Category I and Abbreviated Category I Proposal Transmittal Sheet

Submit proposals to: Office of Academic Programs, Assessment, and Accreditation, 500 Kerr Administration Building – Oregon State University

For Instructions, see http://oregonstate.edu/admin/aa/apaa/academic-programs/curriculum/category-1-proposals Please attach Executive Summary, Proposal, Library Evaluation (performed by the Library), Accessibility Form, Letters of Support (External to OSU), Liaison Correspondence (Internal to OSU), Faculty Curriculum Vitae, and Budget Sheets, as appropriate.

Check One:

**Full Proposal (Category I)**
[Category I Final Approval: Oregon State Board of Higher Education]

- [X] New degree program
- ___ New certificate program or Administrative unit
- ___ Major (substantive) change in existing program
- ___ Establishment of a new college

**Abbreviated Proposal (Abbreviated Category I)**
[Abbreviated Category I Final Approval: OSU Provost]

- ___ Rename of an academic program or unit
- ___ Establishment of a school, department or program
- ___ Reorganization – moving responsibility for an academic program from one unit to another
- ___ Merging or splitting an academic unit
- ___ Termination of an academic program or unit
- ___ Suspension or reactivation of an academic program or unit

For proposals to establish a new center or institute, contact the Research Office (541-737-3467)

For requests to offer existing certificate and degree programs at new locations, use the Memorandum of Understanding form available at http://oregonstate.edu/admin/aa/apaa/academic-programs/curriculum/mou-process

Title of Proposal:
Doctor of Philosophy (PhD) in Business Administration

Effective Date:
Fall 2014

School/Department/Program:
Business

College:
Business

I certify that the above proposal has been reviewed by the appropriate Department, School, and College Committees. I approve this proposal.

Donald O Neubau 11/12/12
Sign (Department Chair/Head; Director) Date

Ilene Kleinsorge 11/12/12
Sign (Dean of College) Date

Donald O Neubau
Print (Department Chair/Head; Director)

Ilene Kleinsorge
Print (Dean of College)
New Degree Program Proposal
Doctor of Philosophy (PhD) in Business Administration

Status: Pending Review - Graduate Council Chair (Previous Version)

1. Review - College Approver - Business
Sent Back by Sarah Williams Coord-Curriculum / Acad Prgms/Assess/Accred, December 3, 2012 12:54pm

Comments
Sarah Williams (College Approver - Business) December 3, 2012 12:54pm
Returning to Originator at his request to post a document. SW

2. Originator Response
Jared Moore Dir-Phd Program Development / College of Business Dept, December 3, 2012 1:33pm

5. Review - College Approver - Business
Sent Back by Sarah Williams Coord-Curriculum / Acad Prgms/Assess/Accred, January 3, 2013 10:42am

Comments
Sarah Williams (College Approver - Business) January 3, 2013 10:42am
Returning to Originator at his request to append additional documents (SW)

4. Originator Response
Jared Moore Dir-Phd Program Development / College of Business Dept, January 3, 2013 11:03am

5. Review - College Approver - Business
Sent Back by James Coakley Associate Dean / College of Business Dept, January 3, 2013 12:00pm

Comments
James Coakley (College Approver - Business) January 3, 2013 12:00pm
Please update proposal and resubmit.

6. Originator Response
Jared Moore Dir-Phd Program Development / College of Business Dept, January 3, 2013 3:51pm

Comments
Jared Moore January 3, 2013 3:51pm
Proposal updated based on APC meeting and now includes revised budget pages prepared by the business center.

7. Review - College Approver - Business
Approved by James Coakley Associate Dean / College of Business Dept, January 4, 2013 4:59pm

Comments
James Coakley (College Approver - Business) January 4, 2013 4:59pm
Approved by Faculty on Dec 7

8. Review - Curriculum Coordinator
Approved by Gary Beach Coord-Curriculum / Acad Prgms/Assess/Accred, January 7, 2013 8:34am

Comments
Gary Beach (Curriculum Coordinator) January 7, 2013 8:34am

The PhD in Business Administration proposal is now ready for review by the Budgets and Fiscal Planning
9. Review - Budgets and Fiscal Planning Committee

Approved by Luke Mc Ilvenny Mgr-Business Center / Bus & Engr Business Ctr, January 22, 2013 1:25pm

Comments

Luke Mc Ilvenny (Budgets and Fiscal Planning Committee) January 22, 2013 1:25pm
Questions about the college funding of this proposal by the BFP committee have been responded to; funding to come from INTO program, differential and summer session funds to offset college investment.

10. Review - Graduate Council Chair

Sent Back by Sarah Williams Coord-Curriculum / Acad Prgms/Assess/Accred, January 31, 2013 8:24am

Comments

Sarah Williams (Graduate Council Chair) January 31, 2013 8:24am
Returning to Originator, at his request, to add further documentation. SW

11. Originator Response

Jared Moore Dir-Phd Program Development / College of Business Dept, January 31, 2013 9:25am

Comments

Jared Moore January 31, 2013 9:25am
PSU and UO liaison comments are now included along with two additional support letters.

12. Review - Graduate Council Chair

Pending Review

More Queued Reviews (5)

Curriculum Council Chair; Faculty Senate Exec Committee; Provost / Academic Affairs; Academic Programs; Catalog Coordinator

Proposal

Proposal ID:85547
Type: New Degree Program
Submission Date: January 31, 2013 9:25am

Comments:

Review Process
Academic Program Committee: December 3, 2012
College of Business -- APPROVED: January 4, 2013
Budgets and Fiscal Planning Committee -- APPROVED: January 22, 2013
Graduate Council --

Executive Committee:
Faculty Senate --
OSU Provost --
OUS Provosts' Council --
Oregon State Board of Higher Education (Academic Strategies Committee) --

History

Active Version - Submitted January 31, 2013 9:25am

Version 4 - Submitted January 3, 2013 3:51pm
Version 3 - Submitted January 3, 2013 11:03am
Version 2 - Submitted December 3, 2012 1:33pm
Version 1 - Submitted November 26, 2012 2:52pm

Originators
<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>DEPARTMENT/SCHOOL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jared Moore</td>
<td>Dir-Phd Program Development</td>
<td>College of Business Dept</td>
</tr>
</tbody>
</table>

**Contacts**

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>DEPARTMENT/SCHOOL</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Coakley</td>
<td>Associate Dean</td>
<td>College of Business Dept</td>
</tr>
</tbody>
</table>

**Proposal Details**

College: College of Business  
Department/School: No Department  
Program Type: Graduate Major  
New Degree Name: Doctor of Philosophy (PhD) in Business Administration
New Graduate Degree Program Proposal:
Doctor of Philosophy (PhD) in Business Administration
with
Innovation / Commercialization Option
Accounting Option

Oregon State University
College of Business
December 2012
Proposed Effective Term: Fall Term 2014 (201501)
CPS Tracking # 85547

Executive Summary

This Full Category I proposal is for the establishment of a new degree program at OSU identified as a Doctor of Philosophy (PhD) in Business Administration. The program will offer two graduate options: Innovation / Commercialization and Accounting. The Innovation / Commercialization option will extend the current Master of Business Administration (MBA) program with its focus on developing and commercializing new technologies. The Accounting option will primarily emphasize tax. The primary objective of this degree is to prepare its graduates for careers in research and teaching at research-oriented colleges and universities. Accordingly, the program is designed to provide all students (regardless of option) with strong training in discipline-specific research, methods, and teaching to set them up for success in the market and throughout their careers in academia. The program is also designed with a flexible structure to facilitate expansion to emphasize other business disciplines in the future.

As a leading research institution, doctoral education is at the heart of OSU's mission. Unlike other OSU land-grant peer institutions and PAC-12 universities, OSU offers no doctoral degree focused on business. The proposed program will provide OSU students with a terminal degree program in business. Further, the proposed program will help to address a well-documented shortage of academically qualified (i.e., PhD) business faculty that has developed over the last two decades and is expected to worsen in years to come. This shortage is evident in both areas of study on which the options in the PhD program will focus but is particularly acute in Accounting. Within Accounting, the shortage is most severe in the areas of tax (the primary focus of the Accounting option) and audit, so much so that the Accounting profession has invested significantly in programs aimed at addressing the currently unmet demand.

The PhD program will leverage existing resources (e.g., faculty, data, library, etc.) but will also require significant additional investment, from both the College and the University. Upon approval, the PhD program will begin in fall of 2014.
New Graduate Degree Program Proposal:
Doctor of Philosophy (PhD) in Business Administration
with
Innovation / Commercialization Option
Accounting Option

Oregon State University
College of Business
CPS Tracking # 85547
December 2012

1. Program Description
a. Proposed CIP number: #520201

CIP # 520201

Title: Business Administration and Management, General

Definition: A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.


b. Brief overview (1-2 paragraphs) of the proposed program, including its disciplinary foundations and connections; program objectives; programmatic focus; degree, certificate, minor, and concentrations offered.

This proposal is for the establishment of a new degree program at OSU identified as a Doctor of Philosophy (PhD) in Business Administration. The program will offer two graduate options: Innovation / Commercialization and Accounting. The Innovation / Commercialization option will have its roots in Strategy / Entrepreneurship but will also draw heavily from Marketing and Management (i.e., organizational behavior) as well. The Accounting option will draw heavily from Finance in addition to its base focus and will emphasize tax (primarily) and financial accounting. The primary objective of this degree is to prepare its graduates for careers in research and teaching at research-oriented colleges and universities. Accordingly, the program is designed to provide all students (regardless of option) with strong training in discipline-specific research, methods, and teaching to set them up for success in the market and throughout their careers in academia. The program is also designed with a flexible structure to facilitate expansion to emphasize other business disciplines in the future.
The program will consist of approximately two years of course work for the typical student, followed by two to three years of dissertation work. Quality control and training measures including a written comprehensive exam, an oral preliminary exam (i.e., dissertation proposal defense), an oral dissertation defense, and a teaching requirement will also be part of the curriculum.

As a leading research institution, doctoral education is at the heart of OSU’s mission. Unlike other OSU land-grant peer institutions and PAC-12 universities, students at OSU have no doctoral degree focused on business. The proposed program will provide OSU students with a terminal degree program in business, extending the graduate programs that already exist in the College of Business (COB); specifically, the MBA and Master of Business Administration and Accountancy (MBAA) degrees. The proposed program will provide doctoral business education that is unlike other programs in the region (especially the Innovation / Commercialization option) and that addresses a critical shortage in the academic market (especially the Accounting option).

NEW

PhD in Business Administration
- Degree Types: Doctor of Philosophy (PhD)
- Program Type: Graduate
- Academic Home: College of Business
- Contacts: Jared Moore and James Coakley
- Graduate Options:
  - Innovation / Commercialization
  - Accounting
- CPS #: 85547
  - https://secure.oregonstate.edu/ap/cps/proposals/view/85547
- CIP #: 520201
- SIS #: XXXX - To Be Assigned by the Registrar's Office
- College Code: 02
- Course Designator: ACTG (existing); BA (existing)
- Courses: A total of 22 new courses (to be submitted separately using Category II proposals)
- Delivery Mode and Location: On-Campus / OSU-Main
- Enrollment Limitations: Five to six students per year with 25 in the program annually after five years
- Accreditation: Association for the Advancement of Collegiate Schools of Business (AACSB)
- Program Unique to Oregon University System: No
- Proposed Effective Term: Fall Term 2014 (Banner: 201501)
c. Course of study – proposed curriculum, including course numbers, titles, and credit hours.

**PhD Program Courses**

The PhD program will utilize graduate-level courses both within and outside the COB. Most of the COB courses will be newly created, and all of the non-COB courses already exist. Students in both of the options (Innovation / Commercialization and Accounting) will require training in economics and econometrics. Therefore, most of the necessary non-COB courses will be those already offered by the Agricultural and Resource Economics (AREC) department in the College of Agricultural Sciences and already approved for its Applied Economics program. Course work within the COB will consist primarily of doctoral seminars. While most of these doctoral seminars will focus on discipline-specific research and thus apply to only one of the options, three will be required for all students completing the PhD program, regardless of option.

Table 1 summarizes the new courses to be created for the PhD program and provides a sample of non-COB courses expected to be most commonly taken by COB doctoral students. BA 650, BA 660-664, and BA 690 are the discipline-specific research seminars that will make up the core of the Innovation / Commercialization option. ACTG 620-623 and BA 640-642 are the discipline-specific research seminars that will make up the core of the Accounting option. All PhD students will be required to take BA 611, BA 613, and either BA 612 or DHE 607. Of particular note, BA 612 and DHE 607 are research foundations courses that contain (or will contain) a significant ethics component. AEC 512, 513, 523, 625, and 626 represent the bulk of the economics and econometrics training that students in the two options will need and thus will be the non-COB courses most commonly taken by COB doctoral students. However, students may take other courses in economics (AEC or ECON), statistics (ST), or other areas instead or in addition as deemed appropriate by their doctoral committee and the PhD Program Director to meet the program of study requirements (summarized in Table 2).

**Basic Course of Study**

Students will be required to complete a minimum of 110 quarter credit hours beyond the bachelor’s degree. These 110 credit hours will be spread across four broad categories as shown in Table 2. The courses used to satisfy the requirements in each category will be a function of the student’s area of study. Where specific course requirements are absent, courses will be determined by the students, their doctoral committee, and the PhD Program Director. The course work portion of the program of study requirements will take approximately two years to complete for a student coming in with a business Masters degree and approximately three years for a student coming in without one.

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1 For purposes of this proposal, the term “option” refers to a (transcript visible) specialization within the Business Administration major that is rooted in some specific business discipline and has some distinct course requirements. The term “area of study” refers to the specific business discipline itself. For example, the Accounting option includes a core of courses in both Accounting and Finance. However, “area of study” courses for the Accounting option consist only of Accounting courses. In other words, “area of study” is a more specific term than “option.”
<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Credit Hours</th>
<th>College</th>
<th>New Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA 601</td>
<td>Research and Scholarship</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 602</td>
<td>Independent Study</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 603</td>
<td>Thesis / Dissertation</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 605</td>
<td>Reading and Conference</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 607</td>
<td>Seminar</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>DHE 607</td>
<td>Seminar</td>
<td>1-16</td>
<td>Business (DHE)</td>
<td>X</td>
</tr>
<tr>
<td>BA 611</td>
<td>Teaching Effectiveness</td>
<td>1-16</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 612</td>
<td>Foundations of Business Research</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 613</td>
<td>Business Research Methods</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 641</td>
<td>Corporate Finance</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 642</td>
<td>Capital Markets</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 650</td>
<td>Organizational Behavior</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 660</td>
<td>Foundations of Entrepreneurship Research</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 661</td>
<td>Organizational Theory</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 662</td>
<td>Corporate Entrepreneurship &amp; New Ventures</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 663</td>
<td>Strategic Management</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 664</td>
<td>Technology Innovation &amp; New Product Development</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>BA 690</td>
<td>Marketing and Commercialization</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>ACTG 620</td>
<td>Foundations of Accounting Research</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>ACTG 621</td>
<td>Financial Accounting</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>ACTG 622</td>
<td>Managerial Accounting</td>
<td>3</td>
<td>Business</td>
<td>X</td>
</tr>
<tr>
<td>ACTG 623</td>
<td>Taxation</td>
<td>3</td>
<td>Business</td>
<td>X</td>
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<tr>
<td>AEC 512</td>
<td>Microeconomic Theory I</td>
<td>4</td>
<td>Graduate</td>
<td></td>
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<tr>
<td>AEC 513</td>
<td>Microeconomic Theory II</td>
<td>4</td>
<td>Graduate</td>
<td></td>
</tr>
<tr>
<td>AEC 523</td>
<td>Preliminaries for Quantitative Methods</td>
<td>4</td>
<td>Graduate</td>
<td></td>
</tr>
<tr>
<td>AEC 625</td>
<td>Advanced Econometrics I</td>
<td>4</td>
<td>Graduate</td>
<td></td>
</tr>
<tr>
<td>AEC 626</td>
<td>Advanced Econometrics II</td>
<td>4</td>
<td>Graduate</td>
<td></td>
</tr>
</tbody>
</table>

Number of New Courses: 22
Table 2: Basic PhD Course of Study (Category Totals in Bold Font)

<table>
<thead>
<tr>
<th></th>
<th>Minimum Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASIC PROGRAM</strong></td>
<td>26</td>
</tr>
<tr>
<td>Economics</td>
<td>3</td>
</tr>
<tr>
<td>Behavioral / Social Sciences</td>
<td>3</td>
</tr>
<tr>
<td>Research Methods</td>
<td>18</td>
</tr>
<tr>
<td>Teaching Effectiveness</td>
<td>2</td>
</tr>
<tr>
<td><strong>ADVANCED PROGRAM</strong></td>
<td>24</td>
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<tr>
<td>Option Requirements</td>
<td></td>
</tr>
<tr>
<td>Doctoral Seminars</td>
<td>9</td>
</tr>
<tr>
<td>Other Courses</td>
<td>6</td>
</tr>
<tr>
<td>Related Course Work</td>
<td>9</td>
</tr>
<tr>
<td><strong>ADDITIONAL COURSES TO FULFILL PhD REQUIREMENTS</strong></td>
<td>24</td>
</tr>
<tr>
<td><strong>DISSERTATION / RESEARCH</strong></td>
<td>36</td>
</tr>
</tbody>
</table>

As discussed above, the program is designed with a flexible structure to facilitate possible expansion to emphasize other business disciplines in the future. The “Basic Program” requirements, in particular, are designed to acknowledge that different business disciplines rely on different sets of fundamental knowledge in terms of both theory and research methodology. For example, Accounting, Finance, and Strategy / Entrepreneurship generally (but not always) require heavier training in economics and econometrics whereas Management (i.e., organizational behavior) and Marketing generally require heavier training in psychology and/or sociology and experimental and/or qualitative research methodologies. Such a flexible structure ensures that the program of study for all students can be appropriately tailored to their option (i.e., populated with relevant courses) regardless of discipline.2

The “Basic Program” requirements are designed primarily to establish foundational research methodology skills and theory-based knowledge to prepare students for their discipline-specific doctoral research seminars. In addition, the teaching effectiveness component will serve as an introduction to teaching issues and best practices to

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2 Such variation in program requirements across business disciplines is common in a business PhD program. As examples, the University of Oregon (http://lcb.uoregon.edu/App_Aspx/Phd.aspx), the University of Washington (http://www.foster.washington.edu/academic/PhD/Pages/PhDProgram.aspx), and Arizona State University (http://wpcarey.asu.edu/masters-phd.cfm) all offer PhD degrees in Business with discipline-specific specializations. In all three cases, fundamental theory and methodology course requirements / expectations vary across disciplines.
prepare students for their subsequent teaching assignments during the program (both assistantships and stand-alone courses).

- The Economics and Behavioral / Social Sciences requirements will provide students with a theoretical base upon which to build. Every student will be required to take at least one graduate-level course in each category, and for purposes of the program, economics courses (AEC and/or ECON) may be used to satisfy both. Although students in the two options will generally satisfy these requirements with economics courses offered through AREC (see Table 1), courses offered by other programs (e.g., psychology (PSY), sociology (SOC), economics (ECON), etc.) may also be used as deemed appropriate by the student’s doctoral committee and the PhD Program Director, particularly as the PhD program expands to emphasize other disciplines.

- The Quantitative Methods requirements will equip students with the basic statistical and analytical tools necessary to conduct research studies. Two courses required for all doctoral students (BA 613 and either BA 612 or DHE 607) will satisfy part of these requirements, and the remaining credit hours will be filled with other graduate-level research methods courses as deemed appropriate by the student’s doctoral committee and the PhD Program Director. Although students in the two options will generally satisfy these requirements with econometrics courses offered through AREC (see Table 1), research methods courses offered by other programs (e.g., statistics (ST), psychology (PSY), economics (ECON), human development and family sciences (HDFS), etc.) may also be used, particularly as the PhD program expands to emphasize other disciplines.

- The teaching effectiveness requirement will provide students with basic teaching skills (e.g., course and syllabus development, classroom delivery techniques, definition and assessment of learning outcomes, performance evaluation, etc.) and exposure to common teaching pitfalls. This requirement will consist of two 1-credit seminars (BA 611) offered during the first two terms of the doctoral program. All students will be required to take these seminars.

The “Advanced Program” requirements comprise the discipline-specific research core of the PhD program and graduate-level courses that directly support that core. Each option will have a set of doctoral seminars that is required for every student in the option. In addition, students will take courses that directly relate to the material central to their option as deemed appropriate by their doctoral committee and the PhD Program Director.

- The “Option Requirements” category consists of courses that are in the student’s area of study, including a minimum of 9 credit hours of doctoral seminar courses. The “Other Courses” subcategory will generally contain three independent study (BA 602) credits related to a required “pre-comprehensive exam paper” (discussed below in “Additional Program Requirements”) plus some combination of additional doctoral seminars (as each option may require a different number) and other courses in the student’s area of study. For the two options, the required doctoral seminars within the core area of study are as follows:
  - Innovation / Commercialization: BA 660, 661, 662, 663, and 664
  - Accounting: ACTG 620, 621, 622, and 623
To the extent that the “Option Requirements” category (15 credit hours total) is not completely filled with the required doctoral seminars and the “pre-comprehensive exam paper” credits, students may fill out the category with other graduate-level courses in their area of study. These courses may consist of electives taken during the PhD program and/or courses taken as part of a previously completed graduate program (i.e., Masters or PhD).

- The “Related Course Work” category consists of graduate-level courses that support the material central to a student’s option. These courses may be in the student’s area of study or in other related business disciplines as deemed appropriate by the student’s doctoral committee and the PhD Program Director. For example, related course work in the two options may consist of (but is not limited to) courses in the following areas:
  o Innovation / Commercialization: Marketing, Accounting, Finance, Information Systems
  o Accounting: Finance, Information Systems, Management, Marketing

The “Additional Courses to Fulfill PhD Requirements” category consists of all graduate-level courses applied to the 110 credit hour requirement beyond those used to satisfy the “Basic Program” and “Advanced Program” requirements. This category may consist of courses taken during the PhD program and/or courses taken as part of a previously completed graduate program (i.e., Masters or PhD) as deemed appropriate by the student’s doctoral committee and the PhD Program Director.

Consistent with OSU guidelines, a minimum of 36 quarter credit hours of “Dissertation / Research” will be required for the PhD program. These hours may begin as early as the student’s second year in the program and will continue until the student’s last term (i.e., once the dissertation is completed to the satisfaction of the student’s doctoral advisor and committee).

Additional Program Requirements
In addition to the program of study requirements previously discussed, students will be required to satisfactorily complete the following:
- All students will be required to complete a “first summer research paper” during the summer between their first and second year in the program. The purposes of this research paper are 1) to give students some initial experience with taking a research project from start to finish, 2) to provide feedback to students following their first year in the program, and 3) to serve as a preliminary comprehensive exam that all students must satisfactorily complete to remain in the program. The paper will be completed under the supervision of the student’s doctoral committee (led by the student’s doctoral advisor) and can take the form of an original research project or a replication of an existing study. Students will be required to present this summer paper in a “brown bag” research workshop during the fall term of their second year in the program.
- All students will be required to complete a “pre-comprehensive exam paper” during the term preceding the written comprehensive exam (discussed below). The purpose of this paper is to help students transition into the dissertation phase of the program.
PhD program as course work comes to a close. The paper will be administered as an independent study (BA 602) class under the supervision of the student’s doctoral advisor and will result in three credit hours usable toward certain program of study requirements as discussed above. It can take any of a number of forms, including a comprehensive literature review, a preliminary proposal of a dissertation topic, a detailed analysis of multiple potential dissertation topics, etc., but is meant to be a first step in the student’s dissertation process.

- All students will be required to pass a written comprehensive exam at or close to the completion of course work. This exam will test students’ mastery of the subjects covered during the course work portion of the program (i.e., Basic Program, Advanced Program, etc.). Because different business disciplines rely on different sets of fundamental knowledge (as discussed above), this exam will generally be designed and delivered in the context of students’ specific discipline.

- Consistent with OSU guidelines, all students will be required to pass an oral preliminary exam sometime after the completion of course work and after passing the written comprehensive exam. This oral exam will provide a follow-up test of students’ mastery of the subjects in their area of study and will also be the forum through which students defend their dissertation proposal.

- Consistent with OSU guidelines, all students will be required to orally defend their dissertation. This defense will occur during the student’s final term in the program. Students must pass the written and oral preliminary exams to be eligible to defend their dissertation.

- All students will be required to teach a minimum of four stand-alone class sections. The purpose of this requirement is to provide students with the opportunity to sharpen their teaching skills while simultaneously building a portfolio of teaching experience. These class sections may occur in the summer or during the school year, but at least two of the sections must be during the school year. The exact timing of these class sections for each student will be determined by the student, his/her doctoral committee, and course availability and will be arranged using class scheduling processes already in place in the COB.

**Typical PhD Program Student Experience**

Table 3 summarizes a typical student’s path through the PhD program. Although not a requirement, we anticipate that the typical student will come into the program with a business Masters degree; Table 3 is built according to this assumption.3 Table 4 applies the program of study requirements shown in Table 2 to the course work shown in Table 3 to illustrate generally how a typical student could meet the credit hour requirements in each of the categories of courses and in total.

Although some students may complete the PhD program in four years, we anticipate that the typical student will take five. As shown in Table 3, once course work and the written comprehensive exam are completed, the student will move into the “dissertation phase” of the program, during which the student will register only for thesis / dissertation

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3 Students entering the COB PhD program without a business Masters degree will need to take additional courses to satisfy the program of study requirements shown in Table 2.
credit hours (BA 603) and work toward building his/her dissertation project. At whatever point the student’s doctoral committee deems the dissertation project to be at a sufficiently developed stage, the student will take the oral preliminary exam, during which he/she will defend his/her dissertation proposal. Once the dissertation project is completed, the student will orally defend it, completing the final requirement for the doctoral degree.

In addition to the activity shown in Table 3, all students (including the typical student) will teach four sections of stand-alone classes at some point during the program. As discussed above, the exact timing of these teaching assignments will vary by student and will be driven primarily by student preference and staffing needs. However, we anticipate that the typical student will teach one section in each of his/her first two summers and one section during each of two non-summer terms during his/her dissertation phase of the program (in order to meet the requirement discussed previously that two of the sections taught be during the academic year).
<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>INNOVATION / COMMERCIALIZATION</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL</td>
<td>DHE 607 Seminar (Foundations of Research)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>AEC 523 Preliminaries for Quantitative Methods</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE [e.g., ST 511 Methods of Data Analysis]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>BA 611 Teaching Effectiveness</td>
<td>1</td>
</tr>
<tr>
<td>WINTER</td>
<td>BA 613 Business Research Methods</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>AEC 625 Advanced Econometrics I</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>AEC 512 Microeconomic Theory I</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>BA 611 Teaching Effectiveness</td>
<td>1</td>
</tr>
<tr>
<td>SPING</td>
<td>AEC 626 Advanced Econometrics II</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>AEC 513 Microeconomic Theory II</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>ACTG 620 Foundations of Actg Rsch</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BA 660 Foundations of Entrep Rsch</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BA 607 Seminar</td>
<td>1</td>
</tr>
<tr>
<td>SUMMER</td>
<td>FIRST YEAR SUMMER PAPER</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>(SUPERVISED BY ADVISOR)</td>
<td></td>
</tr>
<tr>
<td>YEAR 2</td>
<td>INNOVATION / COMMERCIALIZATION</td>
<td>Credit Hours</td>
</tr>
<tr>
<td>FALL</td>
<td>BA 640 Foundations of Financial Rsch</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ACTG 621 Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE [e.g., ST 551 Statistical Methods]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>BA 607 Seminar</td>
<td>2</td>
</tr>
<tr>
<td>WINTER</td>
<td>BA 641 Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ACTG 622 Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE [e.g., ST 552 Statistical Methods]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>BA 607 Seminar</td>
<td>2</td>
</tr>
<tr>
<td>SPRING</td>
<td>BA 642 Capital Markets</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ACTG 623 Taxation</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BA 602 Independent Study (Pre-Comprehensive Exam Paper)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BA 607 Seminar</td>
<td>3</td>
</tr>
<tr>
<td>SUMMER</td>
<td>WRITTEN COMPREHENSIVE EXAM</td>
<td>12</td>
</tr>
<tr>
<td>YEARS 3, 4, 5</td>
<td>BA 603 Thesis / Dissertation</td>
<td>&gt; 36</td>
</tr>
</tbody>
</table>
| Table 4: Example of a Typical Student's Program of Study Based on Table 3  
(Credit Hours in Parentheses) |
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Panel A: Innovation / Commercialization</strong></td>
</tr>
<tr>
<td><strong>Courses</strong></td>
</tr>
<tr>
<td><strong>BASIC PROGRAM</strong></td>
</tr>
<tr>
<td>Economics</td>
</tr>
<tr>
<td>Behavioral / Social Sciences</td>
</tr>
<tr>
<td>Research Methods</td>
</tr>
<tr>
<td>Teaching Effectiveness</td>
</tr>
<tr>
<td><strong>ADVANCED PROGRAM</strong></td>
</tr>
<tr>
<td>Option Requirements</td>
</tr>
<tr>
<td>Doctoral Seminars</td>
</tr>
<tr>
<td>Other Courses</td>
</tr>
<tr>
<td>Related Course Work</td>
</tr>
<tr>
<td><strong>ADDITIONAL COURSES TO FULFILL PhD REQUIREMENTS</strong></td>
</tr>
<tr>
<td>ST 511 (4), ST 551 (4), ST 552 (4), BA 607 (8)</td>
</tr>
<tr>
<td>Courses from Masters degree (≥ 4)</td>
</tr>
<tr>
<td><strong>DISSERTATION / RESEARCH</strong></td>
</tr>
<tr>
<td>BA 603</td>
</tr>
<tr>
<td>&gt; 110</td>
</tr>
<tr>
<td><strong>Panel B: Accounting</strong></td>
</tr>
<tr>
<td><strong>Courses</strong></td>
</tr>
<tr>
<td><strong>BASIC PROGRAM</strong></td>
</tr>
<tr>
<td>Economics</td>
</tr>
<tr>
<td>Behavioral / Social Sciences</td>
</tr>
<tr>
<td>Quantitative Methods</td>
</tr>
<tr>
<td>Teaching Effectiveness</td>
</tr>
<tr>
<td><strong>ADVANCED PROGRAM</strong></td>
</tr>
<tr>
<td>Option Requirements</td>
</tr>
<tr>
<td>Doctoral Seminars</td>
</tr>
<tr>
<td>Other Courses</td>
</tr>
<tr>
<td>Related Course Work</td>
</tr>
<tr>
<td><strong>ADDITIONAL COURSES TO FULFILL PhD REQUIREMENTS</strong></td>
</tr>
<tr>
<td>ST 511 (4), ST 551 (4), ST 552 (4), BA 607 (8)</td>
</tr>
<tr>
<td>BA 642 (3), Course from Masters degree (≥ 1)</td>
</tr>
<tr>
<td><strong>DISSERTATION / RESEARCH</strong></td>
</tr>
<tr>
<td>BA 603</td>
</tr>
<tr>
<td>&gt; 110</td>
</tr>
</tbody>
</table>
d. Manner in which the program will be delivered, including program location (if offered outside of the main campus), course scheduling, and the use of technology (for both on-campus and off-campus delivery).

The PhD program will be delivered on the OSU Corvallis campus using processes already in place within the COB regarding course scheduling and the use of technology.

e. Ways in which the program will seek to assure quality, access, and diversity.

The PhD program will utilize well-established processes in place in the College of Business for acceptance into the MBA and MBAA programs plus new processes to account for the competitive nature of admissions into the PhD program. We will recruit for the PhD program from within Oregon, nationally, and internationally. A committee of faculty in each option (i.e., Innovation / Commercialization and Accounting) will review applications each winter and select finalists based on a combination of factors, including grade point average, GMAT score, work experience, and evidence of intellectual curiosity and commitment to educating others (via a personal statement). Finalists will then be subjected to an on-campus or telephone interview, after which the faculty committee in each option will select students to admit (about five total per year, on average). We believe that this admissions process and the related entrance requirements (discussed in more detail in Appendix A) will help to ensure that the students in the program are diverse and of the highest quality possible. Also see the discussion in Section 5 about outcomes and quality assessment.

f. Anticipated fall term headcount and FTE enrollment over each of the next five years.

We anticipate accepting about five highly qualified students into the PhD program each fall with the expectation that, ultimately, approximately 25 students will be in the program at any given time. The program is designed to move students through the coursework quickly (about two years for a student entering the program with a business Masters degree) with an additional two to three years for the dissertation research and writing.

g. Expected degrees/certificates produced over the next five years.

As with all PhD programs, we anticipate that there will be some attrition in the program, although we will devise systems of support and close mentoring to help students meet their educational goals on a timely basis. We expect that by the fifth year after initiation of the program (i.e., 2019-2020) we will consistently award about five degrees per year.
h. Characteristics of students to be served (resident/nonresident/international; traditional/nontraditional; full-time/part-time; etc.)

Students will be recruited for the PhD program from within Oregon, nationally, and internationally and thus will be a combination of residents and non-residents. We anticipate that COB PhD students will come from a variety of backgrounds (e.g., cultural, professional, etc.), with many returning to school for further education after spending time as professionals. Accordingly, COB PhD students will be a mix of traditional and nontraditional students. We expect that all COB PhD students will be full-time students.

i. Adequacy and quality of faculty delivering the program.

Faculty delivering the requirements for the PhD program will be primarily the same faculty who now provide instruction and mentoring for the MBA, MBAA, and COB undergraduate programs. Similar to our existing graduate programs, the PhD program will draw from faculty across the COB, particularly in the areas of Strategy / Entrepreneurship, Accounting, Finance, Marketing, Management, and Global Business Analysis. Faculty across all business disciplines routinely demonstrate excellence in research, with at least 111 studies published in peer-reviewed discipline-specific journals over the last five years, at least 47 in top-tier journals. COB faculty also excel in area of student success and learning. In the past five years COB faculty have won University-level awards for contributions toward internationalization of the University (Ping-Hung Hsieh, 2012), teaching excellence (Don Neubaum, 2011), and teamwork toward student learning and success (Marketing faculty, 2011; Accounting faculty, 2008). The COB’s accreditation was renewed in 2010. Below is a list of current tenure/tenure-track business faculty available to serve on doctoral committees in the PhD program:

**Accounting**
Roger Graham (Prof)
Jared Moore (Assoc Prof)
Chris Akroyd (Asst Prof)
Huichi Huang (Asst Prof)
Kuan-Chen Lin (Asst Prof)
Bret Scott (Asst Prof)

**Business Information Systems (BIS)**
Rene Reitsma (Assoc Prof)
Byron Marshall (Assoc Prof)
Bin Zhu (Asst Prof)

**Management**
Erik Larson (Prof)
David Baldrige (Assoc Prof)
Jeewon Cho (Asst Prof)
Keith Leavitt (Asst Prof)
Pauline Schilpzand (Asst Prof)
Michele Swift (Asst Prof)

**Marketing**
James McAlexander (Prof)
Hal Koenig (Assoc Prof)
Michelle Barnhart (Asst Prof)
Colleen Bee (Asst Prof)
Marina Puzakova (Asst Prof)

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4 Unlike Engineering and other sciences, pursuit of grants is not a common scholarly activity for business academics. Accordingly, publication of scholarly work (generally discipline-specific research) in respected peer-reviewed journals is the primary metric upon which a business academic’s research activity is evaluated.
Although we believe that we can likely provide an excellent education for an additional five to six PhD students each year currently, the MBA, MBAA, and undergraduate programs in the COB are growing rapidly and are expected to continue growing. Because we are proposing a new program in addition to the expected growth in our existing programs, delivery of high quality courses and mentoring requires an investment in new faculty, especially in the areas of Strategy / Entrepreneurship, Accounting, Finance, and Marketing (see Section 7a). New faculty will bring expertise in a specialty area that contributes to student success in the PhD program.

### j. Faculty resources – full-time, part-time, adjunct.

Each student in the PhD program will be mentored and advised by a tenure/tenure-track business faculty member on the graduate COB faculty (see item i. above) whose expertise is in the student’s option (e.g., Innovation / Commercialization, Accounting). PhD program courses will be taught almost entirely by tenure-track business faculty, although certain courses may draw from non-tenure-track business faculty (i.e., BA 611) and/or faculty in the School of Design and Human Environment (i.e., DHE 607). Further, as discussed in item c., certain courses in the program will draw from faculty in other programs and colleges such as Applied Economics (e.g., AEC 523, AEC 512, AEC 513, etc.) and Statistics (e.g., ST 511, ST 551, etc.).

### k. Other staff.

The PhD program is currently staffed with a part-time Director of PhD Program Development who is appointed by the COB Dean and is responsible to the Dean and the Associate Dean for Research. Initial responsibilities for this position consist primarily of managing the proposal and implementation processes for the PhD program. Once the program is implemented, the title for this position will change to PhD Program Director, and its responsibilities will shift to management of the program (e.g., budget, head advisor for students, student recruitment, communications, and representing the program on campus and in the community). Distribution of work load includes approximately .25 FTE as Director of PhD Program Development / PhD Program.
Director and .75 FTE as a COB business faculty member responsible for teaching, scholarship, and service.

The MBA program will provide administrative assistance for the PhD Program.

I. Facilities, library, and other resources.

PhD students will require access to data, research labs, etc. that are necessary to conduct research. Research in the two options relies heavily on archival data, which requires subscriptions to research databases. The COB already subscribes to many of the databases required for the two options, although additional investment in databases will be required. PhD students will also require access to the major academic journals in their field through the OSU library. The library currently subscribes to most of the major journals required for the two options, although some additional journal subscriptions will be necessary as well to move closer to the level of access that is standard at a PhD-granting business school. The library outlines suggestions for these additional subscriptions in its evaluation. Finally, each PhD student will be provided with office space, computer access, and necessary software licenses (e.g., for statistical packages). The office space needs have already been incorporated into the plans for Austin Hall, which is scheduled to open in fall 2014 (see Section 7b).

m. Anticipated start date:

Fall term 2014.

2. Relationship to Mission and Goals

a. Manner in which the proposed program supports the institution’s mission and goals for access; student learning; research, and/or scholarly work; and service.

OSU’s mission statement is: As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions, and maintaining a rigorous focus on academic excellence, particularly in the three Signature Areas: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress. OSU’s vision is: To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America. [http://oregonstate.edu/main/mission](http://oregonstate.edu/main/mission)

The College of Business and its programs support the OSU signature area of distinction: Promoting Economic Growth and Social Progress. The College of Business’s mission statement is: The College of Business provides internationally
recognized research-based education that prepares profession-ready graduates who will lead in an innovation economy. [http://business.oregonstate.edu/about/mission](http://business.oregonstate.edu/about/mission)

As a leading research institution, doctoral education is at the heart of OSU’s mission and its ambition to be one of the top-10 land-grant institutions in America. All of the colleges on campus currently offer PhD degrees in their core areas except for the COB.\(^5\) A PhD degree offering by the COB will contribute directly to the mission of the University in at least four ways.

- First, a stated initiative toward accomplishing the first Phase II goal in OSU’s strategic plan is to “Raise the profile of graduate education at OSU by repositioning existing programs and introducing targeted new programs to support OSU’s three signature areas, and increasing professional and graduate programs to 25 percent of all enrollments.” A PhD program in the COB will contribute to this initiative, particularly in light of the fact that (as mentioned above) the COB is currently the only college on campus that does not offer one in its core areas.

- Second, doctoral programs represent a commitment to and an investment in research excellence, thereby generating positive reputational capital. Such a commitment and a strong standing in the academic community are crucial in the effort to attract and retain high-achieving faculty, which is another stated initiative toward accomplishing the first Phase II goal in OSU’s strategic plan. It is often the case that upon entering the job market, graduates of high-ranking business doctoral programs and experienced business faculty at high-ranking institutions will dismiss business schools that do not offer a PhD program, labeling them “teaching schools” that do not value research. Offering a doctoral program in the COB will broaden the pool of high-achieving faculty available to OSU and enhance our ability to attract and retain such faculty.

Our anticipated PhD program has already had an impact in this area. The COB has hired multiple high-achieving faculty members since last year (2011-2012), and every one has noted the PhD program as a significant attraction to OSU. Included in this group is a senior faculty member in Accounting, one of the six faculty lines directly associated with the program (see Section 7a), who cited the proposed PhD program as the primary draw to the position.

- Third, while the COB faculty are already highly productive in terms of scholarship, the investment in new faculty (i.e., collaborators), research resources (e.g., databases), and graduate assistants associated with the PhD program will help to increase the quality and quantity of research output from the College, further enhancing our standing in the academic community.

\(^5\) The University Honors College (UHC) also does not offer a PhD degree. However, the UHC focuses only on undergraduate education, offering an honors degree that “attaches” onto a student’s undergraduate major. Therefore, the UHC is not applicable to the discussion about doctoral education at OSU.
Fourth, part of the land-grant mission of OSU is to serve the people of Oregon, the nation, and the world by promoting economic growth. A PhD program in the COB will allow us to better fulfill our responsibility toward this objective by contributing to the pool of business faculty available to provide the business education that is critical for economic growth. As discussed in Section 4 below, a shortage of business faculty exists in the US and is projected to worsen, particularly in Accounting. The COB currently draws from the business faculty pool but does not contribute to it, and the PhD program will enable us to do so by helping to educate next generation of business educators. Another benefit of contributing to the faculty pool is that doing so will improve the standing and expand the “footprint” of the COB (and thus OSU) in the academic community through placement of our graduates at respected universities across the nation and the world.

At a broader level, we believe that great universities have great business schools. Virtually every discipline in a university has some business application. Our current Integrated Business Plan process in the MBA program provides evidence of the relevance of business across a university campus. Further, in addition to contributing to knowledge generation through scholarship activities, business schools provide value to a university in multiple ways through their connections with the business community (e.g., fundraising, placement of graduates, etc.). Accordingly, a university benefits significantly in terms of the advancement of knowledge, collaboration with other colleges on campus, and external connections from having a highly respected business school. The great business schools in America tend to have doctoral programs, which is evident by looking at the percentage of universities that offer business doctoral degrees in several of OSU’s comparison groups: land-grant peers (90%), Association to Advance Collegiate Schools of Business (AACSB) aspirant universities (100%), PAC-12 peers (100%), and Business Week’s top 50 undergraduate public business schools (approx. 80%). While we believe the COB is already strong in all of the areas discussed above, we also believe that establishing a PhD program will bring us closer to our aspirant schools (and even peers) in the comparison groups mentioned and will also bring OSU closer to its desired top-10 land-grant university status.

As a final point, we believe that establishing a PhD program will contribute to the COB mission, particularly the provision of “internationally recognized research-based education” to our students. First, we believe that good researchers make good

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6 The exit hurdle for the MBA program is an Integrated Business Plan project, for which a team of MBA students devises a plan for the commercialization of a newly developed technology. All of the technologies used for this project are real inventions, and most are inventions by OSU faculty in areas across campus (e.g., Engineering).

7 The University of California - Davis (UCD) is the only one of OSU’s land-grant peers without a PhD program in its College of Business. However, it should be noted that UCD is part of the University of California system, which does offer doctoral programs in Business at several of its campuses (e.g., Berkeley, Irvine, Los Angeles, San Diego). Further, UCD was originally established as an agricultural extension of the Berkeley campus, the original home of the land-grant mission in California.

8 [www.businessweek.com/interactive_reports/ugtable_3-20.html](http://www.businessweek.com/interactive_reports/ugtable_3-20.html)
teachers. Therefore, we expect that the program will add value to the classroom experience for students in our current undergraduate and graduate (i.e., MBA and MBAA) programs, partially due to current faculty bringing their research into the classroom and partially from the addition of high-achieving new faculty who will do the same. Second, the positive reputational capital generated by the PhD program will enhance the international recognition part of the mission by raising the standing of the COB in the academic community.

b. Connection of the proposed program to the institution’s strategic priorities and signature areas of focus.

See Section 2a above.

c. Manner in which the proposed program contributes to Oregon University System goals for access; quality learning; knowledge creation and innovation; and economic and cultural support of Oregon and its communities.

The mission and goals of OSU overlap significantly with the mission and goals of the Oregon University System (OUS). Accordingly, much of the general discussion in Section 2a above applies here as well.

At a more detailed level, in its Annual Performance Progress Report for the most recent biennium (2010-2011), the Oregon University System (OUS) lists “Total number of advanced degrees awarded (master’s, doctoral, and professional)” as a performance measure toward the goal “State economic development: Employability of graduates; Student success.” The report communicates a desire to increase the number of graduate students entering and completing advanced degrees at OUS institutions. With respect to this performance measure, the report states that “Oregon’s ability to compete globally requires a solid foundation of strong graduate programs and advanced degree production.” The report also states that “Oregon needs to reinvest in its graduate programs to remain competitive in the academic marketplace,” and “investments in faculty recruitment and retention, coupled with investment in graduate programs and students are essential to increase advanced degree awards.” Although doctoral programs will naturally account for only a small portion of the total graduate student body, a PhD program in the COB at OSU is consistent with OUS’s goals for graduate education in Oregon.

d. Manner in which the program meets broad statewide needs and enhances the state’s capacity to respond effectively to social, economic, and environmental challenges and opportunities.

We believe the Oregon job market is strong for graduates from undergraduate- and Masters-level programs in Innovation / Commercialization and Accounting. The COB is currently constrained (by capacity) at both levels in its ability to meet demand for our programs, and the PhD program (and the related investment in new faculty) will allow the COB to expand its offerings to better meet statewide needs in these areas.
The need for skills and knowledge in innovation in the state of Oregon has never been stronger. In his fiscal year 2009-2010 state budget, the Governor earmarked $20.5 million for the Innovation Plan developed by the Oregon Innovation Council (Oregon InC), which includes an innovation-based economic development strategy that will enable Oregon’s businesses to stay competitive in a global economy. Oregon InC stressed the need for innovation in traditional industry sectors, such as agriculture and forestry, where innovation can help maintain and increase the number of good, family-wage jobs. The focus on innovation in Oregon speaks to a demand for people with training in Entrepreneurship and was part of the motivation for recently creating a new undergraduate degree program in Innovation Management in the COB.

On the Accounting side, as the economy grows and the number of business establishments increases, more accountants and auditors are required to set up books, prepare taxes, and provide management advice. Increased need for accountants and auditors also arises from a greater emphasis on accountability, transparency, and controls in financial reporting. Evidence of the growing national market demand for accounting graduates is not hard to find. For instance, the US Department of Labor and the AICPA have both recently published data and survey results projecting strong demand for accountants for years to come. At OSU, we have seen our own Accountancy program pushed beyond capacity in recent years requiring expansion of course offerings and suggesting that these demand projections are reflective of Oregon as well.

3. Accreditation
a. Accrediting body or professional society that has established standards in the area in which the program lies, if applicable.

The COB and the Accountancy program are accredited by the Association to Advance Collegiate Schools of Business (AACSB). AACSB accreditation was reviewed in 2010 and subsequently renewed (at both levels) through the 2015-2016 academic year. Review of the College and the Accountancy program by the AACSB, including the PhD program, if approved, will occur in two years during the 2014-2015 academic year.

b. Ability of the program to meet professional accreditation standards. If the program does not or cannot meet those standards, the proposal should identify the area(s) in which it is deficient and indicate steps needed to qualify the program for accreditation and date by which it would be expected to be fully accredited. All classes will be taught by terminal degree qualified faculty.

We anticipate no issues regarding the ability of the College or the Accountancy program to maintain accreditation after the PhD program is approved.

c. If the proposed program is a graduate program in which the institution offers an undergraduate program, proposal should identify whether or not the undergraduate program is accredited and, if not, what would be required to qualify it for accreditation.

The COB offers undergraduate business degrees in Accountancy, Business Information Systems, Business Administration, Finance, Innovation Management, Management, and Marketing. All of these degrees except Accountancy are accredited as a single program by the AACSB; Accountancy is accredited separately. Given our recent reaccreditation, we expect no additional requirements to qualify again for reaccreditation (at either level). The COB business faculty are sufficiently qualified and quality assurance processes are in place in the College.

d. If accreditation is a goal, the proposal should identify the steps being taken to achieve accreditation. If the program is not seeking accreditation, the proposal should indicate why it is not.

N/A

4. Need

a. Evidence of market demand.

A well-documented shortage of academically qualified (i.e., PhD) business faculty has developed over the last two decades and is expected to worsen in years to come. Specifically, the AACSB estimated the excess of demand over supply in the US at 1,000 in 2008 and projects that the shortage could more than double in the next decade. Among the most commonly cited reasons for shortfall in business faculty are growth in undergraduate and MBA programs, anticipated faculty retirements, and stunted investment in doctoral programs (in terms of both availability and student financial support). The shortage is further exacerbated by AACSB accreditation standards

requiring that total faculty be comprised of at least 50 percent academically qualified faculty (vs. professionally qualified or other non-PhD faculty).

Although the scarcity of PhDs is evident across business disciplines, it is more pronounced in some than others. AACSB data (from a 2011 report) suggest that in terms of both absolute numbers and percentage of total faculty size, 1) anticipated short-term faculty needs, 2) current unfilled positions, and 3) anticipated retirements in the next five years are all consistently higher for Management, which includes Innovation, Entrepreneurship and Strategy, and (especially) Accounting than for other business disciplines.\(^{11}\)

As indicated above, the AACSB data suggest that demand is strong for faculty with expertise in Management, including Innovation, Entrepreneurship, and Strategy. Innovation / Commercialization is a new and emerging specialization within the broad scope of the Management discipline, so detailed market data on this specific area are difficult (if not impossible) to attain. However, the roots of Innovation / Commercialization are in Entrepreneurship and Strategy, and although these specific areas have only recently begun to identify and track themselves separately from Management, there is some available information that speaks to the demand for faculty with such expertise. During the past two decades, tremendous growth has occurred in the number of Entrepreneurship courses offered by colleges and universities. In 1985, studies indicate there were about 250 Entrepreneurship courses offered across all college campuses in the US. Today, more than 5,000 Entrepreneurship courses are now offered in two-year and four-year institutions, with at least 2,000 universities offering at least one course in the area.\(^{12}\) A recent study examining Entrepreneurship educator profiles in business programs in the US found that only one-fifth of the faculty members teaching these courses hold a PhD in Entrepreneurship (alone or in combination with another business discipline).\(^{13}\) Such findings suggest a need for additional faculty with expertise in Entrepreneurship and related fields (i.e., Innovation / Commercialization).

The business faculty shortage is particularly acute in Accounting, translating into a high level of currently unmet demand for faculty in the discipline.\(^{14}\) In its 2005 report on the supply and demand for Accounting PhD’s, the American Accounting Association (AAA) 


estimated the demand for new PhD Accounting faculty to be about half met during the 2005-2008 timeframe. Evidence of unmet demand continues beyond 2008 as well. Business schools regularly report having difficulty hiring academically qualified Accounting faculty. Similarly, the AAA provides a clearinghouse placement service each year, and the list of schools with positions routinely outstrips the available candidates. The 2011 AACSB data discussed above tell a similar story, reflecting current unfilled positions and anticipated retirements in the next five years that are notably higher for Accounting (6.6 and 13.8 percent, respectively) than for other business disciplines (average 4.6 and 9.6 percent, respectively, for Finance, Management and Marketing). The shortage of Accounting faculty, most notably in the tax and audit areas, has become severe enough of an issue to attract intervention on the part of the Accounting profession. In 2008, the American Institute of Certified Public Accountants (AICPA) and several of the largest accounting firms and state CPA societies launched the Accounting Doctoral Scholars (ADS) Program, which has the objective of combatting the shortage by providing funding to help and encourage accountants with recent public accounting experience in tax and auditing obtain their doctorates.

The AAA and AACSB data and reports reflect an expectation that the shortage of PhD business faculty will continue. Supporting new business doctoral programs is one of the stated objectives of the AACSB in the effort to mitigate this trend, and one of the objectives of the proposed PhD program is to contribute to this goal.

b. If the program’s location is shared with another similar OUS program, proposal should provide externally validated evidence of need (e.g., surveys, focus groups, documented requests, occupational/employment statistics and forecasts).

N/A

c. Manner in which the program would serve the need for improved educational attainment in the region and state.

The PhD program will provide OSU business students with an option for a terminal degree. Further, to the extent that the Oregon job market is strong for graduates from business undergraduate- and Masters-level programs (particularly in the Innovation / Commercialization and Accounting areas), the PhD program will allow the COB to

17 See http://www.adsphd.org/index.asp.
18 The 2005 AAA report also noted that the faculty shortfall during the 2005-2008 period was especially severe in the tax and audit specialties (27.1 and 22.8 percent of demand met, respectively). As previously discussed, tax is the primary specialty emphasized in the Accounting option of the proposed PhD program.
expand its offerings to better meet an ever-increasing demand for our programs and graduates. See Section 2d above for further discussion on this point.

d. Manner in which the program would address the civic and cultural demands of citizenship.

The business academic community and the COB have high ethical standards that are continually emphasized and reinforced in our undergraduate, MBA, and MBAA programs and will be emphasized heavily in the PhD program as well.

5. Outcomes and Quality Assessment
a. Expected learning outcomes of the program.

The expected learning outcomes of the PhD program and the assessment strategies (AS) from Section 5b below that apply to each one are as follows. Graduates will:

a. Develop substantive knowledge in their area of specialization. (AS: 1, 2, 4, 5, 6, 7, 10, 11, 12, 13)
b. Master the analytical and methodological skills required to evaluate and conduct research in their area of specialization and related areas. (AS: 1, 3, 4, 5, 6, 7, 10, 11, 12)
c. Design and conduct original research in their area of specialization. (AS: 4, 5, 6, 7, 10, 11, 12, 13)
d. Demonstrate the ability to communicate the results of their research in a clear and effective manner. (AS: 4, 6, 7, 10, 11, 12, 13)
e. Demonstrate an ability to work effectively with other people from various ethnic, educational, and work experience backgrounds. (AS: 1, 2, 13)
f. Demonstrate an understanding and concern for the high ethical standards in business research, teaching, and service. (AS: 1, 2, 4, 5, 6, 7, 13)
g. Demonstrate the ability to teach college-level courses in their area of specialization. (AS: 8, 9)

b. Methods by which the learning outcomes will be assessed and used to improve curriculum and instruction.

Assessment strategies (AS) for the learning outcomes listed above are:

1. Annual program of study review with doctoral advisor and PhD Program Director
2. Successful completion of discipline-specific doctoral seminars
3. Successful completion of Quantitative Methods program of study requirements
4. Successful completion of first-year summer paper
5. Successful completion of written comprehensive exam
6. Successful completion of oral preliminary exam, i.e., dissertation proposal defense
7. Successful completion and defense of dissertation
8. Successful completion of teaching requirements, both teaching assistantships and stand-alone course requirements
9. Stand-alone course student evaluation of teaching (SET) scores of an acceptable level
10. Acceptance of original research at a national conference and/or for publication in peer-reviewed journal
11. Presentation of original research and/or discussion of others’ research at a national conference
12. Presentation of original research in a workshop at OSU and/or another university
13. Co-authorship on original research projects

The PhD Program Director will keep data on the results of assessment of the PhD learning outcomes plus program-level information such as 1) number of applicants, offers, and acceptances on a yearly basis, 2) student background qualifications (e.g., undergrad/grad degrees, schools attended, GPA, GMAT scores, etc.), 3) retention and graduation rates, 4) post-graduation employment, 5) continued support and funding from the College and University, and 6) results of external reviews. All graduates will also participate in an exit interview with the PhD Program Director to describe their experience with the program – good and bad – as well as suggestions for improvement. Students will also be provided the opportunity to submit anonymous information to the PhD Program Director as appropriate. All of the assessment information listed above will be reviewed biennially in a meeting between the PhD Program Director and the COB Graduate Program Committee. At this meeting, the full assessment package will be discussed in detail to determine if program goals are being met. As evidence is collected that curriculum, program requirements, or any other aspect of the program needs improvement, the PhD Program Director and the COB Graduate Program Committee will move to make necessary changes.

In addition, students in the PhD program must maintain a 3.25 GPA on all coursework. If at any point a student’s cumulative GPA falls below 3.25, the student will meet with his/her doctoral advisor and the PhD Program Director to develop an educational plan for addressing difficulties. The student will have one term to raise the GPA to appropriate levels or will face termination from the program. Further, any student who fails (i.e., earns lower than a B- in) more than one course during the program will also face termination from the program. Information about classes taken by students, grades and GPAs, as well as educational plans will be tracked by the PhD Program Director and reviewed annually.

c. Program performance indicators, including prospects for success of program graduates (employment or graduate school) and consideration of licensure, if appropriate.

See Section 5b above.
d. Nature and level of research and/or scholarly work expected of program faculty; indicators of success in those areas.

The COB sets expectations for the nature and level of research and/or scholarly activity of its business faculty.\(^{19}\) With few exceptions, COB business faculty members have PhD degrees from accredited universities and tenure-track positions. Like faculty across campus, PhD program faculty are expected to conduct original research and publish in appropriate disciplinary journals. We anticipate that these expectations for scholarly activity will continue, and we also expect that program faculty will advise and mentor PhD students and involve the students in their research. Program faculty will also be expected to continue their involvement with academic and/or professional associations to ensure visibility of the COB and the PhD program in the academic community. Indicators of success of faculty will include but not be limited to:

- Scholarly productivity in disciplinary and/or interdisciplinary journals
- Participation in national conferences and invited research workshops
- Participation and leadership in relevant committees of applicable academic and professional associations
- Participation on editorial boards and editorship of scholarly journals

6. Program Integration and Collaboration

a. Closely related programs in other OUS universities and Oregon private institutions.

The University of Oregon (UO) offers an established PhD program in its College of Business with concentrations in Accounting, Decision Sciences, Finance, Management, and Marketing. No other school in Oregon offers a PhD degree in business.

b. Ways in which the program complements other similar programs in other Oregon institutions and other related programs at this institution. Proposal should identify the potential for collaboration.

We believe that the PhD program will be more complementary than competitive with UO’s program.

First, our PhD program will differ from UO’s on a couple of important dimensions. The OSU MBA program currently fosters partnerships with technically-oriented colleges on campus, including Engineering, Agricultural Sciences, Science, and Forestry. Through these partnerships, MBA students create integrated business and commercialization plans around new technologies developed by faculty in these colleges. The Innovation / Commercialization option in the PhD program will leverage these partnerships as well,

\(^{19}\) Accreditation is one variable in the determination of these expectations as the AASCB sets research productivity standards for purposes of establishing whether faculty are academically qualified.
providing a research extension to the MBA program and a more applied experience for our doctoral students. We view this aspect of the program as a general competitive strength. Further, although there is overlap between the Innovation / Commercialization option in our PhD program and UO’s Management concentration in the sense that they are both rooted in Strategy and Entrepreneurship, our program specifically incorporates a Commercialization component, which includes additional marketing-oriented learning objectives. Also see Section 7b below.

Second, as discussed in Section 4, a shortage of academically qualified (i.e., PhD) business faculty has developed over the last two decades and is expected to worsen in years to come. This shortage is evident in both areas of study on which the options in the PhD program will focus but is particularly acute in Accounting. Within Accounting, the shortage is most severe in the areas of tax and audit, so much so that the Accounting profession has invested significantly in programs aimed at reversing this trend. The tax area will be the primary emphasis of the Accounting option because it maps particularly well into the strengths of our Accounting faculty. We believe that this need / strength match constitutes another general competitive strength of our program. Overall, with a high level of currently unmet demand for faculty in both disciplines, especially Accounting, our PhD program will help address a need in the market for academically qualified business faculty.

Potential exists for collaboration between our PhD program and UO’s program as applicable and appropriate. For example, the two schools may in time develop joint doctoral seminars and/or research workshops. Further, we believe that the doctoral program may facilitate collaboration between UO and OSU faculty and PhD students on specific research projects. There has been some such collaborative interaction between OSU faculty and UO faculty / PhD students in the past, but the PhD program introduces opportunity to further develop those relationships.

The highest potential for collaboration on campus is with the Applied Economics program. As previously discussed, we expect that our PhD students will take multiple AREC courses as part of the course of study. However, we also expect that a stronger tie with AREC will facilitate some AREC graduate students taking MBA courses that are relevant to their area of interest. Further, we believe the PhD program will facilitate partnership with AREC on joint course offerings, e.g., a potential preparatory “Economics / Math Boot Camp” course that could be jointly taught and would benefit students in both programs. Finally, a stronger tie with AREC through the PhD program would facilitate potential research collaboration between COB and AREC faculty and students.

c. If applicable, proposal should state why this program may not be collaborating with existing similar programs.

N/A; See Section 6b above.
d. Potential impacts on other programs in the areas of budget, enrollment, faculty workload, and facilities use.

As discussed above, the PhD program will extend the MBA and MBAA programs already in place at OSU. We do not expect this program to take enrollment away from existing programs (PhD or otherwise) at OSU.

The COB will need to initiate several new 600-level courses, including blanket (e.g., research, seminar), advanced theory, and methods courses. Along with development and delivery of the new courses, success of the PhD program will require that faculty be available as mentors to graduate students, providing research and teaching experience and oversight. This will be in addition to their current teaching, scholarship, and service expectations, which are already high. Faculty who are heavily involved with the PhD program may be less available to serve on exit hurdle (e.g., Integrated Business Plan project) committees for the MBA program. However, with the addition of six new business faculty by the 2014-2015 academic year, we expect to be able to support the PhD program and the targeted expansion of the MBA programs, which are currently limited, in part, due to faculty availability.

As discussed above, the PhD program will interact closely with the Applied Economics program. Enrollment in the relevant AREC classes will increase slightly due to the PhD program. The stronger connection between the COB and AREC will likely also result a slight increase in enrollment for some MBA courses as some Applied Economics students may have interest in taking them to supplement their Economics courses. Finally, the stronger connection between the COB and AREC may also result in AREC faculty serving on COB doctoral committees and vice versa as applicable and appropriate.

7. Financial Sustainability (completed Budget Outline pages attached)

a. Business plan for the program that anticipates and provides for its long-term financial viability, addressing anticipated sources of funds, the ability to recruit and retain faculty, and plans for assuring adequate library support over the long term.

The business plan for the first four years of the program after implementation (i.e., beginning with the 2014-2015 academic year) is developed in the Budget Outline Form.

We expect that the costs of implementing the PhD program will be primarily associated with filling six new tenure track faculty lines (~$1,500,000 per year ongoing including OPE), PhD student research and teaching graduate assistantship stipends / benefits (~$450,000 per year ongoing), and data resource costs (~$270,000 per year ongoing).

We propose a funding model in which the costs associated with the PhD program are shared between the COB and University support. The COB is currently funding the
Director for PhD Program Development / PhD Program Director position and roughly 45 percent of the necessary data resource costs. In addition, the COB will fund the graduate assistantships for doctoral students, increase its investment in data resources, and make the initial pre-implementation investment in the first two (of the total six) faculty lines associated with the PhD program (one for each option). One of those two lines has been filled (i.e., offer accepted for the Accounting position), and a search is ongoing for the other. We expect that the new faculty will be in place beginning fall 2013.20 Existing staff devoted to the MBA and MBAA programs will assume administrative duties relative to the PhD program (shown as .25 FTE in the Budget Outline Form). We request University support for the remainder of the cost of the program as the creation of a doctoral program in the COB is a priority for the University as well as for the College.

Expanding on a few line items in the Budget Outline Form, in addition to the six new faculty lines discussed above, the “Faculty” line includes the annual stipend for the Director for PhD Program Development / PhD Program Director (approximately $7,500 per year ongoing). The “Library/Electronic” line includes both database resources and additional journal subscriptions. The database subscriptions will be managed by the COB directly, whereas the academic journal subscriptions will be managed through the library (also see Section 1l). The portion applicable to journal subscriptions is approximately $17,000 per year ongoing (see library evaluation), and the remainder of the “Library/Electronic” amount relates to data resources. The “Nonrecurring” line relates to the cost of two years of summer research support for each of the six new faculty lines discussed above, which is shared by the COB and the University. Finally, the “Supply and Svcs” line includes basic equipment and supplies (e.g., computers, printing, software licenses, etc.) as well as travel costs (i.e., conferences and research workshops) for faculty, doctoral students, and guest presenters.

Although the success of the program will depend on significant institutional support, we expect that the proportion of PhD program costs covered by COB funds will increase over time. One of the other major priorities of the College at present is to aggressively grow our MBA programs. In addition to providing for instruction and student mentorship for the PhD program directly, the six new faculty lines discussed above will allow us to increase our course offerings in our undergraduate and graduate (i.e., MBA and MBAA) programs, expanding capacity in areas that complement the OSU and COB strategic plans. Growing our current programs, especially the MBA programs, will provide for more tuition revenues, which will be used in part to cover PhD program costs.

b. Plans for development and maintenance of unique resources (buildings, laboratories, technology) necessary to offer a quality program in this field.

Austin Hall, the future home of the COB, is scheduled to open in fall 2014. Partially in anticipation of the PhD program, designated space for a state-of-the-art experimental

20 We expect that the other four new faculty will be in place starting fall 2014.
research lab has been incorporated into the plans for the new building. As discussed in Section 11 above, the plans for Austin Hall also include allocation of office space for doctoral students.

In addition, the COB plans to develop the Venture Accelerator (VA) initiative with the OSU Office for Commercialization & Corporate Development. VA will be a program designed to provide a formal outlet for the creation of commercialization plans for innovations / technologies developed at OSU. One objective of VA is to further advance the OSU strategic plan and COB mission by fostering industry partnerships, attracting high-achieving students, and providing research-based education in Innovation and Commercialization for MBA students. However, VA will also serve as a lab through which to study Innovation and Commercialization processes and will therefore be a valuable resource for PhD students in the Innovation / Commercialization option.

c. Targeted student/faculty ratio (student FTE divided by faculty FTE).

The chair of a given student’s PhD committee must be in the student’s option (Innovation / Commercialization or Accounting), and other committee members may come from any of several relevant disciplines (e.g., Finance, Marketing, Management, etc.). Faculty participating in the PhD program will do so in addition to their other assignments. If we look at the COB faculty who can serve on PhD committees, we expect about 40 FTE across the COB (those listed in Section 1i plus the six new faculty lines). If we estimate that there will be 25 PhD students in the program at any given time, a rough calculation of the student/faculty ratio is approximately 0.625, which is consistent with the 0.652 ratio for other public PAC 12 schools according to AACSB data. However, considering that other than those in the PhD program options, faculty will not participate in the PhD program at equal rates (some not at all), it is useful to also look at a student/faculty ratio that is based on faculty who will be consistently involved with the program. If we look at the COB faculty who can serve as chairs of PhD committees, we expect 3 to 4 FTE in Innovation / Commercialization and 3 to 4 FTE in Accounting. Using the same estimate mentioned above of 25 students in the program at any given time, a rough calculation of the student/faculty ratio is approximately 3 or 4 to 1.

d. Resources to be devoted to student recruitment.

The COB has well-established resources and staff devoted to graduate student recruitment that will be utilized by the PhD program. In addition, the program will use advertising in standard academic outlets and personal outreach. The interview process will consist of phone interviews plus a small number of campus visits each year. Overall, the annual budget for the recruiting effort is small at roughly $5,000.
8. External Review  Suggested external reviewers include:

Jeremy C. Short  
Rath Chair in Strategic Management  
Division of Management and Entrepreneurship  
Price College of Business  
University of Oklahoma  
307 W. Brooks, AH6A  
Norman, Oklahoma  73019

Rajendra P. Srivastava  
Ernst & Young Distinguished Professor and Director  
Ernst & Young Center for Auditing Research and Advanced Technology  
School of Business  
University of Kansas  
1300 Sunnyside Av  
Lawrence, KS  66045

Franz Kellermanns  
Director of Organizations and Strategy PhD Program  
Department of Management  
College of Business Administration  
University of Tennessee  
404 Stokely Management Center  
Knoxville, Tennessee  37996

Robert Ricketts  
Frank M. Burke Chair in Taxation and  
Accounting Department Head  
Department of Accounting  
Rawls College of Business  
Texas Tech University  
P.O. Box 42101  
Lubbock, Texas  79409

Charles C. Dibrell  
Associate Professor of Management  
Department of Management  
School of Business Administration  
University of Mississippi  
University, Mississippi  38677
Appendix A: Description of the Admission Criteria and Process for the PhD Program

General OSU and COB admission criteria

The minimum Graduate School admissions requirements for all applicants are as follows:

- a four-year baccalaureate degree from a regionally-accredited college or university, and
- a combined GPA of 3.00 on the last 90 quarter (60 semester) credit hours of graded undergraduate work toward the first baccalaureate degree plus all work completed thereafter,

OR

- a four-year baccalaureate degree from a regionally-accredited college or university, and
- a 45 quarter credit-hour graduate degree from a regionally accredited university.

If the student has completed his or her baccalaureate degree in a country that is a signatory of the Bologna Declaration, then

- A baccalaureate degree of at least three years duration with a B average (equivalent 3.00 on a U.S. 4.00 grading scale) in the last two years, plus all subsequent graded course work,

OR

- A baccalaureate degree of at least three years duration with a two-year (equivalent to 45-quarter credits) graduate degree.

The COB has established the following minimum requirements for the MBA programs that apply in addition to general University and Graduate School requirements for applicants seeking admission to the program.

- A Graduate Management Admission Test (GMAT) minimum overall score of 500 with verbal and quantitative sub scores in at least the 20th percentile range, and an analytical writing score of at least 4.0.
  - The GMAT requirement is waived if the applicant has completed a 45 (quarter) credit-hour graduate degree from a regionally-accredited university.
- International students must submit the Test of English as a Foreign Language (TOEFL) with the following minimum score:
  - 575 on the paper-based version,
o 233 on the computer-based version, or
o 91 total, with subset scores of at least 22, on the Internet-based version (iBT).

PhD program admission criteria and procedures

In addition to the OSU and COB graduate program admission criteria discussed above, the PhD program will require a minimum GMAT score of 600.

Once the application deadline has passed for a given year, applications received by the PhD program will be reviewed by the PhD Program Director and a committee of faculty representing the two options (Innovation / Commercialization and Accounting). This review process will result in elimination of applications that do not meet the basic admission criteria and selection of finalists for each option based on a combination of factors, including grade point average, GMAT score, work experience, and evidence of intellectual curiosity and commitment to educating others (via a personal statement). Finalists will then be subjected to an on-campus or telephone interview, after which the faculty committee in each option will select students to admit (about five total per year, on average).
November 16, 2012

MEMO TO: Jared Moore, Associate Professor

FROM: Brenda McComb, Dean

RE: Proposed PhD in Business Administration

Thank you for sharing a draft of the Category 1 proposal to establish a PhD in Business Administration. Having discussed this proposed degree with Associate Dean Coakley and then reviewing the Category 1 proposal, it is clear to me that this will allow the College of Business to increase its level of engagement in graduate education significantly, while also filling a niche in a Business-focused doctoral degree program in Oregon.

The program seems rigorous with higher standards for retention in the program than is required by University policy. Graduates will be required to defend a research-based dissertation with scholarly publications resulting from the work that will bring visibility to the College and the program. Having a firm commitment for funding to support the necessary personnel and infrastructure will be critical to program success. Hence, it will be important to have a letter from central administration indicating that support for this program will be forthcoming.

Assuming that the above points are addressed, and the minor edits that I provided to you over the phone, I support moving forward with this proposal. It would be a significant addition to graduate programs at the University and to the College of Business. If I can assist you in ensuring its success, please don't hesitate to ask.
November 5, 2012

Ms. Ilene Kleinsorge
Oregon State University
College of Business
200 Bexel Hall
Corvallis, Oregon 97331-2603

Re: College of Business Doctoral Program

Ilene:

I was interested to learn that OSU’s College of Business does not have a Doctoral program. If someone had told me that earlier, I would have probably argued with them, but I now discover that I would have argued in ignorance. It is disheartening to me that OSU is the only Pac-12 school that does not offer a COB doctoral degree, and that the COB is the only college on the OSU campus that does not have a doctoral program within it core. I am a proud OSU alum, but when I see that OSU has fallen behind other (lesser) institutions, I scratch my head in dismay.

OSU’s COB needs to move forward with its plans for a doctoral program. I can see many advantages including:

➢ Attracting qualified, high-achieving faculty.
➢ Providing additional instructors and instructor support for a growing COB student population.
➢ Improving the educational opportunities for OSU students.
➢ Increasing OSU’s status and reputation within the business community

As an employer, I am interested in hiring the best and brightest students that I can, and I always look towards OSU student graduates first. Adding a doctoral program will improve the COB in many ways and will help to enhance student preparedness when they graduate.

You and your staff have made great strides with OSU’s College of Business over the last few years. I know that you can keep the momentum and achieve your goal of finalizing the much needed doctoral program.

Thank you and keep up the good work.

Sincerely,

Rich Jansen
CFO

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November 27, 2012

Ilene Kleinsorge, PhD
Dean, College of Business
Oregon State University
c/o Dr. Jared Moore, PhD Program Director
200 Bexell Hall
Oregon State University
Corvallis, OR 97331

Dear Dean Kleinsorge,

Please let this letter represent my full support and encouragement for the development of a PhD degree in business at Oregon State University. This effort reinforces this university’s commitment to education excellence and provides significant opportunity for the future. I strongly endorse moving forward on this program.

Sincerely,

[Signature]

Dave Williams
Vice President Utility Services
NW Natural
December 3, 2012

Dean Ilene Kleinsorge  
College of Business  
200 Bevill Hall  
Oregon State University  
Corvallis, Oregon 97331-2603  
Tel: 541-737-6024 | Fax: 541-737-6023

Dean Ilene Kleinsorge:

I would like to provide a letter of support for your proposed Ph.D. Business program specializing in innovation and commercialization.

As 2013 Chair of the Academy of Management’s Entrepreneurship Division I am familiar with the need for scholarly activity and faculty expertise in the areas of innovation and commercialization. Innovation and Commercialization is a relatively new disciplinary specialization within Entrepreneurship and but it is clearly one that is emerging more strongly because it meets the need to better understand these processes as well as the academic demand within universities for faculty expertise in the area of broader Entrepreneurship studies.

We have seen tremendous growth in the number of Entrepreneurship courses offered by colleges and universities in the US during the last few decades. In 1985, studies indicate there were about 250 Entrepreneurship courses offered across all college campuses in the US. Today, more than 5,000 Entrepreneurship courses are now offered in two-year and four-year institutions, with at least 2,000 universities offering at least one course in the area. A recent study by Kabongo and McCaskey (2011) in the Journal of Small Business and Enterprise Development examining Entrepreneurship educator profiles in business programs in the US found that only one-fifth of the faculty members teaching these courses hold a Ph.D. in Entrepreneurship (alone or in combination with another business discipline).

I believe that your program would directly address this increasing demand for new faculty in Entrepreneurship. Further, I think that your proposed focus on innovation and commercialization would be relatively unique and provide a real value added in terms of an important focus within the profession.

I wish you the very best in your endeavors.

David B. Audretsch  
Distinguished Professor and Ameritech Chair of Economic Development  
Director, Institute for Development Strategies
Here's U of O support. Ilene

Ilene K. Kleinsorge, Ph.D.
Dean
College of Business
Oregon State University
541-737-6024

From: Kees de Kuyver [mailto:kees@uoregon.edu]
Sent: Monday, January 14, 2013 10:51 AM
To: Kleinsorge, Ilene - COB
Subject: RE: Liaison process with other OR universities

Ilene:

Happy New Year. Congrats on a strong proposal. There may be opportunities to work together in the areas you outlined. You have our support.

Would you be willing to support us on another matter? We would like to have one of your faculty - Professor Ping-Hung Hsieh – continue teaching in the Exec MBA in Portland. Any objections?

Best ... Kees

Cornelis A. “Kees” de Kuyver, Dean
Rippey Distinguished Professor
Lundquist College of Business
1208 University of Oregon
Eugene OR 97403
(541) 346-3300

Executive Assistant: Tracy Bars
tbars@uoregon.edu
(541) 346-2077

From: Kleinsorge, Ilene - COB [mailto:Ilene.Kleinsorge@bus.oregonstate.edu]
Sent: Monday, January 14, 2013 7:08 AM
To: Scott Dawson; Kees de Kuyver
Scott and Kees,

Attached is the CAT1 proposal for a PhD program in business at OSU. I’m sending this to you as part of the liaison process. I hope I will receive your support for our plans. Please let us know if you have questions.

Regards,

Ilene

Ilene K. Kleinsorge, Ph.D.
Dean
College of Business
Oregon State University
541-737-6024
Thanks Scott. We did not have problems with your MS in Supply Chain. Ilene

Ilene K. Kleinsorge, Ph.D.
Dean
College of Business
Oregon State University
541-737-6024

From: Scott Dawson [mailto:dawsons@pdx.edu]
Sent: Monday, January 14, 2013 7:19 AM
To: Kleinsorge, Ilene - COB
Cc: kees@uoregon.edu; Moore, Jared - COB
Subject: Re: Liaison process with other OR universities

Hi Ilene,

No problem on our end. Good luck! That's very ambitious.

On another matter, I never heard back from either of you regarding our new MS in Supply Chain, so assume neither of you had concerns. The proposal should be at the provost's council by early spring and the degree will launch next year.

Thanks

Scott

On 1/14/2013 7:08 AM, Kleinsorge, Ilene - COB wrote:

Scott and Kees,

Attached is the CAT1 proposal for a PhD program in business at OSU. I’m sending this to you as part of the liaison process. I hope I will receive your support for our plans. Please let us know if you have questions.

 Regards,

Ilene

Ilene K. Kleinsorge, Ph.D.
Dean
College of Business
Oregon State University
541-737-6024
Dean Ilene Kleinsorge  
College of Business  
Oregon State University  
200 Bexell Hall  
Corvallis, OR  97331

December 18, 2012

Dear Dean Kleinsorge:

I am excited to hear that the College of Business at Oregon State University is proposing a doctoral program in Accounting. For the last several years, I have served in the leadership of the American Tax Association (ATA), a section of the American Accounting Association (AAA). My current role is President of the organization. In this capacity, I have been involved in many discussions both within the ATA and with the leadership of the AAA concerning the increasing shortage of academically qualified accounting faculty. The accounting faculty at OSU are recognized for their scholarship and leadership in the profession, and thus, are well positioned to develop a first rate doctoral program. Given the alarming demand for quality faculty facing our discipline in the near future, I enthusiastically encourage you to support their proposal.

I hope that you will further consider a concentration in the area of taxation. I believe this is an area with a unique opportunity to carve a niche. Tax has long been an area of concentration in many doctoral programs. However, we increasingly see tax students focus their research efforts in the area of financial accounting. To some extent, this is because financial accounting often better aligns with the research interests of the doctoral supervising faculty. The result is an even more pronounced demand, and reduced supply of tax faculty.

I believe that doctoral students concentrating in tax have some of the best development and career opportunities available to doctoral students in any business discipline. This is largely because of the supportive membership and targeted programs of the ATA. The ATA understands the need to cultivate future tax faculty and has implemented a variety of programs to support individuals both during their doctoral studies and through the early years of their career. ATA programs include an annual doctoral consortium, dedicated research sessions at research conferences, travel support, and a committee charged with addressing the concerns of new faculty. Oftentimes, doctoral students serve on ATA committees specifically identified as appropriate and conducive to their development. For example, they may be included on committees responsible for selecting research papers for conference sessions. Through this involvement, doctoral students begin to build a network of colleagues early in their career. Beyond these formal programs, the ATA provides an informal network of recognized faculty.
widely known for their willingness to reach out and provide the mentorship so important to a successful academic career.

Again, I hope that OSU chooses to implement an accounting PhD program, particularly one that supports students interested in pursuing a tax concentration. Please feel free to contact me if I can provide additional information (817-726-8575, s.callaghan@tcu.edu).

Regards,

Sandra R. Callaghan
ATA President, 2012-13
Associate Professor of Accounting
Texas Christian University
January 16, 2013

Jared A. Moore, PH.D., C.P.A. (AZ)
Mary Ellen Phillips Associate Professor of Accounting and Newcomb Fellow
Director for PhD Program Development
Oregon State University
College of Business
200 Bexell Hall
Corvallis, OR 97331-2603

Dear Professor Moore:

The following is a letter in support of your planned doctoral program in accounting at Oregon State University. As Accounting Department Chairman and former Associate Dean at Idaho State University, I am keenly aware of the shortage of academically qualified Ph.D. candidates in all areas of accounting. This is the third consecutive year that we have had open positions, sometimes multiple open positions, for qualified Ph.D. graduates in accounting. Our experience has been that the applicant pool is shallow and good candidates entertain multiple offers. At present we will annually have openings for qualified candidates for the foreseeable future. Moreover I am quite active with AACSB and often serve on accounting accreditation teams. Far more often than not I hear that the accounting programs I visit have serious difficulty finding qualified Ph.D. candidates. I’ve come to the opinion that finding and hiring qualified Ph.D. candidates is one of the most significant challenges faced by accounting program chairs at most universities.

Idaho State University is a member of the academic community with a balanced teaching and research mission. All improvements in the supply of doctoral graduates in accounting in the Pacific Northwest would greatly benefit the quality of our program. It would give us the opportunity to attract more, better qualified faculty and in turn help us to maintain the level of rigor and contribution essential to the accounting professions.

Please let me know whenever I can be of assistance in the support of your proposed program. It would be a pleasure to aid it its success.

Very truly yours,

Robert R. Picard, Ph.D., CPA (inactive)
Professor and Chair
Category I Proposal
Guidelines for Addressing Accessibility of New Programs

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 prohibits discrimination against individuals with disabilities and mandates the provision of reasonable accommodations to ensure access to programs and services. Oregon State University is committed to providing equal opportunity to higher education for academically qualified students without regard to a disability.

For questions and assistance with addressing access, please contact the Office of Disability and Access Services (737-4098) or the Office of Affirmative Action and Equal Opportunity (737-3556)

Title of Proposal: Doctor of Philosophy (PhD) in Business Administration
Effective Date: Fall 2014

Department/Program: Business
College: Business

☑ Faculty Guidelines (http://ds.oregonstate.edu/facultystaff.aspx?Title=ResponsibilitiesFacultyStaff)
☑ Information Technology Guidelines (http://oregonstate.edu/accessibility/)

By signing this form, we affirm that at we have reviewed the listed documents and will apply a good faith effort to ensure accessibility in curricular design, delivery, and supporting information.

Sign (Dept' Chair/Head; Director)  Date
Print (Department Chair/Head; Director)
New Graduate Degree Program Proposal:
Doctor of Philosophy (PhD) in Business Administration
with
Innovation / Commercialization Option
Accounting Option

Oregon State University
College of Business
November 2012
Proposed Effective Term: Fall Term 2014 (201501)
CPS Tracking # 85547

Comment on Faculty CVs

Faculty CVs are available on request.
From: Bill Bogley <Bill.Bogley@oregonstate.edu>
Sent: Tuesday, January 08, 2013 10:53 AM
To: Beach, Gary
Cc: Duffett, Jean
Subject: RE: Liaison request re: OSU Space Committee

Splendid. Can you upload Jean’s email to the proposal?

Thanks Gary, (and Jean!)

Bill

From: Beach, Gary [mailto:Gary.Beach@oregonstate.edu]
Sent: Tuesday, January 08, 2013 10:11 AM
To: Bogley, William
Subject: FW: Liaison request re: OSU Space Committee

Bill,

For your information.

--Gary

Gary L. Beach
Curriculum Coordinator
Office of Academic Programs, Assessment, and Accreditation
500 Kerr Administration Building
Oregon State University
Corvallis, OR 97331

Gary.Beach@oregonstate.edu
541-737-2815 (office)
541-760-1103 (cell)

From: Duffett, Jean
Sent: Tuesday, January 08, 2013 10:08 AM
To: Moore, Jared - COB
Cc: Beach, Gary; Hunter-Zaworski, Katharine; Wilcox, Anthony
Subject: RE: Liaison request re: OSU Space Committee

Jared,

With Austin Hall being planned for this program with faculty already on-board to participate, I see no problems in this proposal from a campus space perspective.

Thank you for the opportunity to review and comment.

Jean

Jean Duffett, AIA, LEED AP
University Space Planner
Hello Jean -

I am one of the accounting professors in the College of Business (COB), and I am currently serving the role of Director for PhD Program Development as we work toward the creation of a doctoral program. The program will initially focus in two areas: **accounting** and **innovation/commercialization**.

The CAT-1 proposal for the new graduate program (attached) is complete and has been approved by the COB. It is now making its way through the various University-level committees, and Academic Programs Committee recommended that I liaison with the chair of the OSU Space Committee to make sure that you do not see any problems with the proposal from a campus space standpoint. I sent the proposal to Anthony Wilcox last month, but Gary Beach recommended that I send to you as well since you are the new chair.

I don’t really know (fully) how the process with all the OSU committees works, but for what it’s worth, the Academic Programs Committee noted that only a liaison comment from the committee chair was required for their purposes.

At any rate, would you mind looking over the proposal and sending me your comment on whether you see issues with it from the perspective of the Space Committee? I would be happy to provide further details about the program via either e-mail or a telephone conversation if that would be helpful.

Thanks very much for your consideration!

Have a great day!

Jared