REPORT ON PROGRESS 2017

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION
EXECUTIVE SUMMARY

The Milgard School of Business signed the Principles for Responsible Management Education (PRME) in 2011, and this is our third Sharing Information on Progress report. This summary of our achievements on the six principles of the UN Global Compact PRME also represents the accomplishments of our Center for Leadership & Social Responsibility (CLSR) and our desire to be a leader in responsible management education.
Since the last report in October 2015, the Milgard School of Business would like to highlight three achievements of which we are particularly proud:

1. We have developed a Minor in Corporate Responsibility that gives our students the knowledge and skills necessary to develop as responsible business leaders.

2. The sixth annual Invitational Case Competition on CSR brought 16 teams from across North America to compete. The case featured T-Mobile’s CSR program and a tri-sector strategy.

3. We have partnered with CSR leaders from 18 leading regional, national, and international corporations to form our first Advisory Council for the Center for Leadership & Social Responsibility.
ABOUT THE MILGARD SCHOOL OF BUSINESS AT THE UNIVERSITY OF WASHINGTON TACOMA

UW Tacoma is an urban-serving university providing access to students in a way that transforms families and communities. We impact and inform economic development through community-engaged students and faculty. We conduct research that is of direct use to our community and region. And, most importantly, we seek to be connected to our community’s needs and aspirations.
THE UW CONNECTION

UW Tacoma is one of three campuses that make up the University of Washington: the 156-year-old Seattle campus, and the Tacoma and Bothell campuses, both founded in 1990. We offer many of the same educational qualities as our sister universities: a vibrant campus setting; top-drawer faculty known for their high quality scholarship and teaching; a rigorous, interdisciplinary curriculum; and high standards of social responsibility.

STUDENTS

UW Tacoma’s diverse student body includes a broad range of ethnic and family backgrounds, ages, interests and experience. More than 60 percent of students transfer to UW Tacoma from one of the many community colleges in the area or from other universities. Freshmen from high schools all over the Puget Sound and beyond make up a growing portion of students. Add to the mix students who are returning to school after years away, military personnel and their families, and professionals working on new career goals. Our students create a kaleidoscope of perspectives crucial to learning.

COMMUNITY

UW Tacoma is an urban-serving university, closely linked with Tacoma and the South Puget Sound. We’re a member of the Coalition of Urban Serving Universities, a network of public, urban, research universities committed to creating an educated workforce, building strong communities and improving the health of diverse populations.

MILGARD SCHOOL OF BUSINESS

The Milgard School of Business offers programs of study leading to a Bachelor of Arts in Business Administration (BABA), Master of Business Administration (MBA), Master of Accounting (MAcc), Master of Science in Business Analytics (MSBA) and a Master of Cybersecurity and Leadership. We admitted our first Freshman Direct class in Autumn, 2014.

UW Tacoma’s Business Administration program was established in 1994 and renamed the Milgard School of Business in 2003 in recognition of a generous endowment gift from Gary E. Milgard, the Gary E. Milgard Family Foundation and James A. Milgard.

The Milgards shared a vision of helping to build an outstanding business school at the University of Washington Tacoma. Their gift supports our quest for excellence in all that we do. The Milgard School offers a world-class education that is tailored to the work force in the Puget Sound region and beyond.
UW TACOMA 2016–17 FACTS:

4,987
STUDENT ENROLLMENT

43%
FIRST-GENERATION COLLEGE STUDENTS

345
FACULTY

#1
“BEST BANG FOR THE BUCK” IN THE WEST
WASHINGTON MONTHLY, AUGUST 2017

46% 54%
MALE FEMALE

43% Caucasian/White
21% Asian American
13% Hispanic/Latino
10% African American
6% International
2% Hawaiian/Pac. Islander
2% Native American
2% Not indicated

Information shown is current as of Autumn quarter 2017

STUDENT PROFILE

AVERAGE CLASS SIZE

29

CLASSES TAUGHT BY FACULTY

100%

MILGARD SCHOOL OF BUSINESS 2016–17 FACTS:

281
BACHELOR OF ARTS IN BUSINESS ADMINISTRATION (BABA) DEGREES / The highest ever in the history of the Milgard School of Business

23
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREES

25
MASTER OF ACCOUNTING (MAcc) DEGREES

27
MASTER OF CYBERSECURITY AND LEADERSHIP (MCL) DEGREES

30
PARTICIPANTS FROM 13 ORGANIZATIONS ENROLLED IN ESSENTIALS OF MANAGEMENT PROGRAM (EMP) / A 12-week certificate program for mid-level manager

$441,000+
IN SCHOLARSHIPS TO UNDERGRADUATE AND GRADUATE STUDENTS IN THE MILGARD SCHOOL FOR THE 2016-17 ACADEMIC YEAR.
The Milgard School of Business at the University of Washington Tacoma proudly renews its commitment to the Principles for Responsible Management Education, which we first formally endorsed in October 2011.

At the Milgard School, we are proud of our tradition of educating ethical leaders. In the classroom, as well as through our Center for Leadership and Social Responsibility, we engage our students in critical thought about each of the six principles of PRME. This report outlines the variety of ways that we implement the principles in our curriculum, research, community engagement, and throughout our students’ experience.

We understand that our own organizational practices should serve as examples of the values and attitudes we convey to our students, and we are committed to operating in a sustainable, ethical and transparent manner.

Moving forward, we have set aggressive goals for continuing to develop the means by which we integrate the PRME principles into the student experience.

I am happy to share our progress and our intentions with you.

Sincerely,

HOWARD L. SMITH
Gary E. and James A. Milgard Endowed Dean
Milgard School of Business
“The company grew when I got out of the windows business and got into the people business.”

Gary E. Milgard, (1936-2005), Founder and President of Milgard Windows and Doors
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.

KEY ACCOMPLISHMENTS:

- In partnership with one of our adjunct faculty members, we are launching a pilot program for a Certificate in Sustainable Business. This is an online program that will allow us to expand our geographic reach in CSR education.

- The Center for Leadership & Social Responsibility (CLSR) continues to hold its annual Professionalism Series aimed at undergraduate students but open to all members of the UW Tacoma community. The lunchtime workshops on LinkedIn and Networking continue to be a strong draw and often serve as an introduction to CLSR for students seeking mentors and involvement opportunities. The Etiquette Dinner, now in its 15th year, is subsidized in part by local companies that each send two employees to the dinner. The company representatives network with the students and learn about business etiquette alongside them. It remains a popular annual event with both students and the business professionals.

FUTURE OBJECTIVES:

- Development of a strategic plan that includes responsible and sustainable objectives for the school and our students.

- Increasing opportunities for our students to engage in thoughtful debate and generative scholarship related to responsible business practice through our curriculum and co-curricular activities.
STUDENT SURVEY

Borrowing from Reykjavik University’s student survey, we asked our graduating students (2017) four questions to gauge their belief in the importance of CSR and their experience in learning about CSR related topics throughout our curriculum. Students were asked to indicate if they Agreed, Disagreed, or Neither for the following statements:
We will be using this as our baseline data for an annual survey of graduating students as an indicator of our success in integrating CSR into our curriculum and student experience.

**I BELIEVE IT IS IMPORTANT THAT CORPORATIONS FOCUS ON CSR IN GENERAL**

**I FEEL THAT MILGARD PUTS A STRONG FOCUS ON CSR IN/THROUGHOUT MY STUDIES**

**MY STUDIES AT MILGARD HAVE INCREASED MY ATTENTION TO/ AWARENESS OF CSR**

**I CONSIDER MYSELF TO BE WELL PREPARED TO ADDRESS THE CHALLENGES RELATED TO CSR**
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.

We have worked diligently the past few years to incorporate the values of corporate responsibility and ethics into our curriculum through the development of new courses, and co-curricular activities that challenge our students to think critically about the creation of business value through exercising their values in the classroom and the workplace.
KEY ACCOMPLISHMENTS:

- In the past two years, we have begun teaching four new undergraduate courses in Corporate Responsibility:
  - **Introduction to Corporate Responsibility**
    Introduces the tools used in the business world today to engage in socially responsible business practice. Provides a framework for integrating corporate responsibility practice into the overall strategy of an organization, and explores current trends in corporate responsibility.
  - **Communicating Corporate Responsibility**
    Provides the theory and skills to analyze and assess the corporate responsibility communication issues in a company, and create a strategic corporate communications plan based on that assessment. Develops the understanding of corporate responsibility stories and storytelling in a compelling way that engages and informs stakeholders.
  - **Measuring Corporate Responsibility**
    Explores the developing field of Corporate Responsibility metrics and measurement and gives students the tools to determine strategic metrics that will drive positive “triple bottom line” growth. Provides the framework and skills to analyze and assess the environmental, social, and governance metrics and measurements in a firm.
  - **Managing Corporate Responsibility**
    Focuses on strategic and dynamic issues that are key to building high-performing organizations with a sense of ethics, civic engagement and social responsibility. Provides a theoretical and practical understanding of what role organizations should play in society.
  - **Corporate Responsibility Capstone**
    This course is the culminating experience for the Corporate Responsibility Minor, and challenges students to think critically about the issues of corporate responsibility and puts their skills to the test through experiential learning and teamwork.

- These courses have been combined into a Minor in Corporate Responsibility that is open to business majors, as well as students across the UW Tacoma campus. We believe that the addition of this minor will allow our students to not only increase their knowledge and skills, but also to differentiate them in a competitive job market.

**Integrity Campaign/Banners:**

“We the students of the Milgard School of Business believe that integrity and honesty are integral to our educational experience and our lives. We aspire to hold ourselves and our fellow students to the highest ethical standards and will not engage in activities that are improper or have the appearance of impropriety in our academic lives. We intend to maintain these standards as graduates of UW Tacoma.”

This is the public pledge to uphold integrity made by students at the Milgard School of Business. Faculty members include the pledge in their syllabi and students are invited to sign the banners, which are displayed publicly in the Dougan building for the duration of their studies.

- Every year, the Milgard School of Business inducts its new undergraduate members into Beta Gamma Sigma, the premier honor society recognizing business excellence. Graduate members are inducted during their respective hooding ceremonies. Lifetime members of the Society have earned the right to be considered the “Best in Business.” UW Tacoma’s chapter inducted 55 undergraduate and 26 graduate students in the 2015-2017 SIP reporting period.

**FUTURE OBJECTIVES:**

- We will work to integrate good CSR principles into the curriculum of the Milgard School of Business at both the undergraduate and graduate levels, increasing the level of understanding and the student experience as measured by our graduating student survey.
PRINCIPLE 3: METHOD

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

Working to bring a diversity of educational experiences and perspectives to our students, we have employed a variety of methodologies in the classroom and in the students’ co-curricular activities.

KEY ACCOMPLISHMENTS:

- Our innovative approach to teaching governance engages each student in the course with the board of a nonprofit agency in the community. The Board Governance course developed out of a clearly identified need: the desire for stronger and more diverse board leadership for nonprofit organizations in our region. Since 2011, the course has placed 71 students in apprenticeship positions on 48 different nonprofit organization boards. This work has activated what students learn in their leadership and management courses, has found a creative way to embed our students in networks of community leadership and addresses on-going community needs.

- The Milgard School of Business first cohort of 29 direct-admit freshmen entered UW Tacoma in September 2014. Not wanting to lose the opportunity to engage these students from the moment they stepped foot on campus, we developed a class on leadership exclusively aimed at these future leaders. Not focusing solely on theory, the course challenges and reshapes students’ notions of traditional leadership through activities like performing community service, keeping a group together on a hike, and working with the Tacoma poet laureate. Since its inception, this program has enrolled 155 students, and we are admitting our largest cohort of 56 students for the 2017-18 school year.
Every January the Milgard School hosts two case competitions for undergraduates: one internal to UW Tacoma and the other an invitational.

In March 2017 the Milgard Invitational Case Competition on Social Responsibility (MICCSR) marked its sixth year with sixteen teams from across North America convening on the UW Tacoma campus to present proposals on a real-life business case related to T-Mobile’s CSR strategy. To date MICCSR has welcomed over 275 students from 30 universities.

Since 2008, the Center for Leadership & Social Responsibility has awarded over $58,000 to UW Tacoma faculty, supporting curriculum development for 50 different courses from each of UW Tacoma’s academic programs. CLSR offers two types of faculty funding support:

- **Curriculum Enhancement**
- **Community Engagement**

The Center for Leadership and Social Responsibility offers supplemental funding to support innovation in academic courses that help develop socially responsible leaders who build sustainable organizations and communities. The funds are intended to encourage the faculty effort needed to engage UW Tacoma students with the community in ways that benefit both. Awards are given in late summer for courses that will be taught or projects implemented during the following academic year.

**CSR case studies** appropriate for undergraduate courses are in short supply. The CSR cases used in the Milgard competitions are written by the executive director of CLSR with input from the subject company when possible. Cases have featured T-Mobile, PEMCO Insurance, REI, Outerwall, Nordstrom, Uber, Walmart, Victoria’s Secret, and YUM! Brands.

As a service to the CSR teaching community, we have compiled all of the cases into an online collection to contribute to the advancement of strategic thinking needed for CSR: [http://digitalcommons.tacoma.uw.edu/miccsr_case/](http://digitalcommons.tacoma.uw.edu/miccsr_case/)

**FUTURE OBJECTIVES:**

We will continue to grow and develop the ways that students experience responsible management across our curriculum, challenging them to think critically about the issues and obstacles that managers face in an increasingly complex and nuanced business environment.
**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.
KEY ACCOMPLISHMENTS:

- The CLSR hosts an annual Academic Research Conference on Corporate Social Responsibility. This “Good Business Conference” has been held annually on the UW Tacoma campus since 2010. It has brought CSR researchers from throughout the region, but also from universities located across the globe. In addition to the engaging research papers presented, we have also heard from leading journal editors, academics, and CSR practitioners from major Pacific NW corporations.

  This conference is one of the few opportunities for CSR researchers to gather, present, and develop ideas for further discussion. We cover local expenses for PhD students to encourage the development of their work and to assist in building a network of like-minded researchers throughout the world. For more information about the conference and to explore the paper abstracts from this and past conferences, visit the digital archive at: [http://digitalcommons.tacoma.uw.edu/clsr_academic](http://digitalcommons.tacoma.uw.edu/clsr_academic)

- 71 Papers presented at the Academic Conference on Good Business (2010-2015) are archived in the conference Digital Commons site. There have been over 6,700 downloads of those papers from 721 institutions in 124 countries.

  This map is a representation of the geographic distribution of those downloads.

FUTURE OBJECTIVES:

- In accordance with specific strategic initiatives, we will encourage and support faculty in the development of research projects and papers focused on the variety of topics covered under the broad category of corporate social responsibility.
**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.

**KEY ACCOMPLISHMENTS:**

- We have established a Corporate Advisory Council for the Center for Leadership & Social Responsibility that includes CSR leaders from the following corporations in our region.

- **CLSR hosted its fifth and sixth annual one-day practitioners’ conferences** which explored the complexities of CSR initiatives and how companies are engaging with stakeholders to tell their story, collaborate on big issues, and creatively solve the adaptive leadership challenges that sustainability efforts create. Through panel discussions, keynote addresses, and moderated roundtable discussions, participants gain practical ideas to build purpose and profit in their own companies.
Cases for each of the case competitions hosted by CLSR are developed in-house. Companies located in the Pacific Northwest are invited to partner on the case as its subject. Company representatives provide case insights and information, and serve as competition judges. In turn, the student solutions give the companies fresh thinking, innumerable ideas, and alternate solutions to real-world CSR problems.

The Board Governance Course is a service-learning course developed in the Milgard School of Business to teach students through classroom interaction, mentoring, and internships on the boards of local organizations. It is a two-course sequence that introduces students to board membership and governance through an apprenticeship and engaging academic inquiry. Each student is matched with a nonprofit organization where the student serves as an apprentice board member, with a regular board member serving as a mentor. The course starts in Winter Quarter and continues through Spring Quarter (20 weeks total). Approximately 20 students engage on the boards of local nonprofit organizations each year, and study the principles of good governance as they apply at the organizations with which students are engaged. [http://www.tacoma.uw.edu/news/article/undergraduates-linking-theory-practice-non-profit-board-governance](http://www.tacoma.uw.edu/news/article/undergraduates-linking-theory-practice-non-profit-board-governance)

We partnered with Edelman and Bank of America to create and host a Seattle-based group for corporate practitioners of social responsibility. The Corporate Purpose Roundtable meets bi-monthly, and offers the CSR community a forum for discussing common issues and supporting common efforts.

The Etiquette Dinner celebrates its 15th year in 2017. The dinner is subsidized by local companies that contribute a host fee and send two employees to the dinner. The companies' contributions help offset the cost of the dinner, making the event accessible to all students. Their representatives network with the students and learn about business etiquette alongside them.

The Milgard School of Business Essentials of Management Program (EMP) offers an overview of the key concepts, tools, and techniques that are required for sustained success in today's business environment. The program is designed to serve individuals with a non-business or technical background who are looking to build business acumen. Participants gain insights into business strategy, marketing, accounting and financial analysis, project management, and global business while developing superior leadership skills. Since 2014, the program has incorporated a module on Corporate Social Responsibility.

The Milgard School hosted the 16th Annual Business Leadership Awards Dinner on April 23, 2017 at the Greater Tacoma Convention Center with 290 participants and 15 corporate sponsors. The BLA dinner has evolved into the Milgard School's premier community event, generating nearly $100,000 for the Business School. With Propel Insurance as our premier sponsor and The News Tribune as the media sponsor, it garners significant visibility and goodwill for UW Tacoma and the Milgard School of Business while recognizing accomplished business leaders.

We continued our partnership with the Foster School of Business at UW Seattle and jointly organized the 13th Annual Financial Reporting Conference in May 2017 at the Bell Harbor Conference Center in Seattle. This event had over 300 participants and 7 corporate sponsors and again sold out a month in advance. It generated over $40,000 for the Milgard School. The conference provides an important service to the local business community and helps enhance the visibility of UW Tacoma's Milgard School of Business regionally and nationally.

FUTURE OBJECTIVES:

We will continue to grow the Corporate Purpose Roundtable to include a more industry—and geographically diverse—representation of our region's business community.

We will continue to develop each of our other corporate initiatives to keep them relevant and accessible.
**PRINCIPLE 6: DIALOGUE**

We will facilitate and support dialog 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.
KEY ACCOMPLISHMENTS:

- Each year CLSR hires a student assistant whose responsibility it is to curate content for the four-sided communication column located in the Dougan building, home of the Milgard School of Business. Content is selected to provoke reactions to leadership and CSR principles, to inform about CSR trends and to notify our campus community about Milgard and CLSR initiatives related to leadership and CSR.

- Guest lecturers:
  - **JBLM Leadership Luncheon**
    Leadership was the talk of the town, where about 15 University of Washington Tacoma students, community leaders and education professionals came to a luncheon to hear three experts speak on their professional experience with modern day leadership, sharing pro-tips on building, maintaining, and empowering the leaders of tomorrow. At the top of their lists were: “listen”, “embrace diversity”, and “always do the right thing.”
    - **Major General Stephen R. Lanza**, Commander, 7th Infantry Division, Joint Base Lewis-McCord spoke on leadership principles within the United States Army
    - **Jane Taylor**, Founder and Chief Strategy Officer, The Geneva Foundation
    - **Kathleen Deakins**, President, JayRay Ads & PR

- **MBA Executive Speaker Series**
  During this past year the Milgard School made an effort to further highlight its Executive Speaker Series by extending invitations beyond the MBA students and alumni, including the MCL, MAcc and the UW Tacoma campus at large. The Milgard School hosted a reception prior to each speaker, allowing opportunities for the various groups attending the event to network with the speakers and with one another.
    - Autumn 2015, **Lisa Nitze**, Executive Director, Social Venture Partners Seattle
    - Winter 2016, **Nick Malden**, Board of Directors, Tacoma Angel Network
    - Spring 2016, **Jens Molbak**, Founder of WinWin and Coinstar
    - Autumn 2016, **Patrick Bajari**, Ph.D., Vice President & Chief Economist, Amazon.com
    - Spring 2017, **Jim Hilger**, Chief Accounting Officer, DaVita

- Our MBA course, **Managing Organizations**, has had the following speakers on CSR related issues:
  - **Michael Philips**, CEO Altaira Wealth Management
  - **Kirk Myers**, CSR Manager, REI
  - **Jacqueline Drumheller**, Sustainability Manager, Alaska Airlines

FUTURE OBJECTIVES:

- The Milgard School will continue to invite and host speakers to participate in discussion with our students and the community. We will actively seek out a diversity of opinions, topics and presenters in order to support engaged dialogue and debate.