

**The College of Business  
Oregon State University**

**Strategic Plan**

**Approved  
June 2012**

The College of Business  
Oregon State University

**Vision**

***Developing professionals who responsibly provide innovative solutions to complex, global challenges.***

**Integrating people for innovative solutions.**

**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;
- an active learning environment where education and research is cross-cultural, multi-disciplinary, inter-generational;
- innovative outreach and engagement that is based on well-grounded theory and research;
- internationally recognized research with applicability to business and industry;
- a global reputation for providing a quality educational experience in a diverse learning community; and
- a talented and connected community of faculty, staff, high achieving students, and industry partners.

**Strategic Initiatives**

The College of Business is focusing its efforts in educational programs 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 and Scholarship:** We deliver quality instruction combined with interactive and experiential learning processes. We integrate new technologies and practices relevant to changing business environments. 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 organizations, communities, and the planet.

**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.

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.

## Strategic Framework

<b>Desired Capabilities</b>	<b>Strategic Objectives</b>
<p><b>People</b> We have a diverse, innovative, and collegial culture that is responsive to and respectful of faculty, staff and students. 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"> <li>• Communicate and implement changes that foster a collegial, innovative, responsive, and respectful culture.</li> <li>• Provide an incentive system to promote the desired culture.</li> <li>• Demonstrate a commitment to the goals of affirmative action, equal opportunity, and diversity at OSU.</li> <li>• Communicate, implement, and institutionalize the College Code of Behavior.</li> <li>• Develop faculty aligned with mission and vision</li> </ul>
<p><b>Scholarship</b> We are recognized for our quality research and creative activities.</p>	<ul style="list-style-type: none"> <li>• Maintain and strengthen a culture that recognizes quality scholarship.                             <ul style="list-style-type: none"> <li>• Maintain and strengthen an incentive system that promotes and recognizes scholarship.</li> </ul> </li> <li>• Encourage faculty to expose students to their research both in the classroom and through the research process.</li> </ul>
<p><b>Education Programs</b> 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.</p>	<ul style="list-style-type: none"> <li>• Build on innovative, discipline-specific and multi-disciplinary programs to create distinctive programs committed to excellence.</li> <li>• Build and expand distinctive graduate business education.                             <ul style="list-style-type: none"> <li>• Expand and grow masters level business programs.</li> <li>• Create PhD program in business administration                                     <ul style="list-style-type: none"> <li>▪ Accounting</li> <li>▪ Commercialization and Innovation</li> </ul> </li> </ul> </li> <li>• Increase effective and relevant on-line opportunities for students.</li> <li>• Develop distinctive programs at Cascades campus that add value to the community and help OSU achieve its campus growth objectives</li> <li>• 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"> <li>• Austin Entrepreneurship Program (AEP)</li> <li>• Austin Family Business Program (AFBP)</li> <li>• Business Solutions Group (BSG)</li> <li>• Close to the Customer Project (C2C)</li> </ul> </li> <li>• Maintain and expand if needed, distinctive international exchange programs and international experience for domestic students.</li> <li>• Build the School of Design and the Human Environment as a national leader for its design-focused research and academic programs.</li> </ul>

<b>Desired Capabilities</b>	<b>Strategic Objectives</b>
	<ul style="list-style-type: none"> <li>• Sustain INTO-OSU partnership for student and College of Business success.</li> <li>• Strengthen student recruitment and retention.</li> <li>• Improve student placement success.</li> </ul>
<p><b>External Relations</b> We are leaders in establishing and nurturing partnerships with alumni, the business community, and campus units.</p>	<ul style="list-style-type: none"> <li>• Develop and implement 2012-2015 marketing and communication plan for internal and external audiences.</li> <li>• Strengthen external relationships, especially among alumni.</li> <li>• Build robust, sustainable fund raising capacity.</li> <li>• Increase business outreach activities.</li> <li>• Build strong partnerships within the Division of Business and Engineering.</li> </ul>
<p><b>Internal Operations</b> We have the expertise, processes, and organization to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> <li>• Maintain organizational structures and processes to effectively allocate resources and govern the college.</li> <li>• Ensure future leadership talent.</li> <li>• Periodically review organizational processes.</li> <li>• Provide resources and processes to develop the human capital of the college.</li> </ul>
<p><b>Infrastructure</b> We have the infrastructure and equipment to implement the mission and respond to changing stakeholder needs.</p>	<ul style="list-style-type: none"> <li>• Enhance and support the technology and information base for effective operation of the college.</li> <li>• Maintain the physical facilities and implement sustainable practices.</li> <li>• Design a new facility to meet future education and research needs.</li> </ul>

## **Measures of Success**

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

## **Targeted Outcomes (by 2015)**

- 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's portion of OSU's capital campaign is \$76 million.
- The percentage of high-achieving freshmen with 3.75 GPA and 1900 SAT will increase annually.
- 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 in jobs and internships and salaries will be observable (no baseline data available).