1. **Goal**: Provide a transformative educational experience for all learners.

*Enhance the learning environment to raise and equalize student success.*

**Outcomes:**

- The business and accounting programs successfully completed the process for maintenance of accreditation by the Association to Advance Collegiate Schools of Business (AACSB).
  - The Austin Entrepreneurship Program (AEP) programs were commended by the AACSB review team as being exemplars and the Weatherford Garage was recognized as a “best practice” to be shared with business schools around the world.
  - The review team also commended the college for the significant number of innovations and new programs supporting student success.

- AEP staff members Sandy Neubaum, Dale McCauley, Lauren Caruso and Vaerine Bauder were selected by the Faculty Recognition and Awards Committee of the Faculty Senate as the 2015 recipients of the Student Learning and Success Teamwork Award. This award recognizes departments or interdisciplinary groups at Oregon State University that have demonstrated exceptional teamwork in creating and sustaining an exemplary teaching and learning environment to advance the University’s strategic goal of student success and excellence.

- Over 110 Weatherford residents took part in the BA160 B-Engaged classes during fall 2014. This class has been identified as a “First Year Experience” class.

- The COB continued its participation in OSU’s Students Taking Academic Responsibility (STAR) initiative. The advising office scheduled student success-focused appointments with first year business and SDHE freshmen on academic warning and probation. The college tracks COB students on OSU academic warning/probation/suspension to assess trends over time using Salesforce reporting features.
  - Advising collaborated with the BA 101 professor and sent Early Alert notices to 111 BA 101 students who were not achieving a C- or higher in the class.
  - Advising contacted 88 international students who were on Academic Warning or Probation urging them to meet with their advisor.
  - Advising contacted 90 international students who received grades below a C- in their business requirements requesting that they meet with an advisor.
  - Advising met with 204 STAR freshmen during the first week of each term to develop strategies for success and to release registration holds as appropriate.

*Make high-impact learning a hallmark of undergraduate education.*

**Outcomes:**

- The ACTG 420 IT Audit course included interactions with nine guest speakers from CPA firms, industry, government, and higher education highlighting IT concepts and providing a real-world look at IT audit, risk assurance and advisory industry practices.

- This past year 15 student teams were engaged in the AEP Austin Lab class. AEP supported students attending leading entrepreneurial conferences including: Bend Venture Conference, Collision Conference and the Pitchlandia Competition in Portland.

- The Beta Alpha Psi Accounting Information Systems Panel brought practitioners from accounting firms and industry to describe the growing need for auditors with IT skills and to introduce students to the close connection between IT and accounting in today’s digital world.

- Students in the Students in Information Management (SIM) club worked on club-sponsored projects to apply BIS concepts in real-world applications. One student created a tool to extract/transform/load data for his family business, another learned new programming skills which helped the COB organize student evaluation of teaching results to provide more effective feedback for instructors, while a third optimized a COB database process reducing process time from 12 hours to 30 minutes so that it fit better into an appropriate processing window.

*Advance learning through course design, assessment and faculty development.*

**Outcomes:**

- The AACSB review team commended the college for having an “Excellent Culture of Assurance of Learning.”
Faculty voted to bring the Merchandising Management program under AACSB accreditation and have Graphic Design, Interior Design and Apparel Design pursue appropriate accreditations for their discipline areas. This action directly supports the goal that all COB programs are accredited.

The Undergraduate Program Committee (UPC) followed up its 2013-2014 review of the business core with recommendations for several minor changes to courses and course prerequisites. The UPC recommended a new course, BA 354 “Managing Ethics and Corporate Social Responsibility” that was added to the business core as the designated Writing Intensive Course for the business program.

The Graduate Program Committee (GPC) conducted a year-long evaluation of the MBA program goals and learning outcomes and made recommendations to revise them based on changes in the program. The GPC also recommended adopting a national MBA field test to assess the knowledge of students coming into the program and at graduation.

SDHE completed the first phase of its curriculum innovation during 2014-2015. This follows the major curriculum revisions started in 2013 that resulted in an extensive curriculum revision process, the development of the SDHE Design Core Curriculum and discipline-specific curriculum updates.

Grow online education and explore new pedagogical models. Outcomes:

- As part of the college’s strategic planning update, Associate Professor John Becker-Blease was tasked with researching innovative pedagogies and developing recommendations to improve critical thinking skills of students.
- The college rolled out an online Business Administration major and staffed a dedicated advising position to support Ecampus students.
- AEP launched a two-credit online class (BA 140 Financial Literacy for College Life) designed for students to learn the fundamentals of personal finance in fall of 2014.
- The MBA in Executive Leadership, offered in partnership with Ecampus in an online/hybrid format, had an enrollment of 23 students in its first year.
- The hybrid MBA in Executive Leadership was offered in Bend in fall 2014.
- SDHE Core Curriculum Taskforce is exploring an opportunity to develop an Ecampus Design minor.
- The online Family Business Management class remains a popular elective for entrepreneurship majors.

Enhance our comprehensive Healthy Campus Initiative. Outcomes:

- This year the College of Business made a concerted effort to increase contributions to the OSU Food Drive. With a 211 percent increase from last year, the College of Business contributed a total of 12,898 pounds of food. This was made possible through collecting food (227.5 pounds) and $3,187 in payroll donations, cash contributions and raffle ticket sales. These results earned us a second-place award on campus among similar-sized groups, and ninth place overall out of 77 total participating groups and colleges.
- Austin Hall features dedicated spaces to display art. The college partnered with the Corvallis Art Center to display the work of local artists on a rotating basis. Austin Hall art displays also include creative clothing pieces from students in the college’s Design and Human Environment program.

Expand strategies to recruit diverse and high-achieving students. Outcomes:

- The MBA program launched new digital marketing initiatives over the year with the goal of increasing the size and quality of the MBA applicant pool. The college continued developing and extending its Salesforce capabilities to support generating and tracking MBA leads, monitoring status of current students and capturing post-graduation plans.
- The college hosted a high school group affiliated with the “College Possible” program. Included building tour, student panel discussing the freshman experience and information on experiential learning.
- Participated in the Portland High Achievers event hosted by admissions. Received advanced tuition deposits from seven of the nine participants interested in business.
- OSU-Cascades business program took in its second class of students pursuing the accountancy major.
AEP hosted the Young Entrepreneur’s Business Week (YEBW). Participants from regional high schools developed business plans under the guidance and mentorship of AEP staff and volunteers from the business community. YEBW participants who later enroll at OSU receive credit for the program.

SIM club students worked with the Portland Society for Information Management on a STEM outreach program which pairs IS professionals with students in presenting to middle school classrooms to promote Science, Technology, Engineering, and Math careers.

Other programs that advance student success. Outcomes:

- The experiential learning opportunities offered by the Oregon State Investment Group (OSIG) is one of the college’s most impactful programs. Last year, the OSIG received first place in the D.A. Davidson’s Student Investment Program competition among 20 universities. The annual return of the OSIG portfolio was 38%, easily beating the S&P 500 Index’s 22.7% return during the same period.
- Estimate that students in COB clubs generated more than 15,000 hours of community service.
- Enactus students worked with the Boys and Girls Club to teach healthy eating and ran a sports league for children with disabilities. They worked in partnership with a local church in Tillamook to operate an emergency food pantry. Enactus students also continued their work in Nicaragua providing small business workshops and providing microloans to more than 15 local business owners.
- The Epsilon chapter of Beta Alpha Psi was again recognized as a superior chapter. Under the leadership of Amy Bourne, the Epsilon Chapter has far exceeded the baseline requirements of Beta Alpha Psi and has excelled in the areas of academics, professionalism and leadership.
- Increased MECOP internship placements from 30 last year to 45 this year.
- The Career Success Center continues to connect OSU COB profession-ready graduates with top-level employers and recruiters.
  - CSC Employer engagement – over 950 employer engagements took place this year from employers coming to the College and the CSC to students traveling to employer workplaces to learn more about their industry.
  - CSC Career Advice – over 1,000 student visits were made to the CSC by students seeking career advice from the career advisors and staff.
  - CSC Student engagement – over 4,500 contacts were made with students by the CSC staff through visits to classes and clubs, attendance at events, workshops, mock interviews and other events to help students with their career exploration and internship and job searches.

2. Goal: Demonstrating leadership in research, scholarship and creativity while enhancing preeminence in the three signature areas of distinction.

Attract and retain high quality faculty. Outcomes:

- Professor Roger Graham received the Shirley E. Droschkey Professorship in Accounting, and Associate Professor Jared Moore received the College Service Award and the Mervyn L. Brenner Distinguished Teaching Fellowship. Associate Professor Moore also continued as the holder of the Mary Ellen Phillips Professorship in Accounting.
- Ten faculty received professorships in recognition of their outstanding service and high performance.

Expand and cultivate trans-disciplinary research. Outcomes:

- Professor Keith Leavitt won the Ascendant Scholar Award from the Western Management Association. The Ascendant Scholar Award recognizes new scholars in the field with strong connections to business schools in the Western Academy of Management region, and are considered "ascendant" through an academic record that includes: great research record as evidenced by both the quality and number of articles published; great teaching record as evidenced by teaching awards and/or nominations for teaching awards and any other contributions to teaching; great service record as evidenced in engaging...
in professional service, including service to the academy or business; a professional trajectory or potential that looks very promising for the future.

- Associate Dean for Research and Faculty Don Neubaum was elected by the members of the Entrepreneurship Division of the Academy of Management to serve as the Assistant Program Chair/Professional Development Workshop Chair of the Division. This is a five-year commitment to the Entrepreneurship Division, where he will matriculate from Assistant Program Chair to Program Chair, Chair-Elect, Chair and Immediate Past Chair of the Entrepreneurship Division.

- Kathy Mullet received the Costume Society of America Fellow Award from the Costume Society of America (CSA). The Costume Society of America Fellow Award is the highest honor bestowed by CSA. It recognizes the dedication, commitment, leadership and outstanding contributions of CSA members to the Costume Society of America and to the field of costume. Kathy was noted for her service to the organization serving as National President, Treasurer and VP of Education, as well as on the Board of Directors and on numerous other committees. Her significant contribution to the field has been through two peer-reviewed books, and she is noted for her work covering technical and creative design, history, cross-cultural influences and pedagogical strategies for teaching effectively.

- Hsiou-Lien Chen has been part of a trans-disciplinary research team at OSU working on the EPA project. She has also been involved with David Ji in Chemistry to explore the possibility for using textile-derived carbon membranes as conducting substrate for battery energy storage applications.

**Increase the quality, capacity and impact of graduate programs. Outcomes:**

- The COB admitted its first class of students pursuing the new PhD in Business Administration. This first class of PhD students included three in the Accounting option and four in the Innovation/Commercialization option.

- The Master of Accountancy and Business Administration Program enrolled its third cohort, comprised of ten students, in the fall of 2014. Five students from the cohort graduated in June 2015 along with two students who began with the 2013 cohort. The remaining five students in the 2014 cohort will complete the program fall term 2015. Of the seven graduating students, five obtained employment in accounting following graduation. The remaining two students are international and did not seek employment.

- A new MBA track in Business Analytics (Big Data) was launched in fall 2014.

**In other ways advance leadership in research, scholarship and creativity. Outcomes:**

- Effective March 1, 2015 the accounting program assumed administration of Advances in Accounting, an academic accounting journal published by Elsevier. Professor Roger Graham is editor in chief, Associate Professors Jared Moore, Pete Frischmann and Byron Marshall are associate editors, and Assistant Professors KC Lin and Chris Akroyd are members of the editorial board.

- Faculty serve on a number of editorial review boards, including premier business journals such as Academy of Management Journal, Organization Science, and Strategic Management Journal. Design faculty also serve on the editorial review boards of journals such as Journal of Global Fashion Marketing, Journal of Service Management, Clothing and Textiles Research Journal, Fashion and Textiles and Journal of Fashion Marketing and Management.

- Hsiou-Lien Chen is an elected chairperson for the American Association of Textile Chemist and Colorist Pacific NW Chapter.

3. **Goal: Strengthen impact and reach throughout Oregon and beyond.**

**Position OSU’s outreach and engagement programs as learning laboratories that promote high-impact learning and effectively utilize university research. Outcomes:**

- The Austin Family Business Program (AFBP) received the 2015 Interdisciplinary Award from the Family Firm Institute. The institute is an international professional development organization of more than 1,600 professional advisors and consultants. The Interdisciplinary Award, established in 1999, recognizes outstanding achievement in the advancement of interdisciplinary services to business families.
AFBP director Sherri Noxel is an invited presenter at the 2016 USASBE (United States Association for Small Business and Entrepreneurship) Family Business Interest Group Pre-conference Workshop to discuss “engaging the community in family business curriculum and research.”

AFBP commissioned a survey of Oregon’s family business advisors and consultants to determine their education needs. The responses indicated high interest in education that focuses on family business governance models, knowledge of resources for further education of family clients and marketing services to potential family business clients.

2014-15 was another strong year for outreach programming at statewide conferences and digital media that allowed over 3,400 family business members, from nearly 700 families, to experience an AFBP family business education activity.

The Western Center for Risk Management Education, funded by the USDA, provided important exploratory grant funding for AFBP to survey family-owned dairy farms in Oregon to understand their succession education needs. There are approximately 270 dairy farms in Oregon and 16 farms participated through the combination of in-depth surveys and roundtable discussions. Based on this information, future programming will focus on finding successors other than family members, promoting retirement of the incumbent generation and selecting professional advisors to assist with succession planning.

Four of the college’s Business Information Systems faculty teamed with the OSU Professional and Continuing Education group to prepare a two-day intensive workshop on “Business Analytics for Competitive Advantage.”

Grow rural and urban regional centers to advance social progress. Outcomes:

AFBP partnered with the College of Agricultural Sciences to roll out curriculum developed with a $40,000 Western Center for Risk Management Education grant. The seminar, titled “Family Agricultural Enterprise Succession: A Management Transition Seminar” was promoted to family farm owners through AFBP speaking engagements at the Oregon Logging Congress, the National Cattlewomen’s Region V Conference, the East Multnomah Soil and Water Conservation District, the Tri-State Wheat Growers Conference and the Annual Ag Breakfast of the Strategic Economic Development Corporation in Salem.

The Family Business 360 innovative breakfast series reached 231 family business owners at educational programs in Salem, Medford, Bend and Portland. Families attending the full breakfast program have reported important gains in their understanding of how to improve their family business.

Drive economic development. Outcomes:

The college continued its partnership with the College of Engineering and the OSU Research office in supporting the OSU Advantage Accelerator (OSU AA). The OSU AA connects businesses with faculty expertise, student talent and OSU’s world-class facilities to research solutions, bring ideas to market and launch companies. COB faculty member John Turner is co-director of OSU AA. Over a dozen start-up companies participated in the OSU AA’s five-month immersive program designed to help new businesses achieve long-term growth. Participants graduate with a portfolio to increase success factors and readiness to launch.

Increase study abroad and strategic international research partnerships. Outcomes:

Implemented “Get Going!” information sessions to encourage overseas experiences. A total of 83 COB students attended throughout the year.

65 COB students participated in a College of Business overseas experience during summer and fall 2014.

Implemented a COB Buddy program to encourage interaction between domestic College of Business students and incoming exchange students. This activity involved a total of 84 incoming and outgoing exchange students over the year.

The college initiated discussions to partner with Jakarta University to offer the OSU business administration major to their students. First students are expected to start fall 2016.

Sent COB delegation to Germany to celebrate the exchange of over 200 students over the last ten years.
College of Business Highlights 2014-2015

- Site visit by advising and dean to newest exchange program in the Netherlands which included conversations regarding faculty research collaboration.
- A panel of four business students including one exchange student from Denmark presented their thoughts on how their exchange experience contributed to their personal and professional growth to the Dean’s Circle of Excellence.

**Engage alumni and other external partners to advance our goals. Outcomes:**

- The college tracked 439 “COB Engagements” in Salesforce. These involved alumni and business partners who engaged with COB students and faculty. The engagements included activities with the Career Success Center, classroom and student club speakers, recruiters participating in career symposiums, research presentations, career information sessions, class visits and other activities.
- The college held its annual Celebration of Excellence in Portland on May 11. The event engaged 400+ alumni, corporate partners and friends in the key engagement event in Portland which told the story of the college and recognized individuals.
- The college continued its tradition of hosting the Dean’s Distinguished Lecture on October 28, 2014. The lecture featured Brian David Johnson, Intel Futurist. Over 1,000 people attended including students and members of the OSU campus and Corvallis community.
- The Dean’s Circle of Excellence (DCE) met twice during the year. The 54 DCE members receive updates on college initiatives and provide advice and recommendations to the dean.
- The Entrepreneurial Education Advisory Board (EEAB) provides advocacy, consultation, and supports the development of entrepreneurship activities and assists with fundraising efforts. Serving as an advocacy group both on campus and off, the EEAB promotes a positive image and good relations with entrepreneurial and innovative students, alumni, business partners, the OSU campus, as well as with the state, region, and nation. It also helps connect the Director, staff, and students with society at large.
- The AEP Austin Fellow program at Weatherford Hall partners with alumni and the business community to enhance the experience for Weatherford students and helps to cultivate the entrepreneurship environment. Fellows for the 2014-2015 school year included: Ken Thrasher, Ryan Smith, Steve Gomo and Mark Nyman.

- The CSC increased the number of corporate partnerships to 16. These partners invest $10,000 a year for three years to support the CSC, increase their visibility in the College of Business, and engage students.

- Accounting faculty reported over 45 invited guest speakers participated in accounting classes and Beta Alpha Psi meetings.
- OSU’s Epsilon chapter of Beta Alpha Psi accounting club maintained a busy schedule throughout the year starting with the annual “Meet the Firms” event in the fall. The members also volunteered their time to support Junior Achievement through teaching financial literacy in local schools, the Zonta auction, the Tax Career Symposium, the Old Mill auction, the “Chocolate Fantasy” event benefiting the Arts Center of Corvallis, and Relay for Life.
- The college worked with university leadership to host the TEDxOregonStateU. Over 1,150 people attended the event and 2,800 viewers in 15 different countries watched it streaming.
- The college partnered with the OSU Foundation to host the Donor Dinner and Celebration in Austin Hall on November 14th. Nearly 200 attended the program and dinner for an experience that will never be replicated in the building.
- The college sent out its annual publication “The Exchange” to over 31,000 alumni. The publication features stories of students, alumni, faculty, programs and initiatives of the college.

- Austin Hall hosted the 2015 Spring Fashion show with lights, music and runways on May 30, 2015. About 350 people attended the show to view the collections created as part of the students’ course work.

**Advance impact and reach in other ways. Outcomes:**

- For the fifth year, Professor Roger Graham served as the public member on the Oregon Board of Accountancy. Graham wrote a proposal for the Board that changed certain education requirements for
CPA licensure. The proposal was passed by the Oregon legislature into state law in November 2014. Professor Graham also revised the application process regarding the experience requirements for licensure, and he approves all tax applicants for licensure. Professor Graham served as chair of the Investment Committee of the Oregon University’s Optional Retirement Plans and helped transition the sponsorship of the plans from the Oregon University System to the University of Oregon.

- Dean Ilene Kleinsorge received the Portland Business Journal’s (PBJ) Women of Influence award for Non-profits which raised the visibility of OSU and the college through the PBJ’s 10,000+ subscribers. Over 800 people attended including key Portland leadership and influencers in the Portland business community.
- The College of Business was a gold level sponsor of the PBJ’s “Oregon’s Most Admired Companies” event, held in December. This strategic sponsorship enables the college to support the Portland business community, which includes our alumni, corporate and business partners, and companies who invest in the college, the university and our students.

4. Initiatives essential to the success of the OSU strategic plan.

**Enhancing diversity. Outcomes:**
- The college’s international student task force developed recommendations for helping international students transition into the COB and to become more successful both inside and outside the classroom. They are focused on strategies for international students to develop a sense of belonging, creating shared experience, and becoming an active contributor.
- The college leadership team met with INTO leadership to discuss ideas for ensuring success of INTO students with the goal of becoming the benchmark for integrating international and domestic students.
- The percentage of international students enrolled in the college has increased from 16% to 19% over the past five years.
- Recent faculty hires have included several international faculty with strong research credentials. The college has increased the number of international faculty from one in 2010-2011 to eight in 2014-2015.
- The number of faculty from underrepresented groups has increased from eight in 2010-2011 to eighteen in 2014-2015.
- SDHE enhanced its diversity of faculty by hiring one male Asian faculty (currently 100% female faculty).

**Stewardship of resources. Outcomes:**
- After 18 years of planning for a new facility, the COB said goodbye to Bexell Hall and opened Austin Hall in the fall of 2014. The dean and her development team were successful in fundraising $25M for the building and an additional $5M that will be used to create an endowment to support future technology updates.
- Austin Hall was designed and built to be a Gold Level LEED equivalent facility. The design team worked closely with representatives from the OSU Office of Equity and Inclusion to ensure Austin Hall met or exceeded OSU accessibility requirements and best practices.
- The college has developed initial plans for a Phase II building project located NW of Austin Hall that would host the offices, classrooms and specialized labs needed by the School of Design and Human Environment. The Phase II project would also add classroom capacity for business courses and provide room to continue growing the graduate business program.
- The college provided over 130 students with work experience and paid nearly half a million in student salaries.
- The college received $2.4M in gifts for 2014-2015. This included $1.45M in scholarships, fellowships and student awards. Donors also provided $710K in program support for students and faculty.
- The COB invested over $100K to update classroom technology in Milam Hall to provide an enhanced learning environment for students. Laura Scott was recognized by the COB for her project management and problem solving skills as the driving force behind the changes for Milam Hall.

**Technology as a strategic asset. Outcomes:**
The college’s senior systems administrator, Alan Sprague, was invited to speak at several high profile technology conferences to share his experience and knowledge in implementing VMWare technology in the college. The COB has one of the most robust virtual desktop infrastructures at OSU and is a leader in this area compared to other peer schools in the Technology Business School Roundtable.

The college’s Doug Weir provided key project leadership in implementing the campus-wide Office 365 offering for students, staff and faculty. This initiative will save every OSU student $100 from having to purchase their own copy of Microsoft Office.

The college offers all SDHE students a Lynda.com subscription to enable educational innovation.

The college received donated switching equipment valued at $80,000 from the Corvallis HP facility. The HP switch equipment was installed as the core switches for Austin Hall.

The college successfully transferred its Technology Resource Fund investment in Virtual Desktop Technology from Bexell Hall to Austin Hall computer labs to provide lab seats for over 100 students. The Austin Hall computer labs and project rooms proved widely popular with students.

The college invested in an Event Management System (EMS) that enables equitable student access to the 24 project rooms in Austin Hall and enables faculty/staff to reserve conference rooms and classrooms. Kirk Wydner provided instrumental leadership and project vision in integrating the EMS with OSU’s Web Viewer and the Austin Hall access management system.

The college continues to be a campus leader in the use of technology to support sharing relevant information for timely and effective decisions. The college’s Digital Measures instrument was key to successfully completing the AACSB accreditation review.

The college relies on Salesforce to improve administrative efficiencies, share knowledge and aspire for operational excellence. The COB’s Salesforce users depend on Programmer Analyst Olga Loza’s innovative solutions with the Salesforce platform to support the STAR program, coordinate scholarships, recruit MBA students, track faculty publications and teaching performance, manage trouble-tickets and resource inventory, manage access to Austin Hall, monitor internships, track post-graduate plans, and capture alumni and business partner engagements. SDHE developed a capability in Salesforce to track their valuable and historic collection.

5. College-level metrics

Goal 1 - Provide a Transformative Educational Experience for all Learners

1.3 – College of Business 2014-2015 first-year retention rate (% college/ % OSU): 73.1/83.5
1.4 – College of Business 2014-2015 six-year graduation rate (% college/ % OSU): 44.0/61.9
1.5 – College of Business 2014-2015 Junior Transfer four-year graduation rate (% college/ % OSU): 57.1/66.7
1.6 – 2014-2015 percentage of US Minority Students of total college enrollment: 19.1
1.7 – 2014-2015 percentage of International Students of total college enrollment: 23.1
1.8 – 2014-2015 percentage of High Achieving Oregon HS Grads: 31.2

Goal 3 – Strengthen Oregon State’s Impact and Reach throughout the state and beyond

3.2 – 2014-2015 invention disclosures: 0

Other college metrics

2014-2015 percentage of High Achieving HS Grads with SATC > 1300: 2.6
2014-2015 private giving revenue was $2,453,441