



CENTER FOR  
**LEADERSHIP & SOCIAL RESPONSIBILITY**  
UNIVERSITY of WASHINGTON | TACOMA

**REPORT ON PROGRESS 2019**  
**PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION**

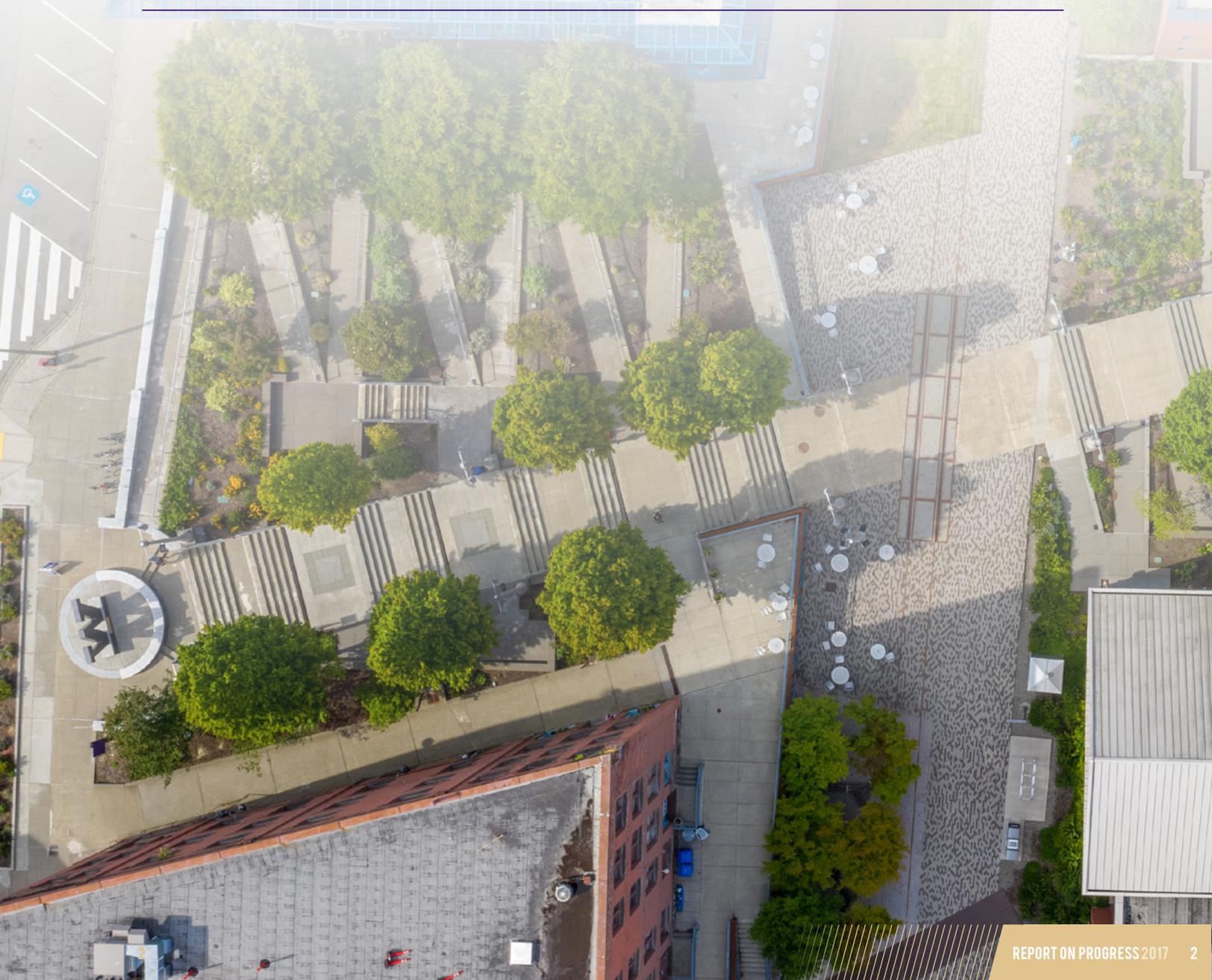


**PRME**

This is our **Sharing Information on Progress (SIP)** Report on the Implementation of the Principles for Responsible Management Education

# EXECUTIVE SUMMARY

The Milgard School of Business signed the Principles for Responsible Management Education (PRME) in **2011, and this is our fourth Sharing Information on Progress report. This summary of our school-wide achievements** on the six principles of the UN Global Compact PRME also represents the accomplishments of our Center for Leadership & Social Responsibility (CLSR), as well as two newer Milgard School of Business Centers, the Milgard Success Center and the Center for Business Analytics. The work of these centers, and our undergraduate and graduate business curriculum, demonstrate our commitment to be a leader in responsible management education.



# SINCE THE LAST REPORT IN OCTOBER 2017, THE MILGARD SCHOOL OF BUSINESS WOULD LIKE TO HIGHLIGHT FIVE ACHIEVEMENTS OF WHICH WE ARE PARTICULARLY PROUD:



1. The seventh annual [Invitational Case Competition](#) on CSR brought 17 teams from across the globe to compete. Students were invited to present on how Microsoft could use Artificial Intelligence to leverage increased impact from their Corporate Social Responsibility (CSR) initiatives.
2. The [Milgard Success Center](#) was launched to provide increased resources for student career development, including a professionalism series, an etiquette dinner, and the annual Milgard Business Leadership Awards.
3. The [Center for Business Analytics](#) was launched and the first cohort of students presented their Applied Projects in the spring of 2018.
4. The [Milgard Women's Initiative](#) was launched, matching MBA students with female executive leaders in the greater Tacoma area for mentoring and professional development.
5. The [Minor in Corporate Responsibility](#) continued to grow and attract students from across the UW Tacoma campus.

# 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.

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## THE UW CONNECTION

[UW Tacoma](#) is one of three campuses that make up the University of Washington: the 158-year-old Seattle campus, and the Tacoma and Bothell campuses, both founded in 1990. We offer many of the same educational qualities as our sister universities: a vibrant campus setting; top-drawer faculty known for their high quality scholarship and teaching; a rigorous, interdisciplinary curriculum; and high standards of social responsibility.

## STUDENTS

UW Tacoma's diverse student body includes a broad range of ethnic and family backgrounds, ages, interests and experience. More than 60% of the 2019-20 student population identify as students of color or mixed-race students, with more than 56% of students entering as first-generation college students and 45% of students eligible for Pell grants. Additionally, 17% of UW Tacoma students come into the university with a military affiliation. The rich diversity of the UW Tacoma student population cannot be expressed in numbers alone, but they do provide significant markers for the different perspectives and lenses that UW Tacoma students bring to the campus community.

## COMMUNITY

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

## MILGARD SCHOOL OF BUSINESS

The [Milgard School of Business](#) offers programs of study leading to a Bachelor of Arts in Business Administration (BABA), Master of Business Administration (MBA), Master of Accounting (MAcc), Master of Science in Business Analytics (MSBA) and a Master of Cybersecurity and Leadership (MCL - in conjunction with the School of Engineering & Technology). 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 2018-19 FACTS:

**5,352**  
STUDENT ENROLLMENT

 **56%**  
FIRST-GENERATION COLLEGE STUDENTS

 **358**  
FACULTY

**#4**

**“BEST BANG FOR THE BUCK” IN THE WEST**  
WASHINGTON MONTHLY  
AUGUST 2019

## STUDENT PROFILE

**46%** MALE  **54%** FEMALE 

- 40%** Caucasian/White
- 19%** Asian American
- 14%** Hispanic/Latino
- 9%** African American
- 5%** International
- 1%** Hawaiian/Pac. Islander
- 1%** Native American
- 3%** Not indicated

Information shown is current as of Autumn quarter 2019

## AVERAGE CLASS SIZE

 **29**  


 CLASSES TAUGHT BY FACULTY **100%**



# MILGARD SCHOOL OF BUSINESS 2018-19 FACTS:

 **288**  
BACHELOR OF ARTS IN BUSINESS ADMINISTRATION (BABA) DEGREES

 **\$410,000+**  
IN SCHOLARSHIPS TO 162 UNDERGRADUATE AND GRADUATE STUDENTS IN THE MILGARD SCHOOL FOR THE 2018-19 ACADEMIC YEAR.

**27**  **22**  
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREES  
MASTER OF ACCOUNTING (MAcc) DEGREES

**33**  **32**  
MASTER OF SCIENCE IN BUSINESS ANALYTICS (MSBA) DEGREES  
MASTER OF CYBERSECURITY & LEADERSHIP (MCL) DEGREES. The MCL curriculum is innovative and blends coverage of cybersecurity issues, management and leadership courses typically offered in MBA programs.



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 Centers, including the Center for Leadership and Social Responsibility, we engage our students in critical thought about each of the six principles of PRME.

This report outlines the variety of ways that we implement the principles in our curriculum, research, community engagement, and throughout our students' experience.

As educators, we understand the importance of not only teaching the principles of responsible management education, but of modeling these principles in how we teach, learn and lead. Our mission and vision speak directly to these ethical principles.

#### **Our Mission**

The Milgard School of Business cultivates business leaders through cutting edge and personally accessible education, diverse scholarly exploration, and innovative community engagement while promoting social responsibility. We inspire students to become lifelong learners.

#### **Our Vision**

The Milgard School of Business transforms our communities through innovative thinking, compassionate leadership, and exemplary stakeholder engagement.

I am happy to share our progress and our plans for the future with you.

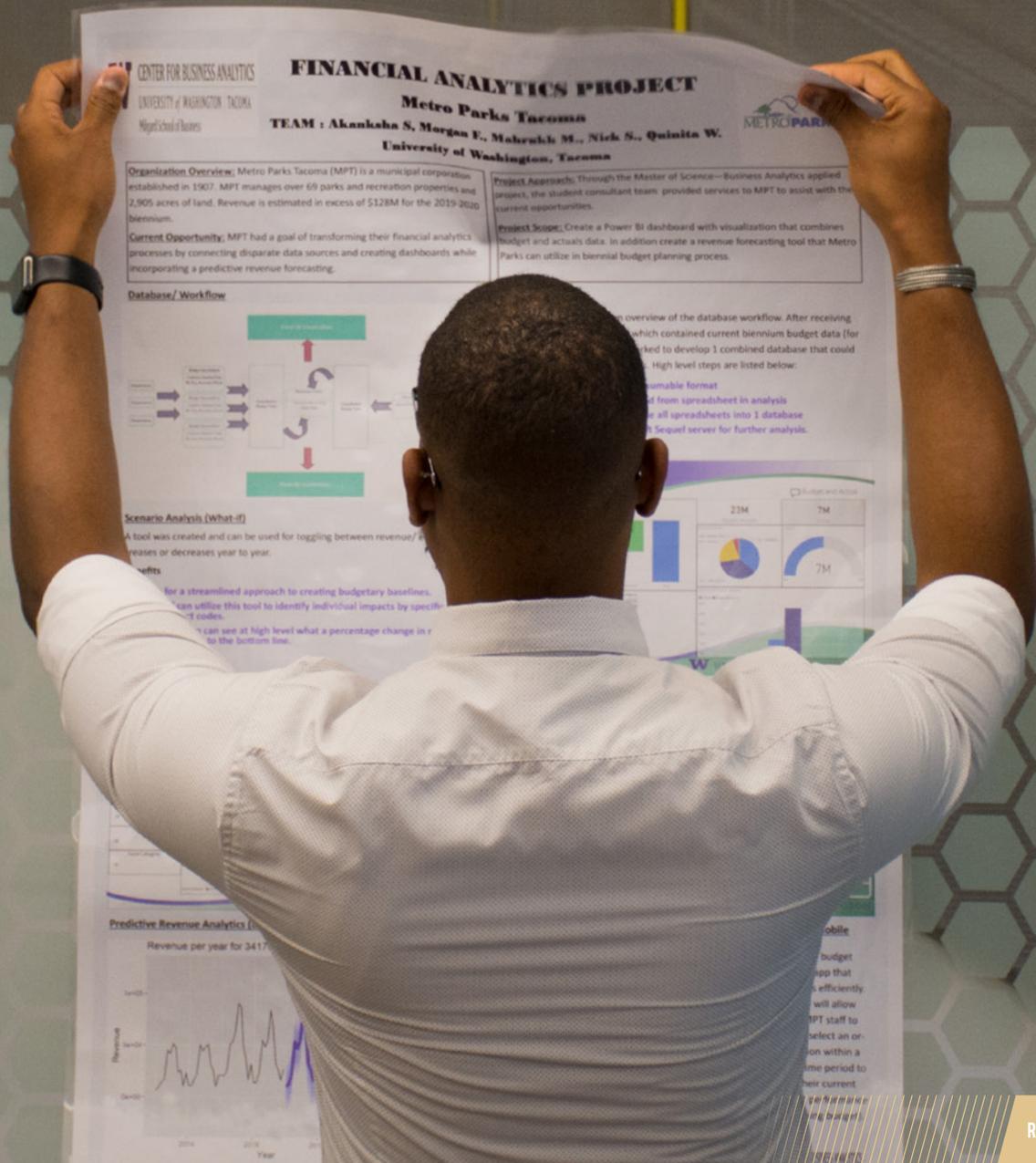
Sincerely,

### **ALTAF MERCHANT, PH.D.**

Interim Gary E. and James A. Milgard Endowed Dean  
Professor of Marketing  
Milgard School of Business  
University of Washington Tacoma

# 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:

The Milgard School of Business is home to three Centers that strive to develop the capabilities of students for a sustainable and ethical business world.

- The Center for Business Analytics, founded in 2016, serves as a catalyst for research, education and innovation in the use of “analytics”, “big data” and “smart machines” for actionable insights and business decision-making. A hallmark of the work of the CBA is its use of Applied Projects where students utilize data analytics to solve real world business problems. For example, in the 2018-19 academic year, a team of Master of Science in Business Analytics (MSBA) students conducted an Applied Project for **Microsoft** to develop a predictive model that will **Forecast Supplier Carbon Emissions Reductions** based on historical data, allowing Microsoft to analyze current and future supplier emissions. The model predicts supplier’s CO<sup>2</sup> performance so that Microsoft can make decisions of resource allocation in accordance to which suppliers need to be monitored in order to be up to par on industry average emissions targets.
- The Milgard Success Center, founded in August, 2017, prepares students for careers through the development of programming to support career competencies, access to internships, and the development of strong relationships with the Tacoma area business community.

**Lunch and Learn:** Lunchtime workshops on LinkedIn and Networking continue to be a strong draw for students and often serve as a mechanism for students to discern professional opportunities that are consistent with the values of social responsibility.

**Etiquette Dinner:** The Etiquette Dinner, now in its 17th year, is subsidized in part by local companies that each send two employees to the dinner. 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’s annual Business Leadership Awards** provide a venue for recognizing business leaders in large, small, and non-profit settings. Each business leader is honored with a video describing their accomplishments, and, indeed, their character. A review of the [2019 video homage for each business leader](#) demonstrates the consistent themes of PRME.

- The Center for Leadership & Social Responsibility (CLSR) continues to hold its annual Case Competitions, both for UW Tacoma students and our international invitational. Each year, students address business issues through the lens of corporate social responsibility.

**2018 Milgard Case Competition:** “Millennial Work Force at Premera Blue Cross”

**2018 Milgard Invitational Case Competition:** “Microsoft and the Future of Artificial Intelligence”

**2019 Milgard Case Competition:** “Palantir, Data Analytics and Corporate Social Responsibility”

**2019 Milgard Invitational Case Competition:** “Zillow and Social Responsibility in Housing”

## FUTURE OBJECTIVES:

- Refinement and implementation of a strategic plan that includes responsible and sustainable objectives for the school and our students.
- Increase 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.*

“The company grew when I got out of the windows business and got into the people business.”

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

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

## KEY ACCOMPLISHMENTS:

- In the past two years, we have continued teaching five undergraduate courses focused on Corporate Responsibility

### **T BGEN 212: Introduction to Corporate Responsibility**

Introduces the tools used in the business world today to engage in socially responsible business practice. Provides a framework for integrating corporate responsibility practice into the overall strategy of an organization, and explores current trends in corporate responsibility.

### **T BGEN 312: Communicating Corporate Responsibility**

Provides the theory and skills to analyze and assess the corporate responsibility communication issues in a company, and create a strategic corporate communications plan based on that assessment. Develops the understanding of corporate responsibility stories and storytelling in a compelling way that engages and informs stakeholders.

### **T BGEN 322: Measuring Corporate Responsibility**

Explores the developing field of Corporate Responsibility metrics and measurement and gives students the tools to determine strategic metrics that will drive positive “triple bottom line” growth. Provides the framework and skills to analyze and assess the environmental, social, and governance metrics and measurements in a firm.

### **T MGMT 420: Managing Corporate Responsibility**

Focuses on strategic and dynamic issues that are key to building high-performing organizations with a sense of ethics, civic engagement and social responsibility. Provides a theoretical and practical understanding of what role organizations should play in society.

### **T BGEN 422: Corporate Responsibility Capstone**

This course is the culminating experience for the Corporate Responsibility Minor, and challenges students to think critically about the issues of corporate responsibility and puts their skills to the test through experiential learning and teamwork.

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

- **Integrity Campaign/Banners:**

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

This is the public pledge to uphold integrity made by students at the Milgard School of Business. Every business faculty member includes the pledge in his/her syllabi and the Integrity banner is a key feature of the main entry into the primary building of the Milgard School, Dougan Hall.

## FUTURE OBJECTIVES:

- We will work to integrate good CSR principles into the curriculum of the Milgard School of Business at both the undergraduate and graduate levels, by developing curricular modules focused on leadership and social responsibility.

## 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. Each year approximately 20 students engage in the Board Governance course and associated board service. This work has activated what students learn in their leadership and management courses, embedded our students in networks of community leadership, and addresses on-going community needs.
- The Milgard School of Business **first cohort of 29 direct-admit freshmen** entered UW Tacoma in September 2014. Not wanting to lose the opportunity to engage these students from the moment they stepped foot on campus, we developed a class on leadership exclusively aimed at these future leaders. Not focusing solely on theory, the course challenges and reshapes students' notions of traditional leadership through activities like performing community service, keeping a group together on a hike, and working with the Tacoma poet laureate. Since its inception, this program has enrolled 235 students, with 40 students on average per year.
- In September 2019, twenty-one students from the Milgard School of Business studied the Port of Tacoma's communications practices related to their sustainability initiatives, then traveled to Amsterdam to compare those communications with those practiced at the Ports of Amsterdam and Rotterdam. Students met with officials from all three ports, toured the port facilities, explored websites, and researched how the ports and their stakeholders receive and transmit information related to the Ports' sustainability practices and initiatives. Students and faculty spent two weeks in the Netherlands, observing and engaging with the culture in order to better understand differences in sustainability and communication practices.

- As referenced in Principle One, each Winter quarter the Center for Leadership and Social Responsibility hosts two case competitions. The first, for Milgard students only, is held at the end of January. The second, the Milgard Invitational Case Competition for Social Responsibility, involves students from around the world. To date, the following schools have participated in the MICCSR Case Competitions:



- CSR case studies** appropriate for undergraduate courses are in short supply. The CSR cases used in the Milgard competitions are written by the executive director of CLSR with input from the subject company when possible. Cases have featured T-Mobile, PEMCO Insurance, REI, Outerwall, Nordstrom, Uber, Walmart, Victoria's Secret, Zillow, Microsoft, Palantir 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. Milgard Case Competition Cases are [archived here](#), and MICCSR cases are [archived here](#).

## 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.
- We will develop curricular modules to allow faculty to integrate leadership, social responsibility, and responsible management curriculum in a wider variety of courses.

## 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.*

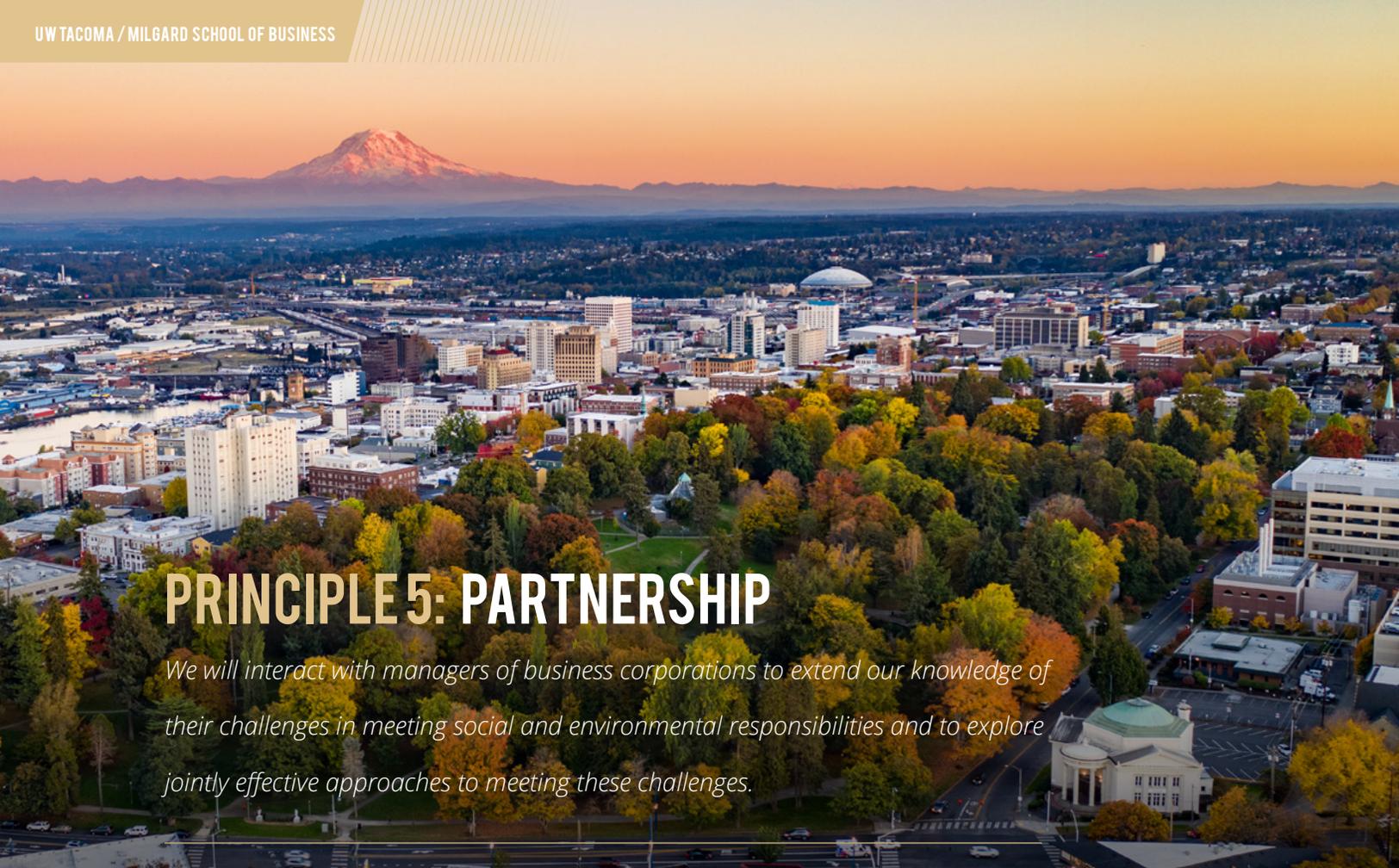


## KEY ACCOMPLISHMENTS:

- Our faculty have published the following CSR-focused works in journals in the past two years:
  - a. "Obamacare and the Environmental Production Efficiency Rankings for the 50 U.S. State Governments: A Data Envelopment Analysis of Health Outcomes from Environmental Factors and State Health Care Expenditures". **Feroz, E.H.**, R. Raab, J. Schultz, and G. Ulleberg. (2017). *Journal of Economics and Banking*, Volume 3, Issue 1, February 2017, pp. 1-19.
  - b. "Collaborating for Our Future: Multistakeholder Partnerships for Solving Complex Problems." Gray, Barbara, and **Jill Purdy**. (2018). Oxford University Press.
  - c. "How Entrepreneurial Ecosystems Take Form: Evidence from Social Impact Initiatives in Seattle". **Thompson, T.A., J.M. Purdy** and M.C. Ventresca. (2018). *Strategic Entrepreneurship Journal*, 12: 96-116.
  - d. "Authenticity, power, and pluralism: A framework for understanding stakeholder evaluations of corporate social responsibility activities". Skilton, P. F., & **Purdy, J. M.** (2017). *Business Ethics Quarterly*, 27(1), 99-123.
  - e. "Corporate Social Responsibility and Word-of-Mouth Intentions". Bohyeon, Kang and **Eugene Sivadas**. (2018). *Indian Journal of Marketing*, 48 (4), 7-20.
- We continued our partnership with the Foster School of Business at UW Seattle and jointly organized the 15th Annual Financial Reporting Conference in May 2019 at the Bell Harbor Conference Center in Seattle. This event had over 300 participants and nine 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:

- 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.
- We will partner with the Center for Business Analytics to develop community-based participatory research opportunities related to higher education and health care as anchor institutions (grant request pending).



## PRINCIPLE 5: PARTNERSHIP

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

### KEY ACCOMPLISHMENTS:

- Cases for each of the case competitions hosted by CLSR are developed in-house. Companies located in the Pacific Northwest are invited to partner on the case as its subject. Company representatives provide case insights and information, and serve as competition judges. In turn, the student solutions give the companies fresh thinking, innumerable ideas, and alternate solutions to real-world CSR problems.
- **The Board Governance Course** is a service-learning course developed in the Milgard School of Business to teach students through classroom interaction, mentoring, and internships on the boards of local organizations. It is a two-course sequence that introduces students to board membership and governance through an apprenticeship and engaging academic inquiry. Each student is matched with a nonprofit organization where the student serves as an apprentice board member, with a regular board member serving as a mentor. The course starts in Winter quarter and continues through Spring quarter (20 weeks total). Approximately 20 students engage on the boards of local nonprofit organizations each year, and study the principles of good governance as they apply at the organizations with which students are engaged.

### FUTURE OBJECTIVES:

- Due to staff turnover, the Corporate Advisory Council for the Center for Leadership & Social Responsibility has been less active in recent years. We will reinvigorate the Advisory Council, which in the past included CSR leaders from corporations throughout our region.
- In past years we have partnered with locally based corporations to host a Seattle-based group for corporate practitioners of social responsibility. The Corporate Purpose Roundtable will be reinvigorated to offer the CSR community a forum for discussing common issues and supporting common efforts.

## PRINCIPLE 6: DIALOGUE

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



### KEY ACCOMPLISHMENTS:

- Each year the CLSR curates' 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.
- As Autumn quarter 2019 began, the Milgard Women's Initiative (MWI) launched the inaugural year of MWI mentorship program. 22 graduate students from the MBA and MSBA programs were individually matched with mentors from the South Sound area. In order to participate, students submitted applications stating their background and career plans, as well as their hopes and goals for the mentorship. The mentors were recruited from the network of successful and influential women known personally by the Council of Directors of the MWI. The keynote speaker for the orientation dinner, held at a local restaurant, was Debrena Jackson Gandy. The students and mentors were welcomed by Interim Dean Altaf Merchant, Milgard Executive Council Chair Larry Kopp, and MWI Council member Sara Kendall who played a key role in matching the students with the mentors.



■ Selection of Relevant **Guest lecturers 2017-19:**

**October 2017: Leadership Courage (Scholarly Selection Talks)**

Milgard School of Business adjunct faculty and career organization development professional Joe Macias, Jr. explored how ordinary individuals can exemplify courageous leadership personally, professionally, and even on a global scale. Using historical case studies, Macias delved into his framework for how to step up and lead when the path forward is uncertain.

**April 2018: Positive Change in Global Business, Stan Emert**

The world IS a good place! University of Washington Tacoma Milgard School of Business instructor Stan Emert discussed the who, what, and why of positive changes being made around the world. Emert, who has conducted business on six of the seven continents, told stories from the eleven-year-old girl who fought against a heinous practice of her tribal culture to the former prime minister of Norway who helped start The Elders, and much more. Attendees left feeling positive about where we're headed!

**November 2018: Grace Green: Leadership Learnings from the Last Frontier**

Learn leadership and tools to business success from the experience of Grace Greene, President of TOTE Maritime Alaska. Green has over 13 years of professional experience managing a wide range of activities from complex oil and gas exploration logistics, aviation operations and safety in remote Arctic Alaska, to business development and consulting. Most recently, Green was responsible for leading all aviation logistics operations in the Alaska Venture for the Shell Exploration and Production Company.

**January 2019: Innovation at Starbucks, Chanda Beppu**

Chanda Beppu, VP of global beverage innovation for Starbucks, discussed innovation at Starbucks as part of Milgard's executive-inspired speaker series.

**November 2019: Future of Work – Analyzing the Combined Customer & Employee Experience – A New Way to See and Quantify the Link**

Consider turning old concepts of employee engagement upside down and looking at measures such as how employees rate the customer. Don't think traditional surveys - these are anything but traditional. **Julia Gometz** and **Burke Powers** use the latest in artificial intelligence, online data and natural language processing to create new measures that help solve very specific and customized business challenges. With such abundance of data, they have figured out how to sift through millions of data and zero in on the relevant, specific nuggets, and real-time and on an on-going basis, with little effort from internal company resources. They shared cool data and driver analyses for the QSR (Quick Service Restaurant) industry, including McDonald's and some on hospitality (Marriott). Some questions they looked at: What makes a customer or employee at McDonald's brandful? What can McDonald's do to increase employee retention or employee/customer brand advocacy? They discussed more about their methodology and insights, and they engaged with attendees.

## 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.



**MILGARD**  
SCHOOL OF BUSINESS

CENTER FOR  
**LEADERSHIP & SOCIAL RESPONSIBILITY**

**PRME** Principles for Responsible  
Management Education

**REPORT ON PROGRESS 2019**  
**PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION**

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