



Seattle University

Report on Progress:

Implementation of the U.N. Principles for Responsible Management Education

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The Albers School of Business and Economics is pleased to submit our third Communication on Progress Report.

Albers has long been committed to the values expressed in the Principles for Responsible Management Education. Our mission is:

The Albers School develops exceptional business leaders who are values-driven and committed to advancing the common good.

Albers' strategic objectives include the following:

- Our graduates will be highly valued by business and society.
- We will champion social justice.
- We will strengthen our local and global community connections.

As a result, participating in PRME is one way for Albers to focus our efforts and to hold ourselves accountable to our values.

This document reports on our work over the past several years.

The faculty and staff at Albers work hard to achieve our mission and to apply the principles of responsible management education in our teaching, research, and community involvement.

I am happy to highlight their efforts and successes here, and to reaffirm our commitment to PRIME.

--Joseph Phillips

Dean, Albers School of Business and Economics, Seattle University

Seattle University is a Jesuit Catholic university located on 48 acres on Seattle's Capitol Hill neighborhood, just east of downtown, with a student population of approximately 7,500 enrolled in undergraduate and graduate programs within eight schools. U.S. News and World Report's "Best Colleges 2013" ranked Seattle University among the top 10 universities in the West that offer a full range of masters and undergraduate programs. Bloomberg BusinessWeek ranked Albers 2nd in the Northwest in their 2014 edition of "Best College Business Programs."

The Albers School of Business and Economics at Seattle University is home to over 1,600 undergraduate and graduate business students, 63 full-time faculty, and 30 staff-persons.

An Albers education is values-centered and prepares students for ethical and socially responsible leadership. Albers awards undergraduate degrees in business and economics. In addition to our MBA for working professionals, we award graduate degrees in finance, international business, and accounting, as well as the Leadership Executive MBA (L-EMBA).

Our undergraduate, MBA, and L-EMBA programs are nationally ranked by U.S. News & World Report. The Albers Leadership Executive MBA was ranked #19 in the nation in U.S. News & World Report's 2014 rankings. This was the fifth year in a row that we placed in the Top 25. In addition, the undergraduate specialty area of macroeconomics was ranked #1 and sustainability #3 in the nation by BusinessWeek in their 2013 survey of students. The MBA and undergraduate programs are also nationally ranked by BusinessWeek. Albers is accredited by AACSB International, a distinction earned by less than 5% of business schools worldwide.

Seattle University won top honors in sustainability among academic and government institutions in the 2013 Green Washington Awards from Seattle Business magazine. Seattle University is also nationally recognized as a green campus where all significant buildings in the past five years have been built to LEED Gold standards.

This document is organized in three sections.

The first reports on our education activities.

The second summarizes research-related accomplishments.

And the third outlines both Seattle University's and Albers' engagement with the broader community.

Educational Activities, embodying the first three Principles

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.

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.

Principle 3: Method: We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

Ethics/sustainability in the curriculum

Both undergraduates and MBA students are required to take a full-quarter course in business ethics, and ethics-related material is incorporated widely across the curriculum. The undergraduate course is entitled *Ethical Reasoning in Business* and is taught by a set of business ethicists on the Albers faculty. For example: Each course in the accounting major involves at least one ethics-related topic, integrating that material across the major. The *History of Economic Thought* course (taught by Dean Peterson) includes material on ethics to insure that students have a critical understanding of the ethical precepts that underlie the discipline. Albers' business law courses use as a foundation the United Nations Global Compact (UNGC); students reflect on the elements of the UNGC and their (and other standards) efficacy in guiding behavior, how to operationalize the principles, and how progress should be measured and reported (taught by Gail Lasprogata).

In addition, Albers offers a number of courses dedicated to Sustainability. At the undergraduate level, we offer Sustainable Business & Marketing -- offered to undergraduates for the first time this quarter. In this course students learn how to conduct a 'situation analysis' of the state of business, sustainable business, and ways of thinking about both. They also learn about the opportunities that are available to organizations that have made the transition in their strategic thinking about how their business is going to do business. The course is taught by April Atwood.

Another course is Environmental Economics, taught by Gareth Green. This course focuses on applying economic analysis to the management of natural resources in order to gain a better understanding of their current state and how policy can be designed to best preserve and/or develop these resources efficiently. Students learn about environmental and natural resource

economic topics, including: benefit-cost analysis, valuing the environment, environmental quality and pollution, and management of renewable resources.

In the spring of 2012 the Albers Center for Business Ethics began operating, directed by John W. Dienhart, the Boeing/Frank Shrontz Chair of Business Ethics at Albers. The Albers Center for Business Ethics is working to integrate ethics-related material across the undergraduate and MBA curriculums. The Center's goal is to insure that students understand the way that ethical commitments and ethical issues run through all business disciplines, and that the material is presented in ways that help students understand the connections across business disciplines. Last spring the Center sponsored Ethics Day, which featured over 60 speakers in 110 classes, all addressing ethical issues.

The International Economic Development specialization within the Economics major addresses the topics of economic growth, economic development, and social justice. The supplemental activities require students to engage in a developing economy context by working with an NGO or travelling to an emerging economy.

The Three-phase 20 credit IDIP Program at Albers is unique in terms of an academic and experiential program for undergraduates. The first phase of IDIP consists of a preparatory seminar that examines the major questions in the field of International Development. During the course of the seminar, students are matched up with international internships with NGOs and they begin research on an "Issues" paper that highlights the development issue that their NGO is helping resolve. This is followed by the second phase, an internship, in which students go abroad to work with a non-governmental organization in a developing country. The third phase is comprised of an integration seminar whereby students reflect, discuss, and write about international development. They are expected to translate their learnings into an integrative final paper that builds upon their work over the first two phases. They are also encouraged to think about an advocacy piece to supplement their final paper that is designed to help them think about ways to carry their project forward. Students are required to present this paper at the Annual Research Day organized by the University in May. Students are also encouraged to publish their research in appropriate outlets.

Albers has developed and launched a sustainability certificate as part of the Professional MBA program. The five-course certificate requires an introductory course and a 'certificate capstone' projects course, in which students work with local businesses to address a sustainability-related challenge. The introductory course is Sustainable Business and is offered every fall for the last 5 years. The capstone course is Sustainability Consulting, and has been offered in the spring quarter since 2011. Both courses are taught by April Atwood. Electives in the certificate include, Sustainable Value Creation, Management of Change, Marketing and Social Issues and Project Management.

The MBA program offers a Graduate Leadership Formation Specialization (GLFS) to a select group of graduate students who are committed to embracing the unique intersection where leadership, business acumen, and social impact overlap. The specialization requires a minimum of two courses on leadership and a nine-month practicum that provides a forum for participants to explore, process, assimilate, and master aspects of leadership theory and behavior. Practicum modules include: Leadership Styles (Learning from effective leadership approaches, including contemporary styles and a social justice framework for leadership); Leading Teams (Creating and composing high performance work teams, establishing and sustaining a motivating context, owning team meetings); Setting Direction (Creating a compelling vision, leading strategically, engaging stakeholders, developing decision-making abilities and approaches); Confident Communication (Establishing practical and effective skills in speaking and writing, artful use of persuasion and influence); People Skills (Cultivating outstanding skills in leading with dignity, understanding people, and maximizing the strength found in difference). Each year members of the Graduate Leadership Formation Specialization cohort select three “Red Winged Leaders” from a group of fourteen nominations, to recognize 3 inspiring individuals who uniquely blend leadership, business acumen, and social impact within the Seattle area for their contributions to the local community. The process was intended to help students better understand leadership and its underlying values. In 2014, the Red Winged Award Finalists were Tavio Hobson, Lance Morehouse, and Jessica Reasy. Tavio Hobson is the Executive Director of the A PLUS Youth Program whose mission is to use sports as a vehicle to provide the educational resources and character development necessary for student-athletes to succeed in life. He represents innovative thinking in youth education and athletics and has a reputation for building and retaining high performance teams by hiring, developing, and motivating skilled talented professionals. Lance Morehouse is the Executive Director at Sherwood Community Services whose mission reads, “to provide innovative, inclusive services to children and adults with disabilities in their communities throughout Snohomish County.” He has dedicated the last 20 years of his life to working with individuals with developmental disabilities and their families. Jessica Reasy is the Executive Director of Redeeming Soles, a non-profit organization that provides proper footwear for the homeless and underprivileged throughout the Puget Sound area. Leveraging her extensive experience in financial industry and entrepreneurship, Jessica has helped the organization create a sustainable business model and expanded footwear distribution to thousands of people in Greater Seattle region.

Albers offers a two-quarter Executive Leadership Certificate and a full six-quarter Leadership Executive-MBA. Both include the following coursework: *Building a Vision for a Global Commons*, *Ethical Leadership*, *Leading Organizations*, and *Leadership for a Just and Humane World*. The *Leading Organizations* course includes a sustainability module, using it as a platform to discuss the role of leaders in addressing global sustainability issues. *Leadership for a Just and Humane World* is a project-based course requiring participant-teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The course provides experiences in leadership and teamwork against a

clear set of criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change. And the course is designed to cultivate a richer sense of connection with the broader community, fostering alignment of personal values with organizational and societal needs in order to lead authentically for maximum impact. Examples of past projects include students collaborating as citizen activists to pass legislation in Washington State benefitting foster youth who pursue higher education; students working internationally to provide access to potable water to residents in rural African communities; students working to create, develop, and sustain on-going operation of a community center serving Latino immigrants; and student development of a wellness program for youth in low socio-economic communities where childhood obesity is a chronic issue.

In 2011, the “Albers in India” program for graduate students purchased 300 metric tons of carbon offsets through the Bonneville Environmental Foundation, making the two-week study tour one of the nation’s first completely carbon-neutral global education programs.

The ethics and sustainability initiatives in the Albers curriculum are supported by the school’s connection to broader efforts in the wider university community. As Seattle University is a Jesuit Catholic university, its mission for justice draws heavily on generally Catholic, and specifically Jesuit traditions.

In 2013 Seattle U. established The Center for Environmental Justice and Sustainability (CEJS), the first of Seattle University’s “centers of excellence.” The purpose of the center is to promote cross cultural scholarship, teaching, and action in the broad realm of sustainability, both on campus and in interaction with local and global communities. Albers faculty were heavily involved in writing the proposal for the center, along with faculty from Arts and Sciences, Engineering, and Theology. A representative faculty member from Albers has remained on the steering committee since the Center’s official launch. Albers faculty member, April Atwood, received a faculty fellowship the first year the center offered them. Her fellowships/project was titled: “How Does Business Address the Social Justice Dimension of Sustainability?”

Albers has also collaborated with the Institute for Catholic Thought and Culture (ICTC) at SU, established officially in 2012. The Institute for Catholic Thought and Culture (ICTC) aims to create opportunities to explore the relevance of Catholic intellectual tradition to the contemporary world, a task proper to a Catholic university. The Institute supports research, education, and projects that expand beyond a strictly Jesuit focus. One initiative is the creation of a Summer Faculty Study Group that supports the formation of faculty in their commitment to social justice as animated by faith. Several Albers faculty have participated and/or led the Summer Study Group. Last year, the ICTC partnered with the Center for Business Ethics to convene a seminar entitled “Economy, Violence, Justice: Catholic Social Thought and Contemporary Issues.” Four Albers faculty were involved in that seminar. This coming seminar the ICTC will partner with the CEJS to produce a seminar on the Catholic Tradition at the Nexus of Ecology and Social Justice. At least one business ethicist from Albers is heavily involved in the

planning, coordination, and facilitation of that event. Another Albers professor, Bonnie Buchanan, was a recipient of a faculty fellowship from the ICTC in 2014-2015 for her work on ““Subsidiarity and Corporate Governance: Working Towards a Common Good””.

Relatedly, in 2013, Albers faculty and staff formed a cohort dedicated to advancing the Jesuit mission of the university as it pertains to the Albers context. This group is comprised of Albers alumni from the university Arrupe Seminar on Visions and Foundation of Jesuit Education. This group has coordinated several spiritual and mission-centered retreats for Albers Arrupe Alumni. More recently, it received a grant for the 2013-2014 AY to host a series of workshops on teaching Catholic Social Thought in Albers. To date, there have been three seminars with another two forthcoming. Catholic Social Thought provides an important foundation for ethics, justice, sustainability, and global responsibility in a Jesuit Catholic university.

Service learning in courses

Each undergraduate major is required to offer a service learning course within its curriculum.

Seattle University accounting students have been providing the local community with a valuable tax preparation service since 1975. The program is a joint venture between Seattle University accounting students and the Internal Revenue Service. Students prepare tax returns for the public free of charge. The program was developed with the goal of helping individual taxpayers cope with the complexity of filing an accurate tax return. It gives accounting students a chance to use their skills to help others in the Seattle University community.

In *Environmental and Natural Resource Economics*, students participate in service learning by completing an economic analysis for an environmentally nonprofit organization (taught by Gareth Green). Projects included: a cost-benefit analysis to determine the impact of the Western Climate Initiatives’ proposed Cap and Trade program (for the Washington State Office of Financial Management); a cost-benefit analysis of filtering pollutants from entering the Duwamish River (for Seattle Public Utilities); and cost-benefit analyses for maintenance, construction, and sustainability efforts on the Seattle University campus.

In *Business Statistics*, students participate in service learning by conducting a price comparison study for a local nonprofit organization, the Neighborhood Farmers Market Alliance, that runs seven urban Seattle farmers markets (taught by Stacey Jones).

Sections of MBA-level *Leadership Skills and Team Development* have performed service learning projects at a number of organizations including the Ronald McDonald House in Seattle, the Ballard Food Bank, Habitat for Humanity, El Centro de la Raza, Marra Farm (Solid Ground Farm project), Homestead Community Land Trust, YWCA Women’s Shelter, Earth Corps – Cheasty Greenspace Restoration, and Union Gospel Mission programs.

E-Commerce and Information Systems undergraduate courses (part of Albers' Management Department, taught by James Lee) require a quarter-long team project. Many of the teams develop websites to help local small businesses build solid identities on the Web. Teams have worked with a local tea shop, a restaurant, and a consumer products importer. **Pending current data**

Project Management is offered as an elective in the MBA Program (taught by Greg Magnan). Teams of students use project management tools to plan and execute "mini make-over" projects for local service organizations. Past projects supported agencies that serve foster youth, adults in transition from substance abuse, at-risk spouses, homeless youth, housing for those living with HIV/AIDS, early childhood learning, low-income senior citizens, and agencies that work to educate the community on organic gardening benefits and techniques.

Service learning projects for *Financial Markets and Institutions* (taught by Bonnie Buchanan) involve working with a local nonprofits and schools. The classes provide financial literacy workshops. The financial literacy workshops include issues such as: Budgeting, Savings versus Checking accounts; managing debt.

Cohorts in the Albers Undergraduate Leadership Program (Winter 2010, Winter 2011, Winter 2012) completed service-learning projects as part of their leadership education (taught by Sharon Lobel). Students provided service to the community as part of Seattle University's annual Labor of Love day. **Pending current data**

The Hong Kong/Viet Nam Study Tour 2012 organized by Quan Le and David Reid incorporated Academic Service-Learning projects at the Center for Sponsoring Agent Orange/Dioxin Victims in Da Nang, and PeaceTrees Vietnam in Quang Tri Province. The students and faculty raised \$500 to support children affected by agent orange/dioxin, and \$725 to remodel a house of a landmine survivor and his family, planted trees at the Danaan Parry Landmine Education Center, purchased toys and school supplies for ethnic minority children at a school near the Vietnam-Laos border. **Pending current data**

Albers also recently launched a study tour to Guatemala. Whilst in the classroom, GuateAbroad focuses on improving effectiveness in cross-cultural communication to help promote the common good in our global society. Outside the classroom, we travel to rural Guatemala in hopes to find ways to champion social justice and create meaningful impact through communication and involvement with Guatemalan organizations. One such example is GuateAbroad's involvement with former UW graduate Britini Port and her company, Uxibal, which means sister in the Mayan language Qu'iche'. Uxibal improves the lives of women in Guatemala, a traditionally male-dominated society, by providing opportunity where little previously existed. GuateAbroad allows students the opportunity to interact, learn and grow from these women, who live in extreme poverty, and are often subject to domestic violence and sexual abuse. The GuateAbroad experience helps SU students to create dialog and become

agents of change to enable and empower the marginalized to create better lives for the future.

Related extra-curricular activities

Seattle University Enactus (formerly SIFE) is a student organization dedicated to serving the community through the promotion of free enterprise activities designed to benefit those in the community struggling to part of the current economic system. Through the projects of Seattle Enactus, we strive to empower people in need, inspire environmental sustainability, and work with the local community to encourage responsible economic development in a sustainable manner. By focusing on the homeless, disadvantaged youth, and struggling small businesses in our local community, Seattle Enactus makes a direct difference in the lives of those affected. SU Enactus also works with Chhori, a non-profit in Nepal, to improve conditions for women including women's empowerment and fighting the young girl sexual slave trade locally. Seattle Enactus is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world and is in direct alignment with Seattle University's Mission. Seattle University's Enactus team devotes thousands of hours volunteering in Seattle and around the world empowering individuals to improve their quality of life and standard of living.

In 2014, Seattle Enactus projects included:

- (1) empowering the homeless to gain jobs by orchestrating a three-phase project: (a) non-perishable food drives were organized collecting tens of thousands of pounds of canned food then they were delivered to the homeless on the streets of Seattle and in homeless shelters; (b) training programs were implemented at a regional homeless shelter to assist women develop the skills necessary to acquire jobs; (c) a career fair was orchestrated for men and women from regional homeless shelters and veterans, including those from the training program at the women's shelter, with Seattle Enactus sponsors performing real interviews and hiring individuals;
- (2) working with small businesses in Seattle to develop their potential by developing business plans and implementing more efficient structures to optimize performance and maximize utility; Seattle Enactus is providing marketing and accounting support to these small businesses, and acting as a liaison between community members and small businesses;
- (3) assisting in the further development and oversight of Redeeming Soles, a 501.c.3 non-profit created by SU Enactus to distribute new and partially used shoes to the poor of Seattle. In 2014, over 100,000 pairs of shoes were redistributed to the poor of Seattle utilizing 14 other non-profits in the supply chain to distribute the shoes. Support from numerous local companies including the Seahawks and United Way has made Redeeming Soles a recognized non-profit in Seattle;
- (4) Working with Chhori, a non-profit in Nepal dedicated to improving the conditions for women in Nepal including reducing the sexual slave market in Katmandu. Members of SU Enactus have traveled to Nepal, set up a business plan for Chhori that produced several large funding grants and recognition, and provided medical advice for young women there (a student consultant and

nursing major went). Now Seattle University is sending a representative to Chhori to determine if SU will support the Mission of this organization.

(5) Creating a business plan for “Unleash the Brilliance” to reduce and eliminate truancy in King County. In the spring of 2014, UTB won the Social Innovation Award in the Harriet Stephenson Business Plan competition winning \$2500. The business plan done for UTB contributed significantly to UTB receiving over \$20,000 in less than a year to increase school attendance and reduce truancy.

(6) Providing innovation and entrepreneurship training to Seattle University students and community members with Innovation Week. Enactus students significantly contributed to over 750 individuals attending the week of panels, lectures, and workshops on innovation in law, business, and engineering. Speakers included VP of T-Mobile, Founder and CEO of Moz (SEO firm), President of the Federal Reserve Bank of San Francisco, and lawyers from regional law firms.

	Hours	Students Involved	Corporate #
Career Development in Seattle	300	6	2
Career Summit	122	7	5
Women’s Empowerment Nepal	740	4	8
Small Business Consulting Service	468	8	4
Innovation Week	150	15	0
Redeeming Soles	170	5	1
Youth Business Plan Development	125	8	0

Seattle Enactus is sponsored by Albers, but is a cross-campus organization with a diverse membership according to major. The average SU Enactus student volunteered 100 hours of his/her time to projects this year. The core team consisted of 20 active students.

The Seattle University Project Center was established in 1987 as a collaboration between the College of Science and Engineering and the Albers School of Business and Economics. The Project Center links small teams of students with companies and nonprofit organizations to work on real-world business and engineering challenges. Albers MBA students work on projects in teams under faculty supervision, as part of three consulting courses: *International Business Consulting*, *New Ventures Consulting*, *Social Entrepreneurship*, and *Sustainable Business Consulting*. Each student provides approximately 100 hours of work in an academic quarter. Over thirty-five MBA teams have successfully consulted with small businesses, including

restaurants, retail stores, a print shop, and an independent video store. One multi-year project is especially noteworthy: Ten teams of MBA students have worked closely with Sound Transit, Seattle Central Community College, and the Capitol Hill neighborhood business community to develop plans to mitigate the effects of a large public works construction project. Another multi-year project has meant teams have worked with TwispWorks, a public development authority (now a nonprofit) in the Methow Valley, on projects ranging from economic development assessments to marketing plans for existing and startup businesses in the area to helping local agricultural producers obtain a grant from the US Department of Agriculture to develop a marketing program for high-quality agricultural products grown/raised in the Valley. **Pending current data**

Albers graduate students have participated in the MBA Service Project every April. This is a nation-wide initiative, partnering with other Jesuit schools, to serve our communities. In 2010, students collected office supplies and donations for Washington Cash, a local non-profit organization that serves low-income entrepreneurs. In 2011, Albers MBA students partnered with CAMP: Central Area Motivation Program. Students donated non-perishable food items, baby materials, or toiletries during service week. In 2012, Albers MBA students partnered with MAGIS office and the Office of Alumni to provide service at various sites around Seattle, including St. Francis House and Yesler Terrace. Students, faculty and staff were given the option of what kind of service they wanted to offer (ie., clean, paint, grounds, etc.). The program was coordinated by the Albers Graduate Students Association and the office of Albers Graduate Programs. Currently, these Service Projects are coordinated at the university level.

Moneythink is a student club in the Albers School, comprised mainly of business students (but open to all. Moneythink reaches out to neighborhoods that are economically disadvantaged and vulnerable. Club members run workshops for high school students on financial literacy and teach basic money management skills. At the same time, the club molds university students into teachers, mentors, and leaders, so that they members gain valuable on-site training and experience. The club's mission statement reads: "Moneythink aims to foster smart money management among high school students, promoting decisions and habits that will lead to a lifetime of financial independence. Through a flexible curriculum, discussion-based classes, and connecting students with bright and motivated college-age mentors, we give students encouragement and support to set ambitious goals, and the tools they need to reach them."

The Albers Innovation and Entrepreneurship Center conducts an annual business plan competition and sustainability is one of the screening criteria. A Social Enterprise award is one of the prizes in the competition.

Alpha Kappa Psi (AKPsi) business fraternity is the largest student business organization on Seattle University's campus. The mission of AKPsi is to develop fraternity members (both men and women) and promote business education, including the role business plays in the community. To this end, the fraternity has engaged in a number of service events such as

canned food drives, Junior Achievement, Northwest Harvest and raising funds for the Ronald McDonald House. Through these activities, the club enables leadership formation and the opportunity to practice skills acquired in business courses in support of the neighborhoods bordering the Seattle University campus.

Beta Alpha Psi (honorary accounting society) conducts numerous community service activities every year. Sixty accounting students have provided service to the community in a variety of ways. Examples include: cleaning the area around Seattle University for Adopt-a-Street, providing financial literacy training to dorm residents, working at Lifelong Aids Alliance, working with local elementary students and providing them with books.

Another, newer club at Albers is the Business Ethics club, founded in 2013. The business ethics club has recently been rebranded Zeta Epsilon Mu (ZEM): Zenith of Ethical Markets. The club's motto is Advancing Global Justice & Sustainability Through Business. ZEM aims to raise awareness about justice and sustainability and appeal to students' aspirational visions for a better future, guided by ethical business in action and social entrepreneurship. We inspire collaborative leadership across all areas of business and economics by educating and empowering our community with ethical and sustainable practices. Their mission is animated by SU's mission "to inspire and create true leaders for a just and humane world". To date the club has mainly focused on educational tasks around business ethics and sustainability. They have also supported the work of the Center for Business Ethics in the yearly Ethics Week at Albers every spring from 2013-2015.

Seattle University has participated in numerous Ethics Bowls for the past few years. In 2011 and 2012, the university sent a team to compete at the Northwest Regional Ethics Bowl. Their faculty advisor hailed from Albers, as did several of the team members. Likewise, Albers specifically has participated in the International Business Ethics Case Competition in 2011. Recently, the university has turned its focus to the Independent Colleges of Washington ethics bowls. Through 2014, an Albers faculty took the lead on coaching the SU team. The team always includes students from Albers.

Research-related activities, as described in the second and fourth Principles

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.

[Principle 2 is repeated here because we consider research to be an “academic activity.”]

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.

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Albers faculty published the following papers in peer-reviewed journals over the past five years, and one book, with primary focus on issues related to responsible management (on ethics and sustainability broadly construed):

(organized alphabetically by author, names of co-authors from other schools in parentheses)

“Improving International Students’ Understanding of Local Culture and Financial Institutions: A Service Learning Application,” *Journal of International Education in Business* (2014), by Bonnie Buchanan

“Shareholder Rules and Practice: Evidence from a Comparison of the US and UK. *American Business Law Journal*,” (Lead Article) (2012), by Bonnie Buchanan (co-authored with Jeffry Netter, Annette Poulsen and Tina Yang).

“Integrating a Social Justice Perspective in Economics Education: Creating a Distinctly Catholic Education,” *Catholic Education, A Journal of Inquiry and Practice* 13:4 (2010), by Dave Carrithers and Dean Peterson

“Moral and amoral conceptions of trust, with an application in organizational ethics,” *Journal of Business Ethics* 112:1 (2013), by M.A. Cohen and J.W. Dienhart

“Empathy in business ethics education,” *Journal of Business Ethics Education* 9 (2012), by Marc A. Cohen

“Empathy in business ethics education redux,” *Business Ethics Journal Review*, 2:1, 1-7 (2014), by Cohen, M.A.

“Genuine, non-calculative trust with calculative antecedents: Reconsidering Williamson on trust.” *Journal of Trust Research*, 4:1, 44-56 (2014), by Cohen, M.A.

“The Narrow Application of Rawls in Business Ethics: A Political Conception of Both Stakeholder Theory and the Morality of Markets,” *The Journal of Business Ethics* 113:1 (2013), by Marc A. Cohen

“Citizens, Kant and corporate responsibility for the environment,” in Denis G. Arnold and Jared Harris (eds.), *Kantian Business Ethics: Critical Perspectives* (Edward Elgar, 2012), by M.A. Cohen and J. Dienhart

“Sustainability cross sector collaboration institutions, and governance,” *Business Ethics Quarterly*, 20:4 (2010), by John Dienhart

“Sustainability, Collaboration, and Governance: A Harbinger of Institutional Change?” *Business and Society Review* (2010), by John W. Dienhart and Jessica Ludescher.

“Environmental Choices and Huperbolic Discounting:An Experimental Analysis.” *Environmental and Resource Economics*. Published online: August 12, 2014, Print: Forthcoming, by Gareth P. Green (and Timothy J. Richards)

“Learning Statistics at the Farmers Market? A Comparison of Academic Service Learning and Case Studies in an Introductory Business Statistic Course,” *Journal of Statistics Education*, forthcoming (November 2011), by Bridget Hiedemann and Stacey Jones

“Does voluntary corporate citizenship pay? An examination of the United Nation’s Global Compact,” *International Journal of Accounting & Information Management* Vol. 19: 3 (2011), by M. Kimbro and Z. Cao

“Financial Performance and Voluntary Environmental Disclosures during the Asian Crisis,” *International Journal Business Performance Management* 12: 1 (2011), by M. Kimbro (and S. Rosen Melendy)

“Sustainability in Capital Budgeting Decisions” in *Corporate Sustainability: A Revolution for the Economy, Products and Processes*, Taticchi, Carbone and Albino (Eds.) Springer, NY. 2013. ISBN 978-3-642-37017-5, 2013 by M. Kimbro.

“Values Change for Survival.” *Journal of Law, Business and Ethics*. Volume 20 (2014), by G. Lasprogata

“Corporate Citizenship & Creative Collaboration: Best Practices for Cross-Sector Partnership.”

Journal of Law, Business and Ethics. Volume 18 (2012), by G. Lasprogata, coauthored with (M. Cotton)

“Caritas in Veritate: Promises and Challenges of the Catholic Contribution to Sustainability,” *Journal of Catholic Social Thought* 9: 2 (Summer 2012), by Jessica Christie Ludescher

Opening Pandora’s Box: Corporate Social Responsibility Exposed,” *The Independent Review: A Journal of Political Economy* 15:1 (2010), by Jessica C. Ludescher and Rubina Mahsud

“Sustainable Development and the Destruction of the Amazon: A Call for Universal Responsibility,” *Environmental Ethics* 33:2 (2011), by Jessica C. Ludescher

“We are the Corporation: Dispersive CSR,” *Business and Society Review* 117:1 (2012), by Jessica Christie Ludescher, Rubina Mahsud, and Gregory E. Prussia

“Developing Dual-Agenda Leaders: Pedagogy Design and Impact in a Leadership Executive MBA,” *Journal of Corporate Citizenship* 43: Autumn (2011), by Sharon Lobel and Marilyn Gist.

“Predicting Organizational Responsiveness to Poverty: Exploratory Model and Application to Brazil and the United States,” *European Management Journal* 31 (2013), by Sharon Lobel

“On Supply Chains and Reputation Risk: Tracking Changes in Supplier Codes of Conduct,” *International Journal of Procurement Management* (forthcoming), by Gregory M. Magnan, Talia Alcantar (MBA student), Kenneth Henshaw (MBA student), (S.E. Fawcett)

Mastering the Chargemaster: Minimizing Price-gouging and Exposing the Structural Flaws in the Healthcare “Market”, *Pittsburgh Journal of Environmental and Public Health Law*,” Vol. 9, No. 1 (2015), by John McLean and Vinay Datar

“Female Immigrant Entrepreneurship in India,” in *Female Immigrant Entrepreneurs: The Economic and Social Impact of a Global Phenomenon*, Halkias, Daphne, Thurman, Paul, Harkiolakis, Nicholas, Hwang, Rebecca, Okpara, John and Smith, Celina. (Eds.) (Gower Publishing Limited, Hampshire, UK, 2011), by Meenakshi Rishi

“Comparison of Ethical Behavior: Individual Perceptions and Attitudes Towards Entrepreneurs”, *Journal of Leadership, Accountability and Ethics*”, 8(5), 32-43 (2011), by Leo R. Simpson (and J.H. Batchelor, S.G. Gibson, M.L. Harris)

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In addition to these publications, faculty members have presented research on ethics and sustainability topics at academic meetings across the business disciplines.

Engagement with the broader community, as expressed in the fifth and sixth Principles

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.

Principle 6: Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups, and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as examples of the values and attitudes we convey to our students.

Albers' involvement in the broader community is expressed in a number of programs.

The service learning projects and extracurricular activities described in the section on Educational Activities also make a significant contribution to the surrounding community.

Albers sponsors two programs for high school juniors and seniors; the programs are intended to introduce the students to the basics of business, introduce them to college life, and talk with them about the option of applying to Albers. The Summer Business Institute is a program for high school juniors from underrepresented minorities (defined as Hispanic, African American, and Native American Indian). For the past 12 years 20-30 students from around the Puget Sound region have come to campus for four days to live in the dorms, eat on campus, take business classes, visit sponsoring corporations, and experience college life. The business classes are taught by Albers professors and include courses such as finance and accounting, business ethics, business law, management, marketing, business communications, entrepreneurship, and economics. Students are also briefed on the college admissions process and financial aid. In addition, during winter quarter, Albers partners with the Seattle Public Schools through their career academies, including the Academy of Finance, to offer students an introduction to business. High school juniors and seniors come to campus once a week to learn the basics of business, including finance, marketing, entrepreneurship, ethics, economics, and management. As with the Summer Business Institute, the courses are taught by Albers professors.

The Community Development and Entrepreneurship Clinic provides business and legal consulting services to the underserved and minority members of the Seattle community. The Clinic itself is a joint venture between the Albers School of Business and Economics and its

Entrepreneurship Center and the Seattle University School of Law: MBA and law students work under the supervision of student mentors and faculty. Clients come to the Clinic primarily from two community based micro-lenders, Community Capital Development (www.seattleccd.com) and Washington CASH (www.washingtoncash.org). To date, the Clinic has served over 75 clients. One of the more impressive stories involves a woman who came to us the first year of the Clinic and has since participated in two additional projects; she has grown her company from something barely subsisting to now generating over \$100,000 per year in revenue. The Entrepreneurship Center raised funds from donors to guarantee loans provided to the Clinics' clients by the two micro-lenders mentioned above. In addition, Seattle University lent Community Capital Development (CCD) funds to support micro-loans made to organizations in the Seattle U. neighborhood; and as part of this agreement Albers students assist CCD in loan request due diligence. **Pending current data**

A number of speakers addressed social and environmental responsibilities in the context of global business and entrepreneurship, including: Ron Armstrong, CEO of PACCAR, Lieutenant General Stephen Lanza, Commander, I Corps, Joint Base Lewis-McChord, John Williams, President & CEO of the Federal Reserve Bank of San Francisco, Ray Conner, Vice Chairman of The Boeing Company and President & CEO of Boeing, Brad Tilden, President & CEO, Alaska Airlines & Alaska Air Group, CEO, Horizon Airlines, Spencer Rascoff, CEO, Zillow.com, Steve Davis, President & CEO of PATH, who spoke as part of the Albers Executive Speakers Series, Howard Schultz, President & CEO of Starbucks, Jim Sinegal, former CEO of Costco Wholesale, David Beckman, President of Bread for the World, and representatives from Point32 addressed the development of a the Bullitt Foundation Building, the world's greenest office building.

Albers courses actively involve outside speakers on a regular basis. In the 2011-2012 academic year we had 267 outside speakers, and expect a similar number going forward. **Pending current data**

The Center for Business Ethics held, in Fall 2013, a multi-faith conference devoted to the document published by the Pontifical Council on for Justice and Peace entitled, "The Vocation of the Business Leader." Over 200 participants joined businesspeople and academics discussing real-life experiences of how faith and humanistic traditions influence and sustain ethical business practices. The keynote speaker at the conference was Dr. Michael Naughton, a major architect of the document. Business speakers included executives from Costco, REI, and representatives of businesses from Africa and South America. Scholars included professors from DePaul University, the University of St. Thomas – St. Paul Minneapolis and Yeshiva University.

The Internal Audit program sponsored an Auditing sustainability conference in June 2014. We invited national speakers to share their thoughts on the evolving field of Sustainability Audit. Topics included measuring, reporting, and auditing. Speakers hailed from Microsoft, Deloitte and Touche LLP, Moss Adams, SASB, Board of Environmental Health and Safety Certified (BEAC), and Seattle University.

Albers' faculty and staff are active in the broader community.

John W. Dienhart serves as Director of the Northwest Ethics Network, an independent group of ethics and compliance officers from the Seattle and Puget Sound area. The group meets quarterly to discuss how values and compliance intersect to create healthy governance and employment cultures. Members include: Alaska Airlines, the Boeing Company, Microsoft, Premera Blue Cross, Russell Investments, Siemens, Starbucks, Weyerhaeuser, and Zillow, inc.

Albers participates in the following University-wide activities that embody the values expressed in PRME.

Seattle University launched a major initiative in the local community to improve the academic achievement of local low-income youth. The Seattle University Youth Initiative (SUYI) aims to become a national model of campus-community engagement.

The University's Center for the Study of Justice in Society sponsors yearly research seminars that foster interdisciplinary and collaborative faculty scholarship on select justice issues; provides writing workshops where faculty learn practical tools for structuring research and writing activity; hosts informal gatherings over meals for faculty to share their ideas, frustrations, and concerns as they engage in scholarly work; and presents short educational conferences on specific types of justice scholarship, such as community-based research. During the 2009-2010 academic year, the Center sponsored a seminar on Transforming Business: Enterprise Solutions to Poverty, directed by Meenakshi Rishi of the Department of Economics, Albers School. Meenakshi Rishi and Albers faculty-member Bridget Hiedemann are on the Center's Board of Directors. Other Albers faculty have regularly participated in CSJS events, such as justice reading groups.

Sarah Bee, Senior Lecturer, Accounting Department, is one of the leaders of Africa Start Up, a program to provide training to low income entrepreneurs in Africa. The program started in Malawi in 2010, but since moved to Ghana. Several times a year, Sarah and her students traveled to Ghana where they partnered with Ashesi University to deliver business training for small businesses. By partnering with Ashesi, the program has developed a sustainable model to deliver this much needed program.

Seattle University President Fr. Stephen Sundborg was an early signatory of the American College & University Presidents' Climate Commitment (ACUPCC). In 2010, the University submitted its Climate Action Plan, committing to: (a) expand sustainability in the curriculum, (b) expand sustainability-related student co-curricular programs, (c) increase sustainable practices in university operations, and d) share knowledge with others. These goals easily map to all six of the PRME principles. The committee established to oversee the University's execution of the

plan involves faculty from all of the schools on campus, including Albers, as well as staff and local business and community leaders in sustainability. The University's report committee has been co-chaired by two separate faculty members from Albers in the past 4 years. Albers faculty also serve on the committee.

Human Resources and the Center for Service and Community Engagement placed 89 faculty and staff, 10 from Albers, in various neighborhood organizations to give back to the community. Projects addressed community needs such as environmental restoration, homelessness, social services, and more. Following the service projects, volunteer opportunities were showcased as staff was encouraged to take advantage of the new Community Service Leave Benefit that the university offers (Fall 2010). **Pending current data**

The current report was written by numerous faculty, staff, and administrators in Albers under the coordination of Jessica Ludescher Imanaka.

The original report was written and compiled by a committee.

Readers should feel free to contact Jessica Imanaka, Marc Cohen, or Dean Joseph Philips, for more information.

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