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SCHOOL OF BUSINESS AND ECONOMICS

NEWSLETTER FOR ALUMNI AND FRIENDS

a new venture at SBE

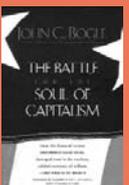
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A Journal of Our Own

AL ERISMAN, EXECUTIVE DIRECTOR, CENTER FOR INTEGRITY IN BUSINESS

What do former U.S. Attorney General Janet Reno and an Indonesian CEO have in common with an apple grower in Eastern Washington? They all appeared in *Ethix* magazine, a unique journal about the intersection of business, ethics, and technology in a rapidly changing world.

Now this spring, Seattle Pacific University's School of Business and Economics (SBE) has cause for celebration: *Ethix* magazine (www.ethix.org) is becoming a publication of SBE's Center for Integrity in Business (CIB) starting with the May/June issue. Al Erisman, one of the journal's founders and SBE's executive in residence, has been named executive director of the Center and will continue to manage *Ethix*.

This alliance is good news both for SBE and *Ethix*. The journal has a home in a larger intellectual context. Already SBE professors are playing a greater role in the publication. Professor of Business Ethics Kenman Wong writes a regular column; SBE Dean Jeff Van Duzer, Associate Professor of Management Denise Daniels, and Associate Professor of Management and Information Systems Ryan LaBrie have participated in interviews; and a group of professors is being developed to act as an editorial board.

For SBE, contacts developed by *Ethix*'s launching entity — the Institute for Business, Technology, and Ethics (IBTE) — have made impressive contributions to our program. Seminars have been led by entrepreneur Gary Ginter, UBS executive Prabhu Gupta, Flow Automotive owner and CEO Don Flow, and former ServiceMaster CEO Bill Pollard. The Center benefits from having an established and important publication. *Ethix* will continue to present "Another Way of Doing Business" — the tagline for SBE — in secular language for a general audience around the world.

It was the frenzy around the Internet — creating new ways of doing business and raising new ethical questions — that led to the formation of *Ethix* magazine. At the time, there were publications that explored business and ethics, and others that explored business and technology. But none focused on the questions raised by *the intersection* of business, ethics, and technology.

Ethix was launched in the fall of 1998 to fill that need. Two friends, David Gill, Ph.D., a university ethics professor, and Al Erisman, Ph.D., a technologist and senior executive at The Boeing Company,

"... a unique intersection of business, ethics, and technology in a rapidly changing world."

DIRECT FROM THE DEAN



Every Building Needs a Foundation

JEFF VAN DUZER

At Seattle Pacific University, we are building our business program on a commitment to Christian faith, ethics, and values. For undergraduates, we offer a "Spirituality and Business" class every quarter that focuses on the intersection of business and faith, and "Business Ethics" is our capstone course. M.B.A. students are required to take two ethics and values courses — more than is required, as far as we know, by any other graduate business program. In addition, all of our faculty — graduate and undergraduate — include discussions of ethical issues in *each* of their courses.

To supplement our classroom emphasis on ethics, SBE founded the Center for Integrity and Business in 2002. Since then, the Center has sponsored a number of extracurricular activities, including a multiyear academic conference around a theological approach to business, roundtable discussions with business community leaders, a content-rich ethics Web page, presentations by high-profile business leaders, and a regular monthly gathering of Christians in business with faculty members and students.

The Center is now poised to take the next big step, and I am very pleased to announce two significant developments. First, Dr. Al Erisman has agreed to serve as the inaugural executive director for the Center. Erisman was previously the director of research and development for Information Technology and Mathematics at Boeing, where he managed a staff of 250 advanced-degree scientists and mathematicians working on new technology for the company. He was selected as one of the inaugural senior technical fellows of The Boeing Company in 1990. He now regularly writes and speaks on subjects of ethics and technology.

Second, the Center will become the publisher of the highly regarded *Ethix* journal. This bimonthly journal features interviews with national and international business leaders exploring ethical themes, columns that address particular ethical issues, regular news briefs, and regular book reviews.

It is such a privilege and so exciting to be able to build on such a firm foundation. As always, I welcome your comments and suggestions.

THE SCHOOL OF BUSINESS AND ECONOMICS

"ANOTHER WAY OF DOING BUSINESS"

Theology/Management Connection

KENMAN WONG, PROFESSOR OF BUSINESS ETHICS AND DIRECTOR OF THEOLOGY AND MANAGEMENT NETWORK SCHOLARS PROJECT

"What does theology have to do with business management?" an M.B.A. student once asked me as I began a lecture in the graduate core course, "Christian Ethics and Values in the Marketplace." "After all," he added, "the former has to do with *spiritual* wealth while the latter deals with *financial* wealth."

I thanked the student for putting the matter into such clear terms and noted that, at some level, he was quite right. The two disciplines could not seem further apart. And little scholarly work had been undertaken to investigate the intersections of the two disciplines.

Yet, managers often ask questions with deep theological implications, such as, "How do I best motivate my employees?" An answer cannot be formed apart from one's underlying assumptions about human nature — particularly, whether people are merely maximizers of their own self-interests or if they have non-economic needs and aspirations.

Two years ago, Seattle Pacific University colleagues and I gathered with several others for the exciting task of the scholarly investigation of the intersections of Christian theology with management theory and practice. From SPU came Associate Professor of Management Denise Daniels, Associate Professor of Psychology Margaret Diddams, Executive-in-Residence Al Erisman, Associate Professor of Management Randy Franz, and SBE Dean Jeff Van Duzer. Joining us were Walter Wright from Fuller Seminary's DePree Institute for Leadership; Richard Martinez, Blaine McCormick, and Mitchell Neubert from Baylor University; Bruno Dyck from the University of Manitoba, Canada; and Tim Dearborn, associate director of World Vision.

Funded by a three-year Network Scholars Initiative Grant from the Council of Christian Colleges and Universities, the group has gathered for the past two summers at Seattle Pacific for several days of learning and collaboration. Between meetings, we have worked on a number of writing projects that examine connections between Christian theology and topics such as motivational theory, organizational theory, moral compromise in managerial roles, and management as a calling.

During the summer of 2005, we sponsored a first-of-its-kind professional development workshop on Christian theology and management at the prestigious Academy of Management annual meeting. About 45 people attended and participated in the three-hour session.

Our final formal meeting as a group will be the summer of 2006. One goal we have is to present and publish several articles to help management educators and practitioners make more meaningful connections between the two fields. However, our bigger hope is that our effort will serve as the seedling for an ongoing endeavor to investigate these important questions. We foresee a future when the words "theology" and "management" can be used together without producing looks of puzzlement.



Kenman Wong

A NEW VENTURE AT SBE

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decided their different viewpoints could contribute value to the discussion. They began in 1996 by teaching a summer class at Regent College in Vancouver, British Columbia, on business, technology, and Christian values. The class was well received, and they were encouraged to form the nonprofit Institute for Business, Technology, and Ethics. Their goal was to "promote good business through appropriate technology and sound ethics." A friend developed the unique spelling, *Ethix*, with an "x" that represents technology and also the Christian foundation that informs the magazine content.

Since the first issue, *Ethix* has included a "Conversation," highlighting business leaders and academics such as Mike Volkema of Herman Miller. Known for ethical business practices and knowledge about technological changes in business, he and others answer tough questions for readers interested in these issues. Regular columns on technology, ethics, and book reviews have been supplemented by guest columnists from Asia and the United States, including Seamus Phan of Singapore who took a probing look at fair trade. Readers are invited to respond to "Forum" questions and to suggest ethical dilemmas — e.g., "Can I use my neighbor's free hot spot" — that are answered by an ethics expert.

A significant transition came in the summer of 2003 when David Gill decided to leave *Ethix* and IBTE to pursue other interests in the San Francisco Bay area. *Ethix* continued under Al Erisman's leadership, with the help of a strong board of directors and a cadre of volunteers. It is growing modestly in printed circulation and more significantly on the Web (now more than 60,000 hits per month from all over the world). It has expanded with a strong international flavor through interviews conducted in China, Indonesia, Switzerland, and Malaysia.

The ambitious goal adopted by IBTE at the beginning was to provide a forum for conversation between academics and business people; those promoting technology and those negative about the impact of technology; small and large businesses; and local and international businesses. This goal continues as *Ethix* and SBE begin their new relationship, as does the conviction that such conversations will produce ideas for change, new courage for leaders, and some specific tools and examples to guide ethical business.

Kiros: A Networking Opportunity

AL ERISMAN, EXECUTIVE DIRECTOR, CENTER FOR INTEGRITY IN BUSINESS

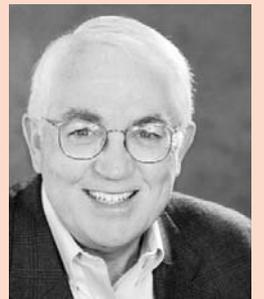
Born of a desire to live their faith in their careers, a group of Bellevue business people met in March 2002 and launched Kiros, an organization that exists to help connect, encourage, and equip Christians in the marketplace. Now, four years later, Kiros hosts two breakfast meetings per month, one in Bellevue and one on the Seattle Pacific University campus.

Included among the Kiros breakfast speakers have been Dennis Bakke, co-founder of Applied Energy Services; Scott Griffin, CIO of Boeing; Ron Markezich, CIO of Microsoft; Jeff Van Duzer, dean of the SPU School of Business and Economics; Skip Li, an attorney with Ellis, Li, McKinstry; and John Brandon, vice president of Apple Computer.

In an expansion of its program, Kiros began hosting a twice-per-year dinner event on the SPU campus in April 2005. The first dinner speaker was Don Flow, owner and CEO of Flow Automotive based in Winston-Salem, North Carolina. Then in November 2005, Prabhu Gupta, executive, organizational development, UBS, Wolfsberg, Switzerland, gave a presentation on global business. In April 2006, Bill Pollard, twice CEO of ServiceMaster based in Chicago, spoke.

Many of the speakers, particularly those on the Seattle Pacific campus for the dinner events, also visited classes to speak with students and/or met with the SBE faculty.

For more information on Kiros and announcements of future events, visit www.kiros.org.



Al Erisman

Lessons Learned Through Mentoring

DOUG MARSHALL, SENIOR VICE PRESIDENT, WASHINGTON MUTUAL

One of the things I've enjoyed about the Seattle Pacific community is the opportunity to develop and maintain relationships. Being a mentor allows me to experience relationships that have encouraged and challenged me in three ways.

First, mentoring helps me refine my thinking on faith and the marketplace. It was a memorable moment for me when, early in our mentor-student relationship, the student I was mentoring asked a question that made me realize what I thought I believed didn't stand up to his line of reasoning. I knew immediately that for our future meetings, I needed to think more deeply about what I was sharing. Accountability can come from almost anywhere, and mentoring has proven to be a two-way street for me.

In addition to helping me refine my thinking, mentoring allows me to stay in touch with the key customers of the University's School of Business: students. A basic truth of marketing is the need to understand your customer as thoroughly as possible. As someone who cares deeply about the School of Business, I've found mentoring to be a great way to understand what students are thinking and how that might apply to the School's strategies and vision.

Finally, and perhaps most importantly, being a mentor provides an opportunity for new friendships with students who will be leading businesses in the future. Although I'd like to believe I am a recent graduate from Seattle Pacific, in reality I haven't been a student on campus since 1978. By mentoring, I've been able to discuss important topics with the student I mentor as though we were two friends in the residence hall. As a result, I feel I may have some small impact on leaders of the future.

So, when people ask me "Why do you mentor?" the answer is simple: It sharpens my thinking, it provides another way to stay connected to an institution I care deeply about, and it's a great way to meet new friends who will be shaping the future of business.

Editor's Note: The Mentor Program was first launched in 1997, and for nearly 10 years has given students an opportunity to gain real-world insight from experienced and successful professionals while building confidence through leadership and personal initiative. To find out how you can become a mentor, contact Mark Oppenlander at 206-281-2942 or marko@spu.edu.



Doug Marshall

Students Profit From Joint Learning

JAMES F. RAND, CLINICAL PROFESSOR AND DIRECTOR OF EXECUTIVE EDUCATION

In the academic realm, it is easy for faculty and students to become focused within the confines of their respective disciplines. We can lose sight of the truth that products and services are usually developed through cross-functional approaches.

Since Spring Quarter 2001, Clinical Professor Jim Rand, Associate Professor of Engineering Don Peter, and Adjunct Professor of Engineering Don Bowie have collaboratively linked students from BUS 4644 Operations Management and EE 3730 Engineering Design. Activities have been designed to expose business and engineering students to the ways of thinking, vocabulary, and activities of the other profession. The interaction was implemented through three key activities: exchanging professors as guest lecturers; participating in joint workshops and simulations; and having student teams work together closely on quarter-long projects.

The lectures consist of strategic thinking about engineering and business design issues, project management, and applications of critical-thinking perspectives. The simulations include the MIT patterns of thinking, Boeing Flight Illuminator, process improvement, and process re-engineering situations and case analysis. The quarter-long case studies and projects are presented before a combined class from both the School of Business and Economics and the Engineering Department. The engineers present the business cases, and the business students present the engineering projects. This requires extensive collaboration and integration as well as coaching and mentoring among the students. To even further enhance this joint learning, plans have been made for expanding activities in the next three academic years in the following areas:



- Design business content into the Engineering Department's yearlong micro-controller-based capstone senior design sequence, in the form of partnering with business students from the entrepreneurial management course to write a business plan and explore the viability of product implementation.
- Have business students participate in a meeting of the Institute of Electrical and Electronics Engineers and have engineering students participate in a comparable business professional meeting such as Washington Society of Certified Public Accountants or Society of Human Resource Management.
- Provide hands-on lab experience for business students.
- Have engineering students assist in developing business case-study recommendations rather than merely reporting on them.

To date, the results have been positive. Particularly valuable have been insights and a deep understanding of the way different functions need to cooperate in the development, design, and manufacture of products and the delivery of services.

Scholarly Support for "Another Way"

RANDY FRANZ, ASSOCIATE PROFESSOR OF MANAGEMENT

DATELINE: FEBRUARY 11, 2006. In an executive boardroom high above downtown Seattle, the faculty of Seattle Pacific University's School of Business and Economics (SBE) and invited guests gathered to discuss a series of papers about a new way of doing business. Dubbed "Another Way," this initiative attempts to articulate a compelling and coherent vision for business rooted in a sophisticated understanding of Christian Scripture and teaching. The idea of integrating faith considerations into the teaching and practice of business has long been a hallmark of SPU's business curriculum, but this "Another Way" initiative takes it to a new level.

The "Another Way" framework sees the purpose of business as rooted in the mandate God entrusted to humankind from the beginning of creation. Its purpose is found in contributing to human flourishing and the stewardship of creation. To that end, business is primarily about the production and delivery of worthwhile goods and services and the creation of vocationally rich jobs. Profits, while an important and necessary component, are never the ultimate goal.

For the past four years in conjunction with the Center for Integrity in Business, faculty members have engaged in summer workshops, colloquia, and dialogues around the question of the true purpose of business. Previous versions of the "Another Way" framework have been discussed with business leaders, presented at international conferences, and submitted to academic journals. But the work of fleshing out these core ideas into the various subdisciplines of business still needed to be done.

To encourage this work, SBE Dean Jeff Van Duzer set aside the School's Winter Quarter faculty retreat to promote and celebrate such efforts. He issued a call for papers and more than a dozen faculty indicated interest in submitting them. Ultimately, nearly 50 percent of the faculty responded with papers for the daylong in-house conference. The papers covered a wide range of issues and topics related to the "Another Way" vision for business.

Professors Herb Kierulff and Dan Hess both reflected upon the financial implications of doing business this way. Kierulff's paper explored how shifting from a profit-maximizing mindset to a service-minded orientation would affect the type, source, and cost of capital for businesses. Hess analyzed data about the financial performance of firms known for their active and positive community impact (i.e., corporate social responsibility) versus those companies without such social commitments.

Three papers tackled the issue of profit head-on. Professor Doug Downing explored the various ways a company can make profits; Professors Henry Petersen and Al Erisman both attempted to fine tune our thinking about the role of profit in the "Another Way" framework. Both suggested revised ways of incorporating the concern for profits within an "Another Way" enterprise.

Professor Denise Daniels (and co-author Professor Margaret Diddams) challenged the typical way of thinking about work as either unadulterated burdensome toil or liberating, creative self-expression when seen within the full sweep of a biblical Creation-Fall-Redemption model. Adjunct Professor Don Summers explored the applicability of literary characterization for executive coaches and managers.

Van Duzer contributed a paper about the implicit conflict between making the ethical choice and what the market requires. Does it always "pay" to do what's right? Or is "good ethics" always "good for business?" Professor Ryan LaBrie reflected upon the potential impact of technology for various aspects of our religious and spiritual lives — from the study of Scripture to the spread of evangelism. And Professor Randy Franz asked the question: What if we aren't capitalistic enough? What would it look like if we took the idea of intellectual capital, human capital, and spiritual capital seriously? What if we treated the providers of such capital the same way we treat those who supply financial capital? How would that change the way organizations operate?

The day concluded with responses from Professors Rick Steele and Doug Koskela of SPU's School of Theology. These two theologians shared their reactions to our efforts toward a theologically-informed approach to business. They provided thoughtful critique and interesting perspective to the discussion.

Much work is yet to be done to flesh out the "Another Way" vision of business. But we were all encouraged and energized by the thoughtful and stimulating work of our colleagues. Don't be surprised if you start seeing some of these ideas popping up in class or being talked about in print. The momentum for this "Another Way" model keeps building.

If you'd like to be part of the dialogue, you can find many opportunities through the various activities and events organized by the Center for Integrity in Business. Visit www.spu.edu/CIB to find out more.



Randy Franz



Doug Downing

Faculty notes

PUBLICATIONS, PRESENTATIONS,
PROFESSIONAL ACTIVITY



Gary Karns

DOUGLAS DOWNING is author of *Calculus the Easy Way* (Barron's Educational Series); the fourth edition was recently published. He is also coauthor with Michael and Melody Covington of the University of Georgia of *Dictionary of Computer and Internet Terms* (Barron's Business Guides); the ninth edition is forthcoming.



Jeff Van Duzer

In April 2006, GARY KARNS published an article in the *Journal of Marketing Education* on learning styles. He also made four conference presentations: one on spreadsheet tools for strategic marketing analysis, one on mentor programs with colleagues from other schools at the Western Decision Science Institute Conference, and two at the Marketing Educators' Association conference dealing with outcome assessment practices in which he collaborated with JEFF VAN DUZER and colleagues.



Herb Kierulff

In June 2006, HERB KIERULFF will present a paper titled "Financial Statements: An Interactive Learning Approach" at the 2006 College Teaching and Learning Conference in Florence, Italy.



Lisa Surdyk

LISA SURDYK and MARGARET DIDDAMS coauthored, "Mammon Worship in America," an article that appeared in the May issue of *Christian Business Academy Review*.



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Briefcase

NOTES FROM AROUND SBE

BUSINESS BREAKFAST FEATURES HISTORIAN DAVID McCULLOUGH

On April 25, about 1,200 people gathered at the Seattle Weston Hotel for the ninth annual Downtown Business Breakfast. Pulitzer Prize-winning historian David McCullough spoke on the topic "First Principles." McCullough's many books include *1776*, *John Adams*, and *Truman*. His works portray the struggles of real people as they confronted issues of courage, achievement, and moral character.

CALLING ALL 2004 AND 2005 ALUMNI

SBE alumni of 2004 and 2005 are invited to the first annual "Back to Campus" event for graduates of the two prior academic years. The affair will be held June 15, at 6 p.m. Look for information on SBE's Web site (www.spu.edu/depts/sbe/) or contact Debbie Wysomierski at djwysom@spu.edu or 206-281-2753.

INFORMATIONAL OPEN HOUSES FOR GRADUATE PROGRAMS

On June 13 and July 11, 4:30-6 p.m., SBE will host open-house events to answer questions and inform prospective graduate students about our M.B.A. and M.S.-ISM programs. Guests can learn about the new finance emphasis and find out how they can begin coursework without formally applying. For more information, contact Debbie Wysomierski, associate graduate director, at djwysom@spu.edu or 206-281-2753.

BUILDING OUR GRADUATE PROGRAMS

SPU recently commissioned a study of the market for graduate programs. For the study, focus groups have been assembled to explore the attractiveness of M.B.A. and M.S.-ISM program features and the effectiveness of our marketing messages. Response to the School's views on the true purpose of business and its faith-based orientation were included. The results of this phase of the study will inform the next phase, an extensive survey of prospective students.

EMPHASIS ON WRITING

At the Spring 2006 Beta Gamma Sigma Scholarship lunch, the first of an annual School of Business and Economics writing prize will be awarded to an SBE student. The prize, funded by an anonymous donor, will be awarded each year for excellence in writing a persuasive paper in conjunction with an SBE class.

DEAN'S SERIES HOSTS OUTSTANDING SPEAKERS

Students and guests met with Phyllis Campbell, CEO of the Seattle Foundation and former chairman of US Bank, on May 4. Other speakers in the Dean's Series this year were John Rose, CEO of Northwest Securities, and John Valaas, president and CEO of First Mutual Bank.

HOMECOMING BREAKFAST

January's Homecoming attracted 62 SBE alumni to a breakfast meeting in McKenna Hall. Special speaker Barry Rowan, chief financial officer of Nextel Partners Inc., spoke on the topic "External Pressures, Internal Growth: Personal Observations From a Very Public Megamerger ..." And Dean Jeff Van Duzer highlighted current happenings in the School. Good conversation and camaraderie made the event a great success. All alumni will want to look for a repeat opportunity next year!

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

- Undergraduate Business Programs
- M.B.A./M.S.-ISM Programs
- Center for Professional Development
- Center for Applied Learning
- Center for Integrity in Business

Books

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



THE BATTLE FOR THE SOUL OF CAPITALISM BY JOHN C. BOGLE

Today's problems with business ethics are rooted in the practice of managerial capitalism rather than owner capitalism, according to Bogle. He calls for more involvement from the owners (shareholders) of businesses.



FREAKONOMICS: A ROGUE ECONOMIST EXPLORES THE HIDDEN SIDE OF EVERYTHING BY STEVEN D. LEVITT AND STEPHEN J. DUBNER

Businesses use performance measures to make sure everyone is on target. Sometimes these measures lead to subtle forms of cheating and abuse. Levitt and Dubner show why in their fascinating, sometimes over-the-top best seller.



SEARCH: HOW GOOGLE AND ITS RIVALS REWROTE THE RULES OF BUSINESS AND TRANSFORMED OUR CULTURE BY JOHN BATTELLE

Today's search capability provides a revolution in technology that rivals the Internet for opportunity and potential hype. Battelle traces Google through its IPO as an illustration of the development of search capability.

