Atkinson Graduate School of Management

Principles for Responsible Management Education (PRME)
Sharing Information on Progress
December 2012
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 worldwide. 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 2011-12 and 2012-13 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 and values - and thus are inherent in all that we do. 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.

Achievements

1) The mission and purpose of the Atkinson Graduate School of Management were reaffirmed by stakeholders in spring of 2012.

**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-sectoral 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.
2) In spring 2012 the Atkinson School formally adopted a Statement of Values. Our statement of values describes the core beliefs by which we work and those we strive to instill in others.

“The Atkinson Graduate School of Management 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 modeling will lead our graduates to pursue these values.

- **Human dignity:** Treat people as ends and not means. Respect individuals, encourage participation, 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.”

3) The Willamette MBA program was rated as number 23 in the world by the Aspen Institute’s Beyond Grey Pinstripes 2011 MBA Survey. The program was ranked number 7 for “business impact,” which is defined as the number of courses that “specifically address the intersection of social and environmental issues in mainstream, for-profit business;” number 14 for “relevant course work” which is defined as the number of “courses that contain social, environmental or ethical content;” and number 23 for “student exposure, which is defined as the “extent to which students are exposed to content.”

All information about curricular and co-curricular information evaluated by the Aspen Institute can be found at: [http://www.beyonggreypinstripes.org/school/willamette-university-atkinson](http://www.beyonggreypinstripes.org/school/willamette-university-atkinson)

4) The Atkinson Graduate School of Management remains dually accredited by AACSB International (business) and NASPAA (public administration) and is one of only two MBA programs in the U.S. to have achieved dual accreditation by these two organizations. The school is recognized as a leader in preparing graduates to serve organizations across sectors. The 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.
Based in the scenic beauty of Oregon and the Pacific Northwest, Willamette and the Atkinson School believe that environmental responsibility is essential for social and financial well-being. Sustainability at Willamette encompasses the four "E’s" that influence long term success – environment, economics, education and equity.

**Environment:** From landscaping to food service, Willamette and the Atkinson School work diligently to eliminate unnecessary waste, re-purpose materials and promote recycling efforts. The campus food service, Bon Appetit, uses local ingredients and limits packaging and waste for all of its catering service. Willamette encourages and supports ride-sharing, the use of Zipcars for staff and students and commuting by bicycle. Facilities have been retrofitted to support energy reduction efforts and the landscaping and groundskeepers use organic materials to beautify campus. Willamette University has become a local leader in sustainable thinking.

**Economics:** The Atkinson School believes that long term success depends on a commitment to sustainable practices. Strategic investments in sustainable practices today will lead to cost savings, efficient production strategies, effective processes and social benefits in the long run. This philosophy goes from classroom to practice on Willamette’s campus. The University estimated it saved over $470,000 in the first five years of the University’s sustainability action for energy use and grounds maintenance.

**Education:** The University’s motto, “not unto ourselves alone are we born,” also supports lifelong learning and involvement. From our MBA programs to our executive education programs, the Atkinson School incorporates sustainability into the curriculum through class projects and service initiatives with student professional organizations. Special events and lecture series bring speakers to campus to talk about cutting edge thinking for environmental issues.

**Equity:** Long term sustainability also includes an appreciation for a diversity of opinions and cultures. Throughout the 21 month program, Willamette MBA students learn to consider all stakeholders in decision making and have the opportunity to refine their communication styles through courses that emphasize leadership, negotiation, conflict management and organizational dialogue. The global student body at the Atkinson School, where 35% of our full-time class hails from outside the United States, provides a perfect opportunity for students to practice their skills as active team members and leaders. In addition, the client organizations served by our students through PACE and other projects expose the greater community to the Atkinson School’s diversity and inclusiveness.
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.

Achievements

1) Practical Applications for Careers and Enterprises (PACE) continues to deliver on its purpose to provide challenging, eye opening experiences for first year full-time MBA students. Students participate in multicultural teams as they provide consulting services to a variety of nonprofit and government organizations which now include the following global non-profit organizations:

**Zambia Education Fund** – A scholarship fund to empower women in Zambia to become leaders and educators to improve the lives of others in the region.

**Imani Project** – An organization focusing on rural villages in Kenya to become educators, advocates and caregivers for children and adults with HIV/AIDS.

**Kale Uganda** – An organization working with Ugandans to take control of their own community development through food security, education, gender equality and sustainability initiatives.

2) The Willamette MBA program is proud to announce that Gary Knight, Ph.D., joined the school as Professor of Global Management fall semester 2012. Professor Knight holds the school’s endowed chair in international management - the Helen Simpson Jackson Chair in International Management. Professor Knight is ranked as one of the top 15 most prolific scholars in global management in the United States, and one of the top 30 worldwide, in the six leading international business journals. Professor Knight has launched two new experiential classes since his arrival: 1) Global Entrepreneurship: Launching & Managing International Ventures; and 2) Global Management: Emerging Markets in Brazil (includes week long trip to Brazil).
3) In 2010, the Atkinson Graduate School signed an agreement with the Peace Corps to welcome returning Peace Corps Volunteers to Willamette through the Coverdell Fellows program. The first groups of these “Coverdell Fellows” arrived for fall 2011 and fall 2012. The driving force behind most of their decisions to select the Willamette MBA was the program’s tri-sector emphasis that includes business, not-for-profit management and public administration. The school’s commitment to the greater good and the global community matches well with the Fellows past experience and drive to serve.


4) A team of our MBA students were selected to compete in the regional round of the Hult Global Case Challenge. Students also competed in the Global Case Study Competition sponsored by the National Association of Asian MBAs.

5) The school maintains an active relationship with and regularly enrolls students sponsored by several global organizations, including Fulbright, ACTR ACCELS, AMIDEAST, USAID, etc.
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 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 and 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.
Achievements

Achievements related to our educational frameworks, processes, and learning environment include, but are not limited to the following:

1) The MBA programs undergo regular assessment of the curriculum and learning experience, and regularly closes the feedback loop with students and graduates to provide improvements in programming and services.

2) Issues of sustainability, global issues, ethics, social responsibility continue to be integrated throughout the curriculum, and are reviewed by the curriculum committee for their presence in syllabi for core courses.

3) Assurance of learning programs and faculty evaluations provide feedback to faculty that directly relate to the school’s core goals and objectives. Faculty recently added a question in regard to ethics to the evaluation used by students to evaluate each course.

4) The learning environment emphasizes experiential learning. The school is currently working on the curricular design related to consequential learning.

5) We continue to build our not-for-profit internship program where donors underwrite the summer internship salary for participating students.

6) Our Power Lunch and First Thursday speaker series features cutting edge topics and networking opportunities for students and faculty. Recent topics related to PRME include: “Operationally Green – Sustainable Manufacturing at Nike” and “Leveraging Community Impact – Mercy Corps’ Approach.”

7) Student professional organizations continue to provide valuable workshops and panels for the Willamette MBA community. Recent events included a workshop in microfinance, a panel about careers in sustainability, and a featured speaker discussing sustainable energy efficient organizations and the future of the energy industry. Students also organize events, activities and treks to local organizations representing ethical and sustainable practices. In November 2012, the student Net Impact chapter organized a trek to Portland, Oregon to visit Ecotrust, Sustainable Harvest and Hopworks Urban Brewery.
8) student access and learning are supported by active mentoring by faculty and staff, involved alumni, a generous scholarship program, tutors, peer counselors and other campus services.

9) student professional organizations include an active chapter of Net Impact. Students were actively involved in hosting Net Impact’s 2011 National Conference in Portland.

10) the MBA program is a member the Peace Corps Coverdell Fellows programs and has active partnerships with Teach for America, Vista, City Year, and many other service related organizations.

11) the recruitment and admission team actively seek candidates interested in pursuing careers in the not-for-profit and government sectors through participation in global recruiting events like the IMPACT Conference, Idealist.org graduate fairs, American Model United Nations (AMUN) National Conference and many others.
The Atkinson School believes that research and teaching are complementary activities. While high-quality teaching is expected, there is also an expectation 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 and receipt of grants for research and/or learning development activities. In addition, the faculty research committee regularly sponsors management scholars who visit the school and present their work for discussion.

Sample of Faculty Publications and Presentations:


Larry Ettner’s case (with Mark Ahn) “Wrangling Along: Governance and Leadership Principles and Applications” was in Cases of Contemporary Challenges in Corporate Governance, 2012.


Claus, Lisbeth. *Duty of Care and Travel Risk Management Global Benchmarking Study.* Published by International SOS. 2011. Professor Claus received an EMMA Award for this benchmarking study on Global Duty of Care. The EMMA awards are part of the Forum for Expatriate Management and recognize outstanding professionals in global mobility. Claus’ paper, which was nominated in the Thought Leadership – Best Survey or Research Study of the Year category, has been published in three languages and presented to managers around the world.

Read more about Claus’ study: http://willamette.edu/mba/news/library/2012/sept/sep14_claus_EMMA.html


**Sample of Faculty Achievements:**

The Swiss Business School Journal of Applied Business Research has appointed Professor Larry Ettner to the Editorial Board (research focus is on practitioner and scholarly intersections).

Professor Elliot Maltz was awarded a Fulbright Fellowship to lecture in the Philippines.

Professor Fred Thompson, Grace and Elmer Goudy Professor of Public Management and Policy Analysis, was named a Fellow to the National Academy of Public Administration (NAPA). A leading scholar and researcher on public administration topics, Thompson has served nationally and internationally on research projects and has been published in leading public sector journals. The National Association of Public Administration names Fellows after a rigorous review process. Fellows bring a tremendous amount of expertise and experience to the organization, which in turn provides guidance to public sector managers on emerging issues and challenges to government organizations.

Professor Robert Wiltbank was a featured speaker at the ReVisioning Value Conference (ReVisioning Value.org) in Portland Oregon, March 2011 (along with student, Katie McMillan, MBA’12). "ReVW2011 is a how-to conference experience for directors and staff from enterprise (nonprofits and for-profits), finance, foundations, and funders who will join educational institutions, community leaders, government, and people looking to make a difference."
Several faculty members received Hewlett Grants to complete research or course development projects as listed:

- Polly Rizova completed research titled "Putting Social Networks to Work for Managing Organizational Change in Health Care Settings"
- Polly Rizova completed research titled Emergence and Dynamics of Work-Related Advice Social Networks: A Comparative Study in Business, Not-for-profit and Government Organizations
- Henry Bi and Elliot Maltz completed research titled "Discovering High-performing Sustainable Organizations"
- Henry Bi developed a new MBA elective course: “Process Improvement: Lean Systems and Six Sigma”
- Nichole Thibodeau completed research titled “Financial Reporting and Analysis & Sustainable Management and Reporting”
- Lisbeth Claus developed blended learning tools for a core MBA course in Human Resources.
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. Social entrepreneurial projects and international non-profits now round out PACE’s client portfolio.

2) During fall semester 2011 and 2012, Willamette MBA students worked directly with the Oregon Ethics in Business Awards program, interviewing and researching organizations and individuals who were nominated for the annual awards based on their demonstrated ethical business practice in its broadest interpretation: in the workplace, the marketplace, the environment, and the community.

3) Faculty serve on boards of organizations. Professor Larry Ettner was recently appointed 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. the local affiliate focuses on economic development and aid to low income populations in Oregon and Washington. The organization provides microloans, micro-business grants and small business consulting services to entrepreneurs.

4) 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. Sample programs in
2011-12 include the Sustainable Enterprise Program, where participants learn about sustainable management practices through a systems-focused approach, and the Utility Management Certificate program, where participants from gas, electric and renewable utility organizations understand the unique business challenges of the energy industry. Both programs incorporate sustainable thinking and ethical management decision making.

5) 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.

6) The Atkinson School Advisory Board, composed of business executives and leaders from throughout the Northwest, provides input in the review of our curricula.

View all current advisory board members: [http://willamette.edu/mba/for_alumni/advisory_board/index.html](http://willamette.edu/mba/for_alumni/advisory_board/index.html)

7) Employers provide feedback to students and input to faculty from their participation in student performed client projects, mentoring, networking and activities with the school.

8) 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.
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.

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. The featured speaker for the 2012 Dempsey Series was James E. Hansen, Climatologist, Adjunct Professor, Earth and Environmental Sciences, Columbia University.

Read more about the CGPPR:  http://willamette.edu/centers/publicpolicy/

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-sectoral engagement.

Read more about the CSC:  http://willamette.edu/centers/csc/index.html
3) We participate 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 *GoGreen 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” and “Scientific Tools for Sustainability Management” elective courses visit Zena Forest in order to better understand the intersection of sustainable business objectives with water quality, ecosystem development and alternative energy.

Read more about Zena Forest: [http://www.willamette.edu/centers/csc/zena/](http://www.willamette.edu/centers/csc/zena/)
The Atkinson School has a strategic plan for its future. A few key objectives include:

- Maximize the use of technology to reflect real-world practices without diminishing AGSM’s student-centered learning environment.
- Expand the program’s distinctive and high-impact consequential learning experiences.
- Continue to explore, and invest in, ways in which our sustainability track can be strengthened and better utilize University sustainability resources, such as Zena Forest.
- Continue to work to ensure that ethics, cross-sectorial content and/or context, interdisciplinary integration, and global content and/or context are addressed in every core and required course.
- Cultivate partnerships and connections with Oregon and Pacific Northwest organizations doing business in Pacific Rim countries.
- Improve access to a Willamette MBA education for the best and brightest.

Further Information

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.

Directions Magazine:
Published yearly, Directions shares stories and campus conversations to keep alumni, business leaders and friends of Willamette’s MBA programs connected.

2011-2012 Edition, “People, Planet, Profit – Beyond the Bottom Line” Describing the role of the triple bottom line in shaping business strategy. The feature story chronicles the rise of former Willamette MBA student and viticultural entrepreneur Jim Bernau in creating Oregon’s first major vineyard. The issue includes a summary of our annual PACE partners.

Alumni have responded to the challenge economy by launching
unique and unexpected enterprises. The magazine includes profiles on
these new organizations along with profiles of our Peace Corps
Coverdell Fellows and an annual roundup of our PACE partnerships.

Read the issue online:  

WMBA Blog:
Current Willamette MBA students, staff members and faculty members share insights, research
and experiences through an open conversation online.

Read the latest posts:  http://blog.willamette.edu/mba

Willamette University MBA Facebook Page (for news and current events):  
http://facebook.com/WillametteMBA

Willamette University MBA Twitter Handle: @WillametteMBA