

Seattle Pacific University

Shareholders

AUTUMN 2009

SCHOOL OF BUSINESS AND ECONOMICS

NEWSLETTER FOR ALUMNI AND FRIENDS



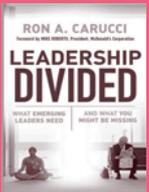
partnering
adds value

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The China Connection

“The time I spent in China was instrumental in reforming my worldview,” writes one Seattle Pacific undergraduate student after a School of Business and Economics (SBE) study abroad trip in China.

“I’ve come to understand the world as more complex, more interconnected, and more beautiful than I could have ever imagined. Traveling and studying in China was more than just a cultural experience; it was an opportunity for me to more clearly identify the aspects of the human experience we find so common — hard work, aspiration, livelihood — despite which country or continent we call ‘home’.”

Under the leadership of Associate Professor of Economics Douglas Downing, the SBE study abroad program provides an eye-opening experience for many students, thanks in part to key partnerships forged in China. And with China’s booming economy and growing influence on global commercial and political realities, the program’s China connection is quite relevant to today’s students. So much so that in 2008 more than 40 students traveled to China — the most ever to go on an SPU study abroad trip. This year 23 students made the journey. For many students the opportunity becomes a high point of college. One even dubbed it a “signature experience.”

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“I’ve come to understand the world as more complex, more interconnected, and more beautiful than I could have ever imagined.”



DIRECT FROM THE DEAN



Celebrating Partnership

JEFF VAN DUZER

Recently, we've taken to discussing our approach to business — what we sometimes refer to as “Another Way of Doing Business” — as featuring three distinctive qualities: *purpose, practice, and partnership.*

In our approach, we urge that the purpose of business is, first and foremost, service. Businesses serve by providing goods and services that contribute to flourishing communities, and they serve by providing meaningful, creative jobs. We also hold that the practice of business involves a respect for ethical limitations — limitations that are defined by values such as integrity, respect, justice, and stewardship — even where it is costly to do so.

In the notion of partnership, we explore ways that creative collaborations can accomplish far more good than can any one institution acting alone. We recognize that business, as an institution, was designed from the outset to operate in concert with other institutions.

In a somewhat parallel fashion, this edition of *Shareholders* celebrates all manner of partnerships that have enriched the life of our business school. These include partnerships between our institution and others, among different schools within our university, between businesses and the school, and between students and other organizations, as well as domestic partnerships, global partnerships, and many more.

A focus on partnerships, either in an overall philosophy of business or in the day-to-day activities of our school, reminds us that we are part of an overall community. Such a focus fosters humility.

Our work would not be possible were it not for our partners. Partnership teaches respect. It makes us mindful of and grateful for the strengths of our partners. It keeps us rightly directed. And it confirms that our work is never just for our own sake, but for the sake of the whole — for the “common good.” I hope you enjoy reading about some of our many partnerships.

“Collaborations accomplish more good than any one institution acting alone.”

THE SCHOOL OF BUSINESS AND ECONOMICS
“ANOTHER WAY OF DOING BUSINESS”

Partnering Around the World

With their growing list of global partnerships and opportunities, SBE's faculty members are putting their expertise to work around the world — and expanding horizons for SBE students.

FROM AFRICA TO ZURICH

During 2009, Executive in Residence Al Erisman continued his work in the Central African Republic (CAR), which started as a partnership with InterVarsity Christian Fellowship in 2006. This year the partnership was with CIDEL, an African-based organization working to develop ethical leadership in CAR. He teamed with SPU Associate Professor of Philosophy Ken Himma to train professors at CAR's University of Bangui on curriculum for ethics and microenterprise development.

Erisman had other associations and partnerships in 2009. He worked with colleagues in England to produce a second edition of a mathematics graduate text for Oxford University Press. He delivered a seminar on ethics in Zurich, Switzerland, in October 2009 for the School of Business of Rensselaer Polytechnic Institute. And he worked with mission agency Action International, delivering training sessions on a biblical perspective of work and faith in Nepal and India in November 2009.

IN VIETNAM AND ROMANIA

During the summer of 2009, SBE professors Gerhard Steinke and Ryan LaBrie spent two weeks teaching at Duy Tan University (DTU) in Danang, Vietnam. A private university established in 1994, DTU now has more than 13,000 students. While there, Steinke and LaBrie taught IT project management and accounting information systems to more than 50 students for each subject. They also gave daily seminars to approximately 40 faculty and staff in the areas of IT security and Web 2.0 technologies. Seattle Pacific's relationship with DTU began through SPU's John Perkins Center and its work toward worldwide reconciliation.



For the past seven years, Steinke has also spent one week each spring at Emanuel University in Oradea, Romania. There he teaches an intensive undergraduate course in Management Information Systems. In 2009, Steinke was accompanied by Roger Cox, a former SBE adjunct instructor of information systems. Together they taught a weekend seminar for Emanuel's MBA students.

LATIN AMERICAN TIES

Students as well as faculty get involved in international endeavors. Kenman Wong's winter 2009 undergraduates, in partnership with Hope International and Esperanza International, helped raise \$5,000 in support of a village bank in the Dominican Republic — a country in which two-thirds of the population lives on less than \$2 a day.

An exciting prospect for future international partnerships is in the works for SPU as a whole. In December 2008, Dave Hansen '75, president of Students International (SI) and a Seattle Pacific biblical studies alumnus, visited SPU's campus. SI is a Christian mission group engaged in long-term, ongoing community development in developing nations. Hansen spoke to a number of faculty members about SI's work.

Following Hansen's visit, four faculty members representing geography, physics, engineering programs, and business (Denise Daniels) formed a vision team to explore how SPU students might minister in Guatemala and make progress in their academic work at the same time.

Under the program, SPU students would live for six weeks in the city of Antigua with a host family. During the first two weeks, two SPU faculty members would travel to Guatemala to teach intensive courses in the social science and natural science areas, for which students would receive general education credits. The following four weeks would be devoted to intensive one-on-one tutoring in Spanish at the Centro Linguistico Maya. In a final eight-week period, students would work at SI project sites in villages outside Antigua, where they will use Spanish exclusively during the work day and as they live with a second host family.

This pending study abroad opportunity is one more way SBE faculty members will use who and what they know to bridge their classrooms and the world.

THE CHINA CONNECTION

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During the program, SPU students join two SBE professors (a different pair each year) in the great cities of Beijing, Shanghai, and Hong Kong. A two-week seminar taught by those faculty members immerses students in an in-depth study of international business and in the exploration of the culture and life of the people of China.

Program participants study such topics as Chinese economic history, trade balances, U.S. government policy regarding China, and issues involved in doing business in and with China. Students also meet with business people in Beijing and Shanghai and tour a number of Chinese companies, including Li & Fung and Microsoft.

Outside of school, students visit as many of China's cultural and historical attractions as possible. Days are filled with trips to Hong Kong's Victoria Peak; Shanghai's Bund riverfront, Oriental Pearl Television Tower, Ming Dynasty Gardens, and central shopping area; and Beijing's Forbidden City, Tiananmen Square, the Great Wall, and Summer Palace.

Following this intensive two-week immersion into all things Chinese, some SBE students continue to spend Autumn Quarter studying at Southwest University (SWU) in Beibei, near Seattle's sister city Chongqing.

A comprehensive university sponsored by the Ministry of Education of China, SWU enrolls about 50,000 full-time students. Among them are many international scholars. While at SWU, SBE students live in the Foreign Student Dormitory and study business topics, the Chinese language, and other subjects of interest. They also explore the area surrounding Beibei, including the Three Gorges, the Dazu Rock Carving, and hotpot food.

Regardless of their length of study, SBE students come away with wonderful stories. And they bring home both an expanded awareness of today's worldwide marketplace and sharpened intercultural skills — resources essential for success in today's interconnected world.

“Outside of school, students visit as many of China's cultural and historical attractions as possible.”

Partnering Close to Home

Approximately 1,000 times each school year, SBE students connect directly with businesses in the greater Seattle area.

The annual Social Venture Plan Competition is one example. The competition generates one-on-one relationships between student participants and business professionals serving as mentors or coaches.

Other examples abound. In work with up-and-running businesses, undergraduate students develop marketing plans or special marketing campaigns. Graduate students analyze business opportunities for area enterprises and suggest marketing strategies for pursuing the opportunities. They also carry out detailed analyses of units within large or mid-sized companies such as Microsoft, Boeing, Starbucks, and Costco — as many as 15 companies per academic year.

Besides involving their students, faculty members use their personal expertise to assist businesses. In June 2009, SBE Professor of Management Denise Daniels and SBE Executive in Residence Don Summers met with 20 partners of accounting firm Moss Adams for three days of intensive leadership development.

Under the program, developed specifically for Moss Adams, the accounting firm chooses top performing employees who have become partners within the past three to five years and charges them with generating solutions to business problems identified by the firm. Then professors Daniels and Summers assist as six- or seven-member teams wrestle with the complexities of these problems. In addition, they provide one-on-one executive coaching to help each person capitalize on individual strengths and develop an action plan for growth as a leader. The program is now in its third year.

Such direct involvement through consulting assignments provides a way for SBE faculty to serve local businesses. These activities benefit SBE as well because they provide current examples of complex, high-level business issues to bring to the classroom.

The school's clinical faculty is especially active in consulting work. Don Summers, for example, coached a manufacturing executive in China, supported the development of an executive team for a trade association, and created a coaching module for a government agency's leadership institute. Bill Kaupila conducted a seminar at the Washington State Electrologist's Association (WSEA) in September 2009. The seminar covered topics to help WSEA businesses be more financially successful. Jim Rand's active consulting business, Seattle Research Partners, takes him into many of the area's top businesses and provides a wealth of up-to-date examples for the classroom.

Al Erisman helped Kiro's, an organization for Christians in business, launch new chapters in Tacoma and West Sound. Additionally, two boards of directors benefit from Erisman's involvement: the board of Gladiator Technologies, a manufacturer and worldwide marketer of gyroscopes and accelerometers, and the advisory board and executive committee for the Theology of Work project, based in Boston. That group is in the process of writing a book-by-book commentary on what the Scriptures say about our daily work.

Also serving on Seattle-based boards of directors are Gary Karns (Seattle Metropolitan Credit Union), Joanna Poznanska (The International Trade and Finance Association), Don Summers (Advisory Board of the Mercer Island Boys & Girls Club), and Jeff Van Duzer (The Salvation Army).

Partnering activities such as these and many more allow SBE to serve and contribute value to the Northwest business community. And the School receives valuable benefits in return. Partnering pays great dividends.



Practitioners and Scholars Collaborate

JOHN TERRILL, DIRECTOR, CENTER FOR INTEGRITY IN BUSINESS

Something really good happened during the summer of 2009. On July 8, the Center for Integrity in Business (CIB) gathered a "community of scholars and practitioners" on SPU's campus for the first time. The group gathered again on August 25.

CIB has resolved to build a local/regional community around a Christian understanding of business, an understanding SBE has formalized as "Another Way of Doing Business" (AWDB). The goal for the future is to broaden this community, inviting scholars and practitioners from around the world who want to see these important ideas gain momentum.

With the summer gatherings, that vision began to materialize. More than 50 invited guests attended or helped plan the two sessions. The gathering also helped to set the scholarly agenda for SBE and CIB for years to come.

Planners represented Seattle Pacific University's School of Business and Economics, School of Theology, Industrial/Organizational Psychology department, and a wide range of businesses and other educational and nonprofit organizations. Among the planners were also representatives from Fuller Seminary's Max De Pree Center for Leadership; Regent College; Montana State University; the Boston-based Theology of Work Project, which is working on a Bible commentary from the work-and-faith perspective; and the Laity Renewal Foundation.

During the July 8 session, a panel of business practitioners began to examine how ideas inherent in AWDB might be implemented. The panel was charged with testing and validating some of the key theories of the AWDB business philosophy in organizational contexts. The panel was moderated by Uli Chi, founder and chair of Computer Human Interaction, LLC, who also serves on the CIB Executive Committee. Panel members included Robin Carey, Thomas Osborn, Paul Graves, Steve Bell, and Aaron Westlund, who represent a wide range of industries and organizational structures, from small business to Fortune 500.

A second session on August 25 was designed to identify and explore important unresolved theoretical questions regarding AWDB. William Messenger, the executive editor for the Theology of Work Project (www.theologyofwork.org), moderated the session; and Doug Strong, dean of the SPU School of Theology, discussed how John Wesley might address some of today's challenges in developing a Christian understanding of business.



William Messenger

By the close of the August 25 session, participants developed a long list of areas for study. Suggested projects include developing metrics to measure various outcomes; creating tools and resources to help managers answer hard, practical questions; articulating a detailed explanation of the role of profit, economic value-creation, and capital formation; identifying traits and roles of leaders in AWDB; and at least a dozen more!

The summer sessions generated excitement about bringing AWDB's ideas into sharper focus so they may be readily grasped and used. And the overall evaluation of the first community of scholars and practitioners at SPU was extremely positive. One participant summed it up as "incredibly valuable and helpful in thinking of business and the Christian faith."

Briefcase

NOTES FROM AROUND SBE

ETHIX GOES ELECTRONIC

Promoting good business through appropriate technology and sound ethics, *Ethix* is now exclusively online. Published by the Center for Integrity in Business, the web journal includes conversations with top U.S. and international business leaders, book reviews, a technology watch, and more. Check out *Ethix* today! www.ethix.org.

DISTINGUISHED SPEAKER LUNCHEON FEATURES BONNIE WURZBACHER

What is business? To Bonnie Wurzbacher, senior vice president for global customer leadership with The Coca-Cola Company, business is an extraordinary place to honor God by providing a sustaining infrastructure for society through its creation of jobs, salaries, and taxes. Wurzbacher was the featured speaker at the annual luncheon for students, faculty, and guests held October 22 and sponsored by the Association of Washington Business and AWB HealthChoice. During her 23 years with Coca-Cola, Wurzbacher



Bonnie Wurzbacher

has held various positions of increasing responsibility in sales, marketing, and management. She spoke of the critical role and responsibility business has in advancing the well-being of people around the world.

NEW FACULTY APPOINTMENT

Dan Osborn joined SBE in the summer of 2009. He teaches courses in strategic management, managerial economics, and portfolio theory. At the University of Washington, Professor Osborn taught computational finance and operations research. Before that he taught mathematical economics at Stanford University. He is a member of the Game Theory Society and of The Institute for Operations Research and the Management Sciences (INFORMS). He's also served as a reviewer for the *Journal of Optimization Theory and Applications*. Prior to his academic career, Osborn worked as an engineer and consultant in the telecommunications and forest products industries.

MARK OPPENLANDER GIVEN TITLE OF DIRECTOR

Mark Oppenlander was promoted from associate director to director of the Center for Applied Learning (CAL). Oppenlander joined the CAL in February 2005, and has headed work there since July 2007.

DEAN'S SERIES BRINGS CRAIG NAKAGAWA TO CAMPUS

On October 26, students and faculty heard Craig Nakagawa, CFO and director of social enterprise for VillageReach, a Seattle-based nonprofit. Nakagawa discussed VillageReach's mission to provide sustainable improvements to health systems in Mozambique, Malawi, Senegal and other remote communities, and its unique method to pay for the health care — with a for-profit business, VidaGas. Harvard Business School published a case study on VidaGas that will be used in classrooms beginning in autumn 2009. The nonprofit has been widely hailed as a social enterprise worth emulating.

FACULTY AWARDS FOR EXCELLENCE

In September 2009, SBE Dean Jeff Van Duzer announced SBE awards for outstanding accomplishment during the 2008–09 academic year. Herb Kierulff was named Scholar of the Year and Lisa Surdyk Teacher of the Year, while Kenman Wong took home the Ambassador of the Year award for his part in the successful Microfinance Conference. Terry Greve was named Adjunct of the Year. And Denise Daniels received the Dean's Award for her



Craig Nakagawa

excellence in the classroom year after year.

LIBRARY COLLECTION DEDICATED

A dedication ceremony and luncheon on October 29 celebrated SBE's acquisition in 2008 of the Work and Faith Library Collection. Donated by Pete Hammond, the collection contains more than 2,000 books, articles, and papers. It will be supported by the Pete and Shirley Hammond InterVarsity Marketplace Collection Endowment.

GOOD AWARDS AND GREAT STATISTICS

SBE students and faculty members enjoyed outstanding recognition during the 2008–09 academic year. SBE undergraduate students placed in the top 15 percent of all students taking the national standardized ETS test. The President's Citation awards for best SPU undergraduate and graduate students went to SBE students Jason Williams and Joe Knolmayer, respectively. SPU's Center for Scholarship and Faculty Development selected a submission by SBE faculty member Doug Downing as one of the top five teaching ideas of the year. The SPU Faculty Servant of the Year award went to SBE faculty member Gary Karns. SBE faculty member Denise Daniels spoke for the faculty at Ivy Cutting, SPU's on-campus commencement ceremony. And SPU Teacher of the Year honors went to SBE faculty member Ross Stewart.



Tanya Boyd



Denise Daniels



Herb Kierulff

SBE Faculty Notes

TANYA BOYD presented a talk titled "Unbreakable" at a September 2009 meeting of the Criminal Law Division of the Washington Women Lawyers Group. Her talk addressed responding to pressure in the workplace.

DENISE DANIELS presented a paper she coauthored with Margaret Diddams and JEFF VAN DUZER titled "A Magnetic Pull on the Internal Compass: The Effects of Moral Self on Ethical Sensitivity" at the Academy of Management annual meeting in Chicago in August 2009.

HERB KIERULFF and coauthor Beth Armstrong presented a paper titled "Leadership by Context" at the September 2009 Sustainable Enterprises of the Future International Conference. A second article coauthored with HENRY PETERSEN and titled "Ten Lessons from Turnaround Management," appeared in the November/December 2009 issue of *Journal of Business Strategy*.

JOANNA POZNANSKA published "CEE Steel Industry: Restructuring and Prospects" in the June 2009 issue of *Vienna Institute of International Studies*.

KIM SAWERS participated in the American Accounting Association (AAA) annual meeting in New York City in August 2009. She presented her paper "An Experimental Examination of Perceptions of Fairness on Transfer Pricing Decisions and Firm Profit," moderated a research session, and acted as discussant. She also reviewed papers and coordinated meeting plans and panels for midyear meetings of special sections of the AAA in September and October 2009.

GERHARD STEINKE presented his paper "Integrating Human Computer Interaction Testing Into the Medical Device" at the *International Information Management Association* conference in Houston, Texas, in October 2009.

ROSS STEWART and coauthor Jill Hooks presented their paper "Farmers, Politics, and Accounting — A History of Standard Values" at the American Accounting Association annual meeting in New York City in August 2009.

LISA SURDYK presented her paper "Is Honesty the Best Policy? What Christians in Business Can Learn from Quaker Business Practices of Old" at the Christian Business Faculty Association conference in Arkansas in October 2009.

JOHN TERRILL's article "Reframing Business Education" appeared in July 2009 on Patheos.com, an online site for wide-ranging dialogue about religion and spirituality. In September 2009, his article "Building to Last" was posted online by *Comment Magazine*, which is part of think-tank organization Cardus. The article was also posted by the Washington Institute for Faith, Vocation, and Culture.



Henry Petersen



Joanna Poznanska



Kim Sawers



Gerhard Steinke



Ross Stewart



Lisa Surdyk



John Terrill



Jeff Van Duzer

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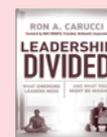
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Books

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LEADERSHIP DIVIDED: WHAT EMERGING LEADERS NEED AND WHAT YOU MIGHT BE MISSING

By RON CARUCCI

After interviewing many key and emerging leaders, Carucci concludes there is no shortage of developing leaders — but they

don't want to be led as they have been in the past.



CREATIVE CAPITALISM: A CONVERSATION WITH BILL GATES, WARREN BUFFETT, AND OTHER ECONOMIC LEADERS

EDITED BY MICHAEL KINSLEY

Kinsley gathers comments from many notable economists, writers, and government officials about Bill Gates' 2008 speech on creative capitalism at the Davos World Economic Forum. Kinsley is a *Time* columnist and the American editor of *The Economist*.



REMIX: MAKING ART AND COMMERCE THRIVE IN THE HYBRID ECONOMY

By LAWRENCE LESSIG

Lessig explores how technology can create changes that render otherwise reasonable laws absurd. By focusing on the reuse of video and music — which have no "fair use" laws — he shows in general why intellectual property law should be reexamined.



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