

Moving Mountains

Together

Atkinson and
Not-for-Profits:
Business Savvy
for the
Greater Good



LETTER FROM THE DEAN

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Not unto ourselves alone are we born.

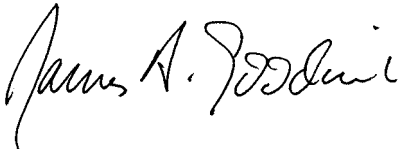
This is the motto that guides Willamette University—service to others, collaboration between faculty and students, and a responsibility for the greater good. This Dean’s Report highlights the connections and partnerships Atkinson has formed with non-profit organizations and our commitment to our community.

Whether it is evaluating individuals and businesses nominated for the Oregon Ethics in Business Awards, developing consulting plans for non-profit partners in the PACE program or holding internships and jobs in the non-profit sector, our students are living Willamette’s motto. The foundation they receive at Atkinson prepares them to lead change and become the knowledgeable and responsible managers of tomorrow.

As we enter a new school year, I look with renewed optimism at our progress in creating new programs, attracting new students and hiring new staff and faculty. This supports our goals to expand and diversify the programs available, and improve our visibility and viability into the future. We have brought our Professional MBA program to Salem this term and have welcomed our second group of Professional MBA students at our new Portland campus—in a facility touted as one of the most environmentally friendly buildings in America.

Our Executive Development Center continues to expand with new programs. The Certificate in Business Essentials, featuring a series of six workshops for managers at any level, begins in October.

As you read this report about how our alumni, faculty, students and staff are serving their communities, I encourage you to reflect on how you live Willamette’s motto—through your professional activities or volunteer hours. I would also like to take this opportunity to thank you for all that you do to help us in accomplishing our goals—we value your input, support and involvement in our activities and programs.



JAMES A. GOODRICH
Ph.D., Dean, Atkinson Graduate School of Management



KENNETH A. SMITH
 Assistant Professor of Accounting and Management Information Systems
 Board Member, Willamette Family Medical Clinic
 Audit Committee, Oregon Department of Human Services
 B.A. Anderson University
 M.B.A. Ball State University
 Ph.D. University of Missouri

Ken Smith

At the intersection of accounting and non-profit management.

Ken Smith's first love was connecting the concepts of accounting to make non-profit organizations better. He soon realized the difference it makes when management has quality and timely measures of how the organization is operating. He also realized that financial measures were only part of the story. Today, Smith shares his extensive knowledge and experience in Atkinson's Accounting for Managers course. "We encourage students to see that accounting is about measuring an organization's progress towards its goals," he said. "Surely profit is a prime goal of every organization. But we now know that successful non-profits must measure and monitor results—both financial and non-financial." Students analyze case studies, perform a financial statement analysis on spreadsheets and apply the Balanced ScoreCard methodology to non-profit agencies. "Students see that capturing and analyzing the appropriate data allows them to make better decisions. And they will be able to apply these concepts to any situation."



DEBRA J. RINGOLD
 Professor of Marketing
 Chairperson of the Board of Directors, American Marketing Association
 B.A. Texas Tech University
 M.B.A. Southern Illinois University
 Ph.D. University of Maryland

Debra Ringold

Bringing non-profit management and marketing together.

Through classes like Strategic Marketing for Non-Profit Organizations, Atkinson emphasizes the important role of management in the non-profit sector. Professor Debra Ringold works to ensure that Atkinson students are prepared to lead either professionally or on a pro bono basis through research projects for clients like the United Way, Salem Boys and Girls Club and Family Building Blocks Relief Nursery. "Many of our students will opt for management roles in non-profits, will serve on boards or will volunteer in the non-profit sector," she explains. Ringold has performed countless hours of professional consulting and pro bono work for a variety of organizations including the Canadian Broadcasting Corporation, Virginia Housing Development Authority and U.S. Food and Drug Administration. "Society's expectations for non-profit performance will only continue to escalate," Ringold explains. "They do some of the most important work and should be able to attract and retain top talent."

Beth Ursin

Majority of 2006 graduates left Atkinson with jobs in hand.

Ninety days after graduation, 86% of students in the 2006 graduating class who were seeking employment had accepted job offers, according to Beth Ursin, Director of Career Services. And a much larger percentage of students reported having accepted jobs prior to graduation—67% compared to 45% in 2005. "This reflects that a growing number of students are seeking work during 'fall recruiting season'—rather than waiting until graduation. It's also a measure of good internship placement, a good economy and the growing recognition of the Willamette MBA brand," Ursin said.

Ursin also reported an update to the successful Mentorship Program that last year helped 50 students expand their networks, ground their academic learning and learn specific success factors from successful professionals. This year, students are being asked to develop a mentoring plan based on specific goals they want to achieve during the year. "We found that students who had a structured plan of expectations and goals established a stronger, more successful relationship with their mentors," Ursin said. "By asking the student to drive this process, the program will be even more meaningful and effective."



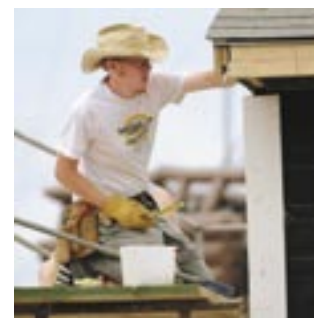
BETH URSIN
 MBA '00
 Director of Career Services

"In many ways, marketing in the non-profit sector is the most difficult. Non-profits are asked by society to do important things left undone by the private and government sectors. If our students can understand and tackle management challenges in the non-profit sector they certainly can be successful in the other two."

— Professor Debra Ringold



Business Savvy for the Greater Good



“Managing an organization has fairly little to do with the differences in profit versus government versus non-profit. It has to do with understanding the environment and the goals of the entity—and all of our courses work together to help students create value in these situations.”

—Professor Ken Smith

They provide crucial services to those most in need, work to protect our natural resources and create a forum to discuss some of our society’s most important issues. Not-for-profit organizations fill vital roles domestically and internationally, and the management of these organizations has always been an important part of Atkinson education. This knowledge is even more crucial considering the growth in the not-for-profit sector.

The number of not-for-profit organizations in the United States jumped to more than 1 million in 2006 (Internal Revenue Service data). In Oregon, the number of not-for-profit organizations grew 26.4% in the past ten years, to 20,572 organizations. This growth is supported by more than 28.8% of all Americans who volunteer their time and give an estimated \$180 billion in individual contributions each year.

NOT-FOR-PROFIT RESOURCES:

The Not-For-Profit Resource Center (www.not-for-profit.org) is a comprehensive website featuring tips, links and discussion boards about not-for-profit organizations including marketing efforts, human resources and volunteer information.

The Chronicle of Philanthropy (www.philanthropy.com) is a print and electronic newspaper featuring editorials and articles about the not-for-profit sector, foundations and fundraising efforts.



GEOFF GUILFOY
MBA '83

Executive Professor

Principal and Director of
Management Consulting Services,
AKT

Board Member, Oregon Public
Broadcasting

Board Member, KORE Educators

However, *The Chronicle of Philanthropy* reports that the growth in the not-for-profit sector is not without its challenges—and executive directors and board leaders are looking to their business savvy to sustain their organizations in the future. Changes must be made—in management, mission and leadership—often through mergers, the use of consultants or completely new strategic visions.

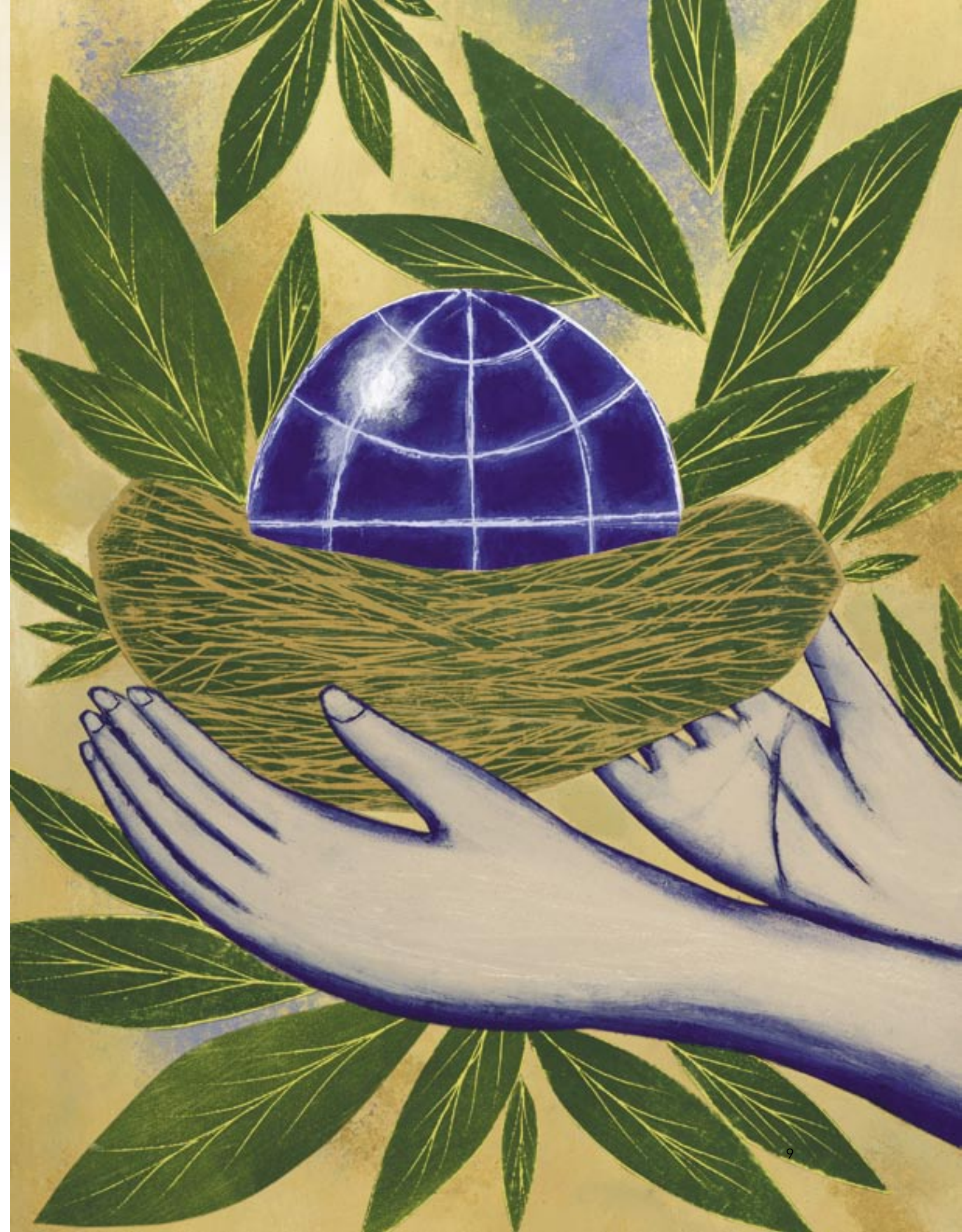
A recent Harvard Business School study reports that new non-profit “networks” aim to expand the scope of the organization by collaborating and sharing resources. The driving force behind these networks is the possibility of a group of organizations growing larger to make a greater social impact. Studies on the effectiveness of these networks are limited – but the idea of horizontal integration among organizations is no stranger to the business world.

Atkinson is a perfect example of the application of business knowledge for the greater good – through student projects, successful alumni and participation in programs like the Oregon Ethics in Business Awards. This Dean’s Report highlights some of those achievements and partnerships.

Geoff Guilfooy

Faculty member turns his passion into opportunity to teach.

Geoff Guilfooy realized that many students probably wouldn’t choose non-profit management as a career when he designed his Non-for-Profit Management course at Atkinson. But as the non-profit sector continues to grow—especially since government no longer provides many of these services—he believes there is a huge need for good Board members, volunteers and managers in non-profit organizations. “I have been fortunate to have worked in the private, public and non-profit sectors during my career,” he said. As one of the principals at AKT, a CPA and business consulting firm, Guilfooy and his company help some 80 to 90 non-profit client organizations with financial services as well as strategic and business planning, meeting facilitation, operational reviews and financial systems projects. “Drawing from that experience, I designed the Atkinson course to look at non-profit management from top to bottom, and from inside as well as the outside.” His course explores the roles and responsibilities of the board of directors and how leadership brings value, as well as management, operations, strategic planning, goal setting, performance measurement, the regulatory environment and other issues. An experiential component gives students the opportunity to consult with an organization outside of class time.





ANN JACKSON
MBA '84
Executive Director/CEO
Oregon Hospice Association

Ann Jackson

Atkinson alumna helps Oregon lead the nation in end-of-life issues.

When Ann Jackson joined the Oregon Hospice Association as CEO in 1988, she knew very little about hospice — she had only five counterparts in the country — but she had always been involved in supporting non-profit agencies. Little did she know the tremendous impact she would make or that she would become one of the nation’s authorities on end-of-life issues, thanks in part to what she learned while studying at the Atkinson Graduate School of Management. “My education was absolutely terrific,” she said. “I have a real advantage because I was led to look at relevant things by Patrick Connor, Steve Maser, Earl Littrell, Bruce Gates and others when studying at Willamette. My colleagues, many of them with law degrees, are confused about which laws pertain to them. But because I went to Atkinson, I know the difference.” And what a difference that knowledge has made. Jackson’s role at the Oregon Hospice Association has grown and her influence in end-of-life issues has expanded even though there were few models to follow. Nationally, Jackson is a member of the National Hospice and Palliative Care Organization’s (NHPCO) quality advisory council and the state issues committee, and a founding member of the State Hospice Executives Roundtable (SHOER).



The ReBuilding Center of Our United Villages

ReBuilding Portland takes ethics and integrity.

In 1998, armed only with a credit card and a mission, a group of volunteers began a waste-management center that, in less than ten years, has become the largest non-profit building-material reuse program in North America. The ReBuilding Center, a used building material thrift store, was established by Our United Villages. The facility shows how people can turn a wasteful practice into a public asset with significant social, environmental and economic benefits to the local community.

In 2006, Atkinson students were assigned to interview the Center’s staff and analyze its practices as a nominee for the Oregon Ethics in Business Awards. The students were impressed with the determination and commitment of the Center. Their report won the support of the selection committee and the ReBuilding Center was honored this past June as the winner in the Not-for-Profit Organization category.

“Being honored for integrity is surely the greatest honor our organization could hope to receive. We are humbled that The ReBuilding Center of Our United Villages was selected for this award,” says Chris Bekemeier, Assistant Director. “It is a reflection of the passion and commitment of every individual within the organization. The award challenges and reminds us to strive to make ethically solid decisions every moment of every day.”

Our United Villages, the ReBuilding Center’s parent organization, offers its employees competitive wages and generous benefits—including health care and a retirement plan—a rare feat for a non-profit. Customers inspired the Center’s bumper sticker, which reads: “I love that place!” A fitting way to capture the spirit of an organization going beyond the expected in ethical business practices.



The ReBuilding Center of Our United Villages welcomes shoppers and volunteers at its northeast Portland warehouse, located at 3625 N. Mississippi Ave. Each year the Center recovers over 4.5 million pounds of reusable building materials.





STUDENT DIRECTIONS

PACE: Not-for-Profit Partnerships

The PACE program allows students to experience non-profit management first hand.

The Private, Public, and Community Enterprise (PACE) program provides the opportunity for first-year students to interact with real-life business problems and organizations. This hands-on, minds-on, skill-building experience involves teams of first-year students who organize themselves to accomplish two objectives: 1) design and implement value-added work for a non-profit organization client; 2) research, develop, and pitch an entrepreneurial opportunity with genuine potential.

The non-profit consulting component of PACE provides students with an excellent opportunity to build skills in communication, teamwork, conflict management and leadership. Each PACE team is assigned a client organization by the school. These client-consultant working relationships give students a clear view into the operational challenges of an organization. Students finish their first year having completed a complex, multi-dimensional project in addition to their academic work in the classroom.

SAMPLE PARTNERSHIPS INCLUDE:

Mercy Corps

Internationally, Mercy Corps means disaster and economic emergency relief. What some don't know is that within the U.S., Mercy Corps' day-to-day tasks involve sustainable economics on a smaller scale. The Portland-based office, which is the only permanent location in the U.S., focuses its resources on helping low-income entrepreneurs.

Doug Cooper, Manager of Business Development Services, plays a large role in this arm of Mercy Corps. "We try to use local resources, such as taking experts in to help locals get up and running," Cooper explained. The organization does many things to help the entrepreneurs. Mercy Corps will provide capital, offer business classes and even match business savings accounts at a two-to-one ratio.

Mercy Corps will use the PACE team to expand its ability to help entrepreneurs in the Northwest. The team will prepare a feasibility study on whether Mercy Corps can start an office in the Seattle area. Cooper is excited to engage the students in this project. "We want to channel all that energy





Goodwill Industries

When most people think of Goodwill, they think of thrift stores. Gary Van Allen, Department Director of Goodwill's Job Connection, is out to expand on that perception. Ten years ago, Goodwill Industries started Job Connection, a program with one objective: to help local people find jobs. That first year, the program helped employ five people. Last year, over 5,900 Oregonians found employment, and Goodwill plans to continue to expand Job Connection's reach.

At no cost to employer or jobseeker, Job Connection provides basic employment agency services. Plus, folks at Job Connection go the extra mile, even providing transportation to and from work if necessary. "We tailor the program to our clients," Van Allen said. "Our main goal is to connect clients with an employer as quickly as possible, based on their skill set."

With Atkinson's PACE team working with Job Connection this year, the students will help spread the word about the program. They will focus on how to expand awareness while emphasizing that Job Connection isn't only about jobs at Goodwill, but finding work throughout Oregon. Van Allen is excited that the PACE team comes in with a fresh look at Job Connection's position within the community. "We want ideas about how we can get across to the community who we are and what we do," Van Allen said. By expanding community awareness of the program, the PACE team will further develop Job Connection's ability to improve the lives of Oregonians.

Salem Art Association

When the Salem Art Association (SAA) was created 87 years ago, Salem was the epicenter for the arts in Oregon. Today, there are many opportunities to experience the arts, but the SAA wants to remind the community that enjoying the arts doesn't have to involve an hour-long commute to Portland or Eugene.

Though it is mainly known for the annual Salem Arts Festival in July, the SAA offers much more. The organization brings art teachers to schools and offers art



Celebrate the Arts

classes to children, adults and semi-professionals. The SAA also holds gallery exhibitions, runs an art store and gives tours of Salem's historic Bush House.

Board President Erich Paetsch approached the PACE program because he believes young blood is just what the established organization needs. "The students will bring an incredible wealth of experience as well as a new viewpoint on the organization," Paetsch said.

The PACE team's main objective will be to provide a foundation upon which the SAA can build a long-term strategic plan. "We need to know what size our shoes should be and what to do to make sure they fit," Paetsch said. The students' work will increase membership and overall involvement in SAA programs and events. Additionally, the team and the SAA will work to ensure the Salem community will always be a desirable cultural alternative for art lovers.

Salvation Army

With an average 10,000 mouths to feed per month, community programs to facilitate and shelters to run, the Salvation Army in Salem is a little busy. Add in 29 local churches, holiday events, a small army of volunteers and staff, and this local chapter has a lot to think about. What do all these components equal? Fundraising, fundraising and more fundraising. The food bank alone requires a large amount of constant donations and funding. "The need has not receded at all, more and more people come here," Cynthia Riley explained. Riley is the Special Services Director for both the food bank and the shelter in Salem.

The Salvation Army in Salem has designated to the PACE team two main tasks: find a way for food bank funding to remain consistent and increase the money earned in the kettle drives (kettle drives are the Christmas fundraisers where volunteers ring bells to entice shoppers to drop money into bright red kettles). The team will also look at how the organization can effectively use the money it brings in.

Riley hopes the team will create a program that both the Salvation Army and the PACE members can contribute to and watch become a success. "What a great group of folks they were," Riley said on meeting the PACE team. "Collaborating with them is good for us, and I would love to see a permanent relationship develop."





MINDA HEDGES
WU '94, MBA '07
Community Relations Officer,
Mercy Corps/USA

Minda Hedges

Non-profit professional seeks MBA in Portland to stay competitive worldwide.

When it comes to real-life experience in the international development arena, Minda Hedges has plenty. She started her career as a volunteer/business studies instructor for the Peace Corps after earning her BA from Willamette University. She went on to make a difference working with non-profit agencies across the globe. "It's great when you see the light bulb go on when people feel empowered to do it on their own. It's that ripple effect that makes a real impact," Hedges said. Some highlights of her work include taking over the management of a child reunification program in East Timor, and recently creating and implementing a Civic Dialogue/Engagement Program in Iraq.

Hedges enrolled in the Willamette Professional MBA program to learn more about maximizing the limited resources typically available and improving her skills as a manager. She said managing these types of development programs is extremely complex and she's looking to the Professional MBA to fine-tune her skills so that she can make more of a difference. "The international development industry is very competitive, and choosing to come

"I enjoy making a difference, and the process of empowering staff and local communities to do it on their own."

—Minda Hedges

to Willamette's new program in Portland was an easy decision. I'm able to draw on my past experiences to better understand how to analyze and use data and treat partners. I'm ready to build on my past and feel the future is wide open."

Hedges spent several years in Kuwait, Iraq, East Timor, Indonesia, Kosovo, and Solomon Islands providing emergency and post-conflict project management; and staff, organizational management. She had some close calls while in Iraq, including being within 100 feet of a detonated vehicle bomb. She reflected on how the work of international development and humanitarian aid has changed in recent years. "We used to have a protective bubble around us, but increasingly we are becoming targets," she said. "You have to be constantly vigilant and aware, both security-wise and culturally, which is very wearing on your mental state. But feeling that you are using every skill imaginable with few resources to make a huge impact is very satisfying."



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DEVELOPMENT DIRECTIONS



DENISE M. CRAWFORD
WU '95, MBA '00
Director of Development
& Alumni Relations

Not unto ourselves alone are we born: The difference two years has made.

As I watched the Atkinson class of 2006 walk across the stage to receive their diplomas, it occurred to me how much their MBA experience over the past two years had been enhanced by the generosity of others. During the course of their time at the Atkinson Graduate School of Management, 55% of them received some level of scholarship support, with more funding available for qualifying students than ever before. New classes offering unique real-world experiences such as the Student Investment Fund and New Ventures to Market were added to the curriculum and the Professional MBA program began in Portland, offering an expanded network of knowledge, career opportunities and visibility. New faculty members settled in and offered new opportunities for students outside the classroom including everything from access to meetings with venture capitalists to a golf association for those interested in learning to play.

During the course of the past fiscal year, 20% of Atkinson Graduate School alumni—as well as a number of non-alumni donors—supported the school in our continued effort to reach the \$8.5 million goal set out in the comprehensive campaign. With only three years left to raise the remaining \$6 million, the continued growth in this level of support is crucial to our success as an institution. More importantly, it is crucial to the success of our current and future students.

I offer a sincere “thank you” to all who support the Atkinson Graduate School. In preparing for the final years of our campaign, I encourage you to think about what Atkinson means to you and the legacy you can leave for the future. Whether it is a \$20 contribution to the Annual Fund, a \$50,000 gift honoring the professor who served as a mentor or \$2.5 million to fund an endowed faculty chair, these gifts impact our students while they are here. And, as witnessed in this Dean’s Report, those students make an immeasurable impact on those they encounter when they leave here. Not unto ourselves alone are we born.



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WILLAMETTE UNIVERSITY MBA

**Atkinson and Not-for-Profits:
Business Savvy for the Greater Good**

Dean's Report, Fall 2006



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