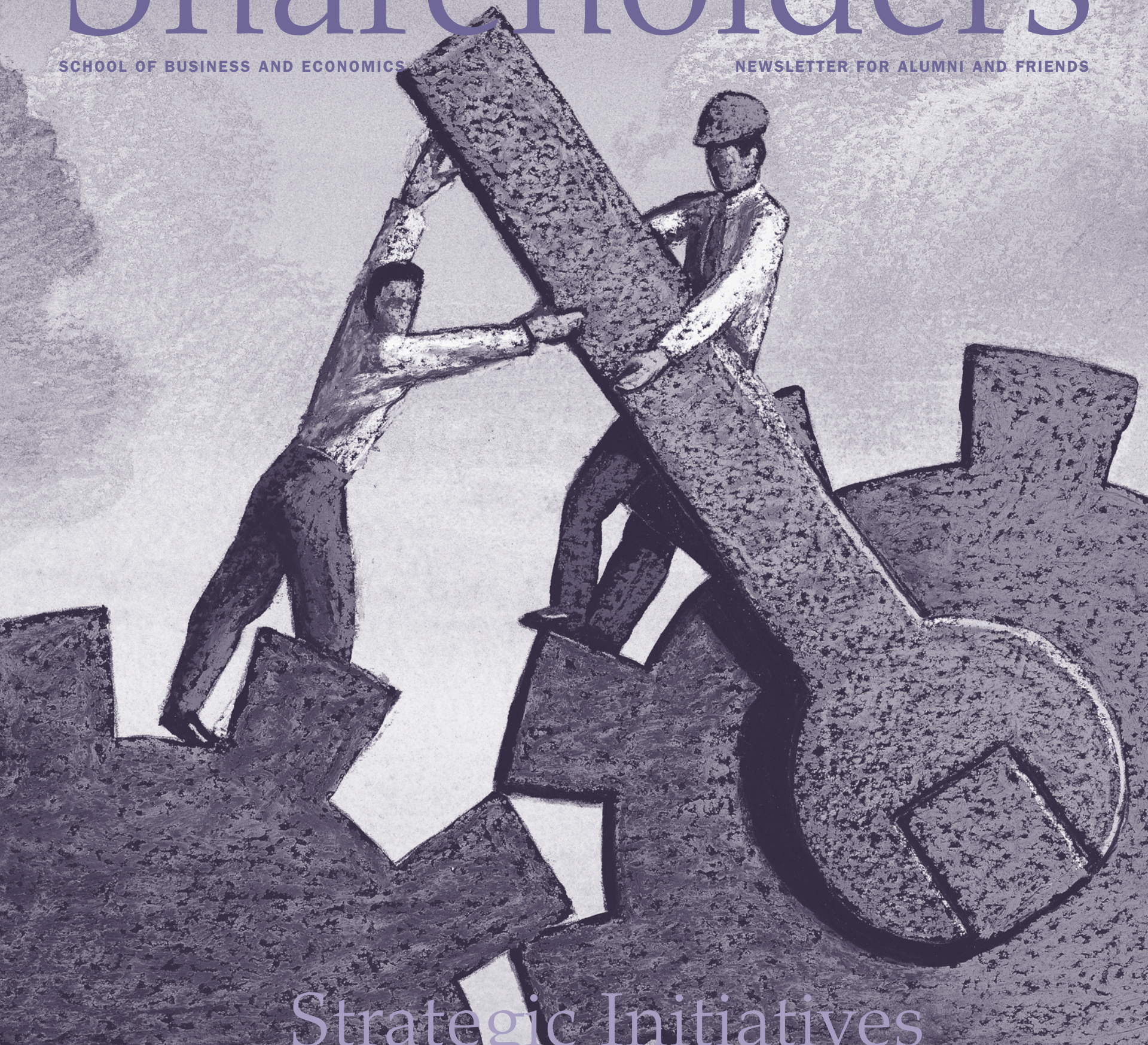


Shareholders

SCHOOL OF BUSINESS AND ECONOMICS

NEWSLETTER FOR ALUMNI AND FRIENDS



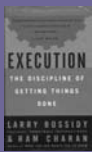
Strategic Initiatives Taking Action

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GARY KARNS, ASSOCIATE DEAN, GRADUATE DIRECTOR, AND ASSOCIATE PROFESSOR OF MARKETING

At a recent luncheon, John Coffey stood before a room full of business leaders with a confession. The 2004 M.B.A. graduate admitted that when he entered the M.B.A. program in Seattle Pacific's School of Business and Economics, his goal was to become a CFO or CEO. The idea of serving customers, employees, and the community — not just pursuing profit at any cost — was only a minor consideration. But through SBE's program, his goals changed. Today, Coffey works for the insurance brokerage Kibble & Prentice, and he plans to make "another way of doing business" a reality. "SPU taught me that while it is important to make a profit, it is more important to make a difference," says the commercial account manager.

This edition of "Shareholders" surveys the comprehensive mosaic of SBE vision for the future and the strategic initiatives we are pursuing to achieve it. We have been busy for the past few months "re-visioning" where we are going from here — drawing up a revised strategic plan of action to face the growing needs in the marketplace and to best utilize the platform we have been given. This new strategic plan will help us to continue offering high quality programs, extend our reach to students and the business community, play a key role in SPU's new *Blueprint for Excellence*, and guide us as we move through the next five years leading up to our re-accreditation visit by AACSB.

The words *engaging* and *changing* frame Seattle Pacific University's vision for education and service. The School of Business and Economics actively pursues this vision by preparing students such as Coffey for service and leadership in the business community, developing knowledge and skills that make them professionally competent while simultaneously molding character and fostering integrity. Beyond our campus, we directly engage the business community with our vision for "Another Way of Doing Business." This vision emphasizes the purpose of business as serving people — customers, employees, and the community. It encourages students to see profits as a necessary and appropriate component of a firm's strategy to serve people.

"We are at work to help bring the light and hope of the gospel into the business sphere."

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DIRECT FROM THE DEAN



Princeton Review Ranks SBE #1

JEFF VAN DUZER

Some of you may have heard about SPU's recent No. 1 ranking as the "best administered business school" in the nation. As you might guess, we were thrilled to learn that we had been selected for this distinction. For us, this recognition by *The Princeton Review* represents a gratifying external validation of our long-standing internal commitment to serve our students.

The *Review* ranking was based on surveys focused on the perceptions of our graduate students. They were asked to comment on how smoothly the school is run, and the ease with which they could register for needed courses. Their responses reflected what many of us have known for some time. We indeed practice what we teach in terms of the highest level of service to our students.

The success of our high-touch, non-bureaucratic approach is primarily the result of the untiring efforts of Associate Dean and Graduate Director Gary Karns and Associate Graduate Director Debbie Wysomierski. Their personable, available, and effective leadership of our graduate programs seems to make all the difference. In addition, our faculty supports their efforts and regularly goes the extra mile to craft an academic experience that mirrors our service orientation.

I am proud to be associated with a school that has earned this national recognition. When I arrived as the dean a little over three years ago, I inherited a well-run school with a dedicated and talented faculty and staff. Their faith and values were being woven into their work long before I took the helm, and I am truly grateful to be able to experience some of the fruit of their great work. Being recognized as No. 1 is truly wonderful. What is even better is being a part of a program that works so hard for its students.

Helping Faculty to Grow

DAN HESS, PROFESSOR OF FINANCE

Just as students must develop skills, faculty members in the School of Business and Economics must also remain on the cutting edge of teaching and scholarship. To that end, the Faculty Development Committee fosters growth and development in faculty scholarship, teaching, and personal faith. For SBE, this is a critical element in maintaining quality in the classroom, recognition in the business guild, and growth in professors' personal faith. It also enhances the school's prospects for continued accreditation by AACSB.

Three SBE faculty members comprise the Faculty Development Committee. Together, they work on the following ongoing activities and initiatives:

- Plan and publicize nine colloquiums and workshops during the school year. These events give faculty members an opportunity to present their latest research and receive feedback from the participants. The objective is to provide a forum where faculty can learn about new issues and research in business practice and education, as well as provide assistance to presenters on ways to improve their research and writing. These events continue to prove that sharing research stimulates the flow of new ideas for research, encourages faculty collaboration, and enhances scholarly output.
- Develop standards for scholarship, consistent with the guidelines established in the *Faculty Handbook*, which are needed to secure tenure and promotion, and get these standards approved by the faculty.
- Assist faculty members in preparing the necessary documentation for promotion, tenure, third-year review, and post-tenure review. In addition, the committee handles the review process in each of these cases and assists the faculty member as they move through the various steps of the review and decision process.
- Develop a scholarship database to organize the scholarship process in the school. The purpose is to analyze the scholarly output needed to maintain AACSB accreditation and assist each faculty member in the various stages of the publication process.
- Identify alternative approaches to providing ongoing theological training for the faculty. This could include funding courses at Fuller Theological Seminary or developing a mini-certificate program offered by SPU's School of Theology.
- Provide mentors for new full-time, as well as adjunct, faculty members.

With the support of the development committee, SBE faculty have already accomplished much in 2004: Ryan LaBrie and Henry Petersen completed doctorate degrees; and several faculty earned awards from the school, including Kenman Wong (Teacher of the Year), Denise Daniels (Scholar of the Year), Grant Learned (Adjunct of the Year), and Richard Sleight (Dean's Award).



Taking the Initiative to Integrate Faith and Business

DENISE DANIELS, ASSOCIATE PROFESSOR OF MANAGEMENT

What is the role of faith in the workplace?" the professor asked his graduate student. "Does faith have a place in business?"

The student shrugged. "Business and faith serve opposite purposes," he answered. "You go into business to get financially wealthy; you go into religion to get spiritually wealthy."

Unfortunately, this perception of a gap between faith and the workplace is common. And while it is true that this gap is very real for many companies today, here in the School of Business and Economics at SPU we are committed to closing this gap.

We believe that God does have a purpose for business that includes producing high-quality products and services that meet real needs, as well as creating a great place to work where people can use their creative talents. Further, we think that these purposes can best be accomplished when profit is emphasized as a means rather than an end. We want our students, and people in the larger business community, to have an understanding of the role that Christian faith can bring to work. Ultimately, it is our vision that this faith-informed understanding will shape the way that individuals and organizations conduct business.

For the past several years, SBE faculty members have been working to develop the concept of another way of doing business — one that is rigorous in the core business disciplines while remaining faithful to the gospel's call to service. To this end, we have received three summer grants supporting SBE faculty development in the area of faith integration. The first focused on a theology of business, the second on a Christian understanding of globalization, and the third brought together Christian management faculty from five universities in the United States and Canada to develop a research agenda for faith-informed management scholarship.

We have also launched our Center for Integrity in Business (CIB), whose mission is to promote an understanding of business as service to others. Working through the CIB, we have conducted a theology of business seminar for Christian executives, and sponsored a series of roundtable discussions bringing together business professionals, academics, and theologians to engage with each other on the topic of "organizations that serve."

For our students, we continue to incorporate a "business as service" model in the classroom. Across the curriculum, faculty members integrate Christian faith concepts with topics in their disciplines. We have also begun offering one-credit courses that are explicitly designed to address an issue within business from a Christian perspective. Topics for these classes vary each quarter and have included Wealth, Business, and Sabbath; Christians in Business; Corporate America's Role in Overcoming Poverty; and so on. In the end, closing the perceived gap between business and faith is important in all SBE programs. When students embrace another way of doing business, we achieve our greatest success.

A Taste of Reality

SHEILA VORTMAN, DIRECTOR, CENTER FOR APPLIED LEARNING
CAROL BROWNE, COORDINATOR, CENTER FOR APPLIED LEARNING

Encouragement in the right direction and a business card enabled SPU junior Caleb Whitmore to make a life-changing connection. The business major's mentor, CEO Dan Rogers of Modern Mind Software, encouraged him to set up informational interviews with Seattle-area Web design agencies. He did, including one with Bill Predmore, CEO of POP, a Seattle agency with clients such as Amazon.com, New York City Opera, and Microsoft. "I selected SPU, in part, because of the connections with the Seattle business community I was told it had," says Whitmore. "The mentor program is one avenue for connections that has proven invaluable for me!" In fact, through Predmore's and Whitmore's meeting, Whitmore was offered an internship at POP.

As Whitmore's experience shows, more than book learning is needed for success in today's business world. Tomorrow's business leaders *must* have out-of-the-chute effectiveness in the workplace. For this reason, School of Business and Economics' Center for Applied Learning (CAL) works hard to establish strong ties with the Puget Sound business community. Through these partnerships, CAL gets students into the workplace through its applied learning programs — mentorship, internship, project entrepreneurship, and service experience. Such real-world access allows students to test themselves and their ideas in the active arenas of flourishing businesses.

CAL's Mentor Program is now entering its eighth year. Since its inception in 1997, more than 750 students have benefited from insights gleaned from personal contact with more than 500 top-level business executives in the Puget Sound region. In the past two years, participation in the Mentor Program has increased nearly 80 percent. Students tell us that in today's marketplace the opportunity to explore possible career alternatives and to establish a network of contacts before graduation is important. "My mentor, Stuart, was an amazing resource," says 2003 graduate Brian Jorgenson. "Not only did he help me with my résumé and job search, but he also went out of his way to introduce me to others in the business community."

Students realize that the tight job market makes it imperative that they find applied-learning experiences. But not just any business professional is invited to guide our students. Only established business professionals with a pattern of success and a reputation for integrity are invited to participate in the Mentor Program — and personalizing every mentor-student match is a hallmark of the program. Students recognize and appreciate this matching as enormously helpful. "What I learned from my mentor and what I have learned, and am learning through this job at POP, is precisely what I was hoping to

gain from attending SPU," says Whitmore. Other successes abound, including an accounting student who planned to join the U.S. Air Force before pursuing a career with the Federal Bureau of Investigation or another governmental agency. We matched him with a special agent in the F.B.I.'s Seattle bureau who, coincidentally, graduated with a degree in accounting and is a former U.S. Marine.

These kinds of ongoing successes have mentors and students speaking highly of the program. Many mentors say they appreciate the opportunity to contribute to the development of an outstanding SPU business student. They enjoy seeing them succeed — and interest in their own careers is revitalized as they make productive use of their knowledge, skills, values, and experience. They also expand professional contacts through interaction with other mentors.

For students, connections to the business community are vital in their other programs as well. Students in entrepreneurship and marketing courses are required to work with a "client" from the community to gain a "live-fire" experience on launching a product or business. Student teams analyze markets, probe alternative applications for technology, and develop initial business plans. Over the years, student teams have looked at new technology from the Pacific Northwest Laboratories in Richland, Washington, including medical and security devices. They have worked with many small businesses — restaurants, recording studios, spas, photo shops, lube shops, recreational services, printing services, wireless telecommunications, clothing stores — and several not-for-profit organizations seeking to establish for-profit businesses to support their central mission.

Additionally, social entrepreneurship is now gaining interest among students and faculty. Social entrepreneurship is a start-up business where the goal of the business is to meet a social need and where, quite often, the profits are plowed back into the business. For example, in 2004, a student team developed a plan to start the nonprofit organization, "Acting on AIDS." It's directed at increasing the awareness and activism of college students about HIV/AIDS in Africa. The organization, in partnership with World Vision, piloted its program at Seattle Pacific University last spring, and launched nationally this past summer. Two of SBE's recent graduates are now full-time employees of the organization.

SBE is committed to applied learning because it enriches students' educational experience. "An applied approach is necessary for skill development," says Gary Karns, associate dean and associate professor of marketing. "A project using what students are reading and hearing about completes the learning experience. I'm always on the lookout for businesses who want to work with a student team. It's the best way for students to learn. Plus, the businesses gain a new perspective on their product, service, and market. Everyone wins!"

If you are interested in volunteering as a mentor or having a student team work on a marketing or new venture plan, contact the director of the Center for Applied Learning at svortman@spu.edu.

Aiming for the Extraordinary

DOUG DOWNING, ASSOCIATE PROFESSOR OF ECONOMICS

College years are special. Lifelong friendships are forged, and life missions are clarified.

Seattle Pacific University is committed to making these years extraordinarily influential in the lives of students, and success depends to a large degree on the learning environment we provide.

Students themselves are a major component in a learning environment. "Iron sharpens iron, and one man sharpens another," says Proverbs 27:11. To maximize beneficial student-to-student contact, the School of Business and Economics has set itself the dual tasks of admitting top-notch students of excellent character and enhancing their opportunities to interact in community.

In pursuit of the first objective, last year we adopted new admission standards for undergraduate business and accounting majors. We continue to provide significant scholarships to academically strong students. This year, 33 students received these scholarships.

Outstanding students require an outstanding curriculum, and we're working on a number of innovations. Cooperatively with the English Department, we launched a writing program to help students develop robust writing skills. This spring, a cohort of SBE students will begin the process of developing a business plan to be entered in a national competition. The students will begin a three-course sequence in marketing, and while taking each of these courses, the students will also study business-plan development with Herb Kierulff, professor of finance and entrepreneur-

ship. A select group of students is currently being recruited to take part in this program. In future issues of "Shareholders," we'll let you know how these business plans fare in competition and discuss other curriculum advances.

We're also busy at the second goal of building student community. The cohort group described above is one example. Other examples are our enhanced new major orientation program and the support we give to activities of student clubs (Associated Undergraduate Students of Business and Economics and Accounting Club), helping them design events that connect students with one another and with members of the business community.

Study-abroad experiences give participating students unique opportunities to experience community. Eight SPU business students studied in China this fall. In September, the students traveled to Beijing for an international business seminar taught by Joanna Poznanska, professor of international business. Then they traveled to Southwest China Normal University near Chongqing for Autumn Quarter, taking the courses Business in China; the History and Culture of China; and an elective such as painting or martial arts. In December, Gerhard Steinke, professor of information management, joined them in Hong Kong.

Although this was our first SBE study-abroad program in China, this fall marked the fourth year that other business students lived in Exeter College, Oxford, for two weeks, led by Randy Franz, associate professor of management. These students spent Autumn Quarter at the International University in Vienna, where Franz taught as a visiting professor. Plans for study abroad in Autumn Quarter 2005 are being developed.

Our graduate programs also offer unsurpassed learning options. Business leaders are welcomed into the classroom as guest speakers, sources for team projects, and informal advisers. The M.B.A. and M.S.-ISM programs sponsor quarterly events such as the Faith in the Marketplace speaker series, and students also stay connected to each other through the Graduate Student Association, which sponsors other special events and service projects.

Finally, alumni aren't being overlooked. With assistance of SPU's Alumni Office, plans are underway for a new SBE alumni program. We look forward to providing opportunities for networking among our alumni as well as maintaining contact with them as a school. Debbie Wysomierski, associate graduate director, will coordinate the formation and kickoff of this program. Watch for more details.





Doug Downing

Faculty notes

PUBLICATIONS, PRESENTATIONS, PROFESSIONAL ACTIVITY

DOUG DOWNING served as chair of Seattle Pacific University's Faculty Senate during the 2003-04 school year. GARY KARNS now fills the position of chair-elect.



Randy Franz

RANDY FRANZ and his family are living in Vienna, Austria, during a cross-cultural sabbatical experience. He is teaching two classes at the International University, as well as working on a book about theology in business. The book will also feature chapters by JEFF VAN DUZER and other SBE faculty members.



Dan Hess

In October, DAN HESS presented a paper at the Mountain Plains Management Conference in Grand Junction, Colorado, about instructional methods for a course on art investments.



Gary Karns

GARY KARNS presented a paper he coauthored with JEFF VAN DUZER, RANDY FRANZ, DENISE DANIELS, KENMAN WONG, and Tim Dearborn at a conference dealing with business as a vocation sponsored by the Institute for Catholic Studies in St. Paul, Minnesota, in August 2004.



Herb Kierulff

"Entrepreneurship Across the Business Curriculum" was discussed by HERB KIERULFF in a paper presented at the European Applied Business Research Conference, Edinburgh, Scotland, in June 2004. Closer to home, Herb also gave two presentations at Small Business Administration's SCORE workshops on business financing.



Jim Rand

JIM RAND presented summer symposiums in Chicago, Illinois, for the American Society for Training and Development; in Seattle for Group Health Cooperative, the Health Ministries Association 16th Annual Conference, and the Port of Seattle; and in Milwaukee, Wisconsin, for Marquette University.



Gerhard Steinke

GERHARD STEINKE and graduate student, Helen Carothers, attended the International Information Management Association's annual conference in Chicago, Illinois, October 6-9, 2004, where he presented a paper examining trends in information technology outsourcing. In August, he served on a security panel in Washington, D.C., to review funding requests from the National Science Foundation.

STRATEGIC INITIATIVES TAKING ACTION

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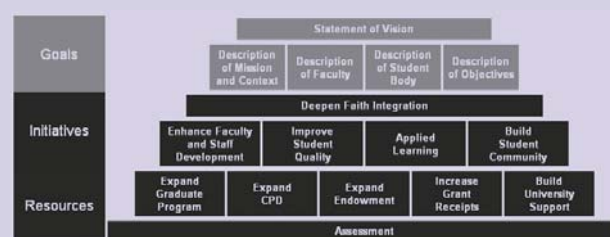
Of late, our school is seen as a solid player among business schools. The quality of our programs, faculty, and staff is recognized by many. We stand tall in teaching and promoting ethics and social responsibility. And through our school, we have a platform from which we can be a major influence for good. Indeed, because of recent cases of corporate scandal, we see a great responsibility to make the most of our standing, talents, and resources to engage with the business world and to help strengthen it for the better. In faith, we are at work to help bring the light and hope of the gospel into the business sphere.

The key elements of our mosaic are portrayed in the shape of a pyramid. Our vision — to be a premier Christian business school and promote an academically and theologically rigorous understanding of business and economics — and our goals form the keystone at the top. The tiers of the pyramid represent our main strategic initiatives:

- Deepening faith integration
- Supporting faculty and staff development
- Expanding applied-learning strengths
- Improving student quality and competence
- Building student community

Highlights of these initiatives are detailed in the remainder of this issue. Visit our vision Web site www.spu.edu/sbe/vision/vision/html to learn more about the exciting projects now underway in SBE.

SCHOOL OF BUSINESS AND ECONOMICS BUILDING ON ACCREDITATION



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I'D LIKE TO FIND OUT MORE ABOUT THE SPU SCHOOL OF BUSINESS AND ECONOMICS

- Undergraduate Business Programs
- MBA/MS-ISM Programs
- Center for Professional Development
- Center for Applied Learning
- Center for Integrity in Business

Books



EXECUTION: THE DISCIPLINE OF GETTING THINGS DONE
BY LARRY BOSSIDY AND RAM CHARAN

The authors focus on developing plans and execution strategies so that goals can be achieved. An excellent resource for this important area.



PRINCIPLED PROFIT: MARKETING THAT PUTS PEOPLE FIRST
BY SHEL HOROWITZ

The author looks for the win-win in marketing, while advocating working with others rather than trying to defeat them.



ASIA'S NEW CRISIS: RENEWAL THROUGH TOTAL ETHICAL MANAGEMENT
BY FRANK-JURGEN RICHTER AND PAMELA C.M. MAR

The authors compile articles from 24 writers, offering different perspectives on the ethical crisis of business in Asia. The result is a broad, insightful view of business in Asia.

You can find more complete reviews of these books at www.ethix.org.

