

**The College of Business
Oregon State University**

Strategic Plan

**Approved
January 2011**

The College of Business Oregon State University

Vision

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

Mission

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

The college will accomplish its MISSION and VISION through:

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

Strategic Initiatives

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

Definitions

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

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

Strategic Framework Shared Values

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

Excellence in Teaching: We deliver quality instruction combined with interactive and experiential learning processes. We integrate new technologies and practices relevant to changing business environments.

Excellence in Scholarship: We conduct relevant and practical research that has enduring value and we encourage student involvement in scholarly activities. We integrate new technologies and practices relevant to changing research environments.

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

Collaboration: We address complex business issues through partnering with industry, faculty, students, and the community. We improve student learning by committing to interdisciplinary teaching and scholarship.

Guiding Principles for Growth in Programs and Faculty

Primary goals:

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

Objectives:

1. Build on our distinctive **strengths** to develop top-quality students as profession-ready graduates and future business leaders.
2. Create opportunities to attract **high-performing** faculty and students to the College of Business who will enhance our international reputation.
3. Work in **partnership** with businesses regionally and globally to provide **groundbreaking research and innovative** educational programs that are responsive to changes in student and employer demands.
4. Increase the necessary funding to **attract and retain scholars** with research distinction, in accordance with the college's vision and mission.

5. Build the college's reputation globally by developing a **diverse learning community** of international and domestic faculty and students and by providing quality educational experiences.
6. Increase the number of graduates from Oregon State University who graduate with a College of Business transcript distinction thus increasing the number of graduates who understand the **entrepreneurial process** of taking an idea/insight from discovery to implementation.

Guiding Professional Standards for the College of Business Community

Members of the College of Business community are expected to:

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

Innovative Programs of Excellence

The College of Business houses eight distinctive academic programs that provide nationally recognized research-based education and three distinctive experiential learning programs. Together these 11 innovative programs prepare profession-ready graduates for a variety of employment opportunities in private and public organizations.

Academic Programs

Accounting Program:

The Accounting Program educates accounting students for professional careers and establishes a foundation for lifelong learning.

Business Information Systems Program:

The Business Information Systems (BIS) Program prepares students for successful careers as business system analysts. Graduates of this program help enterprises leverage improvements in information systems technology and keep pace with rapid changes in the technology and information systems fields.

Finance Program:

The Finance Program prepares students for professional careers in finance and business. The program provides student with opportunities to meet certification requirements in specific finance areas, such as the Charter Financial Analyst (CFA), Certificate in Management Accounting (CMA), and Certified Financial Planner (CFP).

Management Program:

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

Marketing Program:

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

Graduate Business Program:

The Graduate Business Program educates leaders who manage creative organizations and take ideas to the global marketplace.

Austin Entrepreneurship Program:

The Austin Entrepreneurship Program promotes and leads entrepreneurship research, education, and outreach across the Oregon State University community and beyond.

Austin Family Business Program:

The Austin Family Business Program provides inspiration, education, outreach, and research to support the success and survival of family businesses. The program supports family businesses, service providers, and next-generation business owners with unbiased educational services and publications grounded in current research.

Experiential Learning Programs

Business Solutions Group:

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

Close to the Customer Project:

The Close to the Customer Project supports economic development by offering professional market research, expertise, and consulting services delivered by faculty/student teams. The project also provides students with experiential learning opportunities that prepare them for marketing careers.

International Exchange Program:

The International Exchange Program provides business students with a global education through experiential learning opportunities cultivated while studying and living abroad. Participating students develop the necessary skills to work within a cross-cultural and diverse workplace environment, and to succeed in careers within the global economy.

Strategic Framework

Desired Capabilities	Strategic Objectives
<p>People We have a diverse, innovative, and collegial culture that is responsive to faculty, staff and students.</p>	<ul style="list-style-type: none"> • Communicate and implement changes that foster a collegial, innovative, and responsive culture. • Provide an incentive system to promote the desired culture. • Demonstrate a commitment to the goals of affirmative action, equal opportunity, and diversity at OSU. • Communicate, implement, and institutionalize the College Code of Behavior. • <u>Develop faculty aligned with mission and vision</u>
<p>Scholarship We are recognized for our quality research and creative activities with a focus on entrepreneurship and innovation.</p>	<ul style="list-style-type: none"> • Maintain and strengthen a culture that recognizes quality scholarship. • Encourage faculty to expose students to their research both in the classroom and through the research process. • Maintain and strengthen an incentive system that <u>promotes and recognizes scholarship.</u>
<p>Education Programs We offer quality education programs that integrate information technology, ethics, sustainability, social responsibility, the global economy, and the entrepreneurial process. We focus on the needs of businesses and students by connecting theory to practice. Our target student population includes students from the Western U.S. and Pacific Rim regions and our other international partners.</p>	<ul style="list-style-type: none"> • Build on innovative, discipline-specific programs to create distinctive programs committed to excellence. • Build and expand distinctive graduate business education. • Expand graduate business program. • Increase demand for on-line undergraduate business and entrepreneurship minor and support the Professional Science Master on-line courses. • Prepare students for a professional career path through discipline-specific majors. • Create loyal alumni by excellence in student experience and increased satisfaction with the value of their education. • Develop non-degree programs consistent with their strategic plans that deliver value to the marketplace and high-impact experiential learning opportunities for students. These programs include: <ul style="list-style-type: none"> • Austin Entrepreneurship Program (AEP) • Austin Family Business Program (AFBP) • Business Solutions Group (BSG) • Close to the Customer Project (C2C) • Expand distinctive international exchange programs. • Develop INTO-OSU partnership for student and College of Business success. • Strengthen student leadership opportunities and promote student understanding of professional attitudes and behaviors.

Desired Capabilities	Strategic Objectives
	<ul style="list-style-type: none"> • Strengthen student recruitment and retention. • Improve student placement success.
<p>External Relations We are leaders in establishing and nurturing partnerships with alumni, the business community, and campus units.</p>	<ul style="list-style-type: none"> • Develop and implement 2010-2012 marketing and communication plan for internal and external audiences. • Strengthen external relationships, especially among alumni. • Strengthen fund raising. • Increase business outreach activities. • Build strong partnerships within the Division of Business and Engineering.
<p>Internal Operations We have the expertise, processes, and organization to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> • Maintain organizational structures and processes to effectively allocate resources and govern the college. • Ensure future leadership talent. • Periodically review organizational processes. • Provide resources to effectively manage the human resources of the college.
<p>Infrastructure We have the infrastructure and equipment to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> • Enhance and support the technology and information base for effective operation of the college. • Maintain the physical facilities and implement sustainable practices. • Design a new facility to meet future education and research needs.

Measures of Success

- Accreditation
- Faculty publication and productivity
- Image and reputation
- Attainment of campaign goal
- Demand and selectivity of students
- Student placement and salaries

Targeted Outcomes (by 2013-2014)

- Accreditation will be maintained.
- An increase in the quality and quantity of publications will be observable (baseline 2003-2006).
- An increase in the public's positive awareness of College of Business programs will be observable (baseline 2008).
- New dollars raised for the college people and programs in capital campaign will be \$60 million. Matching dollars for a new facility (\$25 million) will be obtained.
- The percentage of high-achieving freshmen with 3.85 GPA and 1900 SAT will increase to 30.
- Average SAT for students entering the professional school will increase to 1100.
- Average GMAT for graduate students will increase to 600.
- Positive trend in placement and salaries will be observable (no baseline data available).