy Editor: Marie Oliver (Clarity Writing & Editing)

Student Assistant: Hong Nguyen

Comments and questions about this issue of *The Exchange* can be sent to the editor at exchange@bus.oregonstate.edu.

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Contact: Aaron Escobar, Director of Development, OSU Foundation, 541-737-9330, Aaron.Escobar@oregonstate.edu

Foy Renfro, Assistant Director of Development, 503-553-3405, Foy.Renfro@oregonstate.edu

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College of Business
200 Bexell Hall
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