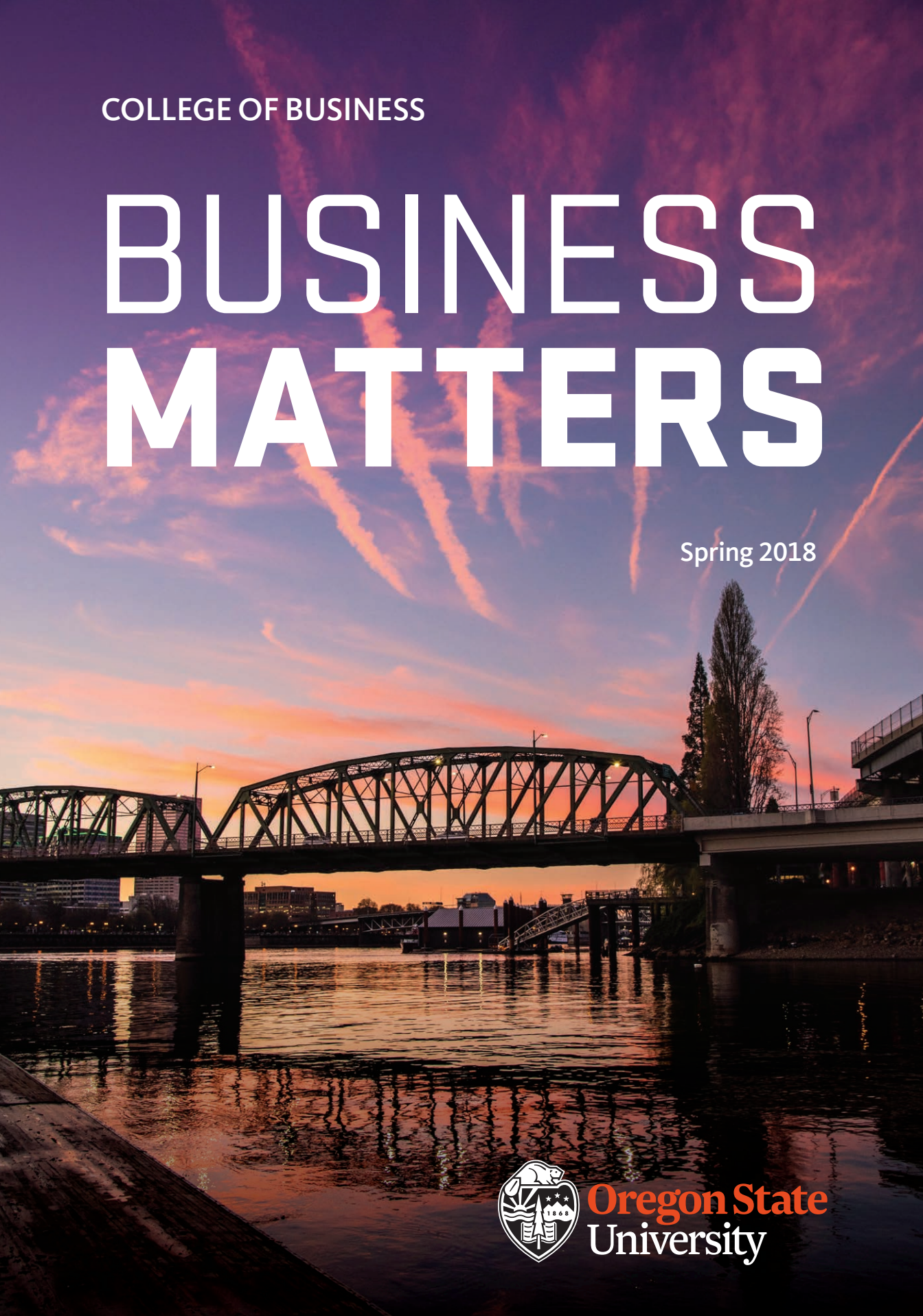
COLLEGE OF BUSINESS

BUSINESS MATTERS

Spring 2018



Oregon State University

BUSINESS MATTERS

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Hello, College of Business alumni and friends:

The advent of OSU150 marks a time of reflection and growth. As we celebrate the accomplishments that have led us to the present, we turn toward our future, which includes our ongoing student success initiatives in Corvallis and Bend, and our new expansion in the Portland area. The College of Business is committed to delivering on OSU's long-standing mission of creating access to excellent education across the state.

The fall 2018 opening of OSU Portland in the historic Meier & Frank Building across from Pioneer Square will allow us to serve even more students and alumni. Next fall, we will launch an innovative new hybrid option in Portland, giving students the opportunity to pursue their undergraduate Business Administration degree via OSU's top-ranked Ecampus. Our hybrid approach will blend online learning with face-to-face sessions that build community and connections among students, faculty and Portland-area businesses.

This year, we launched InnovationX, the Center of Excellence for Innovation and Entrepreneurship — Oregon State's hub for student entrepreneurs, innovators and change-makers.

We are also proud to announce the launch of our Center for the Advancement of Women in Leadership, which focuses on community building and professional development for women, no matter what field.

Finally, our reputation in research continues to thrive. According to Brigham Young University rankings, the College of Business is ranked No. 1 out of 803 universities in the world for research in experimental accounting information systems.

I invite you to read more about all of this exciting news. We are excited to share the current issue of our *Business Matters* alumni newsletter as part of the *Oregon Stater*. Please also look for our bimonthly digital newsletter in your inboxes.

Regards,

Mitzi Montoya, Sara Hart Kimball Dean

College of Business Facts and Figures

What we do

We educate our students to be the kind of people that we want to work for — individuals who work hard, earn success and lead by example, demonstrating innovation, social responsibility and globally mindful business practices.

100
faculty experts in a wide variety of business fields

4,700
hard-working and innovative **business students**

57
2016-17 **faculty research** publications

$520,797
in scholarship money awarded to **228 students** in 2017-18

1908
Established in 1908, the College of Business is one of the 12 OLDEST BUSINESS SCHOOLS in the United States.

Top 10
Oregon State University is ranked in the Top 10 nationally for ONLINE EDUCATION by U.S. News & World Report.

27,000+
The College of Business has more than 27,000 ALUMNI in the world.

400+
More than 400 VOLUNTEERS engage with us by mentoring, providing student internships, speaking at events, creating scholarships and serving on advisory boards.

According to the 2017 Brigham Young University Accounting Rankings, **out of 803 universities,** we are...

#1
in the world for experimental accounting information systems research

#8
in the world for **experimental accounting research**

WE ARE RANKED

30th
out of 150
in the 2017 rankings released by Texas A&M/University of Georgia Rankings of Management Department Research Productivity.

28th
in the world
for empirical supply chain research based on rankings by the 2017 Supply Chain Management (SCM) Journal.

Stonehill, Conrads

ARTHUR STONEHILL, Emeritus Professor, College of Business

Distinguished Service Award

It's funny how influential a professor can be — life changing, in fact. From the office of the doctoral program director at Berkeley in the 1960s, the young Ph.D. candidate Arthur Stonehill was told that his MBA from Harvard Business School had put him in a fine position to lead a business, but it left him a bit of a laggard in economics theory. The professor recommended that Stonehill take time away from the program to broaden his knowledge.

No stranger to the world, Stonehill headed to the economics department at the University of Oslo in Norway. He brushed up on economic theory and, as chance would have it, studied under two professors who would both go on to be Nobel prize-winning economists.

His dissertation, "Foreign Ownership in Norwegian Industry," contemporaneously changed government policy in Norway and became the benchmark for government officials, students and researchers. The thesis provided the foundation for the textbook he co-authored, "The Fundamentals of Multinational Finance," its sixth edition in use today.

Stonehill returned to a teaching position at Berkeley. He returned with a wife, two children and a third on the way.

However, when in 1966 Oregon State University offered him the opportunity to start an international business major, Stonehill decided the rural setting would be ideal for his Norwegian stepdaughter, who yearned for horses.

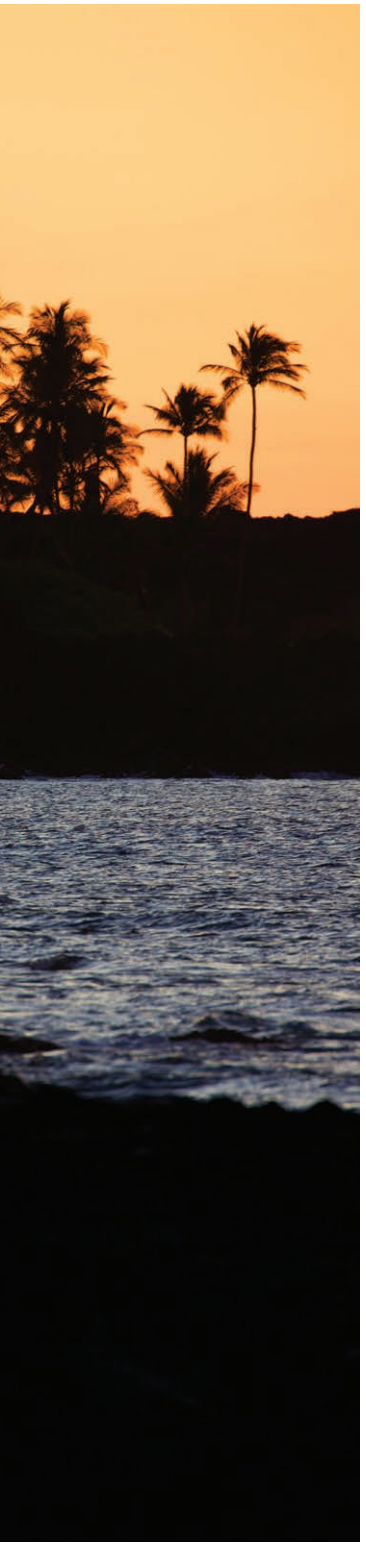
And thus Oregon State landed one of the godfathers of the academic discipline of international business, one of an initial 200 academics who contributed to the globally developing body of knowledge.

Just as one of his professors influenced the trajectory of his life, Stonehill has done the same many times over. Stonehill founded the College of Business' international exchange program. In the program's three decades, more than 1,400 business students have traveled the world, returning home with the same key refrain: "that was an experience beyond compare."

Stonehill's reputation brought opportunity and prestige to the university, and the travel program that now bears his name is his legacy at the College of Business. He has worked to assure that scholarships will continue to be available for those students. He has inspired those around him to support the program and open doors at universities across the continents.

In a life lived well and filled with prestigious accomplishments, Emeritus Professor Arthur Stonehill — the adventurer, teacher, researcher, mentor and leader — is honored for his extraordinary service and support to the OSU College of Business and its students with the 2018 Distinguished Service Award.

Honored in Hawaii



RANDY CONRADS, Internet Entrepreneur, CEO, Redweek.com

Weatherford Distinguished Entrepreneur Award

Things could have not gone better for industrial engineer Randy Conrads when he landed a job at Boeing right after graduation. It's a path that engineers, even today, aspire to achieve, and the 1972 OSU graduate stayed safely right there at Boeing for more than two decades.

"I liked the work. I advanced. I met great people," Conrads said. "But I started thinking that there's got to be something I could do that would let me be in control of my decisions and my life, and not someone else deciding if I can move ahead or not."

Conrads' existential crisis, occurring not long after he and his wife had returned from their high school reunions, also coincided with the mid-1990s early commercialization of the internet. The World Wide Web was just getting started.

In his spare time, Conrads had been tinkering with the things of the internet on an early-configuration PC he'd bought for his teenage son. He attended an international internet conference — the second one ever of its kind — where the founders of Yahoo were named Best New Thing on the 'Net. The buzz in the air was that venture capital was on its way to the sector (and so things would really start happening...)

After the conference, Conrads went home and said to his wife, Sharon, "You know, I think I can make a living on this internet thing. But I am going to have to do it full time. Could we try six months?"

She said OK, and the couple put it all on the line: a 21-year career with stock options, medical benefits, four weeks of paid vacation and a steady paycheck.

Classmates.com — an "almost Facebook" community of subscribers who took to the site to reconnect with their long-lost high school friends — was born.

Before Classmates became one of the world's largest online communities with nearly 40 million registered users; before the site was named one of the hottest internet properties on the web with two million visitors a day; before Classmates' monetization model survived the dot-com bubble bust of the early 2000s; before Classmates sold in 2004 for $100 million — Randy Conrads and his wife were in the basement running an internet startup.

It took much longer than six months.

"It just wasn't the kind of fast growth that people think they saw; it took a long time," Conrads said. "I thought we would be large when we hit 100,000 people, but it took millions of people." It also took money from friends and family, a dip into retirement savings, some venture capital, along with a huge commitment and side-by-side work with his wife.

The College of Business honors Randy Conrads with the 2018 Weatherford Distinguished Entrepreneur Award to celebrate his entrepreneurial spirit and vision, and his continued adventures as an internet entrepreneur.

"How to Appear Normal" at Your Day Job

By Michelle Klampe

After Chad Murphy, an assistant professor of management in Oregon State University's College of Business, appeared on the NPR program "Invisibilia" in the summer of 2017, the traffic to his faculty web page skyrocketed.

On the program, Murphy publicly identified himself for the first time as the creator of the popular "Lord Birthday" cartoons that he'd been posting anonymously online for nearly two years, and fans were eager to learn more about the person behind the tiny mustachioed king Murphy dubbed Lord Birthday.

The cartoons — or poemcomics, as Murphy sometimes calls them since their humor tends to reside in the nuances of the text — are dry, without a ready punchline, often bizarre and sometimes a little bit sweet. The tone is reminiscent of Monty Python, Jack Handey's "Deep Thoughts," "The Far Side" and "Sarah's Scribbles."

"The pieces aren't purely ridiculous," Murphy said. "In many cases, I'm trying to use the form to hopefully say something sincere and meaningful, too."

Murphy began making these illustrated oddities — using "Lord Birthday" as his pseudonym — in the fall of 2015, initially posting them on Instagram and later on Facebook and on GoComics.com. The Lord Birthday Instagram account quickly developed a following that has grown to about 180,000 people.

A collection of the cartoons, including some of Murphy's most popular original work as well as 27 new pieces, is now being published as a book. "How To Appear Normal at Social Events" is a lightly satirical take on the self-help book, featuring oddball wisdom presented as illustrated lists and single-panel comics. The 120-page book was published by Andrews McMeel in March.

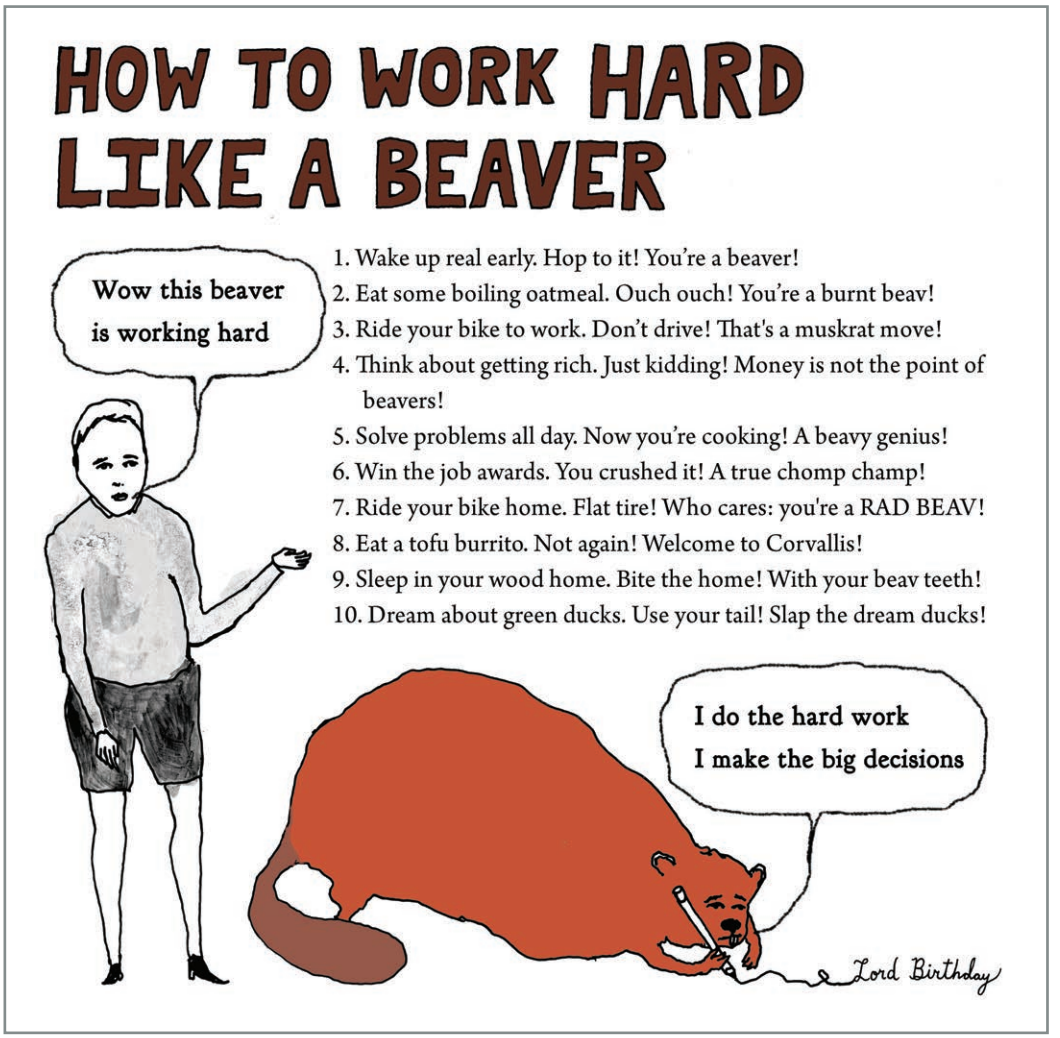
There was something freeing about the anonymity of the work at first, but as Lord Birthday's popularity began to grow, and as he began to work on the first book, the anonymity began to feel like a burden, Murphy said. After the "Invisibilia" episode aired, a weight was lifted.

"I'm just trying to lean into this part of who I am," he said. "I'm trying to not be too concerned about it, honestly. I've come to terms with the fact that Lord Birthday is, in some strange way, a pretty good reflection of some deep part of me."

Lord Birthday is inspired by various aspects of Murphy's life, including his conservative religious upbringing, his work as a teacher, his interest in short fiction by George Saunders and Donald Barthelme, along with a sensibility and syntax influenced by two years spent as a missionary in southern Japan.

Murphy is the son of two-time Major League Baseball National League Most Valuable Player Dale Murphy. He grew up in Atlanta, the oldest of eight children. He was raised Mormon but is not currently active in the church. He and his wife live in Corvallis with their four children.

As a college student, Murphy was drawn to the humanities, earning a bachelor's degree in Japanese from Brigham Young University, then a master's in humanities with a concentration in comparative literature from the



University of Chicago. He considered pursuing further graduate work in comparative literature, but through a series of events, he landed instead in a doctoral program in management and organization at Penn State.

After completing his doctorate, Murphy accepted a job at OSU in 2014. Murphy's father grew up in Portland, his aunt attended OSU, and his grandparents live in Hillsboro, so taking the job at OSU brought him back to a familiar place.

At OSU, Murphy teaches classes in organizational behavior and does research on cognition in organizations — an effort to understand how people make sense of their work and craft their identities around the work they do.

"A lot of my research is about well-being — how organizations can structure work and people's experiences at work so that they can find meaning and identity and satisfaction in their jobs," Murphy said. "There's an element of my research that has played a role in my own identity explorations around Lord Birthday, too, which is something I've realized only after the fact."

Murphy said that he believes he was able to develop his creative voice in part because Oregon State, and Oregon in general, offer a sense of openness or willingness to allow people to be their whole selves.

"Exploration of one's self, one's interests and ideas is part of the value system here," he said. "Thinking outside the box is acceptable and encouraged. I think that gave me the mental space to allow these other creative ideas to come out."

Building in Portland

With expanded Portland offerings, the College of Business delivers hybrid education that meets workforce demand.

By Rebecca Barrett

Why does online education have a credibility problem? Skepticism around prestige and accreditation, along with a widening technology generation gap and a lack of engagement and accountability, fuels the debate around whether or not online programs fall short in meeting the needs of students and the demands for supplying an educated workforce.

Where other online programs lack rigor and results, Oregon State University's College of Business online and hybrid offerings — delivered through nationally-ranked Oregon State Ecampus — offer the same accredited education as the on-campus options, designed and taught by the same excellent business faculty.

"An online or hybrid Oregon State business degree is the same high quality Oregon State business degree a student gets on campus," said Mitzi Montoya, Sara Hart Kimball Dean of the College of Business. "It's the same high-quality instruction delivered in a different way to meet learners where they are."

Starting in the fall of 2018, the College of Business will offer a new online/in-person hybrid track for undergraduates in Portland, building on the success of its four hybrid MBA tracks. The approach combines the convenience of online course work with in-person classes. With the addition of the hybrid business option to the Portland metro market, more people will be able to pursue a degree.

The first-of-its-kind curriculum and delivery mode shows why Oregon State is a national leader in online education, with awards and merits to prove it. Through its innovative programs, the College of Business is a valuable asset and partner in supporting the region's business training and development needs.

"No one else is doing this the way we are," Montoya said. "We're changing business education so more people can change business."

Delivering innovative hybrid education that meets workforce demand

Technology has been a transformative force in higher education over the last three decades. Online courses and programs are widely available from both traditional institutions and nontraditional entities, including for-profit firms and even tech companies.

Students today are digital natives, and 3 million students in the United States are enrolled in an online degree program.

"They're comfortable with technology being integrated into their lives and their learning," Montoya said.

Oregon State's hybrid business programs are ideal for the working professional, allowing people to pursue a degree while maintaining a career. In the undergraduate hybrid program, 50 percent of instruction is online and 50 percent is in person. At the graduate level, 80 percent is online and 20 percent is in person.

The College of Business is proactively engaged with the Portland business community. Its innovative programs leverage industry partnerships and provide connections and opportunity for the tens of thousands of Oregon State alumni living in Portland.

It's just one of the things that sets Oregon State apart.

Metrics matter

Whether in person or online, College of Business programs reflect the best practices in learning research. Oregon State's business rankings deserve attention.

The accolades include:

- The Brigham Young University Accounting Rankings for Universities ranks the research of all 803 universities in the world that have accounting programs. Ranking is based on publications in top accounting journals. In the recently released 2017 rankings, the College of Business is No. 1 in the world for experimental research in accounting information systems and No. 8 for experimental financial accounting.

- The annual Supply Chain Management (SCM) Journal list, governed by the SCM Congress, ranks schools based on research output in top-tier supply chain management and operations journals. In 2017, the College of Business ranks 28th in the world for empirical supply chain research.
- The Texas A&M/University of Georgia Rankings of Management Department Research Productivity ranks management faculty in U.S. business schools based on publications in eight top-tier management journals. The College of Business management faculty is ranked 30th out of 150 schools in the 2017 rankings released this month — tied with Arizona, Illinois and Auburn. When faculty size is taken into account, OSU ranks 16th — tied with Colorado.

Oregon State's distinguished faculty are the same people teaching the online business courses.

"Not a lot of online providers can say that," Montoya said.

Another point of differentiation is how Oregon State invests in student success. Interventions such as tutoring, advising and assistance reach students to overcome academic difficulties.

Oregon State tracks retention and graduation rates, which have shown tremendous improvement. Since starting Innovation Nation, the College of Business' student success initiative, business students who started as freshmen were retained at a rate of 90 percent the following year, a substantial gain from 74 percent. The placement rate for the most recent class of MBA students six months after graduation was 87 percent, with a median income of $91,000.

Bridging the skills gap

A strength of the College of Business is its ties to the business community. Oregon State is focused on experiential learning, and there is a strong professional development thread in College of Business programs. Every week, students in Portland and Corvallis interact with business leaders at workshops, seminars and networking events. The college made this a requirement in response to critiques that millennials were entering the workforce lacking soft skills.

The College of Business curriculum is designed around active student engagement. In addition to teaching technical skills, there's a learning outcome for etiquette at a formal lunch and how to dress for a professional event.

When it comes to attaining skills that business demands, there's no opting out. Our graduates are work ready.

"We require it," Montoya said. "We're working to raise the bar."

Students get the chance to explore, engage and develop themselves while they're earning a degree. And employers have direct access to students, a place to interact with future employees and recruit interns.

There is a great need to train business leaders to fill jobs that add to the state's economic value. Take the hospitality and tourism industry. It employs more than 109,000 Oregonians, many of whom are business owners, said Todd Davidson, director of Travel Oregon, the state tourism office.

Business acumen is paramount to their success, Davidson said. A strong core of business knowledge including math, finance and marketing is necessary.

"The fundamentals are still going to be there," Davidson said. "The how and why will change."

Communications skills, both verbal and written, continue to be important, as well as another skill and trait Davidson calls the humility factor.

"We need to empower those who we work with," he said. "We need to be able to trust the people around us."

College of Business programs provide students with the core competencies to succeed, Davidson said.

Supporting the talent pipeline

When companies seek to relocate or expand in Portland, they often work with Greater Portland Inc. (GPI). This public-private partnership, which includes Oregon State University, supports and serves prospective companies.

Janet LaBar, president and CEO of GPI, said she's often asked about the availability of a talented workforce. To make sure the region puts its best foot forward, higher education is part of Greater Portland's pitch.

"We can be a solution-provider for what an industry needs to grow here," LaBar said. "We can assure a company that this is the place to be."

In the past, a majority of students went to a four-year college after high school. Now, the majority start in community college and transfer to finish their bachelor's degree. Oregon State partners with many Portland-area community colleges. These higher education partnerships can be persuasive in the decision that businesses make to relocate or expand.

"It's incredible to provide higher education as a part of our value proposition," LaBar said. "Oregon State University is certainly one of our best champions."

Center for the Advancement of Women in Leadership Enters New Stage

Popularity is a nice problem to have when you are running a speakers series — sold-out events and waiting lists, concerns from the fire marshal about room capacity, a loyal core of attendees and a deep pool of interested speakers. The signature Portland events run by the College of Business Center for the Advancement of Women in Leadership bring together women leaders every quarter for networking and panel discussions. And it's been going on for more than two years to great success.

"The first stages of building this center — creating awareness and the cultivation of a community — have gone extremely well, and we're excited about the momentum and response from the business community," said College of Business Executive Director of Strategic Initiatives Audrey Iffert-Saleem.

The networking events appeal not just to College of Business alumni or even OSU alumni, but have become calendar items for the broader economic community of women leaders in Portland.

"We are now ramping up our center activities and resources to reach more of our goals," Iffert-Saleem said.

Research supports the impact of networking groups. A ***Harvard Business Review*** study tracked promotions and pay increases of attendees to a women's leadership conference. It found the attendees were three times more like to receive a pay increase and twice as likely to receive a promotion compared to women who planned to attend the women's leadership conference but had not yet done so.

The future of the center includes increased professional development to support women of all majors from across the university, enhanced programming for the community and scholarships to support women advancing their education. The aim is to change the landscape of business leadership by moving women into leadership roles in industry.

"We're working to ensure that women's perspectives have equitable influence on business decisions and growth," Iffert-Saleem said.

"This year, the Fortune 500 list of CEOs had a record number of female CEOs: 32. But that's only 6.4 percent of the list," said College of Business Dean Mitzi Montoya. "Relative to the population of working professionals, representation of women at the helm of top companies is greatly disproportionate."

"Not only is advancing women in leadership the right thing to do, it makes good economic sense," Iffert-Saleem said. "Research shows that gender-diverse companies are more profitable, and companies with three or more women board directors financially outperform those with fewer women board directors."

Change in the next generation of business leadership will be driven in part by students. The Women in Leadership student group, sponsored by the center, is open to students across the university in order to support a diverse community of intellectual and leadership ideas. A key fixture of this group is its Thursday night speakers series where business leaders visit campus to share experiences and topics related to women's leadership.

Support from OSU alumni is also critical. For example, the J.D. Power Fellowship — which is funded by Mary Power ('96) through her family foundation, the Kenrose Kitchen Table Foundation — provides scholarships and professional development funding for women leaders and aspiring women leaders who are pursuing their MBA. Nationally, more men than women complete MBA programs, according to the Graduate Management Admission Council. "This is problematic because the MBA is a known accelerant to promotion in the workplace," Iffert-Saleem said.

"It's our job as educators to make intentional and strategic efforts to encourage women in leadership positions," Montoya said. "And we have a plan for how we can work together as a community — that is our center."

For more information about the Center for the Advancement of Women in Leadership, visit **business.oregonstate.edu/womensleadership.**

Marching Forward with Women in Leadership

Act-On Software CEO Kate Johnson, a 1998 graduate from the College of Business accounting program, has spent roughly equal parts of her professional career in Silicon Valley and the Silicon Forest. She shares that at financial industry conferences, she could go an entire day and not see more than a handful of other women, and she was frequently the only woman in a meeting. Named CEO in January 2018, Johnson offers career advice for young women starting out.

1. You have to assert yourself.

When attending investment banking meetings with other male executives from my company, it was a common occurrence for the people we were meeting with to completely bypass me to shake hands with my male counterparts, thinking I'm not there to participate as part of the executive team but rather to take notes or some other lesser task. You have to assert yourself. When something like that happens, you compose yourself, quickly shake it off and make it clear why you are there. You'll look around the room and see the male-to-female ratio is very poor, but don't let that deter you.

2. Contribute — that's why you are in the room.

When I am in a meeting, and there is a conversation about a question or a problem, I believe I have been asked to attend so that I can provide my unique perspective and opinion, even if the subject matter is outside my direct area of expertise. I would say it's important to be a part of the conversation. Contribute to every conversation. The more you contribute, the more you will be asked to be part of future discussions.

3. Take chances, believe in yourself and learn as much as you can.

Taking on tough challenges can be the most rewarding thing you can do in your career. I never expected to be a CEO of a software company, and thinking back on it, I never had aspirations specifically for a big title. But I've always been extremely inquisitive. I enjoy challenges, and I love to learn. That desire to learn and solve tough problems has guided me my entire career. When I was asked by my board of directors if I would step up and take on the CEO role, I'm not going to lie. I had to think about it. I had to ask myself if I wanted to take on this challenge knowing it was unchartered territory for me, and that always come with a chance of potential failure. The answer was "yes, I do!" and I'm proud and pleased about that.

4. Consider finding a mentor.

I've had lots of mentors over the years and believe finding mentors throughout your career is critical to being successful. It's really helpful to have that trusted person where you can bounce ideas off and get advice from someone who has been through exactly what you are dealing with. Learning from other people's success and failures can be really helpful and help you avoid the same pitfalls. I do think that, in general terms, female CEOs are judged a little more harshly and put under the microscope. I also believe that the younger generations are not going to experience gender discrimination as much. I could be lucky, but I've never felt that I was judged unfairly in my career advancement in any of the roles or companies I've been in.

5. Choose the networking that suits you.

It's your choice about how you'll network as a female. I'm very selective with my networking, and I look for situations where I can build true relationships. I've definitely been invited to networking events (aka boondoggles) that are clearly geared toward male executives, such as ski weekends or fishing trips. While I appreciate the attempt at inclusion, I generally do not attend these things because I don't personally get a lot of value in traditional networking. Instead, I focus on networking events where I can meet other executives in similar industries or jobs where we can learn from each other. In my younger years, conferences were a good way to do that. Nowadays I look for local tech community events.

A Couple at the Top of their Game

Plenty of married faculty work at the same university or at the same college or department. Indeed, a few might even also teach and research in the same discipline. Ania and Jake Rose, professors of accounting at the College of Business, are in this latter category. As naturally as some couples cook a meal together, the Roses are a couple that research, write and publish together in the same specialty areas of accounting — experimental accounting and experimental accounting information systems.

And they are the best in the world at what they do: Ania and Jake lead global research rankings for experimental accounting, tied for first place.

How they fit all of this into the married space is secondary, however, to a bigger question for today: what is experimental accounting, anyway?

Accounting, generally known as rules and principles systematically applied to financial transactions and the transparent analysis and reporting of profit and loss, becomes puzzlingly murky with the additional word — experimental. Yet, the research yields practical, fascinating, actionable and understandable insights.

"Experimental accounting research uses methods from behavioral sciences to understand financial decisions and communications," Jake said. "For example, experimental researchers study the decision-making of corporate directors, auditors, investors and business professionals in order to help businesses make better decisions and improve processes."

Consider the impact of several of their studies, such as: "When Should Audit Firms Introduce Analyses of Big Data Into the Audit Process," published in fall 2017. The professors have learned that their recent research with audit firms has resulted in one of the major firms changing the way it trains all of its employees in the United States.

In that study, the Roses surveyed 127 senior auditors from two Big 4 firms to determine when the vast datasets of big data would most impact the accuracy and efficiency of an auditor's work. In practice, some firms reviewed the data before a traditional audit, and others did so after. Their research found that auditors had difficulty distilling insights using big data visualizations unless a more traditional audit had first been conducted. The auditors with a preconceived expectation could either verify the results of a traditional audit or discover something contrary in the data, but without the framework of expectations, they were getting lost or distracted by the data.

"Experimental researchers are currently leading the way to leverage big data and analytics to improve financial reporting and decision making," Ania said. "Jake and I are actually two of the only people currently running experiments with the big accounting firms in order to see how these firms can integrate big data and analytics into their decision processes."

In another study, "Will Disclosure of Friendship Ties between Directors and CEOs Yield Perverse Effects?" — this one picked up by the *New York Times* — the Roses found that friendship ties between a CEO and board members impact corporate governance. If there was a friendship, directors were more willing to make decisions that would lead to the attainment of a CEO's performance pay bonus.

In their study, the Roses looked at scenarios where board members weighed a reduction in R&D funding in order to meet CEO bonus targets, something that over the long term could adversely affect the company. Additionally, disclosing the friendship could lead to more bonus pay for CEOs since the actors believed they had achieved their ethical baseline with their openness about the relationship. Such patterns of behavior would be of interest to shareholders or those regulating corporate governance, like Congress or the SEC.

The Roses, who joined the College of Business in fall 2017, have lifted the accounting program overall in experimental accounting research areas. The college is now ranked No. 1 in experimental accounting information systems and No. 8 in experimental accounting research.

KEEP 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.

mba.oregonstate.edu/stater

Oregon State University

Business Patterns for the Fashion World

If breaking out and making your mark in the fickle world of fashion isn't hard enough, what about having a value system that is seemingly at odds with the industry itself?

That is the dilemma of Venezuelan fashion designer Anielis Raas Lozada, an Innovation Management MBA student. She is building a business plan to launch her brand in a world where the "fast fashion" model currently is the reigning theory for success.

Fast fashion is *de rigueur* for leading brands such as H&M or Zara, and it embraces a very quick delivery of catwalk concepts into the shopping baskets of consumers. Manufacturing is quick and inexpensive, and prices are low. Consumers wear the latest trends, dispose of them and buy more for the next season.

"I think the fast-fashion model is a very damaging thing that has happened to the fashion industry," Raas said. "It's great that this person or that company is making a lot of money, and I am still thinking about how I will make a different business model. But my values are clear. I want to see if I can offer something else, and see if I can drive change a little bit more."

Referencing groups like Fair Trade, which protects workers' rights, and the Higg Index, which tracks and scores brands and retailer sustainability, Raas sees an opportunity for clean label clothing and a sustainable supply chain. She cites the outdoor apparel industry and Patagonia, a leader in the sustainable clothing model, as an example of change-makers. However, she cautions that they are not the fashion industry.

Raas points out three main problems within the fashion industry that she'd like to address: how the industry portrays women, the environmental impact of the supply chain and the treatment of workers at the manufacturing sites.

She says the fashion industry still has unrealistic expectations of body types and needs more diversity. She sees a supply chain that relies too much on synthetic fibers and that overuses chemicals and pesticides in the production of natural fibers. And she sees a manufacturing cycle where workers are sometimes mistreated in the quest for quick designs and low costs.

"We are very forgiving of fashion despite all of these things," Raas said. "Everything becomes disposable, from the people to the clothing. Consumers say they don't have another option; they just purchase what is out there. I don't think that we should be so forgiving."

She credits her MBA program with providing the tools and processes to address her new vision.

Raas, who also completed her undergraduate degree in Merchandising Management with a minor in Business and Entrepreneurship at Oregon State,

once saw herself operating a small, hip storefront in Portland. She actually opened a shop in a basement location in downtown Corvallis — that was what she could afford — but the store did not work out.

"I had some very different ideas about how this all worked," Raas said. "I realized that I needed a little more strategy. It is okay to be free in the creative process, but from a business standpoint you need strategy to sustain passion."

When Raas started her MBA program, the little shop in Portland was still part of the vision, but that, too, has changed. Business school required her to think in a very different way. For a creative and dynamic person, a women who packed up the car with her sewing machine, fabrics and materials and headed for Oregon before she even received an offer letter, Raas is embracing a new perspective.

"Because of my MBA program, I am more focused on developing a brand and the message I want to put behind this brand," Raas said. "I have started to think about my brand more widely. It's not just one tiny person who has a little shop. Now I can see that there's so much more that I can do and possibly change."

And indeed, she seeks to innovate the business model — the struggling paradigm of retail as well as the waste and excesses of fast fashion. "I know it's a lot," she says, laughing. "But is there really a point in using a business model that is undergoing a profound transformation?"

Anielis Raas Lozada, an Innovation Management MBA student, is wearing her favorite design: a short-sleeve wool sweater dress that she wears from fall to spring. "I am always cold! I chose short sleeves for versatility over the seasons," she said. Far from her native Venezuela and intending to stay in the Pacific Northwest to launch her fashion line, Raas admits she should make the dress in a few more colors for herself. Photo credit: Jen G. Pywell

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 be 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, Doris established a scholarship fund for female students in the College of Business in 2001.

Doris and Robert Whalen circa 1960s

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