

## College of Business Strategic Analysis and 3-Year Plan

The nearly 28 million businesses in the United States are the backbone of our economy. They drive the development of products and services that improve quality of life. The health of business translates into economic prosperity and social progress in our communities, the nation and the world. Building on more than 100 years as Oregon's oldest business school (founded in 1908), the College of Business is actively engaged in reinventing business and design education.

Studies show that the demands for new workforce preparation and the makeup of that workforce are changing rapidly and at a rate most four-year colleges and institutions cannot match. It is our goal that every OSU College of Business graduate is ready to make an immediate, meaningful impact for the organizations that employ them and for the communities they call home.

This strategic and financial analysis was developed by the College of Business executive leadership team with extensive input from the faculty, staff, student leaders as well as our advisory boards, business leaders and community partners.

### College Vision Statement

We develop people we would want to work for – people who work hard, earn success and lead by example.

### College Mission Statement

- *Educational mission:* We provide transformative educational experiences that produce highly competent, ethical and engaged future leaders who strive to make a difference.
- *Research mission:* We conduct leading edge research focused on relevant and important business and societal challenges.
- *Engagement mission:* We engage in our communities and work collaboratively to contribute to economic development, social progress and prosperity.
- *Diversity, Equity and Inclusion mission:* We create a culture of belonging and community that values and respects differences so everyone feels welcome.

### Shared University Commitments

- We will innovate and collaborate in research to make a difference in the world
- We will offer excellent education for all learners and be leaders in the delivery of education
- We will be welcoming and foster belonging and success for all
- We will be creative in connecting our strengths with the rest of the University
- We will be accountable, agile and entrepreneurial
- We will be mindful of this special place and all Oregonians.

Putting our vision, mission and commitments into action, the College is guided by four overarching strategic initiatives: (1) **student success**, (2) **faculty excellence**, (3) **external engagement** and (4) **inclusive excellence**. Our strategic initiatives are reviewed and revised annually.

## **Strategies and Actions to Advance the College**

### ***UNDERGRADUATE STUDENT SUCCESS INITIATIVES***

To improve undergraduate (UG) student success, a UG Student Development faculty taskforce was formed. The taskforce aims are to: improve alignment between workforce preparation and workforce needs; increase access, retention and graduation rates among all students regardless of race/ethnicity and socioeconomic status; support students as they transition into careers; and to be effective at scale, advancing all students. Our major strategies and actions are as follows:

#### **UG Student Development**

- **Graduation/Completion Initiatives:** The College continues to remove barriers to completion for students in good standing. In AY 1617, the College brought back the option of a general business degree rather than forcing a major. Other initiatives include a revision of the wait list policy, revised scheduling processes, elimination of the pro-school model and expansion of learning assistance/tutoring services. An operating principle for all graduation/completion initiatives is that academic standards are set by the faculty and will not be lowered.
- **Development and Extension of Education-to-Career (Blueprint) Program:** To improve UG retention and completion, the College developed a holistic 12-course (3 courses per academic year, first year through fourth years) Blueprint framework for student development. Blueprint revolves around three areas – personal, professional and leadership skill development. Components of the Blueprint framework include layered financial literacy education, skill development and career planning. The Blueprint framework has been incorporated into all Business program modalities (online, hybrid) and will become a required component of the OSU-Cascades UG program and design curriculum in AY1920.
- **Required Living Learning Community Experience:** In 2016, the College revised and scaled the Weatherford entrepreneurial living learning community and made it a requirement for all first-year students in the College. The living learning community spans multiple residential halls and includes a makerspace. It includes required coursework across the first year that includes required experiential learning for all students, assigned peer mentors and required engagement with faculty and alumni. The College living learning community is open to OSU Exploratory Studies and undergraduate INTO Business Pathway students as well.
- **Professional Development Coordinator Team:** The College launched a new faculty role for each major in AY1718. The faculty Professional Development Coordinator responsibilities are to provide program-specific student engagement opportunities aligned with the Blueprint framework, serve as faculty advisors for a program-related student club and keep students informed of program-related activities through program-specific newsletters.
- **Career Success Center (CSC):** The CSC provides career planning and career search services for UG and graduate students, as well as employee relations services. Plans include refinement of CSC programming and staffing to complement the revised Blueprint curriculum, emergent student needs and employer needs.
- **Peer Mentoring.** The College launched a first-year peer mentoring program in AY1819. Every incoming first year student is matched with an upper-level peer mentor. Next steps include special populations (first generation) and career mentoring initiatives, as well as program evaluation.
- **UG Experiential Learning.** The College operationalizes experiential learning broadly, including participating in major events or conferences, case/pitch competitions, applied projects, field trips, international experiences, workshops, internships, etc. The College has achieved the goal of 100% student participation in at least one experiential learning activity per year with the implementation of the initiatives like Fridays in Austin, Microenterprise Project in the first year program, Learning Labs, Travel Fridays.
- **Professional Academies.** The College received a gift to seed professional academies. Two pilot academies are being launched AY 2018-19: Professional Sales Academy and Launch Academy (for entrepreneurs). Academies are optional for participating students. The concept of a professional academy is to provide access to non-credit professional development training in a focused profession or industry sector, networking opportunities with professionals in that field and some culminating experiential learning activity.
- **Academic Performance Interventions:** The first year experience courses incorporate grade report assignments that requires submit their grades from their Baccalaureate Core courses. The College does not have access to this

data otherwise. We engage with other colleges when we learn of issues in courses outside the College (e.g., math, science, writing courses). The College established a learning assistance/tutoring service to support students in high failure rate courses and we partner with the Academic Success Center on a Supplemental Instruction program for high failure rate accounting (BA211 and BA213).

- **Financial Interventions:** The College established a process to identify and support students that have registration holds due to account hold balances. If the student has financial need and is in otherwise good standing, the College provides financial support to assist with the account hold balance. Recipients must complete a financial plan with the College's financial planning expert.
- **Coordinated Advising and Student Engagement teams:** Advising and Student Engagement teams are cross-training to ensure seamless student support. The teams deliver workshops, group advising sessions and classroom presentations to provide students with efficient access to critical information on registration processes, time management, study abroad opportunities, scholarships, internships, program specifics, etc.
- **Program Development and Refinement:** The College adds, drops and refines degree programs, options and modalities as warranted by market. This includes face-to-face, hybrid, online in Corvallis and Portland.

#### UG Recruiting

- **Recruiting Team:** To improve market awareness, we established a recruiting team. Recruiting staff are located in Portland and Corvallis. The recruiting team actively engages with central to try to improve comm flow, messaging and advise on recruiting that would better feed the College programs. The recruiting team maintains regular presence at regional CCs, providing current articulation tables and building relationships for referrals.
- **High Achieving Student Initiatives:** The College established the Dean's Academy in AY1617 and continues to enhance programming for high achieving students. Eligibility and retention criteria are consistent with the university Honors College. Both include access to exclusive programming, access to honors sections and a transcript visible option. The College partnered with the Honors College to recruit additional eligible honors students at START and to provide scholarships. The College also added honors sections of business courses.

#### **GRADUATE STUDENT SUCCESS INITIATIVES**

To improve graduate student success, a Graduate Student Development faculty taskforce was formed. This taskforce adopted a modified version of the undergrad Blueprint framework for student development. To increase the quality of graduate students, the College regularly evaluates the requirements for graduate program admission and adjusts as needed annually to normalize within our peer school group. In addition, the College regularly evaluates graduate program pricing relative to our peer school group. Admission criteria and pricing are strong signals of quality in graduate business programs.

#### Graduate Recruiting

- **Domestic Graduate Recruiting.** The College systematically engages with the regional and national pipeline of MBA/MS applicants through marketing, event attendance and 1:1 meetings in Portland, attendance at select recruiting fairs, outreach efforts with regional and national employers and targeted purchase of prospect names. The College has made significant investments in Salesforce-Pardot to professionalize and expand recruiting commflow and tracking.
- **Graduate Yield Process.** The College will continue to invest in its yield efforts for admitted students to maintain our exceptionally high yield rate (77% in 2018). The College will continue to support a Graduate Student Ambassador program for INTO, Corvallis, Online, and PDX students.
- **Graduate Scholarships.** The College launched a college-funded Beaver for Life scholarship for alumni and launched a Dean's scholarship for high achieving MBA students to attract higher quality applicants.
- **International Recruiting.** Significant changes have been made to the Pathway experience including curricular changes, a student ambassador program, classroom visits, coffee hours and expanded College participation in Pathway classes to improve the quality of the Pathway experience for applicants from INTO. The College will continue to work with INTO to adjust their recruiting practices and to offer in-demand programming so as to

return international admissions to peer-school norms. The College is encouraging conversation and action between INTO and ECampus in order to provide true global recruiting/access to all of our graduate offerings.

#### Graduate Program Development

- **Program Offerings:** The College expanded the hybrid MBA to Bend and the MBA is now available fully online. The College will regularly explore possible additional options, certificates and minors as warranted by the market. The College's proposal for a new Masters of Science in Business (MSB) degree was approved late in the fall term of 2018 and received the STEM designation in January 2019. The MSB is being actively marketed and recruited. The College is exploring offering additional options for the MSB, linking professional/executive education to graduate program opportunities, and strategic partnerships with other educational units.
- **Graduate Student Development and Support Services:** The graduate program office in the College regularly seeks feedback from graduate students (surveys, interviews, 1:1s) to understand needs and identify opportunities for improvement. The graduate program office is launching dedicated Blueprint opportunities for graduate students, a graduate student newsletter, an expanded orientation experience, dedicated networking and professional development opportunities at the Portland Center, modified course sequencing, new required Blueprint course content and revision of capstones to be partnered with the external business community.
- **Graduate Program Rankings.** Program rankings are very important to graduate student prospects and hiring firms. To advance rankings, the College is targeting key metrics in influential surveys. To improve rankings, the College is investing in student development and support services, alumni engagement, inclusive recruiting and admissions, improved tracking of students/alumni, marketing (internal and external) and developing a culture of ranking engagement among the MBA students. Survey data from students, alumni, employers, and fellow business school administrators are key determinants of rankings. Time and resources are being invested in each of these segments. The Associate Dean of Graduate Student Development is responsible for annual tracking and strategy development for rankings.

#### **FACULTY EXCELLENCE INITIATIVES**

The College will achieve distinction through the quality of our academic programs that are designed and delivered by our faculty, as well as through the expertise and impact of our faculty through their scholarly and applied work. The following initiatives support the development and advancement of College faculty.

- **Faculty Development Committee.** The College launched and supports a new Faculty Development Committee to focus on community building among the faculty and staff. The committee provides critical feedback on College communications and research support policies, conducts and shares faculty climate surveys, and proposes and leads various improvement projects.
- **Staff Development Committee.** The College launched and supports a parallel Staff Development Committee to fully represent the needs and concerns of the rest of our College employee team. This committee has a similar charge and conducts similar activities as the Faculty Development Committee.
- **Faculty Professional Development.** The College provides professional development seminars and workshops to support faculty development. Examples of workshops include pre-tenure success workshops, post-tenure career planning workshops, advancement workshops, media training workshops, etc. The Faculty Development Committee identifies/leads seminars of interest.
- **Teaching Excellence:** The College established a new Assistant Dean of Teaching & Learning to support faculty teaching success. The Assistant Dean ensures learning assessments are coordinated across all locations and modalities. She also evaluates the teaching evaluation processes, provides teaching-related professional development opportunities, and oversees awards for teaching excellence.
- **Growing the Faculty.** The College will grow the faculty as needed to support the three-fold mission of the College. The College will hire additional faculty as warranted to meet program growth needs, maintain AACSB ratios and systematically advance the research reputation of each discipline.
- **Advancing a Culture of Research Excellence.** The College has invested in a series of concerted efforts to advance the caliber of our research portfolio through strategic hires, market-competitive compensation policies, research

awards and refined performance evaluation processes. The Faculty Development Committee and the Research Committee both contribute regularly to the refinement of our research support initiatives.

- *Annual review process.* Based on the AACSB feedback and input from the research committee, the College revised the annual review process to align with the merit based performance evaluation system. The performance evaluation uses numerical criteria and is calibrated across disciplines. The annual review process has the following benefits: it supports transparent performance evaluations; it clarifies research excellence expectations; it informs workload assignments and compensation decisions; and it identifies mentoring and hiring needs.
- *Faculty tracks tied to research productivity.* The College recognizes different career tracks for post-tenure T/TT faculty. This allows for better alignment of workloads to research productivity and more equitable performance evaluations in relation to tracks.
- *Research award/grant opportunities.* The College will continue to invest significantly in research awards and grants to support new faculty research initiatives and to provide recognition for excellent research outcomes.
- *Research reputation tracking.* Research rankings and norms by discipline are tracked to ensure fairness in evaluations, to advance the research culture and to determine areas of need in terms of faculty hiring.
- *Impact tracking.* The College tracks editorships and editorial board memberships as well as media hits.
- **Academic Program Innovation.** Programs directors have the opportunity to submit proposals for initiatives to address program improvement and program innovation.
- **Public Promotion of Faculty Thought Leadership:** The College's marketing and communications team promotes stories of faculty research in our publications and in the media in order to advance the reputation of our faculty and the impact of their research on practice.

### **EXTERNAL ENGAGEMENT INITIATIVES**

The College will also achieve distinction through its external engagement which includes work with alumni and the business community as well as community service. The following initiatives will help the College achieve distinction.

- **Volunteer, Donor and Alumni Engagement.** The College manages a streamlined process to engage external partners in a number of ways.
  - *Guest Speakers.* Alumni and friends can engage in major coursework and Blueprint related activities in Austin Hall and in the Portland Center starting AY 2018-19. These opportunities are communicated to our foundation and alumni partners regularly so we maximize reach in connecting to our external stakeholders. Faculty may utilize the external engagement team to identify speakers for their courses.
  - *Advisory Boards.* The College has 14 advisory boards that currently have 271 members. The advancement team supports with board member recruitment, meeting logistics, board communications (charters, agendas, web, directories, etc.).
  - *Thought Leadership Events.* The College leads and supports several thought leadership series including: (1) *Advancing Women in Leadership*, a sponsored quarterly event series in Portland that convenes 400+ alumni and business professionals annually; (2) *MBA Thought Leadership*, a twice quarterly event series in Portland that convenes MBA alumni and current MBA students, and thought leaders around timely business topics; (3) *Business Roundtable* with OSUAA, a bi-monthly series in Portland that convenes 75+ alumni and professionals; (4) *Design Network* with OSUAA, a quarterly series that convenes Portland area professionals in the design industry; (5) *Deans Executive Series*, a quarterly series in Corvallis that convenes 1600+ OSU students annually for a visiting senior executive; (6) *Fraternity and Sorority Life & Professionals*, an annual series focused on leadership development in Corvallis that convenes Greek alumni and 200+ current Greek Life students.
  - *Donor/Alumni/Volunteer Award Events.* The College hosts multiple annual celebrations to recognize alumni/donors/volunteers and their support of the College. The College hosts an annual celebration of all College volunteers that includes alumni awards. The College leverages the Business Roundtable series to announce alumni awards and we create additional meaningful alumni award opportunities as appropriate. The College will expand its engagement with the Design Network.

- *Alumni Networking at Companies.* The College of Business facilitates networking opportunities and education for OSU alumni at companies with large numbers of employees who are alumni.
- **Marketing and Communication.** The College develops differentiated communications for multiple external audiences, including digital and print assets, solicitations and campaigns, and partnered work with central marketing and other campus partners. This work flows from an integrated College-level communications and brand strategy to manage outreach to external audiences.
- **Partnership with OSU Foundation (OSUF).** The College leads development strategy to align it with our strategic initiatives. The College advancement team serves as the liaison to OSUF/AA through activities such as: leading donor/alumni marcomm, leading annual giving strategy, leading donor strategy, providing briefs on giving opportunities, leading a faculty/staff giving campaign, participating on OSUF committees, advising OSUF on CRM database needs, and providing accessible engagement platforms for OSUF/AA use.
- **Centers of Excellence.** The College launched three university-wide centers.
  - *Center of Excellence for Innovation and Entrepreneurship (InnovationX).* The mission of InnovationX is to support students of all majors across OSU as they work to turn their startup ideas into reality. Center activities include: promoting awareness to identify prospective students, current students with entrepreneurial ambition; providing programming to allow these audiences participate and engage in entrepreneurship; and accelerating entrepreneurial success.
  - *Center for the Advancement of Women in Leadership.* The mission of the Center for the Advancement of Women in Leadership is to change the landscape of business leadership by including women in leadership roles, allowing women to have equitable influence on business decisions and growth. Center activities include: raising awareness in the community on the challenges women in business face; preparing our communities with tools to create meaningful and sustainable change for women in business; and providing professional development opportunities to advance them in business careers.
  - *Business Engagement Center.* The mission of the Business Engagement Center is to assist businesses with defining their challenges and identifying the most appropriate solution the university can offer. Center activities include: helping businesses leverage the university to recruit talent; connecting businesses with faculty experts and/or students to support the development of business solutions; and providing educational solutions to meet workforce training needs.
  - Additional center concepts under consideration: Family Business Enterprise, Consumer Wellbeing, Workforce of the Future, Food Supply Chain Safety and Sustainability, Business Analytics.
- **Professional Development and Executive Education.** The College launched non-credit educational options to serve both business and broader community needs.
- **K12 Outreach.** The College has multiple current K12 outreach activities in financial literacy, entrepreneurship and makerspace related programs. Additional opportunities and funding opportunities are continually sought.

### **INCLUSIVE EXCELLENCE INITIATIVES**

The College will achieve distinction by being a leader in promoting a culture of equity, diversity, and inclusion in the College and beyond. To facilitate this, the College established a standing committee on Equity, Diversity & Inclusion (EDI) that reports directly to the Dean. To date, the following initiatives have been undertaken:

- **Promotion & Tenure Guidelines.** The Committee led the development and approval of new language for the faculty handbook as well as guidance for the faculty on ways to demonstrate their commitment and contributions to EDI for P&T. The recommendations include detailed guidance related to research, teaching and service activities. The Committee members volunteer as mentors to junior faculty regarding the P&T EDI-related requirement.
- **Search Advocates.** Members of the Committee undergo the search advocate training in order to serve as advocates within the College and across campus, as well as to advise on opportunities for improvement in the College hiring processes.

- **Professional Development Programming.** The Committee leads and sources EDI-related professional development opportunities for faculty, staff, students and the community. These activities include guest speakers, training, workshops and research seminars.
- **On-boarding Training.** The Committee advises leadership and developed training modules for better on-boarding all new employees.
- **Curricular Reform.** The Committee advises the undergraduate and graduate student development taskforces and curriculum committees on ways to improve student services and the curriculum to be more inclusive and to integrate EDI learning objectives into the curriculum.
- **Practical Advice and Tools.** The Committee shares news items in each weekly newsletter and provides practical tips and tools at each faculty meeting, with particular focus on our teaching mission.
- **Creating EDI Advocate Program.** The Committee conceived and is launching a volunteer service role in the College to foster inclusive excellence. EDI advocates commit to professional and personal development, professional action and change, and contribution to inclusive excellence in the College. The goal is to have an EDI advocate on every standing committee in the college to ensure an EDI lens is applied to and integrated within all of our work.