

Fall 2018

BUSINESS MATTERS

A publication of the OSU College of Business

Born in the '00s

Gen Z comes to college

The Terminator among the angels

Chiara Marzi and the Willamette Angels

It gets real

Dam Worth It secures hefty grant



Oregon State
University

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Just as we've turned the corner and said farewell to the Austin Hall natives – our first graduating class from Austin Hall, we're back welcoming a new class, the digital natives – our first students born in the third millennium.

In this era of rapid change, we've taken a forward-thinking approach to educating our students. This generation will work in jobs that don't exist yet; skills mastered in their 20s will not carry them through to retirement. Career success will require constant upskill and reskill, and we need to prepare our lifelong learners.

That's one reason why we've embraced entrepreneurship as our tonic to the constant flux.

Entrepreneurial thinking teaches students to be adaptive, resourceful and persistent in the face of disruption and surprise. These skills are critical for the business professional.

Another entrepreneurial trait? Grit. The passion for perseverance. The Beaver baseball team showed the world what it's like to fight hard and beat the odds; they showed the qualities which make OSU stand out to those that know us, and stand taller for those that do not.

Here's to another great year.

A handwritten signature in black ink, appearing to read 'Mitzi Montoya', with a long, sweeping horizontal line extending to the right.

Dr. Mitzi Montoya
Sara Hart Kimball Dean



Born in the '00s

Gen Z comes to college

They're born in the zeroes. They're the pivots, the digital natives, Gen Z. And as usual there's a range of labels and insights as the children of the third millennium reach Austin Hall for their college adventure.

Are we wired into their needs? We think so. Here's a few of our thoughts.

In very broad strokes, market researchers have tagged this generation as financially cautious, having seen the 2007 economic downturn impact their families. They are also cautious socially, cultivating an image on social channels that precisely reflects a persona they want the world to see. Gen Zers are more like their grandparents in terms of work ethic. They work hard, but hold onto a few radical and non-conformist views. They are old souls in a new world.

Consider this: here is a generation born with broadband internet. Wifi is ubiquitous; it always has been. Youtubers influence them more than mainstream news. They'll likely never have a newspaper delivered to their dwelling, or perhaps not a cable TV package on their own dime.

And they are emerging in a world of even more rapid change and uncertainty. College of Business Dean Mitzi Montoya sees a certain amount of concern for the future among this generation.

“They’re challenged with a very ambiguous future, more so than has ever been the case,” Montoya said. “Everyone is saying it, and all the data prove it – the future is getting less, not more, predictable. This adds a bit of nervousness and cautiousness about future among this generation that we haven’t seen before.”

Professor Klaus Schwab, founder and executive chairman of the World Economic Forum, calls this era the “Fourth Industrial Revolution,” a climate where only the most nimble companies will survive, and only the workers who constantly re-tool their skills will continue to find jobs.

The potential impact of artificial intelligence and automation of the workforce is a mainstream concept. “I think a tipping point has happened,” said Roger Graham, professor of accounting. “We’ve all seen so much that we hardly notice that we’ve seen so much.”

Graham says all academic disciplines are reacting. For example, in accounting where many jobs were long ago replaced by a computer, students now have to be analytical and strategic contributors to business decision-making.

Graham says that this generation may be the ones with the skills to come up with solutions within new situations. “Their whole lives they’re collecting all this different data, and they are uniquely qualified to go into the future and think critically,” he said.

Sandy Neubaum, director of student engagement at the college, also has faith that Gen Z is vested in the future. Neubaum says Gen Z are not getting enough credit for their worldly outlook, for their desire to pursue careers that “make a difference,” and their drive to succeed. She cites an uptick in high-achieving students and the runaway success of the first-year entrepreneurs.

“Our first-year micro-enterprise business owners netted \$32,000 in profits last academic year. If they can do this when they’re 18, imagine what they’ll be doing when they’re 25,” Neubaum said.

The College of Business has made great efforts and programmatic overhauls to prepare students with academic knowledge and professional skills, and to transform the learning experience with active engagement, hands-on learning and real-world opportunities. We are bringing learning wherever it’s needed – or demanded.

According to Montoya, the time when university was only for the rich and elite is long gone. The land grant mission and the advent of the public university changed that. Montoya says the internet is pushing a third tectonic shift. The imperative now is for universities to embrace the demands of the digital nomad

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Their whole lives they’re collecting all this different data, and they are uniquely qualified to go into the future and think critically.

Roger Graham | Professor of Accounting

– students and career professionals alike – for personalized, on-demand learning. “We’re at another inflection point, a new stage of optimizing how to effectively use technology to facilitate learning.”

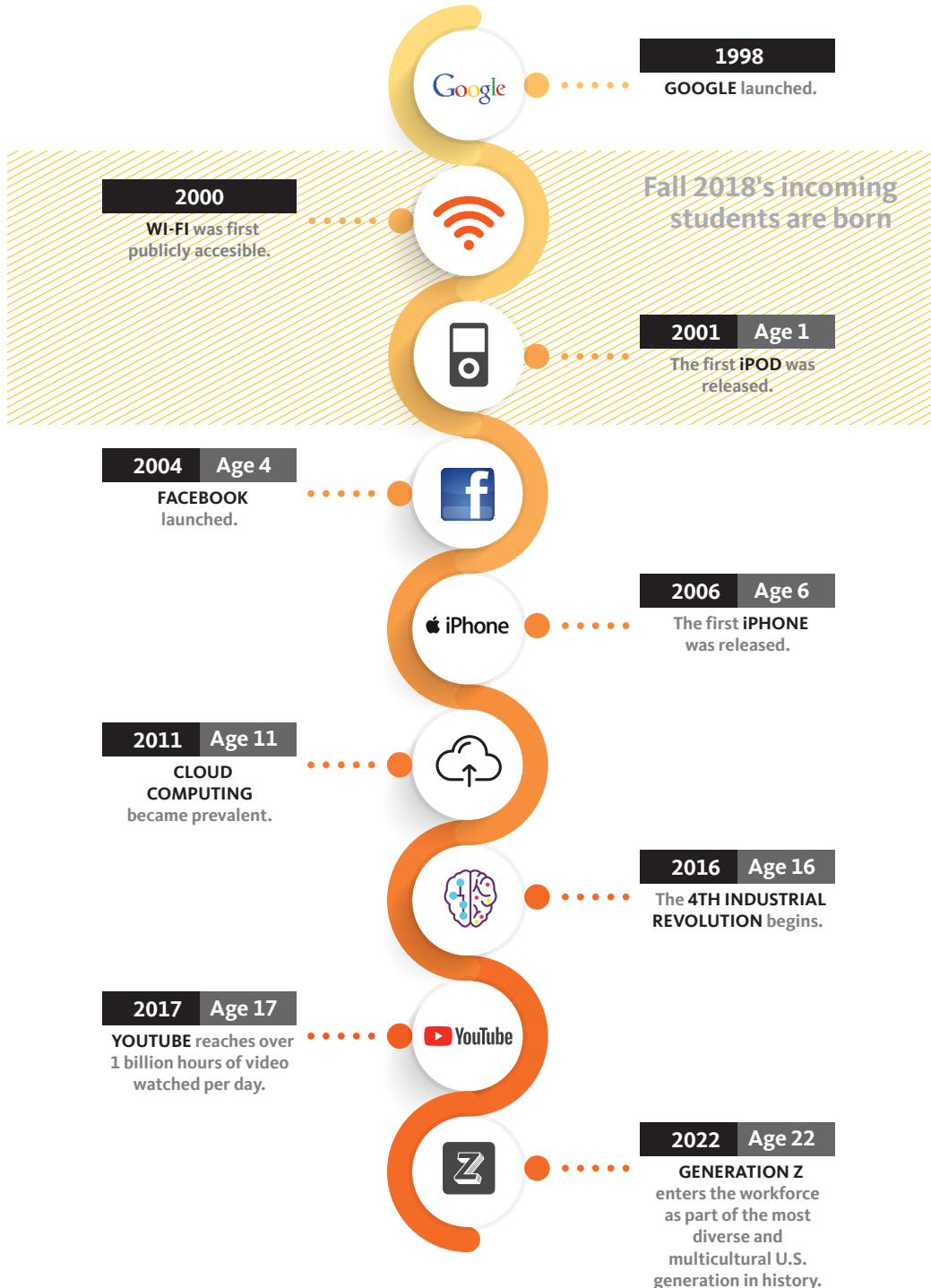
Gen Z already is embracing new digital learning formats.

tKlotz developed his course materials into hybrid learning modules. He recorded podcasts, reducing the lecture-based learning time. He admits his surprise that students adapt to this format.

“I’ve been impressed by these students’ flexible learning style. I still use the same exams that I used in the traditional course format, so I know they’re absorbing the information.” Klotz said.

In the era of new access, we’re ready for Gen Z, and wherever else demands the knowledge.

digital life of gen z



the

TERMINATOR

among the angels



Angel investors sound so nice, don't they? Willamette Angels are no exception. The fund, comprised of active and seasoned local investors, takes a mentorship-based approach to seeding a company. According to their website, the best route for consideration is through a personal introduction from an Angel member. With their mission to support local Oregon businesses ... could the Willamette Angels truly sound any nicer?

So what happens when that group – who'll cull through 30 to 40 applications per investment cycle to find their diamonds in the rough – gets caught up in their own niceness? They must choose among the applicants – personal connections in some cases – to find that idea they'll launch.

Enter the Terminator.

The Terminator is an Honors College graduate, a veteran Oregon State Investment Group officer and health care sector analyst, a 2018 outstanding senior in Finance, and a double major in International Finance and Mathematical Economics.

When the seasoned investors in the room grew quiet, she was the one – a teenager at the time – who spoke her mind against funding a company and moved the group toward a better investment.

"I got the nickname because as a first-year intern I made the call to pull the plug on a company I did not feel was a good investment," said Chiara Marzi. "It turned out many people around the room felt the same way, but I was just the first to speak up. Since then, my bosses have called me 'the Terminator.'"

Marzi may have mixed feelings about the moniker; however, Karl Mundorff, a director of the OSU Advantage Accelerator, is quite fond of it.

According to Mundorff, Marzi earned the title for her "fierce willingness to tell investors not to invest in companies she thinks aren't worthy. Chiara has been one of our top performers from the beginning," Mundorff said. "This is pretty amazing considering that our intern positions often are filled with juniors and seniors or first-year MBA students."

The Advantage Accelerator works closely with the college, who in turn commits entrepreneurship resources to fund a majority of Accelerator internships.

Marzi is quick to add that the Willamette Angels provide constructive feedback to all companies that

pitch to them. Though the nickname sounds heartless, Marzi has found a great love for early-stage entrepreneurship.

"I learned so much through the Accelerator and found a passion for the startup space," Marzi said. "I really enjoyed researching companies and markets and helping entrepreneurs make meaningful decisions to find success in their ideas."

Marzi came to Oregon State on a Presidential Scholarship, which is designed to attract and retain high-achieving students from Oregon. Marzi's scholarship is supported by the Edith Durgan Memorial Presidential Scholarship Fund and John and Susan Bates Presidential Scholarship Fund. Marzi received many additional merit scholarships during her time at the college, including the David M Gazeley Scholarship for excellence in finance and the Wentworth Family Scholarship.

She has set the benchmark for a high achiever.

Among the high points of her student career was the trip to New York City with the investment group, an opportunity for College of Business finance majors and Beaver business alumni to get together in the Big Apple. The annual New York trip is funded by the Tom Toomey Learning Labs resources, which support a range of learning opportunities outside the classroom.

"By far my most memorable experience was that trip," Marzi said. "I had the opportunity to network with alumni and industry leaders as well as explore one of the great financial capitals of the world."

And she'll be back.

Marzi interned last summer with KeyBanc Capital Markets in their Technology Equity Research Group (formerly Pacific Crest Securities) in Portland. "I learned a lot from this internship but realized that Equity Research isn't quite it for me, and Portland is not where I want to live," she said.

She returns to KeyBanc, this time in their New York location in Technology Investment Banking.

"Working for the Accelerator has not only been a great opportunity to meet and help many people and businesses, but I also have gained many important skills from my time," Marzi said. "I cannot express my gratefulness to the College of Business and OSU."



Taylor Ricci, Class of 2018 & former gymnast | Nathan Braaten, senior in finance & soccer player

IT GETS REAL

Mental health anti-stigma campaign receives \$60k in funds to replicate across Pac-12 schools

NCAA feature articles, Pac-12 accolades, national and university awards, coverage in Sports Illustrated, calls for speaking engagements – the buzz is real. In the months since the launch of the mental health awareness campaign, Dam Worth It, co-founder Nathan Braaten has been indefatigable. And his efforts have earned him \$60,000.

Now, the campaign gets real.

The Pac-12 Student-Athlete Health and Well-Being Initiative, which commits millions in funding each year for topics ranging from head trauma to nutrition, funded Oregon State University's Dam Worth It to become an operational, comprehensive program on all Pac-12 campuses.

Dam Worth It – times twelve – will work to end the stigma around mental health through three pillars: education, resources and peer-based support. Dam Worth It will provide a step-by-step guide. And this college senior thought he was busy before...

Since the award, there's been a nonprofit to establish, online mental health awareness learning modules to develop, marketing materials to develop, presentations to plan, and extensive travel and outreach to peer groups at universities near and far.

"It's kind of been crazy and amazing to me, the real-world implications of what I've been learning and figuring out," Braaten said. "We worked so hard last year to get the message out about ending the stigma associated with mental health issues, and now the idea that we can move it to such a grand scale – it's pretty amazing."



Braaten and his co-founder Taylor Ricci formed Dam Worth It after they both lost teammates to suicide and suffered under the pressures of academics and elite athletics. Through Dam Worth It, they opened up about their own feelings of isolation and inequateness, and their twitter feeds have exploded with stories and thanks from students and athletes around the country.

In the buildup to submitting the Pac-12 grant, Braaten turned to the Launch Academy student incubator, a program of InnovationX – OSU’s hub for student entrepreneurs. Launch Academy supports students with training and other resources in their quest for startup funding and will award up to \$5,000 for top ideas. Braaten’s Launch Academy team received feedback on the grant application, and winning the sizable award from the Pac-12 speaks at its own volume.

“Nathan is an incredibly motivated innovator and entrepreneur, but with a difference – he sees the big, difficult problems of our society and then jumps in with both feet to solve them,” said Dale McCauley, InnovationX program manager at the College of Business.

“He is motivated to make a positive change in the world, but he does so with a business and entrepreneurial mindset,” McCauley said. “He understands the need for a business model for his nonprofit, and he approaches Dam Worth It from that perspective.”

The finance major, who plays Division I soccer and keeps a near perfect GPA, has not turned down a single opportunity when it comes to raising awareness about Dam Worth It. Following a summer internship at Nike, Braaten is back to the grindstone. He’s working to connect with student governance bodies and faculty networks on campuses from Washington down the west coast to the other side of the Rockies.

Fortunately, his background gives the roadmap he needs to build the right task list, ranging from product development to the preparation and pitch to find strategic partners. “My business studies are helping out significantly, especially my experiences with entrepreneurship in the college,” Braaten said.

Braaten, who once clearly envisioned himself pursuing a career in investment banking or financial advising, is now committed to a quite atypical career route. “This kind of opportunity doesn’t come around very often,” Braaten said. “To be honest, I am really excited about it, and if it did turn into a full-time endeavor, I would have no hesitations to continue to grow Dam Worth It as far and wide as I can.”

The hope is that they’ll be able to elevate the campaign to a national program in the long term – Braaten’s thinking maybe five years’ time.

“

We worked so hard last year to get the message out about ending the stigma associated with mental health issues, and now the idea that we can move it to such a grand scale – it’s pretty amazing.

Nathan Braaten | Senior in Finance

And there is no reason to expect that broader community enthusiasm and support for Dam Worth It will slow. For example, the Institute for Sport and Social Justice has named Braaten and Ricci the winners of the 2018 Giant Steps Civic Leaders Award.

ISSJ, which seeks to use the power of sport to affect positive social change, includes among its hall of famers Muhammad Ali, Nelson Mandela and Jackie Robinson. Braaten and Ricci receive this award in a ceremony in Orlando, Florida, in October.



“Without a doubt, mental health is a public health topic,” Ricci said. “I believe that our focus on mental health from the public health lens contributes to the visionary aspect of our campaign. We can create change and improve health in these communities, and we can organize for a very broad reach.”

Ricci, a former gymnast and 2018 graduate from the College of Public Health and Human Sciences, also is committed to Dam Worth It through the end of their grant cycle in July 2020 while she prepares to attend medical school.

Braaten and Ricci have been described as a “dream team” for the way their academic skills complement each other. Their shared experiences with student leadership groups as well as Division I athletics have allowed them to peek backstage at Pac-12 administrative setups and figure out how to get a version of Dam Worth It up and running beyond OSU.

One thing they seek is support from the alumni community with expertise in mental health and well-being. Dam Worth It is supported by OSU Counseling & Psychological Services (CAPS) on campus, and they will find similar structures at other campuses, too. But the entrepreneurs would benefit from additional guidance.

“We’ve talked about the importance of finding mentors. Mentorship is key for all entrepreneurs,” said Audrey Iffert-Saleem, director of InnovationX. “They need someone who has experience with establishing

a nonprofit as well as someone who can provide mental health expertise.”

Iffert-Saleem points out that this is the second company that Braaten has founded with Launch Academy support, which highlights the significance of a safe and supported resource platform that the college has built for entrepreneurial learning experiences.

“For most entrepreneurs, it takes a lot of iteration – and a few failures – to land on something that they can execute successfully,” Iffert-Saleem said. “It’s so important that we provide this environment for our students to launch their businesses, and mentors play a pivotal role. They help students move to a new idea and attain success more quickly.”

When it comes to what success looks like for Dam Worth It, we’re not measuring in dollars. Ricci explains that at the outset, she and Braaten made it a goal to save one life. They’ve received personal feedback that they’d done that, and more.

“We like to think that for every one of our direct messages, there are others that have found a way to get support,” Ricci said. “Our success will not lie in how many wristbands we hand out, or how many awards we receive. Our success will be measured by the people that say ‘thank you for sharing your story and giving me the courage to seek help.’”



Doug Pitassi, President of Pacific Office Automation

THE SCIENCE OF SALES

Pacific Office Automation supports launch of College of Business Sales Academy

A CLASSIC DEBATE – is sales an art or a science? We offer the answer from a career sales professional: According to Doug Pitassi, President of Pacific Office Automation, sales is a scientific method that improves with practice. And, to the benefit of the College of Business, Pitassi is willing to share more than three decades’ experience with students looking to hone their skills.

“Sales is a hard skill; it’s a difficult skill to learn,” Pitassi said. “It’s scientific, but great sales takes a lot of practice. Developing great sales skills is no different than playing a sport or a musical instrument. With the piano you practice scales over and over to improve; sales is the same.”

Pitassi, who started his career in Portland selling copy machines, now leads POA, the office management and office information technology solutions provider with locations throughout the Pacific Northwest and southwest.

POA is the title sponsor of the College of Business Sales Academy, a forum for sales training open to all OSU students launching this fall. POA and Pitassi will participate in sharing the reality of the life of a salesman.

Pitassi, who has spent his life fighting in the ring of high-risk, high-rewards commissioned sales, says he's motivated to create a deeper understanding of negotiating and relationship-building skills and elevate sales skills as a professional skill set. He wants students to understand more about the types of sales opportunities that are just about everywhere in business.

"Everybody sells something; every business needs some level of sales," Pitassi said. "Whether you're a doctor, a lawyer or other professional, you still have to secure clients. Therefore, there's elements of sales that all students need to know, for example, the art of retaining clients, solving a problem or negotiating an agreement."

POA's support includes the title grant of \$50,000 per year, hands-on involvement during the inaugural sales competition scheduled for spring term and other opportunities.

Pitassi sees a lot of space in the sales academy initiative with other regional and national businesses that seek talent to meet their own sales margins.

According to Pitassi, accessing trained sales professionals is a common discussion point among his network of small- to medium-sized businesses owners and executives. These businesses all seek the same solution – a better supply of workers. Companies relying on a competent and productive sales force can average a turnover rate as high as 35 percent in one to two years. That's costly.

Area businesses also will have access to the talent pipeline from the Sales Academy, modelled after similar academies across the country. Michelle Barnhart, associate professor of marketing and faculty lead for the academy, is excited by the opportunities.

She's working with corporate supporters who are lending their real-world expertise. Companies could teach a specific sales technique, or even host a dinner meeting focused on etiquette.

Students earn a resume-boosting certificate of completion from the college for a series of training modules.

"The idea is that we now have opportunities consistently throughout the academic year for students to engage in additional development of their sales skills beyond what they can get in the classes that we offer," Barnhart said. "It's a broader opportunity for students from all across the university."

Barnhart does not shy away from suggesting that the Sales Academy will serve as an elite talent pool, showcasing the students who've earned their certificate and put in the extra effort to sharpen their tools for negotiation, problem-solving and deal-closing.

“

This is about an investment in your ability to conquer a great skill.

Doug Pitassi | President of POA

"POA and the College of Business are launching a new opportunity for students to get exceptional sales training before they graduate," Barnhart said. "We also are providing a forum for interested companies to recruit and hire students who will already have exceptional sales skills on day one."

Pitassi speaks highly of his own employees from Oregon State, proud of what they've accomplished in a few short years at his company. "A big objective for me is to connect with students and convey that there's a great deal of security in sales, and this is about an investment in your ability to conquer a great skill, whatever product or service you're selling"

Danelle Kronmiller, director of strategic partnerships at the College of Business, points out that the POA title sponsorship is just one of the many ways that businesses can turn thought leadership on a solution that benefits an industry in particular or the economy of Oregon as a whole.

"Doug and POA have helped us address one area of concern that his and other sales-driven business models face," Kronmiller said. "We already have bronze sponsors for the Sales Academy; we have room for more. But ultimately we are ready to execute on the next great idea that will support our students and contribute to the economy of Oregon."

FASHION FORWARD

Design student takes a bite out of the Big Apple



Kristy Milien | Class of 2018

Career success takes focus, talent, education, strategic decisions and hard work – but sometimes, bringing all of these assets to the right place at the right time leads to a perfect breakthrough.

Kristy Milien '18 had such a breakthrough experience. Milien served as founding president of the National Retail Federation student club, writing the club constitution and helping drive the launch of the new group last year. One of her signature accomplishments through the group was organizing a student trip to the retail industry's biggest event in New York City, The Big Show.

The Big Show is the world's largest retail conference, attracting a global audience and exhibitors and showcasing the most exciting ideas in retail.

Milien describes the amazing three-day experience, packed with guest speakers, retail industry professionals, career fair and mentoring workshops with recruiters as eye-opening.

However, for Milien, something else happened there. "The minute we landed in New York and drove to the city, I knew I had to live there," Milien said. "That's why at the Big Show I networked as much as I could to make sure I got a job in New York."

Milien is a first-generation, Haitian-American woman from Boise, Idaho, who's had high hopes and dreams

since she set foot on campus as a high-school junior and decided that the merchandizing management program was right for her.

After that experience launching the club, Milien says her greatest skill is successful leadership in dynamic situations.

Milien navigated the hectic recruitment scene in New York, emailed follow-ups to recruiters, and then survived rounds of phone interviews, virtual interviews, online profiling surveys and a two-day in-person interview. She landed her dream job with an iconic brand on one of the world's brightest global fashion and retail stages.

Milien joins Macy's in New York for its 2018 Store Management Executive Development Program. She'll be trained on all aspects of executive management over multiple years, and then start as a district manager at a Macy's New York location.

"Within my degree, I learned about consumer behavior, management, business and much more," Milien said. "I had to use that analytical skill set in the two-day intensive interview I had with Macy's. The interviews were difficult, but after the years of professional development at the college, I was ready for anything. Now I am leaving this school with such an amazing opportunity."

COLLEGE OF BUSINESS 2018 FACULTY PROMOTIONS AND TENURE

Four College of Business research faculty and three instructors earned promotions in 2018 based on a review of their research, teaching contributions, students advising, service and other criteria. Congratulations to our accomplished faculty!



DR. JONATHAN ARTHURS, was promoted to professor; he researches governance and innovation, particularly in new ventures. Arthurs, who joined OSU in 2013, also serves as the associate dean for research and faculty at the College of Business. He teaches in entrepreneurship. He has coauthored 19 journal articles, five book chapters, seven conference proceedings. Google Scholar records 1,900 citations for Arthurs' work.



DR. DAVID C. BALDRIDGE, management, was promoted to professor. Baldrige researches individual difference, diversity, equity and inclusion, and he is most widely recognized for his research on employment of persons with disabilities. Baldrige has published 14 journal articles, eight of these in journals of distinction or top journals, and two Oxford book chapters. He joined OSU in 2004.



DR. ANTHONY C. KLOTZ, management, was promoted to associate professor and granted tenure. Klotz, who researches work-group dynamics, career transitions and other topics, has co-authored and published 23 research articles, six book chapters, and presented 19 conference papers. Klotz's work has earned 1,300 citations according to Google Scholar, and 432 according to Thompson Reuters science metrics. Klotz joined the College of Business in 2013.



DR. INARA SCOTT, Gomo Family professor of management, was promoted to associate professor and granted tenure. Scott, who researches energy law, clean energy, sustainable development and sustainable business, came to OSU in 2012 after a decade of practicing law. Since joining OSU, she has authored 14 research articles, 10 of these published in top ten-percent law journals, and three book chapters.

Additionally, **AMY BOURNE**, accounting, was promoted to senior instructor II; **MICHELE SWIFT** and **LACEY MCNEELY**, both in management, were promoted to senior instructor I.



CREATE A LEGACY

THE DORIS WHALEN MEMORIAL SCHOLARSHIP

Doris Whalen received a B.S. in secretarial science and a master's in education from Oregon State College, then went on to become a professor of business education at the College of Marin-Kentfield.

To continue her lifelong commitment to educating students and creating opportunities for their success, Whalen bequeathed Oregon State University in her will a simple but impactful gift which later established a scholarship fund for female students in the College of Business.

BY CREATING OPPORTUNITY

In 2018, 20 students will receive \$54,000 in scholarship support from the Doris Whalen Memorial Scholarship Fund. These resources allow students to study abroad and focus on leadership skill development and academic success.

Like Whalen, through a thoughtful planned gift, your legacy can create opportunities for future generations.

Please contact us to learn more about making a gift through your will or trust.

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YOUR
DAY
JOB

The Oregon State MBA
is now online.

Being a Beaver has its perks. As an Oregon State University graduate, you are eligible to receive a scholarship toward earning your MBA.

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