

the exchange

Newsletter of the College of Business at Oregon State University » Spring 2003

COB Launches Entrepreneurship Program (continued from cover)

“The entrepreneurship program at Weatherford Hall will be a resource for business education,” said Ilene Kleinsorge, dean of the College of Business. “By collaborating with other OSU colleges such as Engineering, Pharmacy, and Forestry, we’ll be providing a dynamic, diversified environment to spur innovation and entrepreneurial learning among residents and will also provide professional programs for the community at large.”

Mark Green will lead the new entrepreneurship program. Green currently is the director of the Austin Family Business Program and leader on an international research project focused on entrepreneurship (see related story).

“Our goal is to help formalize the chaos of entrepreneurship by providing entrepreneurs with



The Austins were honored at a public ceremony at The Governor Hotel in Portland on Dec. 13, 2002. In addition to the Austin Entrepreneurship Program, the Austins have made major contributions toward other OSU projects, including the College of Business Austin Family Business Program, the Austin Auditorium in the LaSells Stewart Center, the CH2M HILL Alumni Center, the Valley Library renovation and more.

Ilene Kleinsorge Named College of Business Dean

Ilene K. Kleinsorge, a College of Business faculty member since 1987, has been named the new dean.

“Ilene brings a reputation of high integrity and commitment to the College of Business,” said Sabah Randhawa, OSU interim provost and executive vice president. “Her strong leadership and management skills will effectively guide the college.”

As dean, Kleinsorge will serve as academic leader and CEO of the college. She will be responsible for strategic planning, management and development of the college, and managing a \$6 million budget.

“With our strategic plan in motion, we’re at the beginning of an exciting time at the college,” said Kleinsorge. “In the coming months and years, you’ll see the college more visible externally. From our Business and Technology Extension program starting in a few rural communities to our new entrepreneurship program, we’re planning to be a cradle-to-grave

resource for business education.”

Kleinsorge most recently chaired the college’s Department of Accounting, Finance and Information Management, as well as served on the college’s executive committee, and is the winner of several OSU teaching awards.

She is a member of the American Institute of Certified Public Accountants, the Institute of Management Accountants, and the American Accounting Association. Kleinsorge is also a reviewer for four professional business journals.

Most of Kleinsorge’s teaching and research has focused on cost and managerial accounting systems, with an emphasis on multinational companies. She is researching how multinational corporations are addressing the need to assure ethical behavior in business decision-making.

Kleinsorge graduated with honors in 1977 from Emporia State University in Kansas and received a doctorate in business from the Univer-

sity of Kansas in 1988. Before joining the OSU faculty, she worked as an accountant and a financial analyst in Kansas. ♦



Ilene Kleinsorge, Sara Hart Kimball Dean of Business

the business acumen to succeed,” said Green. “We’ve graduated many entrepreneurs from this college and now we’ll have a focused program to encourage more innovativeness that we hope will have a long-term impact on Oregon’s economy.”

Although renovation of Weatherford Hall will not be complete until the fall of 2004, the first class of entrepreneurial students will enroll and begin coursework in fall 2003.

In addition to residence hall rooms that will accommodate 285 students, the renovated Weatherford Hall will feature a cyber café, business incubator spaces, a library, seminar rooms, and apartments for visiting faculty and business leaders.

To date, the College of Business has raised \$4.7

million toward the \$5 million goal to refurbish Weatherford Hall and launch the Austin Entrepreneurship Program. Once this goal is accomplished, the College of Business will begin raising \$7 million to support entrepreneurship programming.

A total of 33 donors have pledged or paid at least \$5,000 over five years to name a room in Weatherford Hall. Bernie Newcomb, ’65, has named the cyber café with a gift of \$250,000; Payson Cha, ’68, named the old living room in honor of international students; and several donors have named lounges, terraces and the new dining/kitchen area. Larry Hawley Brown, ’58, made a \$100,000 gift to name the Tower Library for his great-grandfather’s family. Brown’s grand-

father was one of the original regents for whom the wings of Weatherford Hall were named (that later became the separate Hawley Hall). The OSU Student Foundation pledged \$10,000 to name the sauna, a Weatherford original which will be retained in the remodel. Several OSU legacy families have named rooms in honor of their parents and one alumna named her husband’s old dorm room as a birthday gift.

“In 20 years of fund raising, this is the most compelling project for which I’ve raised money,” said Lori Cloninger Sweeney, OSU Foundation COB development director. “It’s about student-centered entrepreneurship in a renovated OSU icon that will help propel the College of Business, OSU and the state into the 21st Century.” ♦

LETTER FROM THE DEAN

The College of Business is entering an exciting time. With a strategic plan in place to broaden our external impact, as well as our student-centered focus, we are a resource for business education throughout Oregon. Through our strong undergraduate program, our growing MBA program, and our successful Austin Family Business Program, our hope is to touch our alumni and business community in ways that provide value in the context of the business issues of the day.

As you'll see highlighted in this newsletter, we have embarked ambitiously on a variety of programs that we will build and grow. We are in the early phase of the Austin Entrepreneurship and Innovation Program and pilot testing Business and Information Technology (BIT) Extension. While the entrepreneurship initiative will initially focus on undergraduates, our hope is to extend those learning opportunities into the realm of professional education throughout Oregon. With BIT Extension, we currently have faculty in Medford and Burns and are preparing a curriculum that will allow rural communities to take advantage of new business and technology opportunities to develop and grow businesses.

Alumni have been instrumental in our success from volunteering time to speak in the classroom to donating to our many programs. Our upward trend, despite these tough economic times, would not be possible without you. Please join us to celebrate the contributions of our alumni and business partners at this year's Alumni and Business Partner Awards on April 24 in Portland.

As we look ahead into 2003, we will continue to leverage partnerships with other colleges to bring additional faculty into the college and create innovative programs such as the Master's of Business and Engineering. In addition, college faculty will continue to partner with other colleges for joint research opportunities.

We're on a roll and encourage you to find ways to leverage the College of Business. We want to partner with the community for internships, student projects, and job opportunities. Faculty are also interested in partnerships for research and consulting. We're happy to speak at your organization on relevant business topics and explore ways we can help your business.

We look forward to hearing from you and hope you'll enjoy learning about the many great things going on at the College of Business in this issue of *The Exchange*.

— Ilene Kleinsorge

OSU to Certify Computer Forensics Training

The College of Business is working with Gresham, Ore.-based New Technologies, Inc. to implement a Portland-area training program offering an OSU Professional Certificate to individuals who complete the company's three-day course in computer forensics and security risks.

"Computer forensics is a huge field, involving old files, e-mails and other materials that are left behind on computers after individuals believe they have deleted the information," said James Coakley, COB associate professor of MIS. "Computer forensics experts work to find potential legal evidence in a wide range of crime areas by discovering evidence in deleted, encrypted, or damaged computer files."

"OSU's certification will provide an important credential for expert witnesses who are testifying on computer forensics evidence in court cases," said

Nancy King, COB assistant professor of management. "Computer forensics is a new enough field that training sources are limited and most existing training courses offer no outside certification or other assurances about the quality of their education."

To certify NTI's training, the College of Business has reviewed NTI's curriculum and created the certification exam. Professionals registered as OSU students through Oregon State University's Extended Campus program will pay tuition. Upon successful completion of NTI's training and passing of the proficiency exam, they will gain an OSU Professional Certificate.

"NTI is internationally recognized in computer forensics training," said King. "As the college expands its executive education programs, partnering with NTI provides clear opportunities for workers in the knowledge economy to learn new skills and apply their educational background to an exciting new field." In addition to applications in government agencies such as the U.S. Departments of Jus-

COB News Bytes ... COB News Bytes

tice and Defense, there is a steady and growing need for computer forensics in Fortune 1000 firms, Coakley said.

"We are very excited about the potentials of this relationship with Oregon State University," said Michael R. Anderson, NTI founder and CEO. "Computer forensics has already played an important role in the war on terror and we are currently working with others who are considering how computer forensics may assist United Nations weapons inspectors in Iraq. However, credible training sources are limited and OSU's involvement will certainly strengthen these important homeland defense efforts by the United States."

Randhawa Named OSU's Second in Command

Former College of Business interim dean Sabah Randhawa has been named Oregon State University interim provost and executive vice president, filling Tim White's former position created by the appointment of White as interim presi-

dent. Randhawa had been vice provost for Academic Affairs since January of 2001 as well as interim dean for the College of Business, prior to his new appointment.

"Sabah is an exceptional and experienced leader who will provide a smooth



Sabah Randhawa, OSU interim provost and executive VP

transition while the chancellor and the state board conduct a search for the president," White said.

Randhawa is the university's chief academic officer, with supervisory responsibility for all of the university's academic colleges and schools, the OSU Extension Service, Information Services, the OSU-Cascades Campus and several other units. The executive vice president also serves as acting president for the university when the president is absent.

Randhawa has been a faculty member at OSU

for nearly 20 years. Most of his career has been in the College of Engineering, and he headed the Department of Industrial and Manufacturing Engineering from 1993-99. He became associate dean of the college in 1999, and two years later was named vice provost for Academic Affairs.

He is a chemical engineering graduate of the University of Engineering and Technology in Pakistan. Randhawa also has a master's degree from OSU and a doctorate from Arizona State University—both in industrial engineering.



War on Main Street: Spring Seminar Set

On the heels of its nationally acclaimed Enron implosion seminar series last year, the College of Business will be hosting "War on Mainstreet: The Impact of Terrorism on Business & Society." The seven-week evening seminar series, open to the public, will discuss the business, economic, political, legal, ethical and technical dimensions of terrorism.

"With Sept. 11, 2001, international terrorism made an indelible mark on American business," said Tom Dowling, College of Business management instructor. "Today, American businesses are on the front lines of the war on terrorism."

According to Dowling, the seminar will analyze ramifications for business operations at home and abroad. It will address civil liberties, new technologies being deployed to protect individuals and business assets and explore how terrorism has impacted political and social processes.

Invited speakers include John Mitchell, US Bank chief economist who will speak on the impact of terrorism on Northwest business; Nancy King, College of Business assistant professor of

business law, who will speak on the privacy implications related to terrorism and business; OSU professor Cetin Koc, an expert on computer forensics, who will discuss the impact of terrorism on information freedom and information technology; Steve Engelberg, a Pulitzer Prize winning reporter and co-author of "Germs;" John Schmelzer, Equal Opportunity Employment Commission, Wash., DC; Michael Anderson, New Technologies, Inc. CEO; and others to be confirmed.

The first seminar will start Monday, April 7, at 6 p.m. in OSU's Milam Auditorium in Corvallis.

COB Enrollment Up, Budget Down

The OSU College of Business is educating more students than ever before and reducing its budget at the same time. Enrollment for 2002 totaled 2,126 students including a record 92 MBA students. The effects of the failure of Measure 28 forced the COB to use its reserves and cut its expenses by \$98,490. The college also educates an additional 300-plus students seeking a business minor.

COB to Test New Electronic CPA Exam

Students spring term will be testing the new CPA exam that is going digital. The American Institute of Certified Public Accountants and the National Association of Schools of Business Administration are conducting the computerized pilot tests to refine test format and questions.

"The OSU College of Business was selected because of its lab facilities and security systems," said Carol Brown, associate professor of account-

ing. "The industry is moving from a paper-based test to a computer-based test that is being piloted nationally."

According to the AICPA/NASBA Computerization Implementation Committee the examination is being revised to reflect the change in work performed by entry-level CPAs, by acknowledging the need for higher-order skills, and by recognizing the increasingly integral role of technology in the work of entry-level CPAs. The pilot test will be consistent with the structure and content proposed for the computerized Uniform CPA Examination and will cover the four sections of the exam – auditing and attestation, financial accounting and reporting, regulation, and business environment and concepts.

Colleges of Business and Engineering Partner to Deliver Masters of Business and Engineering

Starting in Fall 2004, engineering students will be able to apply for a Masters of Business and Engineering Degree (MBE). In a joint effort by the College of Business and the College of Engineering, construction management engineering students will now be able to supplement their technical education with business background.

"Engineering students will have smoother transitions to their careers with business training under their belts when they leave here," said Ray Brooks, associate professor of finance and program facilitator. "It will also provide us more diversity in the classroom and a better educational perspective for participants."

Construction engineering management students in the MBE program will take 50 percent of their graduate courses from the business school and 50 percent from their engineering discipline.



Tony Saxman, director of COB Information Services

Business school courses will be with other business MBA students. Individuals pursuing the MBE degree, granted from the College of Engineering, will complete the program within construction management over a two-year period.

Business Solutions Group Works with ODOT

As the Oregon Department of Transportation (ODOT) upgrades its operating systems to Microsoft XP, the COB Business Solutions Group (BSG) has agreed to test several applications for compatibility with the new system. The BSG also will conduct process testing to make sure the applications continue to work within ODOT's computing environment.

"We are able to set up their environment in-house at the COB and conduct the testing," said Tony Saxman, COB director of information services. "ODOT's systems in Salem stay untouched until the conversion is ready."

Saxman, his staff and more than a dozen student workers from MIS, computer science, engineering and MBA disciplines, continue to grow their web services, software development and product testing operation within the COB. The

team currently conducts software testing for New Technologies, Inc.'s forensics software; hardware testing of network switches and hubs for Hewlett-Packard/Roseville, as well as several projects for OSU including database projects, website development, catalog and schedule of classes applications, survey systems and more.

Cascades Campus in Bend Gaining Steam

The state's first and only branch campus, OSU-Cascades Campus in Bend, now has 41 students enrolled in the business program, making it the second most highly enrolled program at the Cascades Campus.

"Business Administration has been one of the most requested programs in Central Oregon and applications are growing for spring term," said Jay Casbon, chief executive officer for OSU-Cascades. "As a result of the demand, we've moved ahead faster than planned in adding business administration to our degree programs."

The OSU-Cascades Campus will have its first graduates with a business administration degree in 2004. ♦

Give us your feedback on *The Exchange* and we'll send you an OSU College of Business license plate frame.

Please go to www.bus.oregonstate.edu/exchangesurvey for a quick survey and let us know what you think of *The Exchange*. We appreciate your input.

ENTREPRENEURSHIP: COB Alumni Blaze Trails to Success

James Winters: Leaping Off the Corporate Ladder

As James Winters, '86, posed with other prominent black American business leaders for the June 1999 cover of *Black Enterprise* magazine, he knew he had done the right thing.

James Winters is the founder of United Energy, one of the largest 100 black-owned firms in the United States.

In 1990, after four years as an oil industry accountant, James had bailed out to start his own company, United Energy, Inc. of Portland. In going into business for himself, he traded a slow, racially frustrated climb up the corporate ladder for a headlong charge up the down escalator of entrepreneurship, where standing still is the surest way to the bottom.

"I worked for a number of companies after I graduated in 1986," Winters recalled. "But I found myself hitting the proverbial glass ceiling.

I was a hard worker – just as hard as anyone else – but there would always be some kind of intangible reason why someone else was promoted. They had a 'better team perspective' or they were a 'good visionary.'

"People of color sense when the company has unspoken reasons why they will never get ahead. The days when a manager will come out and say, 'I'm not going to promote you because of your race' are over. The thing that opened my eyes was a supervisor – one of the best I've ever had – who advised me that my skills would never grow inside the company. The company didn't have the level of confidence in me that I had in myself."

So Winters left.

Swimming with "Sharks"

Returning home to Portland, Winters sized up the unsophisticated, Mom-and-Pop oil distribution market of the Northwest and saw potential – even as the oil industry was declining. He incorporated United Energy and started selling bulk oil to construction companies out of a house he rented from his parents, who advised him to "get a job."

So began United Energy's dramatic business evolution. To his bulk oil business, Winters added home heating oil. When he realized that market was losing out to natural gas, he bought several service stations. When the stations felt the price pinch from pumps opened by giant retailers like Costco, Safeway and Fred Meyers, he redirected his petroleum business to aviation fuels. It was a smart move. United Energy entered a joint venture with Shell Oil and began handling energy logistics for a firm in Washington state. Along the way, he picked up a good deal on a dozen Taco Bell franchises along the West Coast.

The entrepreneurial spirit is 30 percent skill and 70 percent confidence.

"If you were going to compare this business to a fish, it's like a catfish," he explained. "You get the scraps that fall from the sharks – the big oil companies. But it starts to add up after a while."

Add up it has. A decade after he placed his confidence in his own abilities, Winters is now the president and CEO of the largest minority-owned business in Oregon and Washington. *Black Enterprise* magazine ranked United Energy No. 41 in its list of African-American-owned U.S. corporations. Its 300 employees have dealings in Oregon, Washington, California, Colorado, Utah, Texas, Louisiana and Missouri.

Confident Entrepreneur

Winters' wild rise would not have happened if he hadn't been bold enough to make the risky dive off the corporate ladder.

"It takes a certain amount of confidence to move out," he advised. "Deep down, I knew that I was as good or bet-

ter than the people I worked with. I had better skills, and I had the ambition to get ahead."

When Winters learned of OSU's plan to renovate Weatherford Hall as a dormitory for young entrepreneurs, he contributed \$5,000.

"I absolutely think it is a great idea," he affirmed. "They will have their own place where their minds can open up and think creatively without people saying their ideas are ridiculous. Entrepreneurs need a place where they won't be contaminated by the rest of the school."

He explained, "The entrepreneurial spirit is 30 percent skill and 70 percent confidence. A lot of people have the skill, but not the confidence.

Scott Burri: Venturing on His Own

For more than a decade Scott Burri, '86, has worked as a venture capital investor, infusing money into the heart of high-tech startup companies. But for most of those years, he was not an entrepreneur himself. He was essentially an employee with impressive titles – managing director of Ventana Global, Ltd., and investment manager for Ventana's Technology Gateway Partnership.

As a Ventana employee based in Southern California, Burri's job was to find cash-starved companies that had promising new technologies.



Scott Burri, '86, partner, Huntington Ventures



James Winters, '86, president and CEO, United Energy, Inc. (far left)

In school, I spent a lot of time justifying my level of confidence."

The Big Picture

Reflecting on his time at OSU, Winters appreciates classes like macro- and micro-economics, which taught him how to analyze the larger business climate.

"OSU taught me the Big Picture," he said. "If you want to run a global business, you have to understand the economics of it. I was always frustrated in my accounting jobs because they were dealing

with such a small piece of the company – just a smidgen of it. But knowing the Big Picture helped me catch up when I started my own company."

What does he see when he looks at the Big Picture today? He sees "deflation" and a slow, hard recovery. But he also sees growth opportunities in outsourcing.

"Our vision is that we want to consolidate and do more of the labor output of some of our customers than in the past."

So James Winters, OSU entrepreneur, is transforming United Energy yet again in a bid to stay competitive in the new economy, which he wryly refers to as the "revised old economy." ♦

He would infuse them with money pooled by Ventana investors, then stay on to advise and counsel the entrepreneurs as they tried to turn their technology into products and their products into money.

"Turning technology into money takes the right combination of things," he said. "For a farmer, it's soil and weather. For a venture capitalist, it's people and money. If you don't have the right combination of people, technology, products and markets, you won't make money."

For eight years Burri worked and learned, noting where companies stumbled and fell. He relied on the knowledge he gained at OSU where he majored in business administration and computer science, and at the University of Southern California, where he earned his MBA in 1990. Particularly useful was OSU's "Competitive Strategies" course, which taught basic principles he would employ time and again in his dealings with investors, managers and employees.

As the world ushered in the new millennium, Burri seemed to have it all. He was the No. 2 man at Ventana Global, with a “comfortable” salary and all the associated benefits and perks. Then one day in May 2000, he tendered his resignation and struck out on his own.

The employee was now the entrepreneur.

Be careful what you wish for. You might get it!

“Be careful what you wish for,” he says today with a laugh. “You might get it!”

“The ten years of experience I had as a venture capitalist was vital for establishing my own company,” he said. “During that time, I learned the operations of struggling companies. I restructured companies, bringing in outside capital, shutting down money-losing products, firing management teams, repositioning firms and even closing down companies. That hands-on experience is the element that allowed me to get to the next level of successful investing and fund management.”

The Swiss Connection

Huntington Ventures is located south of Los Angeles in Irvine, Cal., just inland from Newport Beach. It is still small as venture capital firms go. Scott and his partner, Douglas Broyles, manage \$35 million – but they host a unique clientele. Their main investors are large institutions from Switzerland, Italy and the United Kingdom.

The roots of these trans-Atlantic relationships trace back to the other Newport – Newport, Ore., where Burri graduated from Newport High School with 80 other seniors in the class of '81. He was interested in banking and at the time the best banks in the world were Swiss.

Because his father is Swiss, Burri enjoys the rare benefit of dual U.S.-Swiss citizenship. This and his ability to speak German made it possible for him to work in Switzerland when he graduated from OSU.

Burri was hired by Credit Suisse, which put him through an intensive nine-month program that touched every department, from brokerage to credit cards to currency exchange. After three years in Switzerland, he traveled to New York for a one-month assignment with Credit Suisse/First Boston that turned into a year and a half stay.

Through his years at Credit Suisse and Ventana Global, Burri cultivated international business relationships that he was able to take with him when he launched Huntington Ventures.

Entrepreneur U.

From his base in Irvine, Burri has watched the University of California system successfully establish programs to commercialize technology developed by faculty and students. He applauds OSU's efforts to follow suit.

“It is a lot of work and a huge challenge,” he said. “It is hard enough building a single business on its own. It is a step further to commercialize university technology.”

Burri has thrown his support behind OSU's \$19 million renovation of the Weatherford Hall dormitory as an incubator for young entrepreneurs.

“In my business, I support entrepreneurs by investing in them. Anything that supports the development of entrepreneurs is good for me. There is a place for entrepreneurship everywhere, including Oregon State.” ♦

Jason Adams: Asking Big

It seemed incongruous to Jason Adams, '01, that he should be standing up in front of the OSU Strategic Management class, giving advice to would-be entrepreneurs. Who was *he* to advise *them*? Just 20 months earlier, he had been sitting among them – an anxious, hopeful senior in the class of 2001, wondering what he would do to make a living after graduation.

Adams, now 24, would never have presumed to approach the College of Business, asking to address an upper division class. But in September he had been huffing and puffing up to the summit of South Sister – one of the highest peaks in the Oregon Cascades Range — when his former professor, Clay Dibrell, came puffing down. They both welcomed the excuse to pause and chat between gasps at 8,000 feet.

Adams was pleased to report that he had formed his own company, Creative Real Estate Solutions, and was renovating houses in Bend, his hometown where his mother is a real estate agent. His business is, as he puts it, “ugly old houses.” He buys them cheap, fixes them up and sells them for a profit.

For example, in his first deal, he bought a dreary fixer-upper for \$100,000, made \$10,000 of improvements and sold it four months later for \$137,000 – pocketing \$27,000 for his efforts. At first he did the work himself, but he soon discovered it was more efficient to hire expert contractors and manage them while they did the work. With business picking up, Adams is turning over about one house a month.

Professor Dibrell was intrigued. “If you are going to be in Corvallis,” he invited, “call ahead so I can have you talk to the senior capstone class.”

Adams was surprised by the invitation – but pleased. Despite his youthful inexperience, he did have advice for entrepreneurs embarking on their first ventures. And he knew they would listen, because he was one of them – young, energetic and full of pent-up potential. He could show them that there were creative new ways to deal with old business challenges.

Creative Minor

Adams is big on creativity – in fact, he minored in it. While completing the standard OSU business major (management option), he had become concerned that computers might render much of his business knowledge obsolete or useless.

“Like most students, I went to college to learn the tools of business,” Adams reflected. “But I don't want to be a tool. Tools can be replaced by computers. I wanted to do what computers do poorly – be creative.”

So in his junior year, Adams proposed an entirely unprecedented special minor: creativity. His first adviser vetoed the idea, but adviser Clara Horne found his concept intriguing. She supported Adams as he cobbled together a minor curriculum with ten classes drawn from eight colleges – none of them in the College of Business.

To further strain the bounds of convention, Jason wrote a senior thesis titled “The Utility of Playfulness in Terms of Innovation and Productivity in Business.”

Listen up

Adams didn't wait until graduation to apply his creative, playful approach to finding work after college. While still in school, he began approaching real estate developers asking for sage advice.

“If you were 22 and starting off in this business,” he would query, “how would you do it?”

Their response was overwhelmingly positive and helpful. He quickly picked up half a dozen mentors.

Successful people see the world differently.

“They love to share their stories,” Adams explained. “Rather than spending years getting their experience through the school of hard knocks, I began to see the world like they do – to talk like them – to think like them right away. Successful



Jason Adams, '01, founder and owner, Creative Real Estate Solutions

people see the world differently. Even when the economy is down, these people don't care. It doesn't matter what widget they work on – houses, books, bicycles or computers. In talking with these successful people, I began to think bigger.”

This led to Adams' second piece of advice to the would-be entrepreneurs: “Pay attention to who you listen to and get advice from. Find the best people who do what you want to do.”

Fail Forward Fast

Of course, it hasn't always been easy, Adams cautioned. “I've had many times when I've been scared to death, buying and selling houses, getting loans. When I started, I was 22 and the people across the table from me are 52.”

And he has made mistakes. “If I want to do this job perfectly, it would take me 30 years to learn it. So I told myself, ‘If I want to do this quicker, I have to learn to fail forward fast.’ If I fail and fall forward, I can do it in 30 days.”

Symbolic Signing

For speaking to the class, Adams received a fine, polished College of Business wood pen. In a symbolic gesture, he used that pen for the first time to sign his first land development partnership, working with a Bay Area developer with more than 20 years of experience.

Adams' Best Advice?

“I am more and more aware that we get from life what we ask for, so don't be afraid to think big. Ask for what you want, even if you don't think it is possible.” ♦

Research

Building Brand Communities Goes Beyond The Brand

Building goodwill for a brand goes far beyond the traditional customer/brand relationship of years gone by. What started out as a two dimensional assessment of customer loyalty based on consumption has blossomed to a broader appreciation of the value of inter-customer relationships, relationships between the customer and the brand, between the customer and the product that they own and between the customer and the company.

Researchers James McAlexander and Hal Koenig, College of Business associate professors of marketing; and John Schouten, University of Portland associate professor of marketing, have built an expanded definition of brand marketing today. The team, published in the *Journal of Mar-*

To test this hypothesis, the research team worked with Daimler-Chrysler in the creation of “Camp Jeep,” an opportunity for the company to establish a different kind of relationship with its customers. Jeep owners and the researchers gathered in Camp Hale Colorado for the inaugural Camp Jeep.

In addition to teaching new Jeep owners such skills as driving off-road – in a course called Jeep 101 – the company went all-out to create a social atmosphere built on their client profiles. They brought representatives in to give flyfishing lessons, they created mountain biking trails and established a rock climbing course.

“What this says is ‘the company cares about me,’” McAlexander said. “They understand me and my lifestyle.’ And it puts individuals together with other people who feel the same way.”

Results were impressive.

Customer-Product Relationship

For Jeep owners who felt less of a bond to their vehicles before this brandfest event, participation in activities like off-road training let to more posi-

Professor Analyzes Coping with Job Loss

With Oregon unemployment among the highest in the country, if you haven’t lost a job yourself, you know someone who has.

To help understand the life impact of job loss and how to cope with it, Fran McKee-Ryan, College of Business assistant professor of management and Angelo Kinicki, professor of management, Arizona State University, are researching how the personal meaning of job loss impacts how a displaced worker copes.

Published in the *International Review of Industrial and Organizational Psychology*, 2002, McKee-Ryan and Kinicki provide a life-facet model of coping with job loss. In that model, the researchers consider how important the work role is to a person’s sense of self, what the person’s personal, social and financial coping resources are, and how a person’s demographics (age, occupational level, gender and education) impact the stress and coping process. Because individuals do not respond the same way to losing their job, the researchers take it another step further.

McKee-Ryan and Kinicki look at the life impact of job loss across seven life facets—psychological well-being, physical health, spiritual well-being, daily routine, sense of purpose in life, social relationships, and financial impact. They then outline some activities that can be used in coping with job loss.

The researchers believe that how people appraise the effects of job loss of various aspects of their life will determine which coping goals they pursue.

“Previous research did not assess how the personal facets and corresponding coping goals affected a person’s well-being and reemployment over time,” said McKee-Ryan. “We’ve created a model that will enable us to do that.”

McKee-Ryan will continue her research conducting a meta-analysis of previous studies in this area. She’s also exploring how the coping process influences the likelihood of reemployment and psychological well-being over time as she continues her work on the life-facet model. Other current research projects examine the effects of managerial feedback on subordinate performance, job stress among U.S., Chinese and Mexican managers, and the use of e-recruiting methods instead of traditional recruiting methods to find new employees. ♦



Fran McKee-Ryan, COB assistant professor of management



Hal Koenig, COB associate professor of marketing

keting, has taken its ethnographic studies to the field and assessed how characteristics such as temporary geographic concentrations and richness of social context dynamically impact the building of a brand community.

“Building a brand community requires a real understanding of a customer’s needs and wants,” said McAlexander. “Brand communities are customer-centric. The meaningfulness of the community resides more powerfully in the customer experience than in the brand as promoted by the marketer around which that experience revolves.”

tive relationships with their vehicles. Those who already had a bond to the product, had less enthusiasm, but were more vigilant in learning about engineering improvements and trade-up potential.

Customer-Brand Relationship

Brand relationships across the board strengthened with the brandfest, to a larger degree with novices. Participants enjoyed Jeep advertising, engineering and history displays and contributed to brisk sales of branded accessories.



Jim McAlexander, COB associate professor of marketing

Rethinking Recession Ads: OK to Trim

The common wisdom about boosting advertising during a recession is not always so wise after all. It depends on the industry, according to an award-winning study by two Oregon professors.

Roger C. Graham, associate professor of accounting at the OSU College of Business, and Kristina D. Frankenberger, a professor at Western Oregon University, tapped the vast business records of *Compustat* to determine whether advertising during a recession had a different impact on future earnings and market value than ads during expansion. Examining records from almost 3,000 companies over 30 years – from 1971 to 2000 – and through four recessions, they found no significant difference in the impact of advertising during boom or bust.

Advertising Pays

Graham and Frankenberger's analysis supports the value of advertising. When times are

good, advertising can have a measurable impact on earnings – an impact that can echo for two or even three years.

However, their findings contradict the widely held belief that every company would do well to maintain or even boost advertising when the economy goes soft. This pervasive notion can be traced in large measure to a report titled "Making a Recession Work for You," published in 1993 by the American Business Press.

"The [ABP] studies indicate that firms that do not cut advertising during a recession report higher sales and earnings relative to competitors after a recession. These studies are frequently used to support arguments to increase advertising spending during recession," the researchers explained.

Graham and Frankenberger's larger and more detailed study reveals a more complicated reality. They found little difference between advertising

(Continued on page 9)



Roger Graham, COB associate professor of accounting

Customer-Company Relationship

For those less tied to the event, the customer-company relationship increased strongly. Those who scored high prior to the event, showed no significant change in this relationship. Customers craved audience with the people behind the brands and engineering roundtables consistently drew maximum-capacity participation.

Customer-Customer Relationship

By the end of Camp Jeep, many people had established friendships and made connections to meet the following year. The customer-customer relationship was confirmed strongly with customers who felt less connected to other owners. Owners who pretested higher on this scale showed no significant difference in their feelings toward fellow owners.

"From the ethnographic experience, we learned that novice owners begin to feel more a part of the community as they learn to consume the brand in ways that provide greater benefits to them," said McAlexander. "For the more experienced owners, the brandfest provides opportunities to demonstrate and reaffirm their community ties while both mentoring and performing for neophyte owners."

"By proactively providing a context for relationships to develop, marketers can cultivate community in ways that enhance building brand community and thereby increase customer loyalty," said McAlexander. "Brandfest participation led to significant increases in overall feelings of integration with the Jeep brand community and that is how brand communities are born." ♦

Marketing Students Win Research Grant

Two College of Business marketing students will be learning the differences between urban and rural teens in how they acquire fashions. Jeremy Darlow and Christopher Zimmerman, both seniors in the marketing option, won the OSU Undergraduate Research Innovation Scholarship Creativity (URISC) winter/spring research grant. Their research proposal garnered \$800 and was one of seven out of 20 submissions to win an award.

"We're trying to get more marketing research experience," said Darlow. "If we can get published in a trade journal and/or put ourselves ahead of someone else in the job search, that would be great."

The students will be focusing on jeans to determine if geography, advertising, shopping patterns, the internet or other factors impact the fashions that urban or rural youth acquire. Darlow and Zimmerman will be hosting two sets of focus groups each at Sunset High School in Portland and Pendleton High school in Pendleton. They'll create the questionnaire, host the groups, record the data, analyze it and deliver a report back to the URISC advisory panel by June.

"I'm sure apparel companies have researched this before, but have kept the results for their use," said Zimmerman. "It enables them to sustain a competitive advantage. We have ideas about what the results might be, but the question will be 'why.' That is what we hope to find out through our questions."

Both students see the research project as a valuable enhancement to their existing internship and classroom learning. According to Darlow, this year has been the most influential year with his marketing and merchandising classes helping him focus on what he wants to do.

"My ideal job is professional sports marketing or doing trend analysis for a retail apparel company," said Darlow. "Consumer behavior is what makes things click. It is the backbone of marketing," he said. Darlow is currently taking 19 credits and conducting sports marketing research for the athletic department. He also has held a web design and marketing internship for the Portland Trailblazers.

Zimmerman is also looking at market research and trend spotting as a career and has been talking with San Francisco-based apparel companies. He's also interested in auto industry vehicle design research and other areas. Zimmerman is currently in charge of business promotions for the OSU Mom's Weekend fashion show.

URISC is a program sponsored by the OSU Research Office that supports undergraduate research activities. It gives students a hands-on opportunity to apply what they have been learning in the classroom. The URISC advisory council reviews the proposals and the Vice Provost for Research makes the final award decisions. Award winners are determined based on the nature of the proposal, scholarly merit, leverage and other considerations. ♦



Christopher Zimmerman and Jeremy Darlow, seniors in the marketing option

USA Patriot Act Expands Electronic Monitoring

As America expands its war on terrorism, businesses may find themselves enlisted by the government to *secretly* monitor certain employees' electronic communications when employees are using the employer's computer systems. The USA Patriot Act, passed in October 2001, amended the Electronic Communication Privacy Act to loosen the basic federal protections against electronic surveillance by the government in the home, on the Internet, and in the workplace.



Nancy King, COB assistant professor of management

COB assistant professor Nancy J. King studies workplace privacy law and is tracking the impact of the new law on businesses and their employees. She presented her findings – *Electronic Monitoring: How Far Can You Go?* – at the annual Labor and Employment Law Briefing, hosted by the Bullard, Smith Jernstedt & Wilson law firm in Portland.

“Employers should anticipate increased obligations to provide private information about employees to the government for national security purposes and law enforcement purposes,” King advised the assembly. “The combined actions of Congress and the courts have effectively expanded the ability of employers to monitor electronic communications of employees without violating the law. But there are negative implications for business as well.”

Employees beware: If it isn't yours, it probably isn't private

Here's a riddle for you: What do you lose every time you go to work, but rarely realize you have lost?

Give up?
It's privacy.

When you took your job, you knew that you were trading your time, skills, and energy for the company dollar. But you may not have realized how much of your privacy you also traded in.

Take the contents of your desk, for example. Are those drawers and locking files private? How about the e-mails from friends and family that you send and receive at your company e-mail address? Or voice mails saved on your work phone? Or the history of the websites you surfed (on your lunch hour, of course).

The answer to these questions is: no, no, no and no way.

Employees are not completely without privacy rights in the workplace. The Electronic Communication Privacy Act requires employers to stop monitoring telephone conversations if they determine that a conversation is purely personal in nature. Even in this situation, the employer's right to listen turns on whether the employee has any expectation of privacy in the call. Adopting a policy that notifies employees of the employer's monitoring practice may well eliminate any expectation of privacy in employee's workplace communications. The age old adage that “possession is nine-tenths of the law”

The revised laws give the government greater access to a business' electronic communications. Government agencies can compel businesses to monitor their electronic communications systems – including e-mail, voice mail and Internet access – for law enforcement purposes.

The government may order a business to provide access to employee communications, while not informing the employee that he or she is under surveillance. For example, employers may be required to secretly comply with search warrants that seek e-mail and voice mail records. Investigators may even request real-time monitoring of the employee, intercepting e-mails and telephone calls as they are in transit.

Privacy Policies and Focused Monitoring

King advises business managers to review their company policies related to electronic communications and update them to reflect the very real possibility that the employer may be required to secretly monitor employees' electronic communications on behalf of the government. For example, a company privacy policy that promises employees that they will be notified if the company moni-

applies well to employee privacy. If it isn't yours, then it probably isn't private.

The company can – and some companies do – exercise their right to inspect desks, lockers, briefcases, e-mails, voice mails and Internet surfing histories. The USA Patriot Act made it easier for the government to enlist the help of businesses to intercept or inspect electronic communications for law enforcement or national security purposes. When indignant employees sue for invasion of privacy, the company usually wins. Ditto when the lawsuit relates to claims of invasion of privacy that occurs when the company is acting on the government's behalf to monitor electronic communications in the workplace.

Here are some suggestions that will close the company's window into your private affairs.

- ◆ Know your company's privacy policy – look at the policy to see what it says about whether the company routinely monitors e-mail, voice mail, Internet access, computer files stored on company computers, etc.

- ◆ Use an Internet e-mail account like Hotmail.com for personal e-mails. You can access your e-mails through the company's Internet connection. The e-mails can be intercepted, but at least your personal messages aren't stored on the company server. It would violate federal law for the company to “hack” into your Hotmail account to access your personal e-mail, even if a manager guesses your password.

- ◆ Likewise, use a personal voice messaging service – offered by most phone companies for your home

tors their communications may need to be changed to comply with the requirements of the new law.

Business managers should also keep any electronic monitoring focused. Overly broad monitoring of employees' electronic communications may violate the employees' federal and state privacy rights.

“Businesses that conduct electronic monitoring of the workplace should take care that their monitoring does not intercept the communications of other persons except when it is related to the purpose of the monitoring,” she cautioned.

The courts usually side with the employer when employees file invasion of privacy suits. The USA Patriot Act provides businesses with expanded protections against such suits. If the business was responding to a proper government request, the employee under investigation cannot sue the company.

Computer Trespassing

The USA Patriot Act also may help businesses catch hackers. A new “computer trespasser” exception to federal privacy laws authorizes law enforcement agencies to assist employers when hack-

telephone number.

- ◆ Don't send e-mails or voice mail messages that are harshly critical of the company or co-workers – even if they are true.

- ◆ Don't send or reply to messages that contain derogatory comments about anyone based on their race, sex, religion, national origin, age or disability. Such comments may be considered evidence that you have violated the employer's non-discrimination policy. And, even if you delete them, it is likely they can be recovered by a computer forensics expert.

- ◆ Don't tell sexual jokes, make sexual comments, or invite anyone to date you using the company's e-mail, voice mail, fax machine, etc. Unless the sexual comments, etc. are “welcome” by the person that they are directed to or about, your employer may consider them to be evidence that you violated the company's sexual harassment policy. And, see discussion of computer forensics above, for an explanation of when “delete” doesn't actually delete the message.

- ◆ Keep personal files off company computers. If you are suddenly fired or laid off, you might not have access to the company computer to retrieve your personal information. However, your employer will have access to the information in case you decide to bring a wrongful termination lawsuit. The information on the company's computer systems could help, or hurt, your case but it is not likely to have been deleted just because you hit the “delete” button. ◆

ers or unauthorized users enter their computer systems. Previously, cyber cops needed a warrant to intercept a hacker's Internet communications from a hacked computer – even if the owner of the computer being hacked had granted consent. Again the surveillance must be precise. An employer must not allow law enforcement to obtain any communications other than those from the computer trespasser.

Public Internet Monitored

As a sign of our digital times, the USA Patriot Act made significant changes in government monitoring of Internet Service Providers – the on-ramps to the Information Superhighway.

“The USA Patriot Act amends federal privacy laws in ways that should concern both employers and employees,” King warned. “The Act increases the lawfulness of government intrusions into Internet communications.”

Internet Service Providers *that serve the general public* – both employers and employees – may be required to disclose customer information, and, under certain conditions, even the contents of e-mail messages to the government for national security or law enforcement purposes. ◆

Green Leading International Entrepreneurship Research

Mark Green, director of the College of Business Entrepreneurship and Innovation Program and Austin Family Business Program, has been selected to lead an international team of researchers studying entrepreneurial activity in family business.

Working as a project leader for the Global Entrepreneurship Monitor, Green and his research team including OSU professors Clay Dibrell, Jon Down, Jon Moulton, Ping-Hung Hsieh and other international scholars, will focus on developing questions that will allow them to analyze entrepreneurial trends in family businesses throughout the world. Their results will be incorporated into the annual Global Entrepreneurship Monitor (GEM) study.

Entrepreneurship Facts

- ◆ 460 million individuals worldwide are either starting a new business or managing a young business of which they are an owner.
- ◆ Only 7 percent of start-up efforts are likely to expand the range of goods or services by creating new sectors or market niches.
- ◆ Women participate in the entrepreneurial process at about half the rate of men.
- ◆ Informal financial support for start-ups is five times that of domestic venture capital support among the 37 GEM 2002 countries representing 92 percent of the world's GDP.

Source: *Global Entrepreneurship Monitor 2002 Executive Report*

The GEM study, conducted since 1999 by Babson College in Wellesley, Mass., and the London Business School, is a universal analysis of entrepreneurship and economic growth. With funding from the New York-based George and Robin Raymond Family Business Institute, detailed analysis of family business performance and behavior from 37 countries will now be collected and included in the study, Green said. For more information on the GEM study, go to www.emkf.org/GEM2002.

Prior to his arrival at OSU, Green was assistant dean at Willamette University's Atkinson Graduate School of Management in Salem and a professor at the University of Colorado at Denver. Green earned his bachelor's degree at California State Polytechnic University, Pomona, his master's in business administration at the Atkinson Graduate School of Management and his doctorate in California at the Claremont Graduate School. ◆



Mark Green, director of the COB Entrepreneurship and Innovation Program and the Austin Family Business Program

Rethinking Recessions Ads: OK to Trim

(continued from page 7)

during boom or bust. But more importantly, they found that cutting advertising during hard times did *not* hobble the next year's recovery – particularly in consumer-oriented businesses.

Industries Vary

Instead of lumping all 3,000 companies together as earlier studies had, Graham and Frankenger sorted companies into three main industries: consumer-oriented firms, industrial product manufacturers and service providers. Each industry has distinctive advertising practices. Firms selling to consumers spend more on advertising than firms that sell to businesses, and service providers spend even less.

The key findings by industry were:

- ◆ **Consumer product firms:** Trimming advertising may impact the current year's earnings, but it has little effect on next year. Consumers seem to retain some product awareness despite declines in advertising. If advertising cutbacks continue for two years or more, earnings may start to drop.

- ◆ **Industrial manufacturers:** Trim cautiously. Cutting advertising may affect current *and future* business, especially if the cuts are perceived by customers and investors as a signal of weakness.

- ◆ **Service firms:** The common wisdom holds true. Maintain advertising during a slump. Service firms can incrementally benefit during a recession by increasing their advertising.

These insights offer some relief to beleaguered managers – especially in consumer businesses.

"Managers can take consolation that when forced to temporarily reduce their advertising budgets, the effect on future earnings may not be overly consequential," Graham and Frankenger wrote in their report, "A Cost-Benefit Analysis of Cutting and Maintaining or Increasing Investments in Advertising during Recessions."

MSI Award

The groundbreaking analysis won a special competition and a \$5,000 award for research on "Marketing in Turbulent Times." The competition was sponsored by the Marketing Science Institute (www.msi.org), a not-for-profit institute in Cambridge, Mass., that was established in 1961 to promote links between business and academia. The competition was also supported by the American Association of Advertising Agencies (www.aaaa.org). ◆

NSF Grant Enables Reitsma to Develop K-12 Digital Library

A \$174,000 National Science Foundation grant will fund Rene Reitsma's work to help develop an engineering and mathematics digital library for students from kindergarten through high school.

Reitsma, an associate professor of MIS, will

collaborate with educators throughout the country on the project, which when complete will give teachers access to math and science curriculum, lessons and activities with built-in engineering approaches.

"Most K-12 teachers are understaffed,

underfunded and overworked. Time to develop new curriculum is limited," said Reitsma. "We'll be providing teachers tools that will enable them to easily put together comprehensive educational lessons that will be interesting to students."

Reitsma and two OSU graduate students, Ying Kan and Brendon Whitehead, will handle the implementation of the digital library, including its structure, access and search capabilities.

Additional funds will go to other universities for development of other components of the digital library. Project leaders are the University of Colorado and Tufts University. Research partners, in addition to Reitsma, include the American Society for Engineering Education, Colorado School of Mines and Duke University. When completed, the collection of digital libraries will be added to the National Science Digital Library collection which was launched late last year at www.nsdlib.org.

Reitsma, who earned a doctorate in policy sciences from the University of Nijmegen, The Netherlands, arrived at OSU in 1999 from the University of Colorado. He has done extensive work in development and design of information systems for engineering, science and mathematics. ◆



Rene Reitsma, COB associate professor, and Ying Kan and Brendon Whitehead (not pictured), OSU graduate students, handle digital library implementation.

Forestry Execs Highlight Industry Issues



John Shelk, managing director, Ochoco Lumber; John Bliss, professor, College of Forestry; Bond Starker, president, Starker Forests; Jon Moulton, COB assistant professor of finance; and Steve Killgore, vice president, McKenzie Forest Products, participate in the faculty forum.

Forestry industry leaders gathered to honor Duane McDougall and participate in a College of Business and College of Forestry faculty forum.

Bond Starker, president, Starker Forests; John Shelk, managing director, Ochoco Lumber; Steve Killgore, vice president, McKenzie Forest Products; and Duane McDougall, Alumni Fellow and former CEO Willamette Industries; discussed issues most pressing to the forest industry.

Clay Dibrell, COB assistant professor, and Eric Hansen, associate professor in the College of Forestry, were moderators of the forum and shared the collaborative research underway within and between the colleges, reviewed the college sustainability initiative and asked input from the industry leaders in attendance.

In looking at the wood products industry, roundtable members said that the opportunity to get into the industry has never been greater.

"If you leave the U.S. and look through others eyes, you'll see that international communities want to bring their lumber here," said John Shelk. "Lot's of imported, and often subsidized, wood is disrupting normal product cycles. There is great opportunity to leverage a wood products background and financial smarts to capitalize on global wood product opportunities."

At issue, however, for medium-sized companies is the difficulty in accessing financing capital. According to roundtable members, most lenders are not supportive of the wood products industry and many aren't headquartered in locations where they understand it.

As a result, just as other industries have moved manufacturing off-shore, these executives say that

wood products may not be manufactured in the U.S. in the future if current capitalization and market conditions persist.

However, as consolidation and closures continue, there will be more opportunities in niche markets.

"Americans are the most innovative people in the world in this industry," said Shelk. "Whether it's exporting large logs, dealing with marginal wood and downward pricing, or looking outside our own country for opportunities, we're on the move." ♦

COB Alumnus Duane McDougall Honored as OSU Alumni Fellow



Sabah Randhawa, OSU interim provost and executive VP, and alumni fellow Duane McDougall, '74

2002 Oregon Family Business Award Recipients

Evergreen International Aviation,
McMinnville

Large Family Business of the Year

Wentworth Auto Group, Portland

Medium Family Business of the Year

The Victory Group, Salem

Small Family Business of the Year

O'Keeffe's Working Hands Creme,
Joseph & Sisters

Woman-owned Family Business of the Year

Ornelas Enterprises, Hillsboro

Minority-owned Family Business of the Year

Duck Pond Cellars, Dundee
Security Signs, Portland

New Family Businesses of the Year (tie)

Hotchkiss Company, Inc.

Old Family Business of the Year

National Family Business Award Winners

Two 2001 Oregon Family Business Award recipients went on to win 2001-2002 MassMutual National Family Business of the Year Awards. Henningsen Cold Storage Co. was named a "National Winner" in the medium (50-250) company category. Teeny Foods, Corp. was named First Runner-up in the Small (fewer than 50 employees) category.

The Oregon Family Business Awards are presented annually by the Austin Family Business Program at OSU. The 2002 awards were sponsored by U.S. Bank, DeLap White Caldwell & Croy, LLP, MassMutual Financial Group, Black Helterline LLP and the P.C. Ross Group.

Duane McDougall, former president and chief executive officer of Willamette Industries, which was acquired by Weyerhaeuser, was named OSU Alumni Fellow on November 1 at the CH2M HILL Alumni Center in Corvallis.

The Alumni Fellows Award was established in 1988 for the purpose of recognizing some of OSU's most eminent alumni who have distinguished themselves in their given fields and have shared their expertise with the university community. McDougall is the fifth College of Business alumnus to receive this prestigious OSU award since its inception.

"Duane is an example a lifelong learner who leads with integrity," said COB dean Ilene Kleinsorge. "The College of Business is proud to have been a part of his life."

McDougall earned his bachelor's degree in business and technology in 1974 and completed the Darden Management Program in 1994. He also completed the Stanford University Financial Management Program. While president and CEO of Willamette Industries, he oversaw steady growth of the firm with over 107 plants located in 24 states, France, Ireland and Mexico.

McDougall, an active philanthropist, regularly participates in the Volunteers of America, Court Appointed Special Advocates of Multnomah County, Portland Rotary Club Charitable Trust Foundation, Portland Art Museum and Stop Litter and Vandalism.

McDougall has also been involved with the Portland Chapter of the Financial Executives Institute, and American Forest & Paper Association. He is vice chair of the OSU Foundation Board of Governors and will chair the board in 2002-2003. ♦

BIT Extension Brings High Tech Business Savvy to Pilot Counties

As satellites and fiber optic cables link the globe in a vast computer and communications network, companies have discovered that they can operate almost anywhere there is an Internet connection. With the right computers and information technology, a business in Burns can be just a few seconds away from a customer in Bombay.

OSU leaders see tremendous opportunities in rural Oregon for communities, businesses and individuals to participate in the knowledge economy. The College of Business and OSU Extension Service are leading an initiative to create a Business and Information Technology (BIT) Extension program – the first of its kind in the nation.

“Our goal is to assist Oregonians in pilot counties to adopt leading-edge technology as an integral part of their community, business and personal lives,” said Bruce DeYoung, BIT Extension Initiative Leader. “We’re just beginning, but there’s tremendous potential to help rural folks start, adapt and grow their businesses by leveraging new technology and business strategy.”

The pioneering BIT Extension recruited its first outreach faculty, Pam Halverson and Tim Strahl, in late 2002, now located in OSU Extension offices in Medford and Burns, respectively. Halverson will cover Jackson County in Southern Oregon and Strahl will serve Harney County in Eastern Oregon.

BIT Extension also has two part-time 4-H youth faculty located in Central Oregon.

Among many other activities, Halverson created a Technology Learning Center (TLC) at the local Extension office for Jackson County 4-H Technology Clubs to meet and learn about technology and related careers.

Using a variety of techniques, Strahl has been educating rural businesses on technology use. This has included providing website development information for farmers wanting to sell their products online and identifying available ranch management software for these entrepreneurs.

“There is pent up demand in rural communities for business and information technology education,” said DeYoung. “Our pilot areas cover six percent of Oregon and we’re working hard to acquire stable funding and to develop a curriculum that will allow us to expand. Until then, our focus is on building a solid track record in our pilot areas.”

Reaching Out

As part of the curriculum, the College of Business is transforming an undergraduate business software technology course into a series of outreach workshops/classes. Titled “Pathways to Productivity,” the course will introduce learners to fundamental concepts and skills necessary for business computing and enterprise applications.

In addition, students from the College of Business and College of Engineering will be participating in summer BIT Extension internships in rural OSU Extension field offices where they will mentor 4-H youth and infuse technology into small rural enterprises, communities and families.

BIT Extension will also be hosting its second BIT youth camp during the 4-H summer conference at OSU this June. (See related story.)

“We’ll be successful if we can help adults and youth in these pilot areas gain business and information technology skill sets that foster business and community vitality,” said DeYoung. “We hope to encourage new technological advances that will help to improve people’s businesses and lives!”

BIT Extension is supported by the OSU Extension Service, the College of Business and a grant from the Engineering Technology Industry Council. The program is designated as a top funding priority for both the OSU and Oregon University System federal agendas in 2004. ♦

BIT Extension Takes Youth on Magical Journey

At a unique business and technology day camp held at OSU last summer, a room full of 40 junior high and high school students learned that business no longer needs to be a big city enterprise.

In its kick-off event, BIT Extension hosted a youth techno-camp, “Magical Journey into Techno-Wizardry,” to reach one of its target constituencies – teens who will carry their new understanding of technology’s tools back to their families, schools and communities across the state.

The BIT youth camp took place in conjunction with the 4-H summer conference at OSU. Hosted by the colleges of Business and Engineering, students designed their own web page and explored the world of robotics.

In an entrepreneurial session, students learned about the hand-and-glove relationship between technology and investing. Each student was given \$20,000 imaginary dollars to invest in stocks. Their investing success was determined by the actual market performance of the stocks over the preceding eight weeks.

Skip Rung, retired R&D manager for Hewlett-Packard, recounted the rise of inkjet printing and led the students in assembling model inkjet pens.



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Forty youth from 4-H programs throughout Oregon attended the Business and Information Technology Extension Camp.

Camp 2003 planned

BIT Extension is planning to host

What Students Say:

Tonje Olafsen from Norway

Best Experience:

"I liked all the new friends I met from America, Denmark and Cambodia. It is very interesting learning about different cultures."

Biggest Difference:

"The U.S. is more competitive and straight-forward. In Norway, we keep to ourselves. In the U.S. people talk in class and participate."

I'm not used to that. People are also friendlier and ask how you are. People are very helpful and polite, holding doors for you and saying "excuse me" even if you don't touch them."

Best Memory:

"I celebrated Thanksgiving with a family I didn't know. I had a wonderful time."



Thomas Jakobsen from Denmark

Best Experience:

"A bunch of us rented cars and drove across the U.S. before coming here. People were friendly and nice. It was great seeing everything."

Biggest Difference:

"There is a lot of school spirit. You also have lots of sports facilities. I'm not used to that. In Denmark, you have to be a member of each club; you don't have the choices that you have here."

Best Memory:

"All the guys sitting together in a bar and having fun."



Kyle Wirth, exchange in China

Best Experience:

"Getting to experience so many cultures in a different setting than America. It is an amazing opportunity. My time in China has provided me with a totally different perspective and has allowed me to appreciate my own culture and the cultures of many others a lot better."

"The best experience I have had in China thus far has been living with a diverse group of students in the foreign student dorms. This has been my first time living in a dorm during college, and being able to interact with Koreans, Japanese, French, Russians, Indonesians, and many other nationalities on a daily basis has enhanced my personal growth and development aside from my daily interactions with Chinese people. It has provided me with a wider understanding of how Chinese culture compares with other foreign cultures while also allowing me to share



in the vast amount of experiential knowledge that my "dorm mates" have to share."

Biggest Difference:

"When comparing daily life in Beijing, China to that in Corvallis, Portland, or other western U.S. cities, no one distinct difference comes to mind when I try to think of the biggest difference between the two. Perhaps, the greatest difference is population density and crowded spaces. Everywhere in Beijing is busy, and everyday is much more crowded than even the holiday rush in the states. There are times when the supermarkets are so crowded that it can be impossible to get from one area to another through many of the aisles, and it may take 20 or 30 minutes of waiting in line to get to a cash register and check out."

Best Memory:

"My birthday. From 12:01 a.m. until midnight the next night, my new friends and I celebrated intensely. The day started with a cake and a party and ended with about 40 people going out to eat and hitting the clubs until dawn on the next day. The generosity and kindness shown by so many people whom I had known for only a few months or

less at that time was amazing. It is very representative of most of the people I have met thus far while in China."

Holly Ostrom, exchange in Denmark



Best Experience:

"Building lasting friendships with people from all over the world."

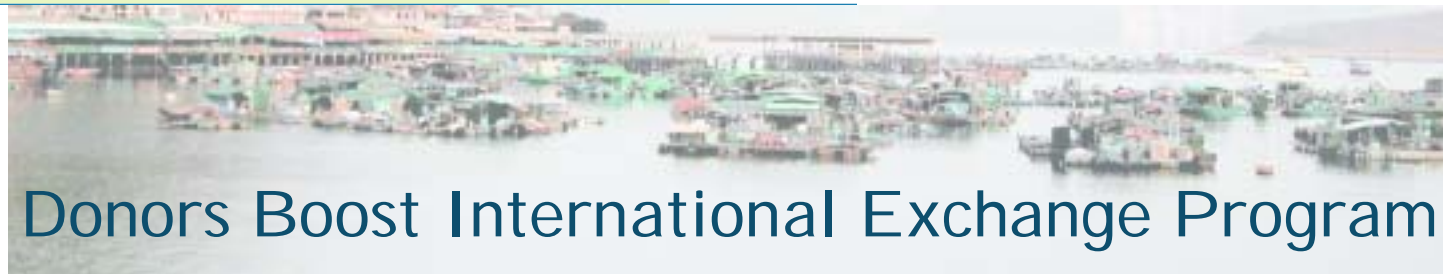
Biggest Difference:

"The dorm I lived in was a 15-minute bus ride away from campus, unlike America, where the dorms are usually located on campus. My dorm housed students from multiple universities across Aarhus, allowing me to meet a broad array of people."

Best Memory:

"Sharing Thanksgiving dinner with my international friends and watching their reactions from tasting pumpkin pie for the first time. They were really skeptical of the concept of a pumpkin pie, but most of them actually liked it!"

Donors Boost International Exchange Program



Already housing the biggest business-focused international exchange program in the state, the College of Business will be able to double its global presence and increase student participation within the next five years thanks to generous gifts from COB alumni.

Gifts from Payson Cha, '68, deputy chairman of HKR International Limited in Hong Kong; Joseph Lobbato, Jr., '82, managing partner of Accenture for Asia Pacific based in Thailand; and Art Stonehill, College of Business professor emeritus of international finance; have provided 50 students with international exchange scholarships and spurred the creation of new exchange programs in Bangkok, Thailand, and Lund, Sweden, with more in the works.

"Going on an exchange is a wonderful learning experience," said Cha. "Students have an opportunity to expand their minds and carry that understanding with them the rest of their lives."

"I have worked and lived in Europe for 13 years and the past seven in Asia. Learning different cultures and operating styles has made me a more effective individual," said Lobbato. "I hope that the students who participate in these programs will gain a broader cultural understanding that

will help them be more effective managers in the future as well ... regardless of whether they continue to work in the United States or abroad."

Scholarships help Junior and Senior-level students pay for airfare and other expenses above their normal OSU expenses to participate in an international exchange.

"Support for the program enables more students to experience business within a global context," said Erik Larson, chair of the management, marketing and international business department. "Going abroad is a life-changing event and a profound learning experience that we highly encourage with our students."

Over the past dozen years, the program has consistently grown in demand, according to Stonehill. "We started with a program Steve Lawton, international business professor, established in Australia in 1978. While I was teaching in Denmark we created programs in Aarhus and Copenhagen. Our student demand was so big, that we had to develop more programs," said Stonehill. Because he was also teaching in Norway, he helped open the doors there as well.

After establishing programs in Europe, the COB determined that the next region to focus on

was Asia. Cha, a student of Stonehill at OSU, suggested the City University of Hong Kong, where he was a member of the Board of Trustees. And this year, Thailand, where Lobbato resides, has been added.

"The College of Business is committed to strengthening the international exchanges as a distinctive element of the college," said Lawton.

The college plans to increase business-specific international exchange programs from six to 12. Students may also participate in other exchange programs offered by OSU and Oregon University System that do not have a specific focus on business. The college hopes to increase overall COB student participation in all programs 50 percent, from 100 students currently to 150 students, within five years.

In addition to new programs in Thailand and Lund, other business-specific destinations include Hong Kong; Aarhus, Denmark; Kristiansand, Norway; and Sydney, Australia. A major advantage in participating in the international exchanges is that many students can complete their international business option at the college. The COB is targeting the Czech Republic, Austria, Chile, China and other countries for 2004 and beyond. ♦

Join Us!

If you've gone on an international exchange and would like to catch up with some old friends, join the College of Business for a social event at Widmer Gasthaus, 955 North Russell St., in Portland, Ore., on Thursday, April 3, from 5:30 - 7:30 p.m.

Clara Horne, Steve Lawton and Erik Larson will be on hand to visit with you and update you on the expanded international exchange program. Microbrews and hors d'oeuvres will be provided. Dress is business casual.

RSVP to hoflichc@bus.oregonstate.edu and note International Exchange Reception in the subject line.

Potwin Succeeds with Own Version of Windows

When Peter Potwin, '72, took a job as controller of a small Portland building supplies company 22 years ago, he could not have known that the aging firm was about to transform itself into a global player in a burgeoning new market. The transformation would provide Potwin with a window onto a revolution in architecture and serve as a doorway to his current position as chief financial officer of Benson Industries, Inc.

"You never know where an opportunity will lead," he reflected. "This job really has been a doorway to the world."

There was nothing in the half-century history of Benson Industries, Inc. that hinted at its high rise future. Founded in 1926 by Tom Benson, the company had built a solid reputation as a provider of metal doors, specialty windows and custom building products in the Portland area.

But in the early 1980s, under the leadership of chief executive Lou Niles, the company raised its sights to higher targets – the great glass towers that were transforming the skylines of cities around the world. For these colossal corporate and civic structures, beauty truly is only skin deep. The skeletal frames of steel and concrete are the height of homeliness until covered by a shimmering exterior of lustrous glass.

In the reflection of those mirrored facades, Benson Industries saw its future. Led by CEO Niles, with Potwin monitoring the firm's financial health, Benson Industries entered the international market for external cladding and unitized curtain walls. Today, 20 years later, dozens of the most prominent skyscrapers in the world – from Buenos Aires to Beijing, from Dallas to Dubai – greet the rising sun with facades designed, engineered, manufactured and installed by Benson Industries. The once local window provider is now one of the top three players in its industry in the United States, with revenues last year of \$80 million. Beside the corporate offices in Portland, Benson has offices in Los Angeles, Chicago, Tacoma, Singapore, Manila, Korea, and London.

The firm's website at www.bensonglobal.com reads like a Who's Who of American industry. Chrysler, Microsoft, AT&T, Alcoa, Lucent, Four Seasons and Fox. The twin spires of the Oregon Convention Center in Portland were clad by Benson Industries, as were the Lincoln Center in Minneapolis and the stunningly original Cathedral of Our Lady of the Angeles in Los Angeles.

"These companies want a window wall that will stand the test of time," Potwin said. "They want something that will look good, stand out and mean something. They want to make a statement through their architecture. That's what we provide."

Benson's roster of international clients, though less familiar to Americans, is equally impressive and growing. The firm's exterior expertise has taken it to China, Japan, Singapore, Taiwan, Malaysia, Argentina, Spain, the Philippines and the United Arab Emirates. The Emirates Project – a striking triangular spike rising in Dubai, capital of the United Arab Emirates – is one of the 10 tallest buildings in the world. Benson Industries

has put the finishing touches on the Industrial Commercial Bank of China in Beijing – the largest bank of the most populous nation on earth.

"Our goal is not to build the tallest or the biggest – just the best," Potwin observed, noting that the largest projects are not always the most lucrative.

Potwin's journey to the top began just two weeks after he graduated from OSU with a degree in business and a minor in industrial engineering. In June 1972, he hired on as an accountant at Touche Ross (now Deloitte Touche), where he became a certified public accountant. In that first job, his understanding of industrial engineer-



Peter Potwin, '72, CFO, Benson Industries

ing was invaluable.

"I was able to use those skills to understand what makes a bottom line," he said. "It helped immensely in getting a start."

His experience as vice president of his class at OSU also paid rich dividends. He advises students, "Don't get totally caught up focusing on your studies. Get involved in student events. It helped me meet people outside of the business school. It will help you with relationships in whatever field you get into."

In 1975 Potwin moved up to a position as assistant controller for Great Western Malting. For four years, his business involved beer. In 1979 he became the controller for Cooper Laboratories, a Bay Area firm with a manufacturing facility in Portland that turned out dental and eye care products.

In 1981, looking for a more stable operation, Potwin joined Benson Industries, never suspecting that the quiet, old-line door-and-window provider would take him around the world. Benson

(Continued on page 15)

CFO Associates are College of Business alumni who have verified they are chief financial officers or an equivalent highest-ranking finance officer in their companies. The group welcomes new members. There are no membership fees, obligatory meetings or elected officers. We apologize if there are some alumni we have missed. If you have reached the CFO level of your company and are not listed, please let us know by e-mailing exchange@bus.oregonstate.edu.

A CEO Circle is also being established. Please e-mail exchange@bus.oregonstate.edu if you are a College of Business alum and interested in learning more about the CEO Circle.

Bonnie Humphrey Anderson
OSU Federal Credit Union
Darrel Anderson
Idaho Power
Stephen Bailey
Flir Systems, Inc
Clifford Barry
Columbia Forest Products, Inc
Stephen Brinkman
Monterey Pasta Company
Janie Brown
Merix Corp
Charles Button
South Peninsula Hospital
David Carlson
LaCrosse Footwear, Inc.
Aaron Crane
Oregon Health Sciences University
John Dethman
New Technologies, Inc
Douglas Epping
20/10 Products Inc
James Fagan
Malarkey Roofing Products
Mark Fahey
The Halton Company

Thomas Ferreira
Symatrix Technology
Fred Gaeden
Gaeden, Enderby & Company
Jeffrey Gakstatter
Pepsi-Cola Bottling Co of Bend
Debra Guzman
Securities Corp
Teri Harrod
Gerding/Edlen Development Company LLC
Scott Hildebrandt
Merant
Steven Hooker
Regence Group
Gene K. Huey
ESCO Corp
Richard Lee
Brattain International Trucks
Michael Lofting
Warm Springs Power Enterprises
Allan Meyers
Menlo Worldwide Logistics
John Murakami
Northwest Pipe Co

Robert Myers
Capitol Auto Group
Kurt Peterson
Oregon Chai Inc
Peter Potwin
Benson Industries, Inc.
Dennis Powell
Cisco Systems
Jim Price
Geomatrix Consultants, Inc.
John Scanlon
Internap Network Services Corp.
William Sims
BD Biosciences Clontech
Jonathan Spencer
Prudential Northwest Properties
Ted Stalick
Mercury General Corporation
Pamela Vukovich
Legacy Health System
Bradley Wiens
Sun Gro Horticulture Inc
Steven Zika
Hampton Affiliates

Investment Club Raising Capital

The market may be down, but the energy in the College of Business Investment Club is nothing but up. The college and approximately 40 students are on a drive to raise \$50,000 for the club to invest in the stock market.

"Students are learning how to develop a portfolio strategy, how to analyze data, how the trade process works and how to protect their portfolios," said Ray Brooks, associate professor of finance and

club adviser. "Students are interested because it is a year-round learning experience, not just one class."

To enhance that learning experience, students hope that soon they'll be able to trade real dollars instead of their current paper portfolio. So far, the program has received more than \$11,500. Alumni instrumental in jumpstarting the fundraising effort include Tod Perkins, managing director, Credit Suisse First Boston; Martin Tobias, venture partner, Ignition Partners; and Robert Zagunis, principal of Jensen Investment Management.

According to Brooks, the Investment Club will

operate differently from clubs at other schools. "Our students will have a stake in raising the money and have a more vested interest in what is going on," he said. "Students will be involved in making contacts, giving presentations to potential donors, and making their case to the Investment Club board. It is a much more entrepreneurial experience and one that readily relates to the investment world."

Most of the 120 investment clubs across the country manage their school's foundation dollars. The Investment Club, however, by raising and managing its own funds, is directly connected to the donors and must demonstrate money management skills to the donors, much like real money managers.

Long-term goals for the fund include helping pay for club operations: trips to businesses, leadership conferences, the finance option banquet, student scholarships and more.

Currently, the class is divided into teams focused on 10-12 industries. Students research their recommendations and meet weekly. Monthly, teams present a case for buying or selling a particular stock, supporting their recommendations with numbers, industry stats and research on the company to the student board.

"We measure our success against the S&P 500," said Daniel Nelson, Investment Club student board member and president of the Finance Club. "Our goal is to out-manage the professionals."



Martin Tobias, '87, Ignition Partners; COB student Jake Bakker; Eric Schoenstein, '88, Jensen Investment Management; COB students Wendy McKinley and Daniel Nelson; and Tim Jensen, '77, RBC Dain Rauscher participate in an Investment Club meeting in Portland.

Zagunis Says Cash Flow Is Key

Alumnus Robert Zagunis, principal of Jensen Investment Management, wasted no time telling the Investment Club class what makes companies click, "Cash flow is it!"

After spending more than 15 years in the banking industry with the Bank of California and First Interstate Bank of Oregon, Zagunis 10 years ago jumped ship for Jensen and now has over \$1 billion in assets under management. Jensen has consistently beaten the S&P Index and has a five star ranking by Morningstar.

Jensen's investment discipline looks at all public domestic companies and selects approximately 100 and then narrows them to 20 or 30 for every portfolio. Each company possesses a sustained competitive advantage, consistently high earnings, free cash flow and outstanding management qualities.

"Companies with cash flow can incrementally fund their own growth," said Zagunis, "unlike the Enrons of the world." He cautioned students, "The market is purely a way to buy and sell, not the way we put a value to companies. Our valuations are based on cash flow and future business prospects, as if the companies were not public." ♦



Robert Zagunis, '77, principal, Jensen Investment Management

PERS Q&A

with Ray Brooks, associate professor of finance



How did we get to where we are now with the Public Employee Retirement System?

PERS has two tiers. Tier I is the one that everyone is concerned about because it guarantees an 8 percent return every year but allowed for additional return when the markets performed well. Unfortunately we have had a down market three years in a row which means that public employers were unable to earn 8 percent on PERS and were

required to take program money to cover both the 8 percent PERS guarantee and the additional market loss in the fund. This obviously has a huge budget impact.

Why wasn't this planned for?

This is where it gets interesting. In good years, PERS earned a return that was higher than 8 percent guaranteed and instead of saving for the lean years paid out at a rate higher than the guarantee. Because PERS is a public pension fund, unlike private pension funds that can't be touched by the company, money that is saved for lean years becomes part of a rainy day fund touchable by the state. Even if money was saved for the lean years, there was no guarantee that it wouldn't be put to other uses. Ultimately, in the good years, PERS gave the return to employees and avoided losing money out of

PERS for other state costs.

What could have been done to avoid this?

First, if there had been an 8 percent maximum in any one year, there would not be a current deficit if all the extra earnings were for PERS only. Second, from a finance perspective, you can buy insurance called put options. Anytime you have a big pool of investments with real downside potential that can have a long-term significant impact to your operations, you should buy put options. Put options act like insurance. In a down markets they recover loss. In a good market, they lower some of the gain paying for the insurance. If PERS had taken the earnings above 8 percent, put it into a rainy day fund and used a portion of these funds to buy put options, we would have a surplus in PERS. But in the case of PERS, the state may have lim-

ited its options in protecting the pool of funds. One change that the state legislature needs to make in PERS is to allow this type of insurance.

If this were implemented now, would it work?

I believe in the long run, PERS would correct itself with an 8 percent return ceiling by buying insurance. However, the current under-funded pension is a liability to already sparse budgets and under such public remorse. The legislature has its work cut out to figure out a short-term fix. The promised 8 percent also seems high given the historical rate of risk-free investments. I would recommend a lower guarantee, something around 6 percent which is the long-term average return of U. S. Government bonds. If Tier I employees want a higher return, they need to bear the risk like the Tier II employees.

Delta Systems CEO Jake Bushey Gives McHenry Lecture

College of Business alumnus Jake M. Bushey, '83, president and chief executive officer of Delta Systems Inc., spoke to students and faculty about growing a business at the Austin Family Business Program McHenry Family Lecture.

Bushey's Arkansas company provides automation control solutions worldwide for manufacturing and distribution operations. Bushey discussed software in an information enterprise and also the operational and financial aspects of the business. Delta Systems reported the expectation of a 90 percent revenue gain from 2001 to 2002.

"When you get in front of an investor, the control side is the real Ferrari; that is what they get all jazzed up about," said Bushey. "It's software, software, software. That's what gets everyone's attention."

He also touched on the types of problems that businesses encounter as well as offering solutions for handling them. "I've worked with a lot of different people and a lot of educational backgrounds, disciplines, and other countries," Bushey said. "I would stack up what I learned at OSU against any of them. The education I got here, the background and really the training I got here is invaluable."

After graduating with a degree in business, Bushey became a certified public accountant and worked as a senior cost estimator at General Dynamics, Inc.

He served as manager of cost and information systems at Mrs. Crockett's Kitchens from 1993 to 1996, and from 1996 to 1998 was corporate controller of Advanced Environmental Recycling Technologies, Inc.. Prior to joining Delta Systems in 1999, Mr. Bushey was a division controller for Gardner Denver Inc., and most recently served as Delta's executive vice president of finance, chief financial officer and chief operating officer. ♦



Jake Bushey, '83, CEO, Delta Systems Inc.

Signer Retires from Business Advisory Council

Joyce Signer, president of Signer Motors in Corvallis, retired from the Business Advisory Council in October 2002. She had served as the BAC chair from 1992 to 1993 and chaired the BAC Deferred Giving Committee.

Signer supported the COB Marketing Club each year and was a generous supporter of OSU athletics.

Signer now enjoys traveling in Europe and New England. ♦



Don Waggoner, BAC chair, honors retiring member Joyce Signer at the October BAC Meeting.

Susa Speaks on ChevronTexaco Merger, Ethics

Ron Susa, manager, Corporate Accounting and Analysis for ChevronTexaco Corporation, spoke to an Organizational Behavior class on the one year anniversary of the ChevronTexaco merger. Upon completion of the merger, he said, ChevronTexaco has grown to more than 55,000 employees operating in over 180 countries worldwide and has moved from lots of layers, to a much leaner organization where each individual has more responsibility. He says technology has played a key role in the company's evolution with the company retooling its technology constantly.

"When the merger occurred, people realized they didn't have control over many things that were happening beyond their immediate responsibilities. You just had to focus on your job and do

it well," Susa said. "Generally speaking, Chevron was perceived as a very decentralized organization while Texaco processes reflected a more centralized decision-making style."

Susa, responsible for corporate accounting matters at the company's world headquarters in San Ramon, CA, said, "From a financial perspective, ChevronTexaco has always taken the high road. We're a very ethical, safety conscious and conservative organization. We're very aware of the environment we operate in." ♦

Does your business need an extra hand?

College of Business undergraduate and graduate students are looking for internship opportunities. E-mail internships@bus.oregonstate.edu if you would like to help facilitate internships for your company.

Potwin Succeeds with Own Version of Windows

(Continued from page 13)

Industries took on its first overseas client in Taiwan in 1988. Potwin helped direct the opening of the firm's first overseas office in Kuala Lumpur, Malaysia. As Benson expanded, Potwin was promoted to chief financial officer in 1996.

"The challenges of the day for a global company involve making sure that the financing is lined up correctly, that the company has a good cash flow position. That is very important in any high-rise construction business. You have to be properly capitalized to be able to perform the work in progress and accept the challenges of new work."

For Potwin personally, time management has become increasingly important over the years. "Someone always wants a piece of your time."

To make the most of his professional and personal time, he minimizes international travel, working via email, voice mail and fax when possible.

Looking to the future, Potwin, 52, would enjoy embarking one day on a second career as a personal financial advisor, helping individuals plan for retirement, as he has helped some of his colleagues at Benson Industries.

Looking back over more than two decades of successful growth to the top of a burgeoning market for high-rise exteriors, Potwin is amazed at the path his professional life has taken since OSU.

"I never would have guessed it," he said. ♦

College of Business Advisory Council

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North American Seasonings

Ron Susa

Chevron Texaco Corporation

Career Symposium 2002: College of Business Alumni Inspire Students

More than 20 alumni inspired students during the Winter Career Symposium held in January. Students had an opportunity to attend two of six panels, based on their Option interests, and hear first-hand

from alumni what to expect in a variety of careers.

Representing Accounting were Ryan Bandonis, Hewlett-Packard financial analyst; Nora Boman, Klamath First Bancorp. controller;

Jennifer Koehnke, Grant Thornton, LLP audit associate II; and Wendy Krislen, Linn Benton Community College accounting faculty.

Representing Finance were Kyle Foster, CTC Consulting, Inc. research associate; Gabe Gomez, Bank of America credit products analyst; Chris Kaufman, adidas America marketing controller; and Karri MacCluer, First Investors senior financial service representative.

Representing International Business were Nicholas Keeler, General Woods & Veneers export and domestic sales; Robin McDaniel, Tektronix, Inc. financial analyst/global sales; and David Stallcop, Vanport Int'l. Inc. U.S. international operations manager.

Representing Management were Scot Hering, Target Corporation shipping department head; Jeffrey Lane, Shorewood Packaging quality systems manager; Geoff Steelhammer, Mill Supply Corp. vice president of sales; and Tana Thomson, Xenium Resources, lead human resources representative.

Representing Marketing were Phillip Brown,



Nora Boman, '89, Klamath First Bank controller, visits with COB students during the Career Symposium.



Kyle Foster, '00, research associate, CTC Consulting, Inc., chats with assistant professor of finance Jon Moulton and Karri MacCluer, '99, senior financial services representative, First Investors, at the COB Career Symposium.

Hardlines executive team leader; Kristin Curtis, Rose Festival Association marketing coordinator; Shannon Ryan, Fusion Marketing & Design director of sales and marketing; and Peter York, Longview, WA *Daily News* publisher.

Representing Management Information Systems were Amy Burrigh, Weyerhaeuser IT analyst; Terence Chesire, Prodx senior technical consultant; Robert Edwards, Stockamp & Associates, Inc. senior marketing manager; and Brian Yoss, Exstensis, Inc. quality assurance engineer. ♦

www.bus.oregonstate.edu

New
Web Site
Coming
Soon!

The College of Business is updating its web site to reflect the many exciting changes going on at the college. Keep on the lookout in May for a new format and content to bring you even more up-to-date with College of Business happenings.

Junior Accounting Workshop: Alumni Help Students Work Ethics Scenarios

This year's Junior Accounting Workshop participants not only had an opportunity to work out on the teambuilding obstacle course, they also exercised their minds with alumni in understanding the many dimensions of workplace ethics.

Following Enron, Worldcom and other debacles, the ethics analysis explored three cases.

One case involved purchasing a new computer system through irregular channels to avoid board scrutiny.

Another dilemma demonstrated general manager pressure to extend credit to meet sales projections for the quarter.

A third case dealt with delivering an accurate sales forecast despite pressure to accept higher projections that were made to justify an acquisition purchase price.

Students paired with faculty and alumni including Michael DeBuhr, Tektronix; Gary Morris, Deloitte and Touche; Linda Macquire, Hewlett-Packard; Jerimiah Dodrill and Lisa Skillman, KPMG; Steve Fein and Lyn Michaels, Moss Adams; Alan Fudge, Boldt, Carlisle & Smith; Resa Kee, Perkins & Co.; Mandy Stevens, Traci Wilson and Megan Murphy, Price Waterhouse Coopers; Mary Vedaa, Spectrum CPA Group; and Mary Alice Seville, associate professor emeritus of accounting. Supplied with the CPA and CMA codes of professional conduct as a reference, the teams discussed standards of conduct at issue, generally accepted accounting principles that were involved, decision maker responsibilities, ethics of alternatives, actions to take and more. Each team reviewed their cases and made presentations with recommendations to their fellow participants. ♦



Michael DeBuhr, Tektronix, and Jeremish Dodrill, KPMG, brainstorm with COB students Alissa Conklin and Robin Sarrett.



Linda Macquire, Hewlett-Packard, discusses scenarios with Lisa Phillips and Jennifer Haley.

The following business students received scholarships and/or awards for 2002-03. These opportunities for our students are made possible by the generous support of alumni, friends, and corporate sponsors, as noted.

Scholarships

Accounting

Accenture

Karen Caulfield

Boldt Carlisle & Smith

Keri Brown

Chevron-Texaco

Nathan Aman
Rachel Herinckx
Janelle Olson
Stacy Wilson
Julia Yeager

Deloitte & Touche

Erin Barnes
Kathryn Leback

Hildebrandt Scholarship

Kelly Knox

KPMG

Alia Adams
Jeromy Goodpastor

Mary Ellen Phillips

Brittini Daniels

Moss Adams

Mark Pauley
David Peterson

OSCPA

Alia Adams
Nathan Aman
Karen Caulfield
Teresa Cox
Cathy Denver
Jeromy Goodpastor
Phong Huynh
Ryan Kuenzi
Amy Maisto
Angelica Phillips
Jason Schaffner
Stacy Wilson

PriceWaterhouseCoopers

John Lauseng

Bob Ruck, CPA

Khaelen Ratnam

Stover Neyhart & Co.

Francisca Hanson

Tektronix

Ryan Kuenzi
Mee Njoo

Family Business

Dick Harris Family Business

Grant Cyrus
Kelli McCurry

Kelly Family Business

April Lierman

McHenry Family Business

Lisa Virtue

Reser Family Business

Katie Hopkins

W.A. Woodard Family

Danielle Denfeld
Johnathan Guidoux

Wentworth Family Business

Tye Rustrum
Ryon Sanders
Henry Willener

Finance

Portland Society of Financial Analysts

Brent Ito

International Exchange Program

Brandon Adams
Jesse Boumann



Bernie Newcomb and Gerry Marshall meet the recipients of the Newcomb Scholarships: Ashlee Clair, Lauren Goetzinger, Laura Lenker, Matthew Lewis, Joseph Mayer, Lauren Nelson, and Mary Nelson.

Sarah Bulgier Gay
Rodney Chan
Ben Davidson
Michael Davis
Anthony Esping
Ben Fry
Matthew Fulop
Justin Geddes
Betsy Hackett
Breanna Heim
Adam Hickey
Randal Hoffine
Katie Hopkins
Andrea Howard
Jacob James
Jesse Johnson
Willie King
Thien Lam
Mark Lee
Tom Lien
Joshin Luiz
Kelly Marrs
Brandon Mauck
Nicholas Nilan
Holly Ostrom
Mark Pauley
Elliot Piltzer
Marvin Pitman
Melissa Rowe
Derek Sandell
Marisa Shaw
Steve Shawver
Patrick Smith
Christopher Springer
Lisa Virtue
Amber Wade
Jason West
Kyle Wirth

Management

Express Personnel Services

Katie Hopkins

Marketing

Meier & Frank Marketing

Dana Bennett
Kyle Nolf
Lisa Virtue

MIS

Eric Dwyer
Benjamin Fay
Carl Hoefler
Darius Jackson
Erina Pribadi
Melissa Schulz
Jennifer Thompson
Michael Vandenberghe
Kevin Yeo

General Business

Ray and Neddra Anderson/ Beta Gamma Sigma

Alia Adams
Dana Bennett
Carl Hoefler
Kevin Yeo

Maureen Leary Brown Memorial MBA

Cynthia Viner

Helen Mae Cropsey Memorial

April Lierman

Marshall & Melissa Dawes

Julie Rowe

Glenn L. Jackson

Rachel Andersen
Emily Bickford
Araminta Brady
Adam Brooks
Sarah Burns
Erin Buxton
Dane Christensen
Stephanie Crimmins
Mindy Dalcour
Kyle Draeger
Benjamin Dubrasich
Lisa Edgerton
Todd Emmons
Joyce Fred
Kristi Gienger
Brent Glougau
Eric Groves
Joshua Hamilton
Heather Harris
Jeffrey Haynes
Jaimi Hooker
Dean Ivester
Kelly7 Karsten
Rithya Khut
Tamara Kluver
Lydia Lapham
Mari Lim
Cori Ludwig
Aaron McHardy
Megan Mofenbeier
Sara Niewald
Joanna Popham
Caris Power
Amanda Raether
Tim Roshak
Jessica Sheldon
Sara Shuck
Robin Silbernagel
Hallie Stratton
Yee Tay
Sarah VanCurler
Holly Wagner
Kyle Wirth

Edna M. Jesseph Memorial

Diana Baumgartner
Dane Christensen
Monny Dake
Sean Deacon
Lisa Duncan
Brent Gadwa
Joshua Kvidt
Kylee Nolf
Lindsay Roshak
Gretchen Taylor

Joe D. Lewis

Emily Bickford
Kathryn Bogart
Jaycee Hiskey
Angela Lavenbarg
Joel Beherndt

Jane Goodale Mann Memorial

Christina Allen
Emily Bickford
Brent Glogau
Robert Meredith

Louise Jackman Orner Memorial

Diana Baumgartner



Congratulations, Beta Gamma Sigma inductees! Erin L. Barnes, Diana R. Baumgartner, Emily J. Bickford, Cory M. Bowers, Sarah L. Burns, Sarah R. Chaudhary, Robert B. Coleman, Alisa A. Conklin, Bryce T. Covey, Grant K. Cyrus, Sean R. Deacon, Lisa M. Edgerton, Joyce K. Fred, Kellie C. Frederic, Stephen Michael Griffith, Shan R. Grimmus, Ann M. Heilman, Douglas E. Kronmiller, Robert M. Meredith, Mee Ling Njoo, Kylee M. Nolf, Angelica M. Phillips, Matthew R. Presley, Kristin A. Reyneke, Eric P. Rosenberry, Lindsay M. Roshak, Amanda M. Ruhn, Robin M. Sarrett, Melissa D. Schulz, Wendy M. Starker, Gretchen M. Taylor, Tasha Nicole Taylor, Julia M. Yeager. Faculty advisor: Jon Moulton, assistant professor of finance (not pictured).

Maureen Reeves Memorial

Merrilee Chapin

Bertha Stutz Memorial

Gretchen Taylor

Incoming Freshmen

Lucille Borigio Memorial FBLA

Jeff Cady
Ashlee Clair
Kristen Emch
Claira Sailer

Newcomb

Ashlee Clair
Lauren Goetzinger
Laura Lenker
Matthew Lewis
Joseph Mayer
Lauren Nelson
Mary Nelson

Awards

Accounting

OSCPA Outstanding Accounting Student

Christopher Bryant

Outstanding Accounting Alumnus

Ron Susa

Portland Chapter of Financial Executives Institute Outstanding Student in Accounting or Finance 2002

Steven Payne

General Business

Hewlett-Packard Undergraduate Leadership Award 2002

Joel Beherndt

Hewlett-Packard Graduate Leadership Award

Meredith Wellman

Management

Outstanding Management Student

Maile M. Brown
Caleb R. Crumrine
Roberto H. Garcilazo
Megan E. Smith
Seth A. Trimmer

Marketing

Meier & Frank Outstanding Marketing Students

Evan James
Maria Lorence
Gina Schmidt

Finance

Harley Smith Financial Planning Contest

Gold Medal—Paul Stormo
Silver Medal—Jeremy Hansen,
Ryan Larsen, Benjamin Smith
Bronze Medal—Brodie Reed
Honorable Mention—Chris
Wahnsiedler

Scholar Athletes

The COB had the most students of all OSU colleges.

All Academic Athletes

Gina Schmidt - Volleyball
Bonnie Renwick - Swimming

Scholar Athletes

Peter Billmeyer - Soccer
Nathan Brentano - Football
Courtney Carter - Soccer
Brina Chaney - Basketball
Laura Collings - Volleyball
Sean Deacon - Golf
Mari Embertson - Swimming
K.C. Frederic - Volleyball
Verena Haas - Swimming
Heather Harris - Crew
Michael Jurgensen - Golf
Aaron McHardy - Soccer
Jill Trekel - Crew
Seth Trimmer - Football
Norman Wentworth - Crew
Andrew Wheeler - Crew
Curt Willener - Wrestling
David Williams - Golf

Publications

Matt Amano, professor emeritus

“Micro Actions, Macro Results: The Japanese Economic Bubble: A Management View.” Executive Reference Book of the Institute of Chartered Financial Analysts of India (ICFAI).

Bill Becker

“Personal Value Systems and Decision-Making Styles of Public Managers,” *Public Personnel Management*, Spring 2003, (with Patrick E. Connor).

“Measuring Innovativeness for the Adoption of Industrial Products,” *Industrial Marketing Management*, forthcoming Volume 32, Number 4 (with David R. Fell and Eric N. Hansen).

2002 College of Business Awards

Byron L. Newton Award for Excellence in Teaching

Jack Drexler

Excellence in Scholarship Award

Roger Graham

College and University Service Award

Ray Brooks

Exemplary Service Award

Brenda Baxter

Gazette-Times Faculty Community Leadership Award

Tom Dowling

Steve Lawton

Newcomb Faculty Meritorious Performance Award

Ray Brooks

Tom Dowling

Erik Larson

Jim McAlexander

Jim Nielsen

“Timeliness in Ambulatory Care Treatment: An Examination of Patient Satisfaction and Wait Times in Medical Practices and Outpatient Test and Treatment Facilities,” *Journal of Ambulatory Care Management*, forthcoming Volume 26, Number 2, (with K.A. Leddy & D.O. Kaldenberg).

“Self-selection or Socialization of Public- and Private-sector Managers: A Cross-cultural Values Analysis,” *Journal of Business Research*, forthcoming 2004 (with Patrick E. Connor).

Raymond Brooks

“How the Equity Market Responds to Unanticipated Events,” *Journal of Business*, 2003 Volume 76, Number 1, pages 109-133 (with Ajay Patel and Tie Su).

James Coakley

“Making Sense of Strategic Alignment: An Interpretive View of Alignment Problems and Practices,” forthcoming in *Journal of Information Technology Management* (with M.K. Fiegener).

“A Stage Model For Academic-Corporate Partnerships: Using an Advisory Council to Build Bridges between an Academic IS Program and the Business Community.” Forthcoming book chapter to be published in *Managing IT/Community Partnerships in the 21st Century* (with C.K. Tyrant).

Bruce DeYoung

“Online Business Alliances: Net Gain @ Speed of Thought,” National Web Book of IT Innovations in Extension. Pennsylvania State University, February 2002 (with L. Wampler and J. Stiers).

Clay Dibrell

“Long- or Short-term Performance Perspectives of European, Japanese, and U.S. Countries: Where Do They Sit?,” *Journal of World Business*, Volume 37: pp. 245-255, 2002, (with R.L. Peterson & T.L. Pet).

“Organization Design: The Continuing Influence of Information Technology,” *Management Decision*, Volume 40 (6): pp. 620-627, 2002, (with T. Miller)

“How and why Norwegian MNCs commit resources abroad: Beyond choice of entry mode,” *Management International Review*, Volume 42 (2): pp. 119-140, 2002, (with T. Randøy).

“The Impact of Time on the Strategy-Performance Relationship: Implications for Managers,” *Industrial Marketing Management*, Volume 31 (4): pp. 339-347, 2002. Research support through

InformationWeek magazine (with P.S. Davis & B. Janz).

Jon Down

“Corporate Governance and Board Effectiveness in Maritime Firms,” *Journal of Maritime Economics & Logistics*, Volume 5(1): pp. 1-15, 2003, (with T. Randoy & J. I. Janssen).

“Learning to Think in Circles,” *Journal of Management Inquiry*, Volume 11(2) pp. 161-170, 2002, (with J. King & D.A. Bella).

“Tacit Knowledge as a Competitive Advantage in the National Basketball Association,” *Academy of Management Journal*, Volume 45(1): pp. 13-31, 2002, (with S.L. Berman & C.W.L. Hill).

Roger Graham

“Decision Usefulness of Joint Venture Reporting Methods,” forthcoming in *Accounting Horizons*, June 2003, (with R.D. King, & C.K.J. Morrill).

“The Equity Method and the Value Relevance of Fair Value Disclosures,” forthcoming in *Journal of Business Accounting and Finance*, Summer 2003, (with C.E. Lefanowicz & K. Petroni).

Mark Green

Research in Public Administration; Volume 6, “Evolving Theories of Public Budgeting,” Contributor, Mark T. Green and Fred Thompson: “Organizational Process Models of Budgeting.”

Don Herrmann

Financial Accounting: A Business Perspective, 8th Edition, Authors Academic Press, 2002 (with Hermanson, Edwards, Sellers, Thomas & Wetzell).

“The Sale of Assets to Manage Earnings in Japan,” *Journal of Accounting Research*, pp. 89-108, March 2002, (with T. Inoue & W. B. Thomas).

“Predicting Consolidated Earnings in Japan: The Incremental Usefulness of Subsidiary Earnings,” *Advances in International Accounting* Volume 16, 2003, (with T. Inoue & W. B. Thomas).

“The Effects of Investor Informativeness and Earnings Persistence on the Japanese Subsidiary Earnings Anomaly,” *Journal of International Accounting Research*, Volume 1, 2002, (with T. Inoue & W. B. Thomas).

Ping-Hung Hsieh

“The Returns to R&D and Capital Expenditures in the Pharmaceuticals and Chemicals Industries,” forthcoming in *IEEE Transactions on Engineering Management* (with C.S. Mishra & D.H. Gobeli).

“A Data-Analytic Method for Forecasting Next Record Catastrophe Loss,” forthcoming in *Journal of Risk and Insurance*.

“Interdependence and its Consequence in Distributor-Supplier Relationships: A Distributor Perspective Through Response Surface Approach,” *Journal of Marketing Research* Volume 40, pp. 101-112, February 2003 (with S. Kim).

“An Exploratory First Step in Teletraffic Data Modeling: Evaluation of Long-run Performance of Parameter Estimators,” *Computational Statistics & Data Analysis*, Volume 40, Number 2, pp. 263-283, August 2002.

“Forecasting Next Record Catastrophic Property Losses Using Extreme Value Theory,” Taipei International Statistical Symposium and Bernoulli Society EAPR Conference, Taipei, Taiwan, July 2002.

Steve Kim

“Possession and Effects of Power in Advertising Agency – Client Relationships in South Korea: A Multi-level Analysis,” forthcoming, *Advances in International Marketing* (with C. Oh).

“A Cross-national Comparative Study on Interdependence Structure and Distributor Attitudes: Industrial Product Channels in Japan and the United States,” forthcoming in *International Journal of Research in Marketing*.

“On Determinants and Consequence of Distributor Commitment in the United States and Japan: Technical Motives versus Institutional Motives,” *Journal of International Marketing*, Volume 10, pp. 72-97, January 2002, (with C. Oh).

2002 Mortar Board National College Senior Honor Society Awards

Mortar Board Top Professor for 2002 Award

Audrey Bach

Jim Coakley

Roger Graham

Mortar Board National Excellence in Advising Award

Jon Down

2002 Oregon State University Awards

Curtis Mumford Faculty Service Award

Jack Drexler

OSU Extended Education Faculty Achievement Award

Bruce DeYoung

“Output Sector Munificence and Vertical Control in Industrial Channels of Distribution,” forthcoming in *Journal of Business Research*, Volume 55 (6), pp. 427-440.

Jonathan King

“Learning to Think in Circles,” *Journal of Management Inquiry*, June 2002 (with J. Down and D.A. Bella).

Nancy King

“Labor Law for Non-Union Managers of Non-Union Employees in Traditional and Cyber Workplaces,” forthcoming in *American Business Law Journal*.

“What’s In a Domain Name? Online Simulation Delivers Virtual Dispute Resolution Experience for Business Law Students,” forthcoming in *Journal of Legal Studies in Education*.

Hal Koenig

“Building Brand Community,” *Journal of Marketing*, Volume 66, Number 1, pp. 38-54, January 2002, (with J. McAlexander & J. Schouten).

“The Effect of Social Networks on Resource Access and Business Start-Ups,” *European Planning Studies*, Volume 10, Number 8, pp. 1039-1046, December 2002, (with J.I. Jenssen).

“School Foodservice Directors’ Attitudes and Perceived Challenges to Implementing Food Safety and HACCP Programs,” *The Journal of Child Nutrition & Management*, Volume 26, Number 1, Spring 2002, (with J. Giampaoli, J. Sneed & M. Cluskey).

“Creating Brand Equity Through Strategic Investments,” *The Journal of Private Equity*, Volume 5, Number 2, pp. 45-52, Spring 2002, (with D.H. Gobeli & C.S. Mishra).

“Strategic Value Creation,” in *Technological Entrepreneurship*, Phillip Phan (ed.), part of *Research in Entrepreneurship and Management*, John Butler (series ed.), 2002, IAP Press: Greenwich, CT, pp. 3-16. (with D.H. Gobeli & C.S. Mishra).

Jim McAlexander

“Building Brand Community,” *Journal of Marketing*, Volume 66, Number 1, pp. 38-54, January 2002, (with H. Koenig & J. Schouten).

Fran McKee-Ryan

“Assessing the construct validity of the Job Descriptive Index (JDI): A review and meta-analysis,” *Journal of Applied Psychology*, Volume 87, Number 1, pp. 14-32, June 2002, (with A.J. Kinicki, C.A. Schriesheim, & K.P. Carson).

“Coping with Job Loss: A Life-Facet Perspective,” *International Review of Industrial and Organizational Psychology* (with A.J. Kinicki).

Jim Nielsen, professor emeritus

“The Evolution of Commercial Banking in Georgia, 1991-2001,” *Post-Communist Economies*, Volume 15, Number 1, March 2003, pp. 47-73, (with D. Amaghlobeli & J. Farrell).

“Company Performance, Corporate Governance, and CEO Compensation in Norway and Sweden,” *Journal of Management and Governance*, Volume 6, Number 1, 2002, pp. 57-81, (with T. Randy).

“An Investigation of Cultural Cohesion in a Community Bank,” *The International Journal of Human Resource Management*, Volume 13, Num-

ber 4, June 2002, pp. 677-696, (with B. Payne & K. Lewis-Tyran).

“The Bank Selection Process and Market Definition in Australia,” *Journal of Financial Regulation and Compliance*, Volume 10, Number 1, February 2002, pp. 22-30, (with R. Jones & R. Trayler).

Ulrich Orth

“Targeting the Un-Experienced and the Convenience Shopper,” *International Journal of Wine Marketing*, Volume 14, Number 3: pp. 80-82, 2002.

“Marketing Research: An Applied Orientation,” *Australasian Marketing Journal*, Volume 10, Number 2: pp. 72-74, 2002.

“The Role of Consumer Ethnocentrism in Food Product Evaluation,” *Agribusiness, An International Journal*, Volume 19, Number 2: pp 1-17, 2003 (with Z. Firbasova).

“Positioning the Destination Product “Southern Moravia,”” *Journal of Vacation Marketing*, Volume 8, Number 3: pp. 247-260, 2002.

“Quality Signals in Wine Marketing,” *International Food and Agribusiness Management Review*, Volume 4: pp. 385-397, 2002 (with P. Krska).

“Ethnocentrism and Consumer Preferences for Yogurt,” *Zemledelská Ekonomika / Agricultural Economics*, Volume 48, Number 4: pp. 175-181, 2002 (with Z. Firbasova).

“Segmenting the Tourism Market Using Perceptual and Attitudinal Mapping,” *Zemledelská Ekonomika / Agricultural Economics*, Volume 48, Number 1: pp. 36-48, 2002 (with J. Tureková).

“Forecasting Future Demand” *Digger*, August 2002, pp. 115-119.

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Mark Pagell

“A Qualitative Study of Team Effectiveness in Manufacturing Organizations,” *Journal of Operations Management*, Volume 20, Number 2, pp. 619-639 (with J. LePine).

“Strategic Consensus in the Supply Chain: Exploring the Manufacturing Purchasing Link,” *International Journal of Production Research*, Volume 40, Number 13, pp. 3075-3092 (with D. Krause).

V.T. Raja

“An Efficient Heuristic for Solving an Extended Capacitated Concentrator Location Problem,” forthcoming in *Telecommunication Systems* (with B.T. Han).

New Faces in the College of Business

Accounting

Thomas Veit

Administration

Cheryl Hoflich

Jeanne Silsby

Linda Ward

Finance

Jeffrey Cook

Steve Ford

Management Information Systems

Donna Herron

Rene Reitsma

Management

Robin Feuerbacher

Corrine Gobeli

Gary Hunter

Mark Pagell

Fran McKee-Ryan

John Sloan

Marketing

Don Roupe

International Business

Marvin Loper

Advising

Garrison Dyer

Business and Information Technology Extension

Pam Halverson

Tim Strahl

Ulrich Orth

Visiting Professor

Justin Craig, a faculty member in entrepreneurship and family business at the School of Business, Bond University, Gold Coast, Queensland, Australia.

Retirements

Jack Bailes, professor of accounting

Patricia Frishkoff, director and A.E. Coleman Chair, Austin Family Business Program

Ronald Miller, professor of management

James Nielsen, professor of finance

Greg Scott, manager of Information Services

Clara Horne, director of Student Services

Ken Sandstrom, executive assistant to the dean

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Steven L Hiatt
Paula Palmer Hickey
David Scott Hill
Harry P Hill
Lisa Packard Hillyer
Jeffrey L Hjorth
Jeffrey C Hoag
T. Brian Hoekelman
Ronald Dean Hoggarth
Herbert J Holbeck
Michael S Holcomb
Barbara Burgess Holden
Helen Miller Hollopeter
Carol Purvine Holm
Paul Holstege
Peggy Bartosz Huckstadt

Sanny Hing Huey
Janell Beebe Huffman
Rickey Lee Hug
Zachary Ethan Hull
Dorothy Fretan Hult
Jennifer Lynne Humcke
David C Hutchinson
Raymond E Hyde
Nancy J Weiss Irwin
Elizabeth Ann Innessee
Ivan M Ivancovich, Jr
B Paul Jackson
Richard W Jackson
Tracy J Jacobs
Jerry A Jacobson
Marilyn Larsen Jarmin
Sheila Rose Mary Jenkins
William A Jobe
Donald C Jochem
Carla Fletcher Jochim
Daniel S Johnson
Eldon R Johnson
Janet Shultz Johnson
Mary Fran Johnson
Jennifer Lynn Jordan
Michael Jubinville
Ellen Asai Kariya
Julie Foley Kasler
Christopher Scott Kaufman
Resa Allison Kee, CPA
Scott Stephen Keen
Robert Brooks Kehoe Jr
David B Keir
Melissa Ellen Kellogg
Nansie Rust Kelly
John H Kemp
Rita Kay Kendrick
Maraya Kennedy-Friedman
Rodney J Kerber, Jr
Dianne Kerkoach
Michael Reed Kersting
Brad W Kesler
Karen Sue Kiersey
Kellie Smith Kiest
Fred Lafayette King, Jr
Rosemarie King
Cecelia Meagher Kirby
Michael Lee Kirby
Jeffery Paul Klaetsch
Jerry Harvey Kleene
Laurel Lea Klimack
Patti Johnson Klink
Joseph D Kochis
Dr Julie L. F. Koenig
Dr Paul Sergius Koku
Robert Konick
Molly Marie Kostelecky
Lisa Dawn Krecklow
John Carl Krefit
Scott A Kuensting
Jo Stedronsky Kuenzi
Terrence Lee Kuenzi
Gwen Kuhn
William D LaBarre
Russell Thomas Lane
Denise Rae Gascho Lapp
James W Laraway
Peter A Larsen
James R Larson
Barbara Stuart Lasselle
Gary S Latta
Susan Hanson Lawrence
Ann Wheeler Leen
Rene Christie Leland
Kelmar LeMaster
Jack P Lemmon
Sally Ann Leneve
George A Letchworth
Ronald A Levy
Donald E Lew
Girard D Liberty
Donald W Lindsay

Fang-Yue Liu
Ronald Arthur Loe
Steven W Lommen
Dorothy Bennett Long
Deborah Scott Lorang
Todd Antonio Lucero
Charles Reeves Luecker
James Alan Lum
Barbara VanLanen Lyon
Nancy Marie MacHugh
Capt Harry Fraser MacKay
Janet K Magedanz
Isaac K Mahoney
Ryan William Maier
Brian J Malensky
Jeffrey Louis Malensky
Janet Meithof Malpass
Alan Morris Mann
Robert J. Mannheimer
Linda Narjess Mansouri
David Christian Manzoni
Ellen Farnham Markley
Donna Hill Marsh
Dianna Lewis Marshall
Dawna Brown Martin
Jodi Schwan Martin
Lisa Rae Marting
Ty Everett Mast
Margaret Doeneka Mathews
Ernest Mattin
Ronald R Maurer
Karen Kristin McAlhany
Lila McAlhany
Wilbert McAllister
Todd O McCallister
Scott E McCallum
Gregory S McCauley
Stanley J. McClain
Thomas C McColloch
David E. McEachron
Stacey J McFarlane
Cheryl Rasmussen McGinnis
H. Kelly McGreer
Michael Roger McHenry
Xandra McKeown
Jean Elder McNamar
Fredrick L McNaughton, Jr
Nathan Joel McNeely
Karen Anne McNulty
J Robert MCPheeters
Denise C Mehus
Greg Meighen
John E Meling
Sanford M Menashe
Joann Marvin Metcalf
Jon Stanley Meyer
Ann V Migliaccio
Eric Allen Miller
Laurie Arthur Miller
Joseph D Mitchell
Leslie Ann Mitchell
Ray Akio Mizuno
Timothy D Moar
Linda Buchanan Modrell
Michael Mohan
Robb A Moore
Robin Vestal Moran
Glenna Hall Mori
Jeffrey Todd Morris
Russell Mathew Morse
Ellen Benecke Mulder
Gregory Alan Munro
Mary T Murphy
Maura VanHeuit Murphy
Roderick K Murray
Phillip L Naylor
Robert E North
W Wiley Norton
Thomas Theodore Nowak
Joan K O'Brien
Megan Kathleen O'Connor
Sean Blain O'Malley

John L Odermott
Mark W Olson
Richard V Olson
Daniel Ralph Orman
Marjorie Parr Orr
Loretta Kriens
Judith M Owen
Mark J Pahl
Ensign Mark A Parcell
Darrell G. Parcher
John James Parker
Nancy White Parker
Ronald M Parker
William H Pattison
John M Pazlar
Franklin C Pearson
Anita L Pederson
Sara Narkaus Petersen
Susan Petersen
John Douglas Peterson
David Bruce Petrie
Lt Col Markus Pfahler
Steven C Phillips
Thomas E Phipps
Janice Pierce
Jeffrey H Pierce
Leon M Pilosof
Michael William Pofahl
Edward R Polich
Kenneth Rigby Poole
Merwyn C Powell, Jr
Melissa Chiesna Pratt
Brian S Priest
Robin Prine
Julianne Hill Pryor
Nancy Ann Puro
Paul E Quinn
Thomas R Quinn
Sherri Ann Raeburn
Joy Ellen Ragsdale
Venkataramani T Raja
Carol M Rambousek
James C Rambousek
Marie Anderson Randall
Sharon Sorensen Randall
Martha D Rapier
Cecilia Bengoa Ratliff
Vickie Frazier Read
Keely Spears Reinhard
J Robert McPheeters
Armin W Reschke
Sharon Bonebrake Rexford
Kent B Richards
Gary Alan Rickenbach
Barbara Jorine Rietman
Keith William Ritchie
Gavin Lawrence Roberts
Charlene Robertson
Brian Mark Robicheaux
John A Rogers
Steven M Rohrberg
Christopher Lucas Rounds
Ronald Dean Rufener
William G Rutherford
Catherine I Rutledge
Carol Jean Sabatka
Capt Larry Gene Salter
Kathleen Kemp Santos
Delbert M Sasaki
Julie Rosholt Satterwhite
Jason S Saunders
Charles J Sauvain
Steven Kent Sauve
Kenneth W Schalk
William Meade Schendel Jr
Joan Sell Schindelar
Angela Van Valin Schmidt
Mitchell B Schmidt
Kevin E. Schulmerich
Carolyn M Schussman
John Steven Schuster

Robin Croce Schwieterman
Traci L Scott
Ryan K Seely
Renee Ivanoff Seppa
Mary Busch Shafer
Thomas L. Shea
Darren Scott Shelburne
April H Shojinaga
Cameron L Shuck
Teresa Wilson Siner
James Alfred Skonberg, Jr
Aaron J Smith
Cynthia C Smith
Gregory A Smith
Jennifer Morse Smith
Joe D Smith
Linda Kay Mattis Smith
Lucille Marcene Smith
Stanley R Smith
David R Snider
Karen Thomas Sommer
Willis G Spady
Ward C Spears
Scott F Spiegelberg
Arvid E Spor
Randy Eugene Squires
Kimberly A Steadman-Thurman
Christopher C Steele
Kristine Walton Steeves
James H Stever
Carolyn Cramer Stewart
Robert W Stewart
Ruth Oelrichs Stockman
Eugene Edward Stokes
Grant Suehiro
Gale Tsuruya Sumida
Robert K Sunamoto
Janet K Sundberg
Ronald J Susa
Lori Cloninger Sweeney
Tamarah Wall Swick
Ali Tughan Taner
Lisa A Goheen-Taylor
Chester Timothy Thayer
Marshall Tobias Thiesen
Charles D Thompson
Dan M Thoen
Karen Marie Tibbles
Michael Tokstad
Lisa Marie Tolzman
E Swift Torrance
Michael E Trabue
Eric J Trimble
Gary Alan Tuley
Jill Griffiths Turville
Andrew C Upham
Julio Valdenegro, III
Judith Van Nice
Lecia Olsen VanValkenburg
Sarita Helene Veach
Jeff M Verges
Ute Vergin
Edward Ernest Vonderahe, Jr
Tracy Marilla Wagner-Pascalar
Deborah Wager Walker
Shannon Sorenson Walker
Theodore J Wall

Ann Purdy Walsh
Linda McCann Walter
Molly Smith Wangerin
Gerald K Ward
Brenda Lynette Weathersby
Bradley Dean Webb
Carolyn Paine Webb
Robert N Webb
Elizabeth Aupperle Webber
Mark E Weckesser
Francis R Weis
Veva Shattuck Welder
Brandon Scott Wentworth
Wanda Thompson Wertstein
Mary Hillberry West
Shelley Jensen West
Suzanne M West
Tyler E Westby
Barbara Day Whiteley
Evelyn Walker Whitfield
Dennis Whitmore
Brian H Wiedenmann
James Brian Wilcox
Susan Mason Wilde
Henry C Willener
Robin Rodriguez Willhalm
Ann Willia
Lauri Gauer Willia
Teresa Lynn Willia
Susan J. Gardner Williaon
Candice Turner Willis
Robert Leland Wilson, Jr
Karen Fischer Winkel
Howard E Winters
M Lynda Meindl Wonacott
Christopher Brian Woodburn
Martha Jane Woodland
Donalee I Worsley
Jeri Young
Bruce Edward Zuber

Wills/Trust Arrangements - Benton Hall Society

Richard L DeArmond
E Scott Hildebrandt
Arthur Burton Lind
Howard M Mann
Henry L Bauer
Dr Arthur I Stonehill
Shirley Brazille Droschkey
John B Fenner
Fred N Gaeden
William A Lamb
Sharon Ann Magnuson
Michael J McKelvey
Marie Hansen Perino
Gloria Joyce Signer
Margaret Wade Chalfan
Gregory William Hodecker
Lt Col John Lee
Judith Setzer

While we have made very effort to identify all alumni, friends and organizations who contributed to the College of Business from July 1, 2001, to June 30, 2002, we regret any errors or omissions. Please notify us at exchange@bus.oregonstate.edu or 541-737-6020 so we may recognize you in the next edition.

1975 – 1979

Patricia M. Bedient, '75, was named vice president of strategic planning at Weyerhaeuser Co. in Federal Way. She previously spent 27 years with Arthur Andersen LLP, where she served clients in the forest products, manufacturing, distribution and educational service industries. Bedient is a certified public accountant licensed in Oregon and Washington. She serves on a number of professional and civic boards including the OSU Foundation Board of Trustees, the advisory board for the University of Washington School of Business, as treasurer for the Alliance for Education, and on the COB Advisory Council.

SEND US YOUR NEWS!

We want to hear from you and share your news and accomplishments with other alumni and friends in the next issue of *The Exchange*.

Let us know of your promotions, transfers, special honors, and personal news by e-mailing exchange@bus.oregonstate.edu. Please put Alumni Update in the header. You can also mail us your information Attn: Exchange Alumni Update, 200 Bexell Hall, Corvallis, OR 97331-2603.

1980 - 1984

John Porter, '83, is president and CEO of AAA Oregon/Idaho. AAA Oregon/Idaho provides services to more than 606,000 members in the region. Porter graduated from OSU with a bachelor's degree in accounting and went on to attain a master of taxation degree from PSU and an MBA from Washington State University. In



Bob DeCarolis (right), OSU's athletic director, talks with COB alumni Mike Hawes, '83, and Angela Machado, '97, at a recent COB luncheon in Portland.

2001, Porter completed the Advanced Management Program at Harvard Business School.

1985 - 1989

Jeff Bertalotto, '86, is senior vice president and manager of the South West Metro Business Banking Team for West Coast Bank. In June 2002, he earned his master's degree from the Oregon Executive MBA Program. Bertalotto lives with his wife Alison, OSU '86, and their two children Jake (11) and Jessica (6) in Sherwood, Ore.

Thomas Cocanower, '86, lives in Bend, Ore., working as a CPA for Harold J Ashford CPA (also an OSU Alumni). He is married to Cindy, '88 pharmacy, who works at St. Charles Medical Center in Bend.

Cliff Finnell, '87, is a commercial real estate broker at Colliers International. As vice president he sells and leases office and industrial properties in Portland, Ore. Finnell was previously a vice president at Grubb & Ellis Company. He is married to Julie Carter Finnell, '88. They live in Portland with their two sons, Jack (7) and Luke (5).

Ted Stalick, '87, is vice president and chief financial officer of Mercury General Corporation, a Fortune 1000 NYSE (ticker "MCY") listed insurance holding company with assets over \$2 billion, equity over \$1 billion and annual revenues over \$1.6 billion. In October 2002, Stalick was appointed to the AICPA SEC Regulations Committee which acts as the primary liaison between the accounting profession and the SEC on technical matters relating to SEC rules and regulations. The committee provides input on SEC accounting and auditing issues, and provides guidance to AICPA members.

1990 - 1994

Heidi C. Hunter, '90, is the district representative for Aid Association for Lutherans and has worked there since her graduation in 1990. She works with families and small business owners to meet their insurance and investment needs. Hunter feels that she has had a wonderful career as it has incorporated organization, problem-solving, people skills, technology and ingenuity to be successful. She has also been able to work out of her home and spend a lot of time with her daughters, Kiersten (6) and

Lindsey (2). Hunter's husband, Richard, works as a school psychologist and teaches at Cal State, Sacramento. The family visits friends in Portland (many OSU grads) every year and looks forward to stopping by the campus. "I am always proud to say I am an OSU COB grad!"

Jeff Malkasian, '91, lives in San Francisco. He is vice president of sales for BODUM®, Inc., where he has worked for the past four years. Malkasian loves living in the Bay Area, but is always a little homesick for Oregon. (jeff.malkasian@lifetime.oregonstate.edu).

Darrell Hawkins, '92, completed his master of science in management degree at the Weatherhead School of Management, Case Western Reserve University, Cleveland, and in June 2001 joined IBM's Strategy & Change practice as a technology strategy and management consultant. IBM relocated Hawkins and his wife of six years, Sarah, to West Linn, Ore. The couple is expecting their first child in March.

Ahmed Shah, '92 MBA, has worked for the last seven years in the computer field as a technical consultant for TEK Systems in Madison, Wis. Prior to that, he worked as an interpreter, a clinic receptionist, and a student union manager. Shah and his wife, Kirsten, have a 10-month old boy named Amaan. (madshahs@yahoo.com)

Sameer Pise, '94 MBA, is working in Paris, France, in the United Nations agency on culture and education, UNESCO. Pise is a budget analyst handling the human resources budget. He is also responsible for the budget domain of the SAP-ERP project. Prior to UNESCO, Pise worked in the Indian IT industry as well as for Intracorp in Philadelphia.

Michelle Stevens, '94, works as a loan processor for Lending Channel in Bellevue, Wash.

1995 - 1999

Michael Eckhardt, '95, can't wait to head back to Corvallis and get to walk around campus again. Even though he lives in the year-round sunshine of Phoenix, he finds himself missing the beauty of Oregon. Eckhardt will finish his MBA at Thunderbird, the American Graduate School of International Management in the spring, and he intends to move back to Europe where he will con-



COB alumni meet during a Business Alumni Network fall get-together at McMenamins in Portland.

tinue his career in consulting and financial services. Since participating in the Denmark Exchange Program in his senior year at OSU, he has been hooked on international business and travel. "This experience has proven over and over again to be one of the best in my life and I would definitely recommend the program to all current COB students. Good luck and GO BEAVS!" (Michael Eckhardt@global.t-bird.edu)

2002 COB Alumni Award Recipients

Hall of Fame

James Robb, '54, founder, Pacific Research, Inc., PSU Professor Emeritus, Brigadier General, U.S. Army Reserve

Distinguished Early Career Business Professionals

Craig Froude, '89, CEO of Wellmed
Scott South, '83, CEO of Stevens Water Monitoring Systems
Beth Taylor, '81, co-founder, Hob Knobbins

Congratulations!

Join Us for the Presentation of the College of Business Alumni & Business Partner Awards

Awards will be given in the following categories:

Hall of Fame

Oregon Staters who have made sustained and meritorious business contributions throughout their careers.

Distinguished Business Professionals

Mid-career Oregon Staters with at least twenty years of experience beyond their baccalaureate degree and still practicing their profession, in each of the following categories:

Professional Achievement Award: Alumni who have sustained distinguished contributions to the profession, field, OSU, or society at large.

College of Business Service Award: Alumni who have sustained distinguished service contributions to the College of Business.

Distinguished Early Career Business Professionals

Alumni with less than twenty years of experience beyond receipt of their baccalaureate degree and still practicing their profession, in each of the following categories:

Professional Achievement Award: Oregon Staters who have distinguished themselves through professional practice and/or service to OSU, the profession, or society at large, and have made early career contributions that identify them as future leaders in their profession or field.

College of Business Service Award: Alumni who have sustained distinguished service contributions to the College of Business.

Distinguished Business Partners

Non-Oregon Staters or companies who have distinguished themselves through professional practice and service to the OSU College of Business, the profession, or society at large.

Award recipients will be honored at the annual

Business Advisory Council Alumni and Business Partner Recognition Dinner April 24, 2003

Embassy Suites, 319 SW Pine St., Downtown Portland
5:30 p.m. Cocktails & Networking ♦ 6:30 p.m. Dinner
7 p.m. Awards Presentation
E-mail awards@bus.oregonstate.edu to RSVP

Robert Mills, '95, recently accepted a position as software development project manager at Northwest Corporate Credit Union in Portland, Ore. Prior to this position, he worked for three years as a computer consultant, his largest customers being Hewlett-Packard and Intel. Mills lives in Hillsboro with his wife, Becky, and their three children. He spends most of his free time with his family and his closest friends, COB alumni Clint Kaiser and Rhonda Studnick. Mills welcomes the chance to reconnect with COB alumni. (robert.mills@attbi.com)

Becca Williams, '95, company, WallNutz Mural Kits, appeared on "Craft Day Event" on cable shopping channel QVC with WallNutz paint-by-number mural kits for children's rooms. It was Williams' first venture into mass retail, and she is moving the products into craft store chains in 2003. (www.wallnutz.com)

Mike Bliss, '96, was recently promoted to IT

department manager for the Northwest region of USI Northwest where he has worked since graduating from OSU. USI Northwest is a full-service brokerage which focuses on the middle market, providing property/casualty, employee benefits, and other financial services.

Dan Kurtz, '96, has been promoted to general manager by Smurfit-Stone Container Corporation's Recycling Division in Evansville, Ind. The company serves the tri-state region of Indiana, Illinois and Kentucky. Smurfit-Stone Container Corporation is the leading producer of corrugated containers, container-board, claycoated recycled boxboard and industrial bags and the world's largest paper recycler.

Anthony J. Tarnasky, '96, lives in The Dalles, Ore., and is vice president and credit approval officer for Columbia River Bank. He has been with the bank since December 1997 but is new to his current position. Tarnasky previously served as

a loan officer. He was married to Heather in 2000, and they have two children, Grace (4) and Jack (1). Both are Beaver fans through and through.

Ingi Song, '97, recently purchased a new home in Beaverton, Ore. He is happily married to Kimberly, OSU '97, and they are proud parents of Aerin, "a future Beaver in 2017." Song has been working at Nike for nearly three years and can't think of working anywhere else. "Life is sweet and being a Beaver makes it even sweeter. Go BEAVS!"

Lance Randall, '97, works at Intel in Beaverton as a programmer/analyst. He was married two weeks after graduation and has been married for five years now. He and his wife have a daughter, Hailey (2), and another baby on the way (due in June). "We love our home in the Murray Hill area of Beaverton and the friends we have made along the way."

Ryan Mangus, '98, works with PacifiCorp and was hired as a result of a conversation with a recruiter at the College of Business MIS Banquet. Mangus has moved from application programming to project management and is now a database and application administrator. He has enjoyed the roles he has had and is looking forward to a long and rewarding career in information systems. Mangus was married in September 2002 to his soul mate whom he met while at OSU.

Neil Davis, '99, is working in accounting, purchasing and cost estimating for microHelix, a manufacturing company in Portland.

Jennifer Wilson, '99, is enjoying her new position as business manager at Heritage Christian School in Hillsboro, Ore. She has the opportunity to work very closely with many different types of organizations as well as parents, faculty and staff. Wilson is a member of the Hillsboro Chamber of Commerce and sits on its Education and Resource Development Committee. She is currently running for the Oregon Society of CPAs board of directors. Wilson has taken time to visit OSU to speak to current students about careers in accounting. She is happily married with two children in elementary school.

2000 - Present

Beth Koza, '00, married Stephen Koza, OSU '99, in July 2000, and they moved to Portland. Beth began working for Deloitte & Touche, LLP in Portland and was promoted to senior in the audit department in September 2002. She received her CPA license in December 2002. Stephen Koza is in dental school at Oregon

Health Sciences University. The Kozas have season football tickets and enjoy making trips to Corvallis to visit friends and family.

David Martin, '00, worked for Weyerhaeuser at the Albany paper mill for almost four years as a systems administrator. According to Martin the title "Jack of All Trades – Master of Nothing" applied. Besides maintaining the viability of the infrastructure at the Albany paper mill, he stretched his role into process control systems. Since last December, Martin has been working for EDS on the Weyerhaeuser account. He is on the Intel Server Systems Team. He and his wife are expecting their first child.

Ryan Schuchard, '00, is currently in Bishkek, Kyrgyzstan (the Kyrgyz Republic), working as a Peace Corps volunteer in sustainable economic development. He is teaching at the International University of Kyrgyzstan and working with the Alpine Fund, a non-government organization delivering mountaineering skills, English language skills and developmental life skills to orphans. Schuchard develops the organization's website to be the internet's premier portal for mountain sports tourism in Kyrgyzstan. Schuchard invites you to check out the site at www.alpinefund.org or e-mail him www.geocities.com/ryanschuchard. ♦

The Exchange

The Exchange newsletter is published twice a year for alumni, business partners, students and friends of the OSU College of Business.

To contact the editor with story ideas or comments, e-mail exchange@bus.oregonstate.edu or write to *The Exchange*, 200 Bexell Hall, Corvallis, OR 97331-2603.

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the exchange

Newsletter of the College of Business at Oregon State University >> Spring 2003

College of Business Launches Entrepreneurship Program

Ken and Joan Austin donate \$4 million to kick-start effort

While most business colleges have entrepreneurship studies integrated into their curriculum, the College of Business is taking it a huge leap forward. Spurred by a generous donation from OSU alumnus Ken Austin and his wife, Joan, OSU will be one of the first universities in the U.S. to establish an entrepreneurial residential learning program where students will live, eat, learn, work and dream together in an incubator community.

"This is an opportunity for OSU to be different from other universities and help give the school an edge," said Ken Austin.

"This will be a place for students to dream, broaden their horizons, interact with each other and pursue their passion," said Joan Austin. "I give to things that make me feel good and I've never given a gift to OSU that has made me feel so good."

The gift from the Austins, co-owners of Newberg-based dental equipment manufacturer A-dec, Inc., will enable the state to release \$14 million in state bond funding to renovate aging Weatherford Hall, a majestic campus dormitory with a colorful history that has stood empty awaiting repairs for almost a decade.



Ken and Joan Austin, owners of A-dec, Inc.

The new program in entrepreneurship, to be housed in the renovated residence hall, will bring students, professors and visiting business leaders together in a live-in setting designed to catalyze new business ventures started by students.

(Continued on page 1)

OREGON STATE UNIVERSITY

College of Business
200 Bexell Hall
Corvallis, OR 97331-2603

COB Spring 2003 Calendar

- Thursday, April 3
International Student Exchange Alumni Reception
5:30 - 7:30 p.m. — Widmer Gasthaus, 955 North Russell St., Portland
RSVP: larson@bus.oregonstate.edu
- Monday April 7 -
Monday May 19
Thursday, April 24
War on Main Street: The Impact of Terrorism on Business and Society
Weekly 6 - 7:20 p.m., Milam Auditorium, Corvallis
BAC Alumni and Business Partner Awards Dinner
5:30 p.m. Reception, 6:30 p.m. Dinner & Awards
Embassy Suites Portland Downtown, 319 Southwest Pine Street, Portland
RSVP: awards@bus.oregonstate.edu
- Friday, April 25
Business Advisory Council Meeting
8:30 - 4:00 p.m.
OSU Foundation Offices, 707 SW Washington #500, Portland
- Wednesday, May 7
"Business Killers" Seminar
\$25 per person, call (541) 737 - 3326
OSU—Cascades Campus, 2600 NW College Way, Bend
- Wednesday, May 21
Accounting Awards Night
- Thursday, May 29
Continuing Professional Education Back to Campus Day
8 a.m. - 5:30 p.m. — CH2M HILL Alumni Center, Corvallis
- Thursday, May 22
Faculty Awards Dinner
6 p.m.—CH2M HILL Alumni Center, Corvallis
- Friday, May 2
OSU Mom's Weekend
- Thursday, May 29
"Linking Vision to Strategy with a Family Business Scorecard" Seminar
\$150 per person; \$50 each additional family/staff (includes breakfast)
7:30 - 11:30 a.m. — The Governor Hotel, 611 SW 10th at Alder, Portland
- Thursday, June 5
"Business Killers: Keep Your Business Alive for Generations" Seminar
\$25 per person
8 - 10 a.m. — Southern Oregon Research & Extension Center, Central Point
- Sunday, June 15
COB Graduation Celebration
The Courtyard Inn, 2435 NW Harrison Blvd, Corvallis (prior to graduation ceremony)
- Wednesday, June 25-
Saturday, June 28
BIT Extension Techno-Wizardry Summer Camp
For registration info: <http://bitextension.bus.oregonstate.edu>