Atkinson Graduate School of Management

Principles for Responsible Management Education (PRME)
Sharing Information on Progress
December 2014
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 nonprofit 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 2013-14 and 2014-15 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.

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.

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 nonprofit 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.
Achievements

1) The all-encompassing achievement that demonstrates the School’s commitment to “Principle 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 (business) and NASPAA (Network of Schools of Public Policy, Affairs and Administration). As one of only two MBA programs in the U.S. to achieve dual accreditation by these two organizations, the Atkinson School is recognized as a leader in preparing graduates to serve organizations in all sectors. Our unique curriculum provides a holistic view of the functions of effective for-profit organizations and applies those tools to the business, government and not-for-profit sectors. Students learn and understand the vital role played by all three sectors in shaping social, economic and environmental policy, and in creating free markets.

2) The Atkinson Graduate School of Management was again listed among Oregon’s “100 Best Green Organizations” for 2014 by Oregon Business Magazine. Willamette and the Atkinson School believe that environmental responsibility is essential for social and financial well-being. Sustainability at Willamette encompasses the four “Es” that influence long term success – environment, economics, education and equity.
Recent Achievements

The School’s “Practical Application for Careers and Enterprises” (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 non-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. Each student also contributes eight hours of service to the partner organization. In the past two years, students served two global non-profit organizations:

- **The Imani Project** – This non-profit organization provides education and support services for the prevention of HIV/AIDS, support for orphans of HIV/AIDS, health and wellness services and community support for people in rural Kenya.

- **Kale Uganda** – This non-profit organization promotes sustainable and community-driven solutions in Uganda through food security, education, gender equality and sustainability initiatives.

2) In 2013-14, the Atkinson School formally adopted a program of courses that combine study with a short-term international trip to a designated country. The learning objectives are:
   a) to understand the essential aspects of international business, especially market-entry and international operations; and b) gain familiarity with the institutions, systems, infrastructure and other environmental characteristics of emerging market countries. The program was developed by Professor Gary Knight, Ph.D., who holds the school’s endowed chair in international management. Students studied and visited Chile and China in 2013-14. Students will study and visit India and Japan in 2014-15.
3) A global team of Willamette MBA students (from Afghanistan, Egypt and Saudi Arabia) advanced to the regional finals of the Fifth Annual Hult Foundation Prize in 2013-14. The Hult Prize is the world’s largest student competition and start-up platform for social good. The focus of the 2014 Hult Prize was “Social Enterprise Challenge – Improving Chronic Disease Care in Slums by 2019.”

4) In 2014-15 the School adopted a new scholarship program – the Global Diversity Scholarship. This scholarship provides additional funding to qualified students from targeted countries.
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

1) Professor Tim Johnson was a finalist in the Aspen Institute’s 2014 Faculty Pioneer Awards Program. Dubbed the “Oscars of the business school world” by The Financial Times, the recognition celebrates the accomplishments of business school instructors from around the globe. According to the institute, each of 2014’s eight recipients demonstrates leadership and risk-taking by connecting social, environmental and ethical issues into the MBA curriculum. “I view this award as evidence that the Atkinson School and its students are forward-looking and path-breaking,” says Johnson, an assistant professor of public management and public policy. “It is a testament to the foresight and intellectual bravery of my students and colleagues.”

2) The faculty requires each course in both 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.

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

4) A formal group-facilitation program for teams of students wanting to improve their communication skills and effectiveness as a group was implemented in 2014-15. The professional facilitator, Professor Sukh Singh, specializes in mediation and effective communication in groups. Professor Singh is available to all teams involved in any course as well as groups related to student organizations.

5) Three seminars addressing communication, negotiation, mediation and conflict management skills were offered to all students during the 2014-15 academic year. The seminars were presented by Professor Sukh Singh – who has a unique ability to help students from different cultures and backgrounds better understand each other, develop their interpersonal tools and achieve group goals.

6) The Atkinson School “MBA for Life” program was introduced in 2013-14. MBA for Life encourages alumni to enroll, free of charge, in most courses offered by the Atkinson School.

7) Willamette MBA Alumni Book Club offers all graduates the opportunity to vote on a series of books to read. Participants are sent books and review questions, and join in a moderated conference call with the author. Alumni from around the world participate.

8) The second-year required course “Leading Ethical, Socially Responsible and Sustainable Organizations” was completely revised for fall semester 2013.
9) A new Honor Code featuring a Student Honor Council was designed and implemented during the 2013-14 academic year and refined during the 2014-15 academic year. The new Honor Code applies to academic honesty, conduct and professional behavior. The Honor Code applies to all members of the Atkinson School community (students, faculty, staff, etc.)

Atkinson School Honor Code

"The Atkinson Graduate School of Management develops ethically responsible managers and leaders through a culture honoring the highest standards of academic integrity, ethical conduct and professionalism. The Atkinson Honor Code sustains an environment of honor and trust in the Atkinson community.

Atkinson advocates for the values of Integrity, Human Dignity, Integration and Excellence in fulfilling its mission of providing a premier management education for aspirants to management in the private, not-for-profit and public sectors. Atkinson’s adherence to Willamette University’s motto – Non nobis solum nati sumus (Not unto ourselves alone are we born) – exemplifies a commitment to its stakeholders and community.

Honesty and integrity are essential qualities to the practice and profession of management and ought to guide all individual members in fully developing his or her potential. Atkinson’s distinct culture demands a community of members who accept individual responsibility and excellence, compassion, professional and personal integrity, teamwork, drive and passion.

All members must therefore agree to abide by and promote the following standards of professionalism and excellence that constitute our Honor Code:

- Not seek an unfair advantage over other members, including but not limited to giving or receiving unauthorized aid during completion of academic and professional requirements;
- To honestly represent one’s self and facts at all times;
- To respect the personal and property rights of all members of the Atkinson community; and
- Uphold this Honor Code by fully cooperating with and protecting the privacy of the proceedings.

Atkinson members are expected to adhere to all policies and requirements of Willamette University and abide by all applicable laws and regulations.

Each member is responsible for his or her behavior in the academic and professional communities. For members of the Atkinson community, any violation of this Honor Code should result in disciplinary action."
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 contributions. In addition, the faculty research committee regularly sponsors management scholars who visit the school and present their work for discussion.

A Sample of Faculty Publications, Presentations and Activities

- Professor Lisbeth Claus participated in a one-day expert panel on “Shaping the Future of Global HR Management” in New York. Professor Claus was invited to participate as an expert by The Economist Intelligence Unit (the research and analysis division of The Economist Group, and sister company to The Economist newspaper). The purpose of the meeting was to provide input from a select group of thought-leaders on the critical trends and themes impacting the future of global talent and workforce dynamics.

Professor Claus is also the editor-in-chief and a contributing w Global HR Practitioner Handbook published by Global Immersion Press. The book also contains chapters written by four Willamette MBA alumni educated by Professor Claus. Three additional volumes are planned to codify the body of knowledge of global HR. The books will also be available as modules for HR practitioners and students interested in global management.
• Professor Elliot Maltz received a grant from the Center For Asian Studies to travel to India to continue his work on Transformative Entrepreneurship in Subsistence Markets.

• Professor Gary Knight won the 2014 JIBS Decade Award, from the Journal of International Business Studies (JIBS). JIBS is the leading academic journal in the field of International Business and the official journal of the Academy of International Business (AIB).


• Professor Larry Ettner (with Mark Ahn) published “Cultural Intelligence in MBA Curricula.” Multicultural Education & Technology Journal, 2013.


• Professor Polly Rizova published Racial Conflict in Global Society, with John Stone, 2014.


• Professor Ashley Nixon (with Valentina Bruk Lee and Paul Spector) published “An Expanded Typology of Conflict at Work: Task, Relationship and Non-task Organizational Conflicts as Social Stressors.” Work & Stress, 2013.

• Professor Robert Couch published the chapter “Creating Public Value in Practice: Advancing the Common Good in a Multi-Sector, Shared-Power, No-One Wholly-In-Charge World,” in Education Reform and Cross Sector Financing: A Practice Based Approach. 2014.

• Professor Fred Thompson presented “How Governments Create Value,” at the 13th European Academy of Management Annual Conference, 2013. He also presented the research paper (written with three other Atkinson professors) “Achieving Results Under Public Sector Stress,” at the International Public Management Network Conference in 2013.
1) 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), non-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 projects and international non-profits now round out the PACE client portfolio.

2) Faculty serve on boards of organizations. Professor Larry Ettner serves as Chairman of the Board of Directors of Mercy Corps Northwest. Mercy Corps Northwest is a local affiliate of the international non-profit Mercy Corps. Mercy Corps Northwest focuses on economic development and aid to underserved populations in Oregon and Washington. The organization provides microloans, micro-business grants, consulting for small businesses and counseling services.

3) In addition to its MBA degree programs, the Atkinson School continues to develop executive development programs tailored to the needs of public, private and not-for-profit organizations. The Executive Development Center (EDC) is a knowledge broker, matching organizations with teams of Atkinson’s tenure-track and part-time faculty, as well as selected experts from the larger academic and practitioner communities, to design and deliver programs to enhance client organization performance, and strengthen relationships between the Atkinson School and client organizations.

4) The Dean, Assistant Dean/Director of Admission, and Director of Career Management continue to call on regional executives to (re-)introduce AGSM programs, collect executive input on curricula and explore alliances. This results in multiple opportunities for partnership and collaboration – including in-class projects, service initiatives, student internships and on- and off-campus career recruiting.
5) The Atkinson School Advisory Board, composed of business executives and leaders from throughout the Northwest, provides strategic input for the school.

6) 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.

7) 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.

8) The Institute for Modern Government (part of the Atkinson School) is a newly formed organization which serves as a bridge between academic researchers and public sector practitioners. The institute 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, made up of experienced government managers and AGSM faculty members, reaches out to professional organizations to establish research and resource opportunities.
1) Willamette University’s Center for Governance and Public Policy Research (CGPPR) is part of the Atkinson Graduate School of Management. The Center performs high-quality policy-relevant research concerned with organizational governance and transformation issues, primarily those with a financial component.

Academic peers respect the Center’s research, as reflected by publication in leading scholarly journals. The research is also influential because of its reputation for providing unbiased, non-partisan, evidence-based information that is directly relevant to the real public-policy problems facing the region and the nation.

The Center hosts a variety of roundtables each year including: The Oregon Poverty Research Roundtable – a gathering of researchers and practitioners interested in issues related to poverty alleviation and welfare reform; and 2) the Conservation Markets Roundtable which focuses on the development of markets for conservation credits (e.g. clean water, wetlands, wildlife habitat and clean air). The center also provides the biannual Dempsey Environmental Lecture and Conference Series.

2) Willamette University’s 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.

The Center: 1) sponsors and hosts conferences, symposia, and lectures critically examining issues of social, ecological, and economic sustainability; 2) supports faculty and student sustainability research and curriculum development; 3) develops partnerships with government agencies, non-profit organizations and the business community that advance the understanding and practice of sustainability; and 4) enhances the opportunities of students, faculty and citizens for cross-sector engagement.
3) The 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.

4) University-owned Zena Forest, at over 300 acres, provides a backdrop for cross-functional research and collaboration on issues of sustainability and conservation. MBA students in the “Sustainability Management” elective course visit Zena Forest in order to better understand the intersection of sustainable business objectives with water quality, ecosystem development and alternative energy.
The Atkinson School has a strategic plan for its future. A few key objectives include:

- Deliver the highest-quality student experience with expansion of the program’s distinctive consequential learning opportunities.
- 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.

Willamette University’s Atkinson Graduate School of Management connects with regional organizations, business leaders and alumni through multiple communication channels. Our resources share stories, news and events to help position the Atkinson School as a management education thought-leader in the Northwest and hub for learning and professional development.

The Atkinson School magazine, Directions, is published yearly and shares stories and campus conversations to keep alumni, business leaders and friends connected to the School. The two most recent editions are featured below.

This issue describes the values and history of the Atkinson School since its inception in 1974. Feature stories include “Turning a Vision into a Tradition,” “Forty Years of Exceptional Management Education,” “Learning to Love Math” and “Going Global.” This special edition was also distributed to business leaders throughout the region co-packaged with Oregon Business magazine.

Read this issue online at:

2013-2014 Edition, “TRANSFORMATION – The MBA as the Springboard.” Feature articles tell the stories of alumni who have transformed their careers with their MBA experience, the 15-year history and impact of PACE – the hallmark of the first-year MBA program.

Read this issue online at: