EXECUTIVE SUMMARY

The Milgard School of Business signed the Principles for Responsible Management Education (PRME) in 2011, and this is our second 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 2013, the Milgard School of Business would like to highlight three achievements of which we are particularly proud:

1. We have developed three new undergraduate courses in corporate responsibility, all of which were approved and will be taught starting in 2016.

2. The fourth annual Invitational Case Competition on CSR was the largest yet, with 13 North American teams competing. The case featured REI, Inc., whose division VP for Strategy gave the keynote address to participants.

3. Board Governance instructors Jill Purdy, Interim Dean and Associate Professor of Management, and Joe Lawless, Executive Director of CLSR, were awarded the 2014 Community Engagement Award by the UW Tacoma for their work on the course.
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 154-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 teaching ability; 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 80 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) or a Master of Cybersecurity and Leadership (MCL). 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 2014–15 FACTS:

4,501
STUDENT ENROLLMENT

43%
FIRST-GENERATION COLLEGE STUDENTS

302
FACULTY

STUDENT PROFILE

46% MALE 54% FEMALE

47% Caucasian/White
16% Asian American
10% Hispanic/Latino
7% African American
7% Two or more races
5% International
1% Hawaiian/Pac. Islander
1% Native American
5% Not indicated

Information shown is current as of Autumn quarter 2015.

TOP 10

UW TACOMA IS ONE OF THE FASTEST-GROWING MASTER’S GRANTING PUBLIC UNIVERSITIES IN THE NATION

CHRONICLE OF HIGHER EDUCATION, AUG 2014

AVERAGE CLASS SIZE

29

CLASSES TAUGHT BY FACULTY

100%

MILGARD SCHOOL OF BUSINESS 2014–15 FACTS:

230
BACHELOR OF ARTS IN BUSINESS ADMINISTRATION (BABA) DEGREES / The highest ever in the history of the Milgard School of Business

20
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREES

38
MASTER OF ACCOUNTING (MAcc) DEGREES

22
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

$456,000+
IN SCHOLARSHIPS TO UNDERGRADUATE AND GRADUATE STUDENTS IN THE MILGARD SCHOOL FOR THE 2015-16 ACADEMIC YEAR.
October 7, 2015

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 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,

Jill M. Purdy, Ph.D.
Interim Dean
Milgard School of Business
“Leadership without social responsibility is no more possible than is social responsibility without leadership.”

Gary E. Milgard, on why he funded the Center for Leadership & Social Responsibility
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:

- UW Tacoma’s Net Impact undergraduate chapter was selected as the only undergraduate partner chapter for the November 2015 National Conference in Seattle, Washington. Our club’s members proposed sessions and speakers, organized visits with Seattle-based companies, and helped drive attendance through their connections across our own campus and region.

- 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 remain a strong draw and often serve as an introduction to CLSR for students seeking mentors and involvement opportunities. The Etiquette Dinner, now in its 13th 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.

- The Milgard School hosted a new offering of career workshops designed specifically for MBA students and graduates in 2014. The two sessions were offered: Defining Your Personal Brand and Communicating You: Impactful Resume/LinkedIn.

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 extracurricular activities.
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:

- We worked with UW Tacoma’s School of Interdisciplinary Arts and Sciences school to create a minor in sustainability. Courses are drawn from four academic themes: sustainability, policy, science, and social justice. Select business courses may be applied toward the minor. The capstone options include the courses on Board Governance taught by Milgard faculty.

- After an informal survey of our business partners, we developed three new undergraduate courses in Corporate Responsibility that will add to our existing course on the topic:
  - Introduction to Corporate Responsibility
  - Measuring Corporate Responsibility
  - Communicating Corporate Responsibility
  - Managing Corporate Responsibility (existing)

- 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. Every business faculty member includes the pledge in his/her syllabi and students are invited to sign the banners, which are displayed publicly in the Dougan building for the duration of their studies.

- Celebration of Excellence
  Each year Milgard students nominate and select their peers for awards in five distinct categories of excellence. The awards are presented at the annual “Celebration of Excellence” award ceremony.
  - Service to Community
  - Service to School
  - Integrity
  - Public Speaking
  - Most Likely to Be a CEO

- At the ceremony, UW Tacoma 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 83 undergraduate and graduate students in the 2013-2015 SIP reporting period.

FUTURE OBJECTIVES:

- We will work to package the newly developed courses into a minor in Corporate Responsibility that will be open to our undergraduate business majors as well as other majors across campus.
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 it 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 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. As of the date of this report, 32 students will make up the second cohort.

- Every January the Milgard School hosts two case competitions for undergraduates: one internal to UW Tacoma and the other an invitational.
In February 2015 the Milgard Invitational Case Competition on Social Responsibility (MICCSR) marked its fourth – and largest – year with thirteen teams from across North America convening on the UW Tacoma campus to present proposals on a real-life CSR issue facing REI, Inc. To date MICCSR has welcomed over 150 students from 19 universities.

Since 2008, the Center for Leadership & Social Responsibility has awarded over $56,000 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 UWT 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 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.

**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.

The papers presented in 2015 spanned the spectrum of business disciplines from accounting and marketing to finance and management, including a paper from Milgard School of Business faculty Tracy Thompson and Jill Purdy titled, “Practice Variation as Mechanism for Generating Institutional Complexity: Local Experiments in Funding Social Impact Business.”

This conference is one of the few opportunities for CSR researchers to gather, present, and develop ideas for further discussion. We offer scholarships to doctoral 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.

- In the past two years, Milgard faculty members Shalini Jain, Bill Kaghan, Joe Lawless, Jill Purdy and Tracy Thompson have performed CSR-related research, presented at conferences across North America and were published in journals.

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.

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**KEY ACCOMPLISHMENTS:**

- **CLSR hosted its third and fourth annual one-day practitioners’ conferences.** The conference explores 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 board member serving as a mentor. The course starts in Winter Quarter and continues through Spring Quarter. Approximately 30 students engage on the boards of local nonprofit organizations each year, and talk about the principles of good governance as they apply at the organizations with which students are engaged.
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 13th year in 2015. 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 ticket price accessible for all student budgets. Their representatives network with the students and learn about business etiquette alongside them.

The inaugural Alumni Sharing Knowledge (ASK) Night helped to prepare our students for their future careers by providing a foundation for in-person networking, business etiquette, and managing online connections. Just as Milgard students are seeking professional connections in the community and friendly advice on how to get a job in a competitive market, many Milgard alumni are looking for a meaningful opportunity to provide service to their alma mater.

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. The 2014 program incorporated a module on Corporate Social Responsibility.

The Milgard School hosted the 14th Annual Business Leadership Awards Dinner on April 27, 2015 at the Greater Tacoma Convention Center with 290 participants and 18 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 and Sound Credit Union as our premier sponsors and The News Tribune as the media sponsor, it garners significant visibility and goodwill for UW Tacoma and the Milgard School of Business.

We continued our partnership with the Foster School of Business at UW Seattle and jointly organized the 11th Annual Financial Reporting Conference in May 2015 at the Bell Harbor Conference Center in Seattle. This event had over 300 participants and 8 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:

- The University of Washington Tacoma 2014 Community Engagement Award was awarded to Milgard faculty Jill Purdy and Joe Lawless. Given annually, the award recognizes the important and innovative community-engaged and community-based work by faculty at the University of Washington Tacoma. As part of this award, Dr. Purdy and Mr. Lawless were able to invite faculty into discussions about the value of engaged learning and the impact it has on our students.

- 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 on CSR and Leadership:
  - Hedrick Smith, author of Who Stole the American Dream
  - Major General Stephen R. Lanza, Commander, 7th Infantry Division, Joint Base Lewis-McChord
  - Hannah Rosin, journalist and author of The End of Men
  - Brian Haynes, President/CEO Rainier Connect and GrassfedDirect.com
  - Casey Dilloway, Co-founder, Community Sourced Capital
  - Jessika Tantisook, Founder, Starvation Alley Farms
  - Michael “Luni” Libes, Founder and Managing Director, Fledge
  - 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 2014, Tom Everill, CEO, Northwest Center
    - Winter 2015, Birger Steen, CEO, Parallels
    - Spring 2015, Brett Lowry, Senior Vice President, Controller & Treasurer, Avande

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.
REPOR T ON PROGRE S S 201 5
PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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