Willamette University
Atkinson Graduate School of Management

Principles for Responsible Management Education
Sharing Information on Progress
2016-2017 Report
PART I:
Renewal of Our Commitment to the Principles of PRME
Letter from the President and the Dean

Willamette University’s Atkinson Graduate School of Management is pleased to renew our commitment to the Principles of Responsible Management Education.

The Atkinson Graduate School of Management is committed to helping our graduates become outstanding leaders and managers in business, government, and not-for-profit organizations world-wide. Our students learn that successful managers are change agents in their organizations – responsible to multiple stakeholders and able to understand the greater societal implications of the decisions they make. Our approach to management embraces the principle that good business strategy is built on an understanding of sustainability, social responsibility and ethics.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students, and are pleased to provide this Sharing Information on Progress Report for the 2015-16 and 2016-17 academic years.

Sincerely,

Stephen Thorsett
President
Willamette University

Debra J. Ringold
Dean and JELD-WEN Professor of Free Enterprise
Atkinson Graduate School of Management
PART II:
Review of the Six Principles of PRME
Our commitment to the principles of PRME stem from our mission, purpose, values, and University motto. Thus, these principles are inherent in all that we do, every day and every year. As a part of Willamette University, the Atkinson Graduate School of Management focuses our talents and resources to prepare students for meaningful lives of personal achievement, professional achievement and civic contribution.

**Mission:** The Atkinson Graduate School of Management is committed to providing world-class management education to U.S. and international students in all stages of their careers. We help our graduates acquire life-long learning skills and become outstanding leaders and managers in business, government, and not-for-profit organizations worldwide by offering an intimate learning and practice environment, an integrated cross-sectorial approach to management education, and dedication to quality teaching, instructional development, basic and applied research, and exceptional customized career services.

**Purpose:** The School’s purposes are to establish a close community, to provide diverse learning experiences to serve individual student objectives, to strengthen learning through scholarship and discovery, and to apply learning through service and leadership. The School’s academic commitment is to nurture each student’s aspirations toward professional excellence. The Atkinson School aims to be the preeminent private management program in the Northwest. Thus, our strategy is guided by the desire to constantly improve the Atkinson learning environment and what it accomplishes and to enhance the recognition of these achievements by prospective students, prospective employers, alumni and other academic institutions in the Northwest.

**Values:** The School maintains that the purpose of all managerial activity is to create value. Value is worth as judged by someone other than the manager. It necessarily entails respecting human dignity, improving the welfare of the community through integration, and acting with integrity and competence. We expect our curriculum, pedagogy, internal governance, service, teaching, research and behavior will lead our graduates to pursue these values.
- *Human Dignity:* Treat people as ends and not means. Respect individuals, encourage participation, and explore and resolve differences collaboratively.
- *Integration:* Seek and synthesize diverse interests, backgrounds, and knowledge. Act in accord with the common good. Foster trust. Pursue social responsibility and sustainability on the part of the enterprise.
- *Integrity:* Accept responsibility for our actions. Be transparent and act in accord with principles of substantive and procedural justice.
- *Excellence:* Promote excellence, competence and continuous improvement.
University Motto: The University’s motto is, *Non nobis solum nati sumus* — “Not unto ourselves alone are we born.”

A Willamette education prepares graduates to transform knowledge into action and lead lives of achievement, contribution and meaning.

**Recent Achievements**

**Reaccreditation by AACSB International and NASPAA in 2015-16**

The all-encompassing achievement that demonstrates the School’s commitment to “Principal 1” as it relates to our mission, purpose, values and motto is the fact that the Atkinson Graduate School of Management remains dually accredited by AACSB International for business and NASPAA for public administration. As one of only two MBA programs in the U.S. to achieve this rare dual accreditation, the Atkinson School is recognized as a leader in preparing graduates to serve organizations in all sectors around the world.

**New Elective Course: Grant Administration: Concept to Consequences**

One of the goals of the Atkinson School is to continue to expand our program of consequential learning courses. Consequential learning is the highest level of experiential learning. The Atkinson School launched its fourth consequential elective course in fall semester 2016. The new course is a two-semester grant administration class. It empowers students to build and manage an effective social-impact investment portfolio for measurable community impact, and assess the performance of its investments year after year. The course was made possible by a partnership between the school and Mountain West Investment Corporation who created a $150,000 fund from which students would grant money to not-for-profit organizations seeking to make an impact in five local counties of Oregon.

The goal of the program for 2016-17 was to fund long-term social and economic development that would provide maximum impact for communities and students, and lead to the next wave of innovation in Oregon. With this in mind, students chose to focus on organizations that would impact innovation or capacity building in education, green tech, and arts and culture. Students developed the RFP, marketed the opportunity to not-for-profit organizations, reviewed the RFPs, awarded funding, and reported to an advisory board.

Thirty-eight RFPs were received and a total of $685,000 was requested. Students utilized the following criteria to evaluate the potential impact of each RFP: organizational leadership, project...
leadership, experience with similar projects, proof of impact, scope of impact, expansion of capacity, financial health, project budget and funding, presence of a clear timeline, presence of collaboration and community support, and intangibles. The students’ efforts resulted in twelve organizations receiving a total of $150,000 in grant funds.

Grants ranged from $4,400 to $32,000. Grants for educational projects were awarded to the YMCA, Bridgeway, Family Building Blocks, Willamette Heritage Center, SKCE, and Boys & Girls Club of Salem, Marion and Polk County. Grants for arts and culture were awarded to the Historic Elsinore Theatre and the Children’s Educational Theatre. Green tech grants were awarded to the Salem Leadership Foundation, Environmental Learning Center, Marion-Polk Food Share, and Greer Crest Farm and Historical Society.

“To give away money is an easy matter and in any man's power. But to decide to whom to give it and how large and when, and for what purpose and how, is neither in every man's power nor an easy matter." Aristotle
Willamette MBA Sponsored 2016 Young Nonprofit Professionals Network National Conference
The Willamette MBA was a sponsor of the Young Nonprofit Professionals Network (YNPN) National Conference in Portland – YNPN Activate! The conference was attended by chapter leaders from more than 40 cities and featured in-depth training on equity, diversity, and inclusion. The conference was a wonderful opportunity for social-change practitioners to reflect on their work and build strong connections with peers locally and nationally.

Updates on Continuing Programs

1) The faculty requires each course in both MBA programs to deliver on the School’s commitment to provide an ethics-focused, cross-sector, integrated and global education. To reinforce this commitment, course evaluations ask students to offer an explicit evaluation of the extent to which each of these dimensions is addressed in the course. In addition, global issues, sustainability, ethics and social responsibility are reviewed by the curriculum committee for their presence in syllabi for core courses. During fall semester 2015, the faculty and administration reviewed course evaluation and graduation exit survey data from the last four years to determine if student input indicated we were meeting our commitments. The results showed a high percentage of student “agreement” with each of our guiding principles. The range of the percentage of students who agreed with the statements identifying a guiding principle was 72% to 93%. The range of the percentage of students who disagreed with the statements identifying a guiding principle was 2% to 12%.

2) The MBA programs undergo regular assessment of the curriculum and learning experience, and uses the input from students and graduates to improve programs and services.

3) Back by popular demand for fall semester 2016, Professor Sukh Singh returned to Willamette MBA as a guest professor and taught workshops in conflict resolution, negotiation, and advanced negotiation. Professor Singh has a unique ability to help students from different cultures and backgrounds better understand each other, develop their interpersonal tools and achieve group goals.

4) The Willamette MBA Alumni Book Club offers alumni around the world the opportunity to read a book and join a moderated conference call with the author(s). The fall semester 2016 book was Collaborative Intelligence: Thinking with People Who Think Differently, by authors Dawna Markova and Angie McArthur. The book highlights the benefits of working and thinking together for daily life and at the highest levels of business and politics.

5) The Atkinson School “MBA for Life” program introduced in 2013-14 continues to be an important continuing education opportunity for our alumni. MBA for Life encourages alumni to enroll, free of charge, in most courses offered by the Atkinson School.

6) The Atkinson School has a “Not-for-Profit Internship Salary Program’ for qualified MBA students accepting summer intern positions for not-for-profit organizations that have a need for an intern but lack funding. Salaries are paid by a generous alumnus. Four MBA students and not-for-profit organizations benefited from the program during the summer of 2016.
Recent Achievements

The PACE Program – Impact with International Reach
The School’s “Practical Application for Careers and Enterprises” program (PACE) involves all MBA students in social responsibility experiences from their first day of class. In this course, students work in multicultural teams of eight and provide management consulting services to a not-for-profit or government-partner organization. Students apply what they learn in class to enhance the operations of partner organizations and leverage what those organizations can do for the larger community. Two of the global not-for-profit partners for 2015-16 and 2016-17 were the Imani Project and Mercy Corps, Afghanistan.

The Imani Project – The Imani Project has been a frequent client of the PACE program and participated again with us in 2015-16. This international not-for-profit is a partnership between Americans and Africans, dedicated to acting against HIV/AIDS and improving health conditions in rural Kenya. The goal of the Imani Project is to enable and empower Kenyan villagers to become educators, advocates, caregivers and HIV/AIDS activists in their own communities.

Mercy Corps, Afghanistan – Mercy Corps works with developing countries on recovery and assistance after economic breakdowns, armed conflicts or natural disasters. Mercy Corps research showed that reliable access to electricity was the number one obstacle of sustaining their projects after their mission leaves a location. In Afghanistan, Mercy Corps implemented partnerships with local institutions to provide solar panels that would provide a constant supply of electricity for a local hospital and university. The Willamette MBA PACE team was tasked with doing research and developing tools to help this project be scaled and implemented in other countries.

The PACE program is taught and managed by Professor Larry Ettner. Professor Ettner looks for client projects that add real value to the not-for-profit client, as well as strong learning objectives and a strong sense of contribution to the students.

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.
New Elective Course: Development Economics

The Development Economics course is about the economic problems facing billions of people in poorer regions of the world. This new course provides understanding into the problems facing the world’s poor. Topics include sustainability, hunger, health, education, family planning, risk, savings, lending, self-employment, politics, anarchy, overregulation, culture, technology and innovation.

Students in this course: 1) develop an understanding of the causes and consequences of regional poverty and the methods used to fight poverty; 2) learn to analyze the effectiveness of various interventions designed to reduce regional poverty; and 3) understand why many previous methods presented to solve these problems in the past have failed and how we can go about designing better interventions in the future. The course is designed and taught by Professor Jon Thompson.

Global Study Trips
Seventy-four students participated in Willamette MBA’s international study course during the 2014-15 and 2016-17 academic years. The program combines study with a short-term international trip to a designated country. Students visit companies, N and government organizations to learn about current issues and trends, and participate in tours. Case studies utilized in the course include ethical dilemmas and issues of corporate responsibility and sustainability. Recent countries visited include Brazil, Germany, Hong Kong, China, and the United Kingdom. The one-credit course is tuition-free. Learning objectives include: 1) gaining familiarity with the institutions, systems, infrastructure and other environmental characteristics of emerging market countries; 2) acquiring a mindset for developing and applying entrepreneurial and innovative business approaches in emerging market countries; and 3) becoming sensitized to underdevelopment, poverty and other realities of emerging markets.
Willamette University’s Atkinson School awards two degrees in management. The Master of Business Administration for Business, Government and Not-for-Profit Management is earned by students completing the Early Career/Career Change program. This full-time program is specifically designed to develop the knowledge, real-world experience and professional career management tools students need to transition to their first professional career position and make significant contributions to the organizations and communities they serve.

A Master of Business Administration is earned by students completing the MBA for Professionals program. This evening program is specifically designed to provide the knowledge and professional tools practicing managers need to advance their career and make significant contributions to the organizations and communities they serve. The MBA for Professionals program also includes an optional career management and coaching program to assist students in focusing career goals and working most effectively in their organizations.

The learning experiences for both programs are carefully designed to result in a learning environment that provides core knowledge and in-depth knowledge (including an understanding of integrated decision-making, social responsibility, ethics and sustainability), experiential and consequential learning, multicultural team experiences, interpersonal and communication skills, leadership and social intelligence, strategic career management, student professional organizations and student support in challenging times.

The schools utilize a formalized strategic planning and assurance of learning program to provide the basis of continued improvement in all programs.
Recent Achievements

The Willamette University MBA Leadership Series
The Willamette University MBA Leadership Series was launched during the 2016-17 academic year. This interactive leadership series connects MBA faculty with Willamette University undergraduate liberal arts students to explore complex topics around leadership not included in the undergraduate curriculum.

Professor Ashley Nixon addressed Resilience and Resonance in Leadership, and Professor Kawika Pierson discussed Thinking in Systems: How Leaders Avoid Poor Decisions.

Professor Tim Johnson presented “Do Good Leaders Nudge? Assessing the Ethics of Behavioral Nudges,” and encouraged undergraduate students to consider the intersection of managerial practices and ethical considerations. His talk debated the ethics of using behavioral "nudges," examined the various ways that nudges have been employed by leaders, and discussed whether these uses comported with students’ understanding of what constitutes a good, ethical leader.
Two New Modules Added to Core Course in Managing Organizations

Professor Lisbeth Claus introduced two new modules into the MBA core course Managing Organizations to better prepare future managers to be generators of sustainable value for business and society at-large, and to work for an inclusive and sustainable global economy.

The first new module focuses on “preparing for a sustainable and resilient career” for the person and the people they manage. Based on the 100-year life expectation and the end of the three-phased work-life (education, work and retirement), this module focuses on sustainable career transitions, ongoing re-creation of oneself, and the development and balancing of tangible and intangible assets to build a more resilient work-life (avoiding burnout) and life. Class activities include the development of a set of action steps that can be taken at the individual level (self), the employer (HR) and the society at large (government).

The second new module introduces agile management methodology such as scrum, sprints, and user stories to help managers and the people they manage work at a sustainable pace in rapidly changing and uncertain environments. According to Professor Claus, “The students have been thrilled about both of these innovations!”

An Innovative Method of Teaching the Art of Strategic Management

Students in Professor Stuart Read’s spring semester 2016 core Strategic Management course collaborated, managed and executed to replicate and assemble a work of art (Vincent Van Gough’s The Starry Night) – piece by piece – to learn the importance of the “coordinated efforts” that are necessary to execute strategy and enact organizational change.

Students were divided into 25 groups of three, and each group was assigned a different section of a work of art. Each group had to replicate their given section using paint, brushes and paper. Then the groups had to work together to coordinate the assembly of their pieces to recreate the overall painting.

More than anything, Read says, this exercise helps students realize “the power of leading by example,” and that the most successful strategy implementers are “the people who figure out what it looks like and simply start doing it … and they do it in a way that everyone else can see what they’re doing, but they’re not yelling at everyone to do it. They just slowly start, and someone else looks at it and adopts it.”
The Atkinson School believes that research and teaching are complementary activities. While high-quality teaching is expected, it is also expected that each member of the faculty will make meaningful intellectual contributions to his/her discipline and/or interdisciplinary efforts. This discipline-based and interdisciplinary scholarship is to take the form of articles in peer-reviewed journals and other intellectual contributions such as invited articles, books, chapters, etc. Important as well are contributions to management practice in the business, government, and not-for-profit sectors, and learning and pedagogical scholarship.

Recent achievements of Atkinson faculty include published research, books, chapters in books, presentations at conferences, prestigious appointments that recognize their scholarly and professional contributions. In addition, the faculty research committee regularly sponsors scholars who visit the school and present their work for discussion.

A Sample of Faculty Publications, Presentations and Activities


• Professor Gary Knight was a panelist about International Entrepreneurship at the annual conference of the Academy of International Business held in India. Gary also chaired the session titled "Capabilities Perspective to International Entrepreneurship" and presented to students and faculty at the Indian Institute of Science on "International Entrepreneurship and the Born Global Firm."


• Professor Gary Knight served as a Track Chair for the "Teaching International Business" special track, at the Annual Conference of the European International Business Academy, Rio de Janeiro, Brazil, December 2015.

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.

1) The Angel Resource Institute (ARI) and Willamette University MBA announced a joint partnership in September 2015 – The Angel Resource Institute at Willamette University. ARI is a nonprofit 501(c)(3) charitable organization devoted to providing global education and research about best practices in the field of angel investing and entrepreneurial development.

ARI has successfully delivered nearly 400 programs nationally and globally, covering all aspects of early-stage investing and entrepreneurship. Programs have included angel and venture investing, angel organization establishment and growth, and early-stage entrepreneurial education and training … all with the focus of growing entrepreneurial communities across the US and in 40 other countries.

ARI has worked closely with Willamette University over the last ten years on academic research and education, in the fields of angel investing and entrepreneurship capital.

ARI’s Chairman, Michael Cain said, “There is a natural fit between our two organizations. This partnership allows us to provide better service, enhance our research, and expand our training offering.” Debra Ringold, Dean of Willamette’s Atkinson School, noted, “This partnership extends Willamette’s positioning in angel investing and early stage entrepreneurship, and solidifies our commitment to providing MBA students with world-class, hands-on learning opportunities.”
2) Assistant Dean and Director of Career Services, Beth Ursin, has been elected to the board of directors of the MBA Career Services and Employer Alliance. The alliance is a global association for career management professionals and employers. More than 800 alliance members represent roughly 200 schools and corporations. The alliance provides a direct link between recruiting professionals and schools’ career services offices.

3) The MBA program continues to partner with organizations that support our motto – “not unto us alone are we born.” We regularly work with domestic and international organizations such as Fulbright, World Learning, Peace Corps, Teach for America, AmeriCorps, Idealist, Young Non-Profit Professionals Network, Net Impact, international exchange programs and more. The school participates in cost-sharing awards for fellows from international fellowship programs, and scholarship agreements for qualified returning volunteers from the Peace Corps, AmeriCorps, and Teach for America.

4) Larry Ettner, Professor of Management Practice accepted reappointment as Chair of Mercy Corps Northwest. This marks his third two-year term in the position. Mercy Corps Northwest is a local affiliate of the international not-for-profit Mercy Corps. Mercy Corps Northwest focuses on economic development and aid to underserved populations in Oregon and Washington. MCNW offers innovative programs in small business grants and loans, empowering women through the Women’s Business Center, assisting incarcerated women through the LIFE entrepreneurial program at Coffee Creek prison, guiding previously incarcerated persons through the Reentry Transition Center, and advancing individual financial sustainability through the Community Investment Trust.

5) Willamette University’s Atkinson Graduate School of Management sponsors the Best Paper Award in “International Ethics, Social Responsibility, or Sustainability,” for the International Management Division of the Academy of Management. The AOM is the world’s largest conference in business and management, and the AOM International Management Division includes 2,800 scholars and managers in global management.

6) Practical Applications for Careers and Enterprises, more commonly known as PACE, is a hallmark of the Willamette MBA curriculum. As word about PACE spreads across Oregon (and now, the world), not-for-profit and government organizations compete to be selected as clients. The result: more dynamic projects, more committed clients and more value added to the communities in which the clients serve. Local, regional, national and international not-for-profits now round out the PACE client portfolio.

7) The Oregon Project Management Advisory Board (OPMAB) and DAS are working with the Atkinson School Executive Development Center to offer state government employees training on project, program and portfolio management.

8) The Dean, Associate Dean, and Director of Career Management call on regional executives to (re-)introduce AGSM programs, collect executive input on curricula and explore alliances. This has resulted in multiple opportunities for partnership and collaboration.
9) The Atkinson School Advisory Board, composed of business executives and leaders from throughout the Northwest, provides strategic input for the school.

10) Employers provide feedback to students and input to faculty based on their participation with students in client projects, internship and mentoring programs, networking, recruiting and other school programs. Employer feedback from the internship program is required of employers and interns and is used as one of several assurance-of-learning measurements for continuous learning.

11) The Willamette University MBA Angel Fund program places students in angel investing groups around the region, contributing to the success of numerous start-up firms. Recent investments include social and for-profit ventures.

12) The Institute for Modern Government (part of the Atkinson School) is a non-partisan organization dedicated to modernizing government, and serves as a bridge between academic researchers and public sector practitioners. IMG links academic and professional resources to government organizations facing difficult operational and policy issues. The institute also supports public workers by providing tools to adapt to the ever-changing challenges of budget shortfalls, political shifts and increased demands for services. The IMG Board is made up of experienced government managers and AGSM faculty members.

**Principle 6 | Dialogue**

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

**Willamette University's Center for Governance and Public Policy Research**

The Center for Governance and Public Policy Research is one of Willamette’s five centers of excellence. The center is a joint program of the Atkinson Graduate School of Management, the College of Liberal Arts, and the College of Law. The center performs high-quality, policy-relevant research about organizational governance and transformation issues, concentrating on the financial components.

The center provides unbiased, nonpartisan, evidence-based information directly relevant to the real public-policy problems facing the region and the nation. Some of their ongoing projects include working with Marion and Polk counties to assess the health of our neighborhoods and cities, and contributing to the Oregon Economics Blog, which seeks comments on economic issues of importance to the state of Oregon.

The center offers internship opportunities throughout Oregon and Washington, D.C. It publishes...
reports in leading scholarly journals, and sponsors conferences, seminars and workshops.

**The Institute of Modern Government**
The Institute is part of the Atkinson Graduate School of Management and serves as a bridge between academic researchers and public sector practitioners by linking academic and professional resources to government organizations facing difficult operational and policy issues. IMG has helped the State of Oregon improve its collection activities to ensure the receipt of delinquent debts and helped the processes of the Department of Motor Vehicles. IMG also recently facilitated the development of a project with the State’s Office of the Chief Information Officer aimed at improving the stewardship and use of public data sets in State agencies to improve decision-making and government operations.

**Willamette University's Center for Sustainable Communities**
One of Willamette’s five centers of excellence, the Center for Sustainable Communities reflects the university’s commitment to fostering resilient, prosperous and healthy communities that strike a sustainable balance between resource use, the needs of the environment, and the social, cultural and economic well-being of their citizens. The Center acts as a catalyst and facilitator to bring together the expertise of faculty, passion of students and knowledge and needs of the community to advance the research, teaching and practice of sustainability across the region and globe.

**Other Sustainability Initiatives**
The Atkinson School participates in events that further the regional understanding of sustainability and the jobs associated with sustainable enterprises. We provide students the opportunity to explore careers with organizations that value sustainability through the Go Green Portland and Green Professionals conferences. Students serve as volunteers for these events and the Atkinson School provides sponsorship through faculty speakers, staff presentations or student recruiting initiatives.

**Leadership Series**
The new Willamette University MBA Leadership Series connects MBA faculty with Willamette University undergraduate liberal arts students to explore complex topics around leadership not included in the undergraduate curriculum. Topics have included: Resilience and Resonance in Leadership; Thinking in Systems: How Leaders Avoid Poor Decisions, and “Do Good Leaders Nudge? Assessing the Ethics of Behavioral Nudges.”
Future Perspectives and Key Objectives

The Atkinson School has a strategic plan for its future and multiple ways of assurance of learning and measurement. A few key objectives include:

- Deliver the highest-quality student experience with expansion of the program’s distinctive consequential learning opportunities.
- Ensure a Willamette MBA education develops skills, knowledge and capacities highly valued by employers.
- Maximize the use of technology to reflect real-world practices without diminishing the student-centered learning environment.
- Continue to work to ensure that ethics, sustainability, cross-sector content and/or context, interdisciplinary integration, and global content and/or context are addressed in every core and required course.
- Build upon and expand existing alliances and connections with Pacific Northwest, Oregon, and Salem businesses, not-for-profit organizations, civic leaders and government agencies.
- Develop strategies to build greater visibility, partnerships and connections with state, county, and municipal agencies, and promote the value of management education among public sector managers and directors.
- Actively engage with regional economic development and start-up organizations.
- Improve access to a Willamette MBA education for bright, talented students who will contribute to a diverse Willamette community.

Further Information
For more information about the people and programs of the Willamette University’s Atkinson Graduate School of Management visit http://www.willamette.edu/mba.