

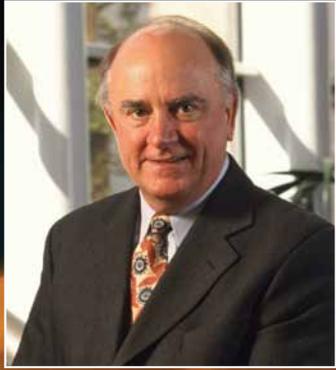
2010

Principles for Responsible Management Education

**SHARING INFORMATION
ON PROGRESS**

CityUniversity
of Seattle

School of Management
Bellevue, WA USA
December 2010



RECOMMITTING TO THE PRINCIPLES

City University of Seattle is pleased to recommit to the principles for responsible management education. Today's management students will shape future corporate cultures and values and CityU recognizes our responsibility to develop programs that will help guide ethical, socially responsible and sustainable behaviors. CityU's School of Management has embraced the concept of continuous improvement and each year strives to evaluate and improve its programs, as well as developing new programs which strengthen the university's ability to implement these principles.

With programs in eleven countries, CityU is in a unique position to offer global perspectives to our students. The educational frameworks that have been developed collaborating with international staff and faculty provide students with an authentic experience that is both global and local recognizing regional differences with global principles.

While City University of Seattle has always been committed to utilizing best practices and documenting internal learning, we have increased our commitment to research publishing and are excited to share the processes we have utilized in internationalizing the business curricula.

At CityU we continually challenge ourselves and our students recognizing that education is a lifelong process. As we progress in the implementation of the principles of responsible management education, it guides us to continue our development as an institution and to stay true to our mission "to change lives for good..."

Sincerely,

A handwritten signature in black ink that reads "Lee Gorsuch". The signature is written in a cursive, flowing style.

Lee Gorsuch
President, City University of Seattle



University Background

City University of Seattle is one of the largest private, not-for-profit, postsecondary educational institutions in the Pacific Northwest region of The United States. It occupies an important and unique position in the higher education marketplace — a nontraditional university that was conceived and developed for the primary purpose of providing educational opportunities to underserved working adults in the Pacific Northwest, and now brings similar opportunities to students around the world. CityU currently enrolls over seven thousand students worldwide, and confers more than two thousand associate's, bachelor's, and master's degrees each year.

The School of Management at City University of Seattle runs programs in business, technology, leadership and project management, and has begun a multi-year transition that will ensure that environmental and social responsibility become an appropriate part of all of the programs that we offer. To this end, a number of initiatives have been put into place in the past year including curricular revisions, international collaborations, and plans for research to assess the methods of delivering sustainable content to business students. The university offers its management programs in 11 countries across North America, Europe, Asia and Australia, providing CityU with the opportunity to infuse diverse and global perspectives into all of its courses.

The specific actions that City University of Seattle has taken to support the Principles of Responsibility in Higher Education will be fully described in the sections to follow. As we push forward into 2011 and beyond, our plans are to build on the progress we have made in the School of Management and help our colleagues in the other parts of our university, both in the US and around the world, capitalize on the success we have achieved.

Statement of Mission – Institution

City University of Seattle's mission statement is: **To change lives for good by offering high quality and relevant lifelong education to anyone with a desire to learn.**

We pursue our mission through:

- ◆ A focus on student learning
- ◆ Reflective practitioner faculty
- ◆ Curriculum that is relevant to the workplace
- ◆ Service to students
- ◆ Accessibility and responsiveness in our educational approach

City University of Seattle's School of Management mission statement is: **To advance the individual competency and professional development of ethical leaders worldwide by offering accessible, relevant education taught by practitioner faculty.**



Meeting Social Needs by Providing Worldwide Access to Education

For nearly thirty years, City University of Seattle has been active outside of the United States in an effort to ensure that populations of students who might not otherwise have an opportunity to earn a degree have access to higher education. Financial, political, or cultural factors often combine to prohibit access to higher education. CityU takes its mission very seriously and works to ensure that those who want an education have access to one. In this way, CityU has contributed to the social welfare of the populations it has served. Through its international programs, the university has an opportunity to positively impact its students, their families, and their communities. A significant portion of the effort that CityU has put into ensuring responsible management education comes in its dedication to international education both at home and abroad.

The Principles for Responsible Management Education

City University of Seattle has agreed to support the following principles in its design and delivery of management education:

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

- 1. Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
- 2. Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
- 3. Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- 4. Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
- 5. Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
- 6. Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.



Principle #1

PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Overview

The School of Management at City University of Seattle has begun a multi-year transition intended to prepare business graduates for the unprecedented demands they will face in the future. Through a network of international partners, the university has focused much of its efforts on ensuring that a globally-focused education is available to all of its students regardless of discipline, location, or delivery mode. In the past year, the university has expanded its global perspective to ensure that environmental and social responsibility make up an increasing part of its business programs.

Major Achievements

Over the past few years, the School of Management at CityU has established itself as a provider of business education that is globally focused and provides students an opportunity to learn to be better stewards of their communities. Through academic programs and student groups, the university has created opportunities for students to become directly involved in their local communities as change agents for economic and social good.

Graduate Business Program

The largest program at CityU is its MBA program. This program is offered in eight countries on three continents by international faculty who can bring global perspectives to the classroom. Through a multi-country development process, the university has ensured that both international and sustainable perspectives are supported throughout the core of the program. Additionally, students who wish to study these topics in more depth can specialize either in Global Management or Sustainable Business. The university also offers a graduate certificate in Sustainable Business.

While international education has been a strong focus for the university for a number of years, the 2009 introduction of the MBA with a specialization in Sustainable Business marked the first time CityU had offered any academic programs in this area. The successful launch of this program has helped us in our efforts to expand access to socially responsible business programs at the undergraduate level.



Undergraduate Business Program

In 2009, the School of Management partnered with the University of Southern Queensland to co-develop an undergraduate degree in sustainable business/accounting which was called the world's first undergraduate degree to present and support all parts of the Global Reporting Initiative (GRI). The program and several courses were designed using the process described above which ensures that the GRI's internationally relevant core indicators were tightly integrated into the program and its assessments of student learning. Through its commitment to internationalization, social responsibility, and environmental stewardship, CityU is providing students with the opportunity to build a sustainable world for today's businesses and future generations.

Students in Free Enterprise (SIFE)

The most active student group at CityU is its SIFE team that provides opportunities for its members to identify and engage in service learning projects throughout the community. The university's SIFE team in 2009 consisted nearly exclusively of international students from 15 different countries. Many of them selected options that allowed them to earn credit for the many service learning projects that they engaged in. CityU's curriculum ensured that truly internationalized courses were available for these students as they learned socially responsible business practices they can take back to their own countries upon graduation. 2009 - 2010 was a very successful year for the SIFE team at CityU. The team engaged in 28 service projects that provided positive benefits to over 500,000 members of the community.

Future Direction

On a regular basis, as the university reviews and revises its programs, it will continue to work to ensure that it provides its graduates with the ability to generate sustainable value for business and society at large. Even students who do not select specializations in global management or sustainable business will need to benefit from the lessons being learned around the world today. This means that the core of each of the university's programs will need to have at least a partial focus on the benefits that can be achieved by delivering responsible management education. It will be a primary focus of the university to make these curricular changes in the coming months.

Additionally, there is an opportunity to strengthen the relationships with international partners and take advantage of a deeper study of the issues that impact the major economies of Europe and Asia. This includes the need to understand how perspectives differ by region in regards to environmental regulation and social norms. The university is already engaged in developing an opportunity for Asian and American students to study the economies of the European Union, and this effort will continue by expanding our curriculum to cover the major economies of Asia as well.



Principle #2

VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Overview

CityU has long had a strong commitment to international education and this is evident in its vision and core goals. The university's mission is to change lives for good by offering relevant, high-quality lifelong education to anyone with the desire to learn. Its vision is to provide education access worldwide. The university is committed to bringing a high-quality education to students around the globe. CityU offers programs in business and management, technology, education, psychology, counseling, and communications to nearly 8,000 students each year, serving 2,000 students in ten countries outside the United States, and 350 international students each year at its home campus in Washington State. The university's commitment to internationalization is stronger today than ever before as it continues to offer international curriculum and faculty that ensure every CityU student learns the importance of global awareness.

Major Achievements

In order for business students to effect positive change in the world, they must first understand the nature of the globalized business environment. This requires that students have access to multiple perspectives and an opportunity to learn to effectively communicate with those of differing backgrounds or cultures. CityU has taken a number of steps to support cross-cultural education and understanding.

Internationalizing the Faculty

With campuses in so many different countries, CityU has a large cadre of faculty around the world to draw upon. Through faculty mobility programs, the university has provided a large number of CityU instructors with the opportunities to teach in other countries. The beneficiaries of such faculty mobility programs are the students who get to learn from an instructor that has different experiences and perspectives. The university also has a strong online presence with all worldwide campuses using the same Learning Management System. This allows for virtual faculty mobility again facilitating the development of global perspectives.



Establishing and Supporting Learning Goals

In 2006, the university established six learning goals that are to be required of every graduate. These goals include:

1. Professional competency and professional identity
2. Strong communication and interpersonal skills
3. Critical thinking and information literacy skills
4. Commitment to ethical practice and service
5. Global and diverse perspectives
6. An appreciation and desire for lifelong learning

Goals 4 & 5 help the university ensure that it tailors its programs to respect human rights, fair labor standards, environmental stewardship, and honest and ethical business practices. This is evident in the undergraduate business program in sustainable business that supports all six core indicator categories of the GRI-G3.

Future Direction

The university has a number of opportunities to ensure that its business programs address all four major categories of the UN's Global Compact, and this will be a focus in the coming months. While we may have one version of our undergraduate business program that clearly addresses all four categories, a number of our programs still need to be reviewed to determine the areas where curricular adjustments are needed to bring them more closely in alignment.

Principle #3

METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Overview

In the past few years, the university has created an outcomes-focused curriculum design process intended to ensure that students are able to perform specific tasks and demonstrate skills upon completion of a program. The transition to this new process has allowed all programs at the university to ensure that they include content that reflects the values of the institution.

Major Achievements

Not only has the university created its outcomes-focused curriculum development process, but it has made this process available to all of its stakeholders around the world through the creation of the Curriculum Development System. CityU's CDS is a database-oriented system with an intuitive front-end application that ensures that disparate parties around the globe can collaborate in the development of internationalized curriculum that accounts for a program's outcomes as well as the institution's learning goals. This process allows the university to create curricula that is shared across many borders but remains true to its fundamental purpose – to ensure effective and responsible management education to all students regardless of location. The framework that CityU has created and employs makes this possible.

Supporting Global Perspectives

Given the importance of internationalization to the university, the learning goal that addresses global and diverse perspectives has risen to prominence. This goal is often referred to as international awareness or international proficiency throughout the university's curriculum development processes. This goal includes the requirements for all CityU graduates to be able to:

- ◆ Work collaboratively with individuals from a variety of backgrounds;
- ◆ Learn from the beliefs, values, and cultures of others; realize that varied viewpoints bring strength and richness to the workplace;
- ◆ Demonstrate an awareness of the interrelation of diverse components of a project or situation.

The first part of any program design at the university is to establish a comprehensive list of program level outcomes; these are objective, demonstrable, actionable skills that the student will be able to demonstrate upon successful completion of the program. Associated with each of those outcomes are one or more key assessments through which students demonstrate competency. Additionally, each program has one or more key capstone assessments that are intended to provide evidence of demonstrated competency on all program outcomes.



As the program level outcomes and their associated assessments are drafted, consideration is given to the university's learning goals from an outcomes perspective. The program design team must consider each program outcome to see if there is an opportunity to incorporate one or more of the learning goals into both the outcome and the assessments. The link between a program outcome and a learning goal can only be established if the learning goal is part of the assessments used to measure success on the program outcome.

Thus, the program design process follows a consistent pattern. Outcomes are drafted, associated assessments are created, and consideration is given to the inclusion of the learning goals which often requires adjustment to both the wording of the program outcome and the design of the assessment. Lastly, rubrics become an important part of the process. Not only do they guide the evaluation of the different attributes of an assessment but they also ensure that evidence of achievement of learning goals, such as global and diverse perspectives, is also present.

Faculty Engagement around the World

This approach also provides for a consistent curriculum in CityU's programs offered in multiple locations. Students follow program plans and use course materials that are designed with significant international collaboration and approved by School Curriculum Councils at the "home campus." They are consistent across locations, with appropriate modifications to make them regionally relevant. Books and other course resources are also generally consistent, with the possibility of local adaptation.

CityU engages its international faculty in the design and evaluation of its curriculum, as well as the implementation of its course offerings. Instructors in all of CityU's international locations are able to give feedback and suggestions for improvement regarding their courses based on their teaching experience and the needs of the students in their region. Increasingly, the university expects this cross-border engagement at all levels, including the analysis of evidence of student learning and recommendations for program improvements.

Future Direction

CityU will continue to ensure that its values are incorporated into all of its business curricula using the process described above. Additionally, a number of new programs are under consideration that will also address the key items associated with the PRME.



Principle #4

RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Overview

Motivated by the belief that carefully crafted global education is key to ensuring economic and social benefits for a greater number of individuals, the university's research focus has largely been aligned with the identification of methods to provide an American-style education to populations that might not otherwise have access. At the same time, the university has been able to realize a wealth of benefits from its global interaction which it uses to enhance its educational offerings.

Major Achievements

With its focus on the benefits of international education, the primary research projects that CityU has engaged in over the past two years have mostly to do with design and delivery of globalized education for various student populations around the world. The university is beginning to explore additional areas of research that are relevant to the PRME as well.

In the past two years, members of the School of Management at CityU have presented their research on the methods that they use to internationalize their centrally designed curricula that is utilized in the 11 countries where the university has a presence. The research topics related to this area include:

- ◆ Internationalizing business curricula;
- ◆ Preparing students for global challenges using outcomes-focused curriculum development;
- ◆ Localizing a centrally designed curriculum for regional relevance;
- ◆ Utilizing global connections to support domestic programs.

As a result of its research in the area of globalized higher education, the university published its process of internationalizing its business curricula in the fall of 2009. Additionally, several members of the CityU community contributed to an edited volume on global virtual teams and the significant international factors that impact them. This volume is set to be published in spring of 2011.



Future Direction

In January of 2011, the School of Management will begin work on a project to analyze the role of adjunct faculty in representing a university's position and values relative to its stand on economic, environmental and social issues. While the university may have centralized initiatives to ensure that it is able to direct its full-time faculty to structure courses in a way that represents the university's values, the question remains as to whether this holds true for remote or adjunct faculty who now account for up to 40% of business classes taught in the U.S.

The university is also engaged in a project to produce an edited volume that presents proven teaching methods which will become a tool that faculty can use to share best practices with their colleagues around the world. Given its emphasis on the economic and social benefits of international education, the university expects that this volume will provide key insights on effective methods to deliver business instruction to global student populations.

Principle #5

PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Overview

Given the practical nature of its programs, the School of Management maintains close ties with industry experts to ensure that its program produce graduates who will meet their needs. Each new program or major program revision requires an Industry Advisory Committee whose primary duty is to identify the specific skills that program graduates should be able to demonstrate upon their completion of the program.

Major Achievements

In the past few years, all programs in the School of Management at CityU have undergone major revisions which have required that industry advisory committees be convened for each one. This process ensures that the program and course level outcomes and assessments are tied directly to the stated needs of hiring managers from a range of local companies. This process also ensures that CityU's programs not only cater to employer needs for job-related skills, but also allow the members of the industry advisory committees to indicate which social and environmental concerns are important to them. To date, the university has used this process to revise programs in business, leadership, accounting, marketing, and technology.

As an added advantage, CityU uses a practitioner faculty model where industry professionals are hired to teach the majority of its courses. This allows them to bring their expertise and perspectives directly to the classes they teach, which helps the university maintain a connection with the needs of industry. Often, these practitioner faculty members are involved in the design of curricula that is shared worldwide throughout the CityU network. By connecting domestic practitioners with educators and students around the world, a bi-directional information exchange becomes possible, thereby enriching all participants.

Future Direction

Using its connections to industry, CityU will continue to strengthen its programs as it furthers its transition into areas relative to the UN Global Compact and the PRME. Our first program in sustainable business was founded on the work and expertise of industry professionals who were involved in helping companies adopt environmentally and socially responsible business practices. This process is expected to continue as the university strengthens its commitment to responsible management education.



Principle #6

DIALOGUE

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Overview

With the goal of reaching populations with unmet needs who are seeking business education, CityU has established a network of partners in a number of countries on five continents. Through some of these partners, the university offers its degree programs. In other cases, the collaborations have focused primarily on professional or vocational training. In all cases, these partnerships enrich the university's capacity to provide globalized education that contributes to sustainable social value.

Major Achievements

The university maintains international partnerships through which it is able to offer its degrees in Canada, Mexico, Slovakia, Bulgaria, Switzerland, Romania, Greece, The Czech Republic, China, and Australia. These foreign partnerships account for 1/3 of the university's annual enrollments. To date, thousands of international students have been able to complete an American-style education that they would not have otherwise had access to. The indications from foreign partners are that, generally, CityU's international students have been able to secure employment because they possess an American degree that also required them to be fluent in English. The number of graduates around the world is growing and CityU is among the leading American institutions in regards to the number of MBA graduates it has produced in China alone.

In addition to its degree partnerships, the university has conducted professional and vocation training both at its U.S. location and at partner locations in South America and Asia. These programs support City University's mission to provide access to education that might otherwise not be available.

Future Direction

The university will continue to seek out opportunities to meet the needs of the international population. In many cases, this means that students who had no option of earning a university degree will now be able to complete an American-style business program and secure gainful employment that will provide benefits for them, their families and their communities. Additionally, the university is committed to seeking opportunities to partner with international institutions around the world to provide professional and vocational training to entry and mid-level employees who seek career advancement. Ensuring educational access worldwide is one of CityU's core goals and it is an important part of the university's strategy and will remain so well into the future.