



## **Seattle University**

Report on Progress:

Implementation of the U.N. Principles for Responsible Management Education

First report submitted: November, 2010

This revision: March 2017

The Albers School of Business and Economics is pleased to submit our fourth Communication on Progress Report.

Albers has long been committed to the values expressed in the Principles for Responsible Management Education, as expressed in our mission:

The Albers School develops exceptional business leaders who are values-driven and committed to advancing the common good.

Albers' strategic objectives include the following:

- Our graduates will be highly valued by business and society.
- We will champion social justice.
- We will strengthen our local and global community connections.

Participating in PRME is one way for Albers to focus our efforts and to hold ourselves accountable to our values.

This document reports on our work over the past five years.

The faculty and staff at Albers work hard to achieve our mission and to apply the principles of responsible management education in our teaching, research, and community involvement.

I am happy to highlight their efforts and successes here, and to reaffirm our commitment to PRIME.

—Joseph Phillips

Dean, Albers School of Business and Economics, Seattle University

Seattle University is a Jesuit Catholic university located on 48 acres on Seattle's Capitol Hill neighborhood, just east of downtown. The student population is approximately 7,500, enrolled in undergraduate and graduate programs within nine schools and colleges. U.S. News and World Report's "Best Colleges 2017" ranked Seattle University among the top 10 universities in the West that offer a full range of masters and undergraduate programs. Bloomberg BusinessWeek ranked Albers 2nd in the Northwest in their 2016 edition of "Best Undergraduate Business Programs."

The Albers School of Business and Economics at Seattle University is home to over 1,600 undergraduate and graduate business students, 63 full-time faculty, and 30 staff-persons.

An Albers education is values-centered and prepares students for ethical and socially responsible leadership. Albers awards undergraduate degrees in business and economics. In addition to our three MBA programs—Bridge MBA, Professional MBA, and Leadership Executive MBA (LEMBA)—we award graduate degrees in finance (MSF), business analytics (MSBA), and accounting (MPAC).

Our undergraduate and MBA programs are nationally ranked by *U.S. News & World Report*. Our LEMBA program was ranked #12 in the nation and our graduate accounting program ranked #16 in U.S. News & World Report's 2018 rankings. In addition, our undergraduate finance program was ranked #16 and the accounting program #23 in the nation by *US News* in 2017. The Professional MBA and undergraduate business programs are also nationally ranked by *US News*. Albers is accredited by AACSB International, a distinction earned by less than 5% of business schools worldwide.

Seattle University won top honors in sustainability among academic and government institutions in the 2013 Green Washington Awards from *Seattle Business* magazine. Seattle University is also nationally recognized as a green campus where all significant buildings in the past five years have been built to LEED Gold standards.

**This document is organized in three sections.**

The first reports on our education activities.

The second summarizes research-related accomplishments.

And the third outlines both Seattle University's and Albers' engagement with the broader community.

Albers is currently in the process of revising its strategic plan; once completed, we will develop objectives with regard to better realizing the UN PRME principles.

Albers assesses student outcomes related to ethics as part of the school's AACSB accreditation, and we are beginning a process of direct assessment of PRME related material through a student survey. The results of this survey will be included in future reports and it will inform the development of our implementation objectives.

## **Educational Activities, embodying the first three Principles**

**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.

**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.

**Principle 3:** Method: We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

### **Ethics/sustainability in the curriculum**

**Undergraduates as well as graduate students in our Bridge MBA, MSF, MPAC, and MSBA programs are required to take a full-quarter course in business ethics.** The undergraduate course is entitled *Ethical Reasoning in Business* and is taught by a set of business ethicists on the Albers faculty. Graduate students in our Professional-MBA program take a six course core curriculum that includes material on ethics and sustainability. In addition, ethics-related material is incorporated widely across the curriculum. For example: Each course in the accounting major involves at least one ethics-related topic, integrating that material across the major. The *History of Economic Thought* course (taught by Dean Peterson) includes material on ethics to insure that students have a critical understanding of the ethical precepts that underlie the discipline. Albers' business law courses use as a foundation the United Nations Global Compact (UNGC); students reflect on the elements of the UNGC and their (and other standards) efficacy in guiding behavior, how to operationalize the principles, and how progress should be measured and reported (taught by Gail Lasprogata).

**In addition, Albers offers a number of courses dedicated to Sustainability.** At the undergraduate level, we offer *Sustainable Business & Marketing*. In this course students learn how to conduct a 'situation analysis' of the state of business, sustainable business, and ways of thinking about both. They also learn about the opportunities that are available to organizations that have made the transition in their strategic thinking about how their business is going to do business. The course is taught by April Atwood.

**Another course is *Environmental Economics*, taught by Gareth Green.** This course focuses on applying economic analysis to the management of natural resources in order to gain a better understanding of their current state and how policy can be designed to best preserve

and/or develop these resources efficiently. Students learn about environmental and natural resource economic topics, including: benefit-cost analysis, valuing the environment, environmental quality and pollution, and management of renewable resources.

**The Albers School’s Center for Business Ethics, launched in 2012, continues to serve as a hub of activities related to business ethics and corporate responsibility.** It is currently directed by Professor Jeffery Smith who also holds the Boeing Frank Shrontz Chair of Professional Ethics. This Center’s mission remains to “identify, understand, address and resolve unethical or illegal behavior in the workplace, create and continuously improve ethical cultures at work, and champion corporate stewardship of society and the environment.” The Center achieves these objectives through the contributions of faculty, students and corporate partners. It has an advisory board composed of executives from companies such as Group Health Cooperative (now Kaiser Permanente Washington), Costco, Pemco Insurance, Boeing Employee Credit Union, McKinstry, and Starbucks.

**The Center currently offers three signature programs.** First, it organizes and sponsors Albers Ethics Week, an intensive, week-long program of classroom visits by members of the Seattle-area business community. These guests address an ethical issue or problem in their organizations and/or industries to provide students with discipline-specific, real-world examples of ethical issues that they can expect to confront upon graduation. Second, it hosts visiting scholars to address timely ethical issues. Finally, it hosts the Northwest Ethics Network, a regional “best practices” forum of ethics and compliance managers that convenes quarterly to collaboratively discuss ethical problems in business. The Center’s work with the Northwest Ethics Network is described at more length below at pp. 21-22.

In addition to employing two Graduate Assistants with fellowship support, the Center is currently implementing a new Faculty Fellows program that appoints faculty for a term of up to two years to continue their research in areas related to business ethics, broadly construed. The Faculty Fellows will also be working with the Director to support the Center’s programmatic goals by, for instance, working advising student groups, completing independent studies, writing case studies, and designing curricula. The Center’s goal is to insure that students and faculty understand the way that ethical commitments and ethical issues run through all business disciplines.

**An integral part of the programming of the Center for Business Ethics is Albers Ethics Week, mentioned above, an intensive week of activities center around classroom visits and keynote events that bring a critical mass of professionals in contact with students and faculty.** During the Fall quarter the staff of the Center for Business Ethics selects the dates for “Albers Ethics Week” and then contacts eligible professionals—many of whom serve in various advisory capacities within the Albers School—to make arrangements for their appearance in different classes during this time. The Center’s staff also uses the Fall quarter to assure faculty participation in the program and tentatively place professionals in courses that are appropriate for their experience and area of expertise. Individual faculty members are paired with specific professionals in the early Winter quarter and then they work collaboratively on the content and format of the classroom visit, which may include formal presentations, extended question and

answer sessions, and case-based discussions. The keynote events vary from year to year and are planned around the schedules of professionals who are unable to participate in specific courses. The keynote events include efforts such as networking sessions and formal panel discussions on the role of leadership in addressing and preventing ethical problems in business.

In the past, faculty teaching courses in management, finance, economics, accounting, marketing, business communications, operations, international business, and business law have hosted guest speakers as part of “Albers Ethics Week.” These courses are taught in both the undergraduate and graduate programs at the Albers School. In each of the past four years (2013-2016), nearly 100 course sections in the Albers School have benefitted from over 50 different guest speakers. During the same period, overall participation rates in “Albers Ethics Week” (as measured by the number of total course sections that eventually had a guest speaker) ranged from 64 to 81 percent. Guest speakers have represented organizations such as Starbucks, the Seattle Port Authority, the Microsoft, Seattle City Attorney’s Office, Boeing, Costco, REI, Pemco Insurance, and McKinstry.

The keynote events in 2015 included lectures by Howard Behar, the former President of Starbucks, Andy Hinton, Chief Ethics Officer for Google, and Carolyn Barton, Chief Ethics and Compliance Officer for Group Health. The first keynote event of the 2015 program, “Succeeding in the 21st Century: Evolving Standards of Conduct and Behavior,” was a panel presentation featuring senior managers from Nordstrom, Esterline Technologies, and the Ernst and Young Foundation, as well as a managing partner of Perkins Coie, LLP. Approximately 180 individuals, primarily students, attended this event. A second networking event was organized in collaboration with the undergraduate leadership and ethics clubs and included informal discussions with business leaders from Meridian Capital, Microsoft, and HomeStreet Bank.

The keynote events in 2016 included a panel discussion entitled “Ethics in an Age of Data” with Ryan Calo of the University of Washington Law School and Kirsten Martin of George Washington University. This discussion served as a preview of some of the ethical issues taken up in the new M.S. degree in Business Analytics, which was launched the following quarter. Mark Mason, CEO of HomeStreet Bank, also spoke to an evening audience on “Doing Well by Doing Good,” which combined the Albers Executive Speaker Series with Albers Ethics Week.

**The International Economic Development specialization within the Economics major addresses the topics of economic development and social justice.**

**The three-phase 20 credit International Development Internship Program (IDIP) at Albers is unique in terms of an academic and experiential program for undergraduates.** The first phase of IDIP consists of a preparatory seminar that examines the major questions in the field of International Development. During the course of the seminar, students are matched up with international internships with NGOs and they begin research on an “Issues” paper that highlights the development issue that their NGO is helping resolve. This is followed by the second phase, an internship, in which students go abroad to work with a non-governmental organization in a developing country. The third phase is comprised of an integration seminar whereby students reflect, discuss, and write about international development. They are

expected to translate their learnings into an integrative final presentation that builds upon their work over the first two phases. They are also encouraged to think about an advocacy piece to supplement their final paper that is designed to help them think about ways to carry their project forward. Students are required to present this paper at the Annual Research Day organized by the University in May. Students are also encouraged to publish their research in appropriate outlets.

**Albers has developed and launched a sustainability certificate as part of the Professional MBA program.** The five-course certificate requires an introductory course and a 'certificate capstone' projects course, in which students work with local businesses to address a sustainability-related challenge. The introductory course is *Sustainable Business* and which has been offered every fall for the last 5 years. The capstone course is *Sustainability Consulting*, which has been offered in the spring quarter since 2011. Both courses are taught by April Atwood. Electives in the certificate include *Sustainable Value Creation, Management of Change, Marketing and Social Issues*, and *Project Management*.

**The MBA program offers a Graduate Leadership Formation Certificate (GLFC) to graduate students who are committed to embracing the unique intersection where leadership, business acumen, and social impact overlap.** The certificate requires a minimum of five courses on leadership. Included therein, is a two-quarter practicum that provides a forum for participants to explore, process, assimilate, and master aspects of leadership theory and behavior. Practicum modules include: *Leadership Styles* (learning from effective leadership approaches, including contemporary styles and a social justice framework for leadership); *Leading Teams* (creating and composing high performance work teams, establishing and sustaining a motivating context, owning team meetings); *Setting Direction* (creating a compelling vision, leading strategically, engaging stakeholders, developing decision-making abilities and approaches); *Confident Communication* (establishing practical and effective skills in speaking and writing, artful use of persuasion and influence); *People Skills* (cultivating outstanding skills in leading with dignity, understanding people, and maximizing the strength found in difference).

In past years, members of the Graduate Leadership Formation Specialization cohort select three "Red Winged Leaders" from a group of fourteen nominations, to recognize three inspiring individuals who uniquely blend leadership, business acumen, and social impact within the Seattle area for their contributions to the local community. The process was intended to help students better understand leadership and its underlying values. In 2015, the Red Winged Award Finalists chosen by the cohort were three local Seattle CEOs: Sally Bergesen of Oiselle, a women's athletic apparel company that has set out to change limiting stereotypes about female athletes; Steve Butcher of Brown Paper Tickets, a ticketing service that offers transparent fees for ticket buyers, donates 5 percent of its profits to charity, and provides each of its employees one paid week off to volunteer with charities of their choice; and Todd Dunnington of Skills, a nonprofit aerospace supplier with 620 employees that trains, employs, and serves persons with disabilities. Students also must decide on and complete a project that will recognize their



honorees. In 2015, the cohort chose to write an academic paper, which was later published in The Journal of Leadership Education and presented at the Western Academy of Management Annual Meetings, and to raise funds to attend the Association of Leadership Educators conference in Washington, D.C. Recognition of the Red Winged Leadership Finalists was also achieved through publications in Biz Ed Magazine and The Albers Brief. Previous cohorts have raised funds for formal awards ceremonies (ranging from approximately 100-300 attendees) to recognize the leaders and/or have made professional videos about their leaders housed on YouTube and made available for honorees to distribute to their networks. This program will be continued as part of the Leadership Formation Certificate.

**The Albers Undergraduate Leadership Program (UGL) is designed to develop leadership skills of freshmen and sophomores who plan to major in business.** The program helps students understand a variety of forms of leadership, increase self-awareness in relation to their personal leadership potential, and identify opportunities to assume leadership within Albers, Seattle University and the community. UGL students are admitted by application in their freshmen or sophomore year. In a course spanning Winter and Spring, students participate in class discussions, a cohort-building retreat, and a service project. Throughout their four years at Albers, they are required to fulfill a variety of extracurricular activities, such as taking on a leadership role in a business club, attending leadership workshops, performing service and serving as Freshmen Mentors.

In Spring 2016 Albers Undergraduate Leadership Program freshmen and sophomore students held the 3rd annual Simple Service Fair where community members can give a little for a lot of change. They hosted games that enabled people to give donations to prevent world hunger and help the environment. Students have also worked on projects to increase access to metro transit (ORCA) cards, improve labeling for foods that contain the eight main food allergens at the food outlets on campus, provide healthier options (fresh vegetables and fruits) in locations other than the main cafeteria, and increase the rollover amount for unused meal plan dollars from \$100 to \$250 per quarter.

**In addition to the graduate programs described above, Albers also offers a two-quarter Executive Leadership Certificate and a full six-quarter Leadership Executive MBA.** Both include the following coursework: *Building a Vision for a Global Commons*, *Ethical Leadership*, *Leading Organizations*, and *Leadership for a Just and Humane World*. The *Leading Organizations* course includes a sustainability module, using it as a platform to discuss the role of leaders in addressing global sustainability issues. *Leadership for a Just and Humane World* is a project-based course requiring participant-teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The course provides experiences in leadership and teamwork against a clear set of criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change. And the course is designed to cultivate a richer sense of connection with the broader community, fostering alignment of personal values with organizational and societal needs in

order to lead authentically for maximum impact. Examples of past projects include students collaborating as citizen activists to pass legislation in Washington State benefitting foster youth “aging-out” of state support; students working internationally to provide access to potable water to residents in rural African communities; students working to create, develop, and sustain on-going operation of a community center serving Latino immigrants; and student development of a wellness program for youth in low socio-economic communities where childhood obesity is a chronic issue.

**In 2013 Seattle U established The Center for Environmental Justice and Sustainability (CEJS), the first of Seattle University's “centers of excellence.”** The purpose of the center is to promote cross-cultural scholarship, teaching, and action in the broad realm of sustainability, both on campus and in interaction with local and global communities. Albers faculty were heavily involved in writing the proposal for the center, along with faculty from Arts and Sciences, Engineering, and Theology. A representative faculty member from Albers has remained on the steering committee since the Center’s official launch. Albers faculty member, April Atwood, received a faculty fellowship the first year the center offered them. Her fellowship/project was titled: “How Does Business Address the Social Justice Dimension of Sustainability?”

**Albers has also collaborated with the Institute for Catholic Thought and Culture (ICTC) at SU, established officially in 2012. The Institute for Catholic Thought and Culture (ICTC) aims to create opportunities to explore the relevance of Catholic intellectual tradition to the contemporary world, a task proper to a Catholic university.** The Institute supports research, education, and projects that expand beyond a strictly Jesuit focus. One initiative is the creation of a Summer Faculty Study Group that supports the formation of faculty in their commitment to social justice as animated by faith. Several Albers faculty have participated and/or led the Summer Study Group. Last year, the ICTC partnered with the Center for Business Ethics to convene a seminar entitled “Economy, Violence, Justice: Catholic Social Thought and Contemporary Issues.” Four Albers faculty were involved in that seminar. The next seminar the ICTC partnered with the CEJS to produce a seminar on the Catholic Tradition at the Nexus of Ecology and Social Justice. One business ethicist from Albers was heavily involved in the planning, coordination, and facilitation of that event. Another Albers professor, Bonnie Buchanan, was a recipient of a faculty fellowship from the ICTC in 2014-2015 for her work on “Subsidiarity and Corporate Governance: Working Towards a Common Good.” Two other Albers faculty also recently received support for research projects: Jessica Imanaka (“Laudato Si’, Technologies of Power, and Contemplation: A Search for Liberation, Equity, and Justice”) and Valentina Zamora.

**Relatedly, in 2013, Albers faculty and staff formed a cohort dedicated to advancing the Jesuit mission of the university as it pertains to the Albers context.** This group is comprised of Albers alumni from the university Arrupe Seminar on Visions and Foundation of Jesuit Education. This group has coordinated several spiritual and mission-centered retreats for Albers

Arrupe Alumni. More recently, it received a grant for the 2013-2014 AY to host a series of workshops on teaching Catholic Social Thought and Jesuit values in Albers. To date, there have been three seminars with another two forthcoming. The group has continued to meet in subsequent years, most recently (winter 2017) sponsoring a set of lectures by a Jesuit Professor of Marketing. Catholic Social Thought provides an important foundation for ethics, justice, sustainability, and global responsibility in a Jesuit Catholic university.

### **Service learning in courses**

Each undergraduate major is required to offer a service learning course within its curriculum. Some examples:

Seattle University accounting students have been providing the local community with a valuable tax preparation service since 1975. The program is a joint venture between Seattle University accounting students and the Internal Revenue Service. Students prepare tax returns for the public free of charge. The program was developed with the goal of helping individual taxpayers cope with the complexity of filing an accurate tax return. It gives accounting students a chance to use their skills to help others in the Seattle University community.

In *Business Statistics*, students participate in service learning by conducting a price comparison study for a local nonprofit organization, Seattle Neighborhood Farmers Markets, that runs seven urban Seattle farmers markets (taught by Stacey Jones). The mission of the organization is to preserve local farmland by providing direct sales opportunities to farmer.

Sections of MBA-level *Leadership Skills and Team Development* have performed service learning projects at a number of organizations including the Ronald McDonald House in Seattle, the Ballard Food Bank, Habitat for Humanity, El Centro de la Raza, Marra Farm (Solid Ground Farm project), Homestead Community Land Trust, YWCA Women's Shelter, Earth Corps – Cheasty Greenspace Restoration, and Union Gospel Mission programs.

Information Systems undergraduate courses (part of Albers' Management Department, taught by James Lee) require a quarter-long team project. Many of the teams develop web analytics frameworks to help local small businesses to optimize web business and to improve communications with website visitors. Teams have worked with a local tea shop, a restaurant, and a consumer products importer for both profit and non-profit organizations.

*Project Management* is offered as an elective in the MBA Program (taught by Greg Magnan). Teams of students use project management tools to plan and execute "mini make-over" projects for local service organizations. Past projects supported agencies that serve foster youth, adults in transition from substance abuse, at-risk spouses, youth experiencing homelessness, housing for those living with HIV/AIDS, early childhood learning, low-income senior citizens, and agencies that work to educate the community on organic gardening benefits and techniques.

Albers also offers a study tour to Guatemala. Whilst in the classroom, GuateAbroad focuses on improving effectiveness in cross-cultural communication to help promote the common good in our global society. Outside the classroom, we travel to rural Guatemala in

hopes to find ways to champion social justice and create meaningful impact through communication and involvement with Guatemalan organizations. One such example is GuateAbroad's involvement with former UW graduate Britini Port and her company, Uxibal, which means sister in the Mayan language Qu'iche'. Uxibal improves the lives of women in Guatemala, a traditionally male-dominated society, by providing opportunity where little previously existed. GuateAbroad allows students the opportunity to interact, learn and grow from these women, who live in extreme poverty, and are often subject to domestic violence and sexual abuse. The GuateAbroad experience helps SU students to create dialogue and become agents of change to enable and empower the marginalized to create better lives for the future.

The 2016 study tour of the European Union visited sites associated with public and corporate governance so that students could explore how interests are aligned between individuals, corporations, and society. Valentina Zamora taught a course on Comparative Corporate Governance. "Corporate governance is concerned with holding the balance between economic and social goals and between individual and communal goals. The governance framework is there to encourage the efficient use of resources and equally to require accountability for the stewardship of those resources. The aim is to align as nearly as possible the interests of individuals, corporations and society." (Sir Adrian Cadbury, UK, Commission Report: Corporate Governance 1992).

### **Related extra-curricular activities**

Seattle University Enactus is a student organization dedicated to serving the community through the promotion of free enterprise activities designed to benefit those in the community struggling to part of the current economic system. The projects of SU Enactus strive to empower people in need, inspired environmental sustainability, and work with the local community to encourage responsible economic development in a sustainable manner. By focusing on the homeless, disadvantaged youth, and struggling small businesses in our local community, Seattle Enactus makes a direct difference in the lives of those affected. SU Enactus also works with Chhori, a non-profit in Nepal, to improve conditions for women including women's empowerment and fighting the young girl sexual slave trade locally. SU Enactus is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world and is in direct alignment with Seattle University's Mission. SU's Enactus team devotes thousands of hours volunteering in Seattle and around the world empowering individuals to improve their quality of life and standard of living.

In 2014, SU Enactus projects included: (1) empowering the homeless to gain jobs by orchestrating a three-phase project: (a) collection of non-perishable food drives; (b) training programs for a regional homeless shelter; (c) a career fair for regional homeless shelters and veterans; (2) providing marketing and accounting support to small business in Seattle; (3) Creating a business plan for "Unleash the Brilliance" to reduce and eliminate truancy in King County, WA.; and (4) Providing innovation and entrepreneurship training to Seattle University students and community members with Innovation Week.

Current Enactus projects include the following.

**MiMi Globe:** A soon-to-be non-profit that employs local refugee women to create their own line of jewelry and clothing accessories. We will be helping them in the business plan competition as well as in their marketing efforts. See <https://mimiglobegoods.com/>.

**CWC (Collegiate Wind Competition):** We are partnering engineering students to enter the Collegiate Wind Competition put on by the Department of Energy. Our plan is to build a build-it-yourself wind turbine that can be used by high school students to learn more about wind energy and promote STEM learning. Our goal is to target low-income communities to help fight truancy and get students more interested in tangible science projects.

**Coffee:** Braden Wild created a coffee business where he sources the beans from a direct-trade farm in Nicaragua. He then takes the beans, packages them here, and sells them throughout the school. The profits of the coffee goes directly back to the farmers. His goal is spread his coffee to multiple schools across the state. SU Enactus is assisting with the business plan competition as well as helping him through his rebranding. (This project is described in more detail below).

**Empower Your Neighbor:** EYN is a non-profit that provides pigs to Southern Ugandan woman to become economically independent. Right now SU Enactus is assisting with marketing efforts for crowdfunding. More about EYN here: <http://empoweryourneighbor.com/>.

The Seattle University Project Center was established in 1987 as a collaboration between the College of Science and Engineering and the Albers School of Business and Economics. The Project Center links small teams of students with companies and nonprofit organizations to work on real-world business and engineering challenges. Albers MBA students work on projects in teams under faculty supervision, as part of two consulting courses: *Consulting* and *Sustainable Business Consulting*. Each student provides approximately 100 hours of work in an academic quarter. Each year 10 – 15 teams have successfully consulted with small businesses, in the Seattle areas. One multi-year project has meant teams have worked with TwispWorks, a public development authority (now a nonprofit) in the Methow Valley, on projects ranging from economic development assessments to marketing plans for existing and startup businesses in the area.

Moneythink is a student club in the Albers School, comprised mainly of business students (but open to all). Moneythink reaches out to neighborhoods that are economically disadvantaged and vulnerable. Club members run workshops for high school students on financial literacy and teach basic money management skills. At the same time, the club molds university students into teachers, mentors, and leaders, so that the members gain valuable on-site training and experience. The club's mission statement reads: "Moneythink aims to foster smart money management among high school students, promoting decisions and habits that will lead to a lifetime of financial independence. Through a flexible curriculum, discussion-based classes, and connecting students with bright and motivated college-age mentors, we give students encouragement and support to set ambitious goals, and the tools they need to reach them."

Dr. Susan Jackels (Chemistry Department) and Dr. Quan Le together with the Global Business Club initiated the Fair Trade Campaign at Seattle University in spring quarter 2014. In November, 2014 President Stephen Sundborg, SJ and SUSG President Eric Sype signed the Fair Trade (FT) Resolution declaring Seattle University the first FT university in the Pacific Northwest. FT University designation propels us to increase FT involvement and awareness on campus in support of the University Mission. Subsequently, Drs. Jackels and Le received a Global Grant to bring a group of SU students to Nicaragua during the spring break 2015 to work with CECOSEMAC cooperatives and UCA Managua students and faculty on projects to import FT coffee and assess the impact of FT on the farms.

The Albers Innovation and Entrepreneurship Center conducts an annual business plan competition and sustainability is one of the screening criteria. A Social Enterprise award is one of the prizes in the competition.

Alpha Kappa Psi (AKPsi) business fraternity is the largest student business organization on Seattle University's campus. The mission of AKPsi is to develop fraternity members (both men and women) and promote business education, including the role business plays in the community. To this end, the fraternity has engaged in a number of service events such as canned food drives, Junior Achievement, Northwest Harvest and raising funds for the Ronald McDonald House. Through these activities, the club enables leadership formation and the opportunity to practice skills acquired in business courses in support of the neighborhoods bordering the Seattle University campus.

Beta Alpha Psi (honorary accounting society) conducts numerous community service activities every year. Sixty accounting students have provided service to the community in a variety of ways. Examples include: cleaning the area around Seattle University for Adopt-a-Street, providing financial literacy training to dorm residents, working at Lifelong Aids Alliance, working with local elementary students and providing them with books.

Another, newer club at Albers is the Business Ethics club, founded in 2013. The business ethics club has recently been rebranded Zeta Epsilon Mu (ZEM): Zenith of Ethical Markets. The club's motto is Advancing Global Justice & Sustainability Through Business. ZEM aims to raise awareness about justice and sustainability and appeal to students' aspirational visions for a better future, guided by ethical business in action and social entrepreneurship. We inspire collaborative leadership across all areas of business and economics by educating and empowering our community with ethical and sustainable practices. Their mission is animated by SU's mission "to inspire and create true leaders for a just and humane world". To date the club has mainly focused on educational tasks around business ethics and sustainability. They have also supported the work of the Center for Business Ethics in the yearly Ethics Week at Albers every spring from 2013-2016.

## **Research-related activities, as described in the second and fourth Principles**

**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.

[Principle 2 is repeated here because we consider research to be an “academic activity.”]

**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.

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**Albers faculty published the following papers in peer-reviewed journals over the past five years, and one book, with primary focus on issues related to responsible management (on ethics and sustainability broadly construed):**

(organized alphabetically by author, names of co-authors from other schools in parentheses)

“Improving International Students’ Understanding of Local Culture and Financial Institutions: A Service Learning Application,” *Journal of International Education in Business* (2014), by Bonnie Buchanan

“Shareholder Rules and Practice: Evidence from a Comparison of the US and UK,” *American Business Law Journal* (2012), by Bonnie Buchanan (co-authored with Jeffrey Netter, Annette Poulsen and Tina Yang).

“Moral and amoral conceptions of trust, with an application in organizational ethics,” *Journal of Business Ethics* 112:1 (2013), by M.A. Cohen and J.W. Dienhart

“Empathy in business ethics education,” *Journal of Business Ethics Education* 9 (2012), by Marc A. Cohen

“Empathy in business ethics education redux,” *Business Ethics Journal Review* 2:1 (2014), by Marc A. Cohen

“Genuine, non-calculative trust with calculative antecedents: Reconsidering Williamson on

trust," *Journal of Trust Research* 4:1 (2014), by Marc A. Cohen

"Citizens, Kant and corporate responsibility for the environment," in Denis G. Arnold and Jared Harris (eds.), *Kantian Business Ethics: Critical Perspectives* (Edward Elgar, 2012), by M.A. Cohen and J. Dienhart

"Examining employment relationship activities in family business research," *Journal of Family Business Management* 6:3 (2016), by Holly Ferraro and Jennifer Marrone

"Environmental Choices and Hyperbolic Discounting: An Experimental Analysis," *Environmental and Resource Economics*, Published online: 2014, Print: Forthcoming, by Gareth P. Green (and Timothy J. Richards)

"Sustainability in Capital Budgeting Decisions" in *Corporate Sustainability: A Revolution for the Economy, Products and Processes*, Taticchi, Carbone and Albino, Eds. (Springer: 2013), by M. Kimbro.

"Values Change for Survival." *Journal of Law, Business and Ethics* 20 (2014), by G. Lasprogata

"Corporate Citizenship & Creative Collaboration: Best Practices for Cross-Sector Partnership," *Journal of Law, Business and Ethics* 18 (2012), by G. Lasprogata, coauthored with (M. Cotton)

"The Impact of an Integrated Microcredit Program on the Empowerment of Women and Gender Equality in Rural Vietnam," *Journal of Development Areas* 49:1 (2015), by Quan Le (with Katherine Dineen of Seattle University)

"Women Entrepreneurship in Rural Vietnam: Success and Motivational Factors," *Journal of Development Areas* 49:2 (2015), by Quan Le and Peter Raven

"An Assessment of Experiential Learning of Global Poverty Issues through International Service Projects," *Journal of Teaching in International Business*, 26:2 (2015), by Quan Le and Peter Raven

"Managing Virtuality in Enterprise Social Systems." *International Journal of E-Business Research (IJEER)* 12:1 (2016), Jessica Ludescher Imanaka and James J. Lee

"Caritas in Veritate: Promises and Challenges of the Catholic Contribution to Sustainability," *Journal of Catholic Social Thought* 9: 2 (2012), by Jessica Christie Ludescher

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**In addition to these publications, faculty members have presented research on ethics and sustainability topics at academic meetings across the business disciplines.**

## **Engagement with the broader community, as expressed in the fifth and sixth Principles**

**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.

**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.

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

**Albers' involvement in the broader community is expressed in a number of programs.**

**The service learning projects and extracurricular activities described in the section on Educational Activities also make a significant contribution to the surrounding community.**

**Café Ambiental:** Seattle University was the first university in the Pacific Northwest to be fair trade certified. Following this certification, a group of faculty and students went to Nicaragua specifically to look at the quality of the coffee there, do a water filtration project, and review economic research on fair trade vs. non-fair trade coffee. Quan Le, associate professor of economics, and Braden Wild, an undergraduate economics and international business major, took on the task of analyzing the impact of fair trade and the country's coffee market. They found that farmers were getting out of organic and fair trade coffee because they weren't making enough money to compensate for the higher operating expenses. By the end of the trip, Le and Wild were working on a plan to offer farmers a price that allowed them to profitably produce organic fair trade coffee and create a sustainable supply chain from Matagalpa, Nicaragua, to Seattle. The profits from this venture would help fund education in Matagalpa because, in many instances, the same farmers' children cannot afford to go to school due to the prohibitive cost of school supplies. The team initially bought 600 pounds of green coffee, which they shipped to the U.S., had it roasted and ready to market, and began selling it at the Seattle U campus store under the name Café Ambiental. They sent the profits back to Matagalpa. This year they bought 900 pounds of green coffee and were able to send back enough money to fund 50 scholarships, which was matched by a co-op, so 100 students received scholarships. Wild is now in the process of incorporating Café Ambiental in partnership with Seattle U.

**Seattle U Ramp-up:** This year (2017), Seattle University partnered with a number of Central Area neighborhood organizations to support neighborhood businesses. Minority-, immigrant-, and women-owned businesses in underserved neighborhoods often have difficulty accessing traditional sources of capital and other critical business services. They also face major challenges in the midst of Seattle's booming economy—including rising rents, lost retail space, disruption from construction projects, and changing markets. These businesses require funding, combined with capacity-building resources, targeted technical assistance, coaching, and support networks. Seattle University's RAMP-up program—short for Resource Amplification and Management Program—and housed in the Albers School's Innovation and Entrepreneurship Center, pairs student teams with those businesses. The program was funded by a \$500,000 grant from JPMorgan Chase.

It's a win/win/win: the students receive solid experiential learning for their careers, the University creates deeper connections with the neighborhoods bordering its campus, and the local businesses gain access to University resources. For as long as they choose, RAMP-up clients will receive a client relationship management intern and resource team each year. The RAMP-up team also offers these services to qualified nonprofits and other organizations that are currently servicing Central Area neighborhood businesses, in areas such as marketing, fundraising, volunteer/intern management, and leadership development.

**Albers sponsors two programs for high school juniors and seniors;** the programs are intended to introduce the students to the basics of business, introduce them to college life, and talk with them about the option of applying to Albers. The Summer Business Institute is a program for high school sophomores and juniors from underrepresented minorities (defined as Hispanic, African American, Native American Indian, and Pacific Islander). For the past 14 years 20-30 students from around the Puget Sound region have come to campus for four days to live in the dorms, eat on campus, take business classes, visit sponsoring corporations, and experience college life. The business classes are taught by Albers professors and include courses such as finance and accounting, business ethics, business law, management, marketing, business communications, entrepreneurship, and economics. Students are also briefed on the college admissions process and financial aid. In addition, every other year during winter quarter, Albers partners with the Seattle Public Schools through their career academies, including the Academy of Finance, to offer students an introduction to business. High school juniors and seniors come to campus once a week to learn the basics of business, including finance, marketing, entrepreneurship, ethics, economics, and management. As with the Summer Business Institute, the courses are taught by Albers professors.

**The Community Development and Entrepreneurship Clinic provides business and legal consulting services to the underserved and minority members of the Seattle community.** The Clinic itself is a joint venture between the Albers School of Business and Economics and its Entrepreneurship Center and the Seattle University School of Law; MBA and law students work under the supervision of student mentors and faculty. Clients come to the Clinic primarily from

two community based micro-lenders, Community Capital Development ([www.seattleccd.com](http://www.seattleccd.com)) and Washington CASH ([www.washingtoncash.org](http://www.washingtoncash.org)). To date, the Clinic has served over 75 clients. One of the more impressive stories involves a woman who came to us the first year of the Clinic and has since participated in two additional projects; she has grown her company from something barely subsisting to now generating over \$100,000 per year in revenue. The Entrepreneurship Center raised funds from donors to guarantee loans provided to the Clinics' clients by the two micro-lenders mentioned above. In addition, Seattle University lent Community Capital Development (CCD) funds to support micro-loans made to organizations in the Seattle U neighborhood; and as part of this agreement Albers students assist CCD in loan request due diligence.

**A number of speakers addressed social and environmental responsibilities in the context of global business and entrepreneurship**, including: Jerry Stritzke, CEO of REI, Elena Donio, President of Concur, Kurt Beecher Dammeier, Founder of Sugar Mountain, Mark Mason, CEO of HomeStreet Bank, Rich Barton, Co-founder & Executive Chairman of Zillow Group and Co-Founder of Expedia, Glassdor, and Trover, Colleen Brown, Board Chair of American Apparel, Dan Price, CEO of Gravity Payments, Jamie Nordstrom, Presidents of Stores, Nordstrom, Alan Mulally, Former President & CEO of the Ford Motor Co.

Albers courses actively involve outside speakers on a regular basis. In the 2013-2014 academic year we had over 245 outside speakers and the number has been comparable each year since then.

**The Center for Business Ethics held, in Fall 2013, a multi-faith conference devoted to the document published by the Pontifical Council on for Justice and Peace entitled, "The Vocation of the Business Leader."** Over 200 participants joined businesspeople and academics discussing real-life experiences of how faith and humanistic traditions influence and sustain ethical business practices. The keynote speaker at the conference was Dr. Michael Naughton, a major architect of the document. Business speakers included executives from Costco, REI, and representatives of businesses from Africa and South America. Scholars included professors from DePaul University, the University of St. Thomas – St. Paul Minneapolis and Yeshiva University.

**The Internal Audit program sponsored an Auditing sustainability conference in June 2014.** We invited national speakers to share their thoughts on the evolving field of Sustainability Audit. Topics included measuring, reporting, and auditing. Speakers hailed from Microsoft, Deloitte and Touche LLP, Moss Adams, SASB, Board of Environmental Health and Safety Certified (BEAC), and Seattle University.

**Jeffery Smith, Professor of Management and Boeing Frank Shrontz Chair in Professional Ethics, organizes the Northwest Ethics Network, an independent group of ethics and compliance officers from the Seattle and Puget Sound area.** The Network is a signature program of the Center for Business Ethics. The Network meets quarterly to discuss ethical

challenges in business and the ways that ethical values intersect with the compliance function to create healthy corporate cultures. Members of the Network represent organizations such as Alaska Airlines, the Boeing Company, Group Health Cooperative (now Kaiser Permanente Washington), Microsoft, Premera Blue Cross, Russell Investments, Siemens, Starbucks, and Weyerhaeuser. Many meetings of the Network are held on-site at the offices of the participating companies.

**Albers participates in the following University-wide activities that embody the values expressed in PRME.**

Seattle University launched a major initiative in the local community to improve the academic achievement of local low-income youth. The Seattle University Youth Initiative (SUYI) aims to become a national model of campus-community engagement.

Seattle University President Fr. Stephen Sundborg was an early signatory of Second Nature's Climate Leadership Network College & University Presidents' Climate Commitment (ACUPCC). In 2010, the University submitted its Climate Action Plan, committing to: (a) expand sustainability in the curriculum, (b) expand sustainability-related student co-curricular programs, (reducing carbon emissions by 50% by 2050, and d) share knowledge with others. These goals easily map to all six of the PRME principles. The committee established to oversee the University's execution of the plan involves faculty from all of the schools on campus, including Albers, as well as staff and local business and community leaders in sustainability. The President's Committee for sustainability has been co-chaired by two separate faculty members from Albers in the past 4 years. Albers faculty also serve on the committee.

Human Resources and the Center for Service and Community Engagement placed 136 faculty and staff, 6 from Albers, in neighborhood organizations to give back to the community on Staff and Faculty Service Day 2014. Projects addressed community needs such as environmental restoration, homelessness, social services, and more. Throughout the year, staff and faculty are encouraged to volunteer. Faculty plan service learning projects with students, and staff use their community service leave for individual volunteering. While most projects happen in the local area, International opportunities for service are ongoing for faculty, staff, and students.

The current report was written by numerous faculty, staff, and administrators in Albers under the coordination of Associate Professor Marc A. Cohen.

Readers should feel free to contact Marc A. Cohen ([cohenm@seattleu.edu](mailto:cohenm@seattleu.edu)) or Dean Joseph Phillips for more information.