

Beyond your degree

...a new perspective





Table of Contents	
Letter From The Dean.....	3
Beyond Individuals Partnerships Share Resources, Ideas and Success.....	4
Beyond the Bottom Line Business Savvy for the Greater Good	10
Beyond Dollars and Cents Investing in People	16
Beyond the Basics For students seeking career entry, change or advancement.....	20
Beyond the Expected Empowering managers to reach the next level in their career	28
Above and Beyond: Leaving a Legacy Through Generous Giving.....	34

LETTER FROM THE DEAN

What sets the Willamette University MBA apart from traditional programs? Is it our people? Our unique programs? Or the partnerships we have formed with organizations here and around the world?

The answer: All of the above.

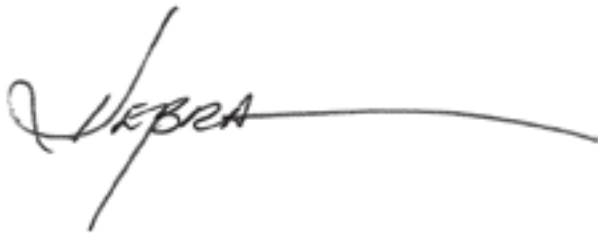
Willamette MBA students think beyond functional boundaries. They approach management in sophisticated ways—outside the box and beyond the classroom. They focus on how their decisions impact their organizations, their organizations’ consumers, and society at large. They understand how business, government and not-for-profit organizations interact and can work together to meet the needs of society.

This is achieved through cross-functional experiences led by a dedicated group of faculty who are nationally recognized scholars and exceptional teachers. Individual student outcomes are defined and delivered. Expertise is developed through mastery and application in real-world settings where students are challenged to tackle complex, pressing problems.

The result: A high return on educational investment.

The following stories offer snapshots of our alumni and faculty and how their expertise makes a difference in organizations—domestically and around the world. A Willamette MBA is much more than a degree. It is mastery, application, and the development of real expertise. Where could it take you?

Best wishes,



DEBRA J. RINGOLD

Dean and JELD-WEN Professor of Free Enterprise

Atkinson Graduate School of Management





Beyond Individuals

**PARTNERSHIPS SHARE RESOURCES,
IDEAS AND SUCCESS.**



Collaboration and cooperation. Synergy and sharing. No matter how you describe it, creating a partnership between two or more individuals or organizations makes good business sense. Whether one of the nearly 2.6 million legal partnerships in the U.S., or one of the millions of informal partnerships around the world, forming relationships helps organizations share resources, knowledge and skills. At Atkinson, one thing always holds true — alumni and students know that working together helps better serve the needs of consumers and constituents — ultimately leading to the achievement of business success.





Jus Singh

Forty Under 40 Award Winner—Successful partnering makes the difference between career success and failure.

Early on in his management consulting career, Jus Singh understood that leveraging other team members' strengths with his own dramatically increased the odds for success. "I realized that we could provide a holistic solution to clients and exceed expectations by pulling in the expertise of partners and collaborating on deliverables," Singh said. "We've found that the synergies created from partnering lead to exponential results. The mantra is 'one plus one equals three'."

At Resources Global Professionals, where Singh is Managing Director, they pull in the expertise of outside firms when they cannot provide a niche service that a client needs. "Often, those companies are better equipped to develop solutions on the fly. The resulting success to a client is a strategic win for us."

Singh recalled that during his second year in the Atkinson MBA program, the majority of coursework was set up in a team environment. "During the course of that time I started to recognize my areas of strength and weakness, and had ample time to hone my partnering skills prior to entering the workforce," he said. "In a partnership, planning, effective communication and leveraging complementary skills ensure success in execution."

"In my field of work, partnering, collaborating and teaming are not options," he explained. "Partnering definitely supports my goal of providing consummate client services."

The Portland Business Journal recently highlighted Jus as one of its top Forty under 40. This award recognizes professionals under the age of 40 in Portland who are making a significant impact in the business community.



JUS SINGH

MBA '94

Managing Director,
Resources Global Professionals

State Department of Education
Business Advisory Team Member



ROB WILTBANK

Assistant Professor of Strategic Management, Certified Managerial Accountant (CMA)



FRED THOMPSON

Grace and Elmer Goudy Professor of Public Management and Policy Analysis Chair

Faculty Member: 1985–Present

Rob Wiltbank

Teaching strategy for unpredictable business scenarios.

Strategy traditionally relies on prediction, using historical data as a basis for deciding what to do next. But what do successful entrepreneurs do when there is little or no historical data and little framework for deciding how to proceed? While completing his Ph.D. in Strategic Management at the University of Washington, Atkinson Professor Rob Wiltbank analyzed how expert entrepreneurs approach uncertainty, and found a clear preference for avoiding prediction and emphasizing control over how uncertainty is resolved. Further studies helped Wiltbank identify core principles of non-predictive strategy, which he teaches in the New Ventures to Market course.

Wiltbank coaches students as they put their business plans into action. “We’re teaching entrepreneurship by encouraging students to try it first hand.” Wiltbank explained. “So we’re able to understand these non-predictive control strategies not only conceptually, but in the hard reality of the startup world.” Atkinson recently received an endowed gift of \$50,000 in support of these student entrepreneurial efforts.

Fred Thompson

Believes in creating value for others through the Willamette MBA.

Fred Thompson arrived at the Atkinson Graduate School of Management in 1985 as a visiting professor and candidate for the Grace and Elmer Goudy Professor of Public Management and Policy chair, which he assumed the following year. In that role, he founded the International Public Management Network, worked on the management of working capital funds for the Air Force and Navy, as well as consulted on public finance in Eastern Europe and the Caucasus.

Thompson believes Atkinson has a faculty made up of outstanding scholar-teachers committed to the school’s unique mission. Now he believes the school must continue to improve its visibility to attract more and better students. “Atkinson has a unique commitment to management, to the notion that all organizations exist to create value for others and that they can only do so by building long-term trust-based relationships” he explained. “An evaluator from *US News and World Report* described our graduates as kinder, gentler MBAs—well prepared with the knowledge and interpersonal skills needed to succeed. I like that.”



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.”



DEBRA J. RINGOLD

Dean and JELD-WEN Professor of Free Enterprise

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.”



KENNETH A. SMITH

Assistant Professor of Accounting and Management Information Systems



Beyond the Bottom Line

BUSINESS SAVVY FOR THE GREATER GOOD.



“Managing an organization has fairly little to do with 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

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 Guilfoy

Faculty member turns his passion into opportunity to teach.

Geoff Guilfoy 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 not-for-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, Guilfoy 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—Oregon Ethics In Business Award Winner

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.

Beyond Dollars and Cents

INVESTING IN PEOPLE.



PATRICK WAITE
MBA '84

Patrick Waite

Looking at the big picture is the hallmark of Atkinson education.

Patrick Waite held numerous positions in his career in the high tech industry—often spanning organizational boundaries. He managed marketing departments, facilities organizations, IT departments, and human resources, to name a few.

He accredits his flexible style to the type of education he received at Atkinson. “The thing that I learned at Atkinson that helped me the most...was learning how to learn—how to look at issues from different angles, how to cooperate with people to accomplish a common goal, how to analyze processes, how to avoid getting locked into a rigid way of thinking,” explains Waite. “That helped me immensely during my career.”

When Waite was an MBA student in 1983, IBM came out with the first PC. Thanks to the help of Professor Bruce Gates, Waite landed an internship that quickly exposed him to the world of technology—making him an attractive investment for future employers. “By the time I graduated in 1984, I probably knew as much about spreadsheet work as anybody at the time, and it helped me immensely in my first couple of assignments in Silicon Valley.”

As Waite took on more managerial responsibility, his knack for seeing things from a broader point of view helped him gain the trust of employees. “One thing that I learned fairly early in my career is that everybody in an organization is valuable,” he said. “The manager’s role, first and foremost, should be to figure out how to match the employee’s skill set with the organization’s needs.”

He accomplished this by having employees fill out a form about their background and their objectives for future development. Waite would then meet with employees one on one to discuss their past, present and future assignments. Sometimes this meant moving good people to other parts of the company. Although a time consuming process, the employee and the company were more satisfied in the long run.

As for the future, Waite has shifted his focus from the corporate world to the non-profit world. After years working in Silicon Valley, he is now taking the time to do some of the things he put off. In a sense, he is taking his own advice and determining where to invest his time and energy to reach his personal objectives. “Lately I’ve become busy again, almost busier, it seems, than when I was a corporate executive,” Waite said. “But it’s busy with things that I choose to do, as opposed to things that I have to do.”

Susan Wilson

Recruiting and retaining talent—investing in people.

Whether a public agency, non-profit entity or a Fortune 500 company, organizations today are taking on the challenge to find tomorrow's managers and CEOs.

In Oregon, the state is the largest single employer with a labor force of about 37,000, not counting higher education institutions in the state system. About 35 percent of those employees will be eligible for retirement within five years. That percentage increases to more than 50 percent when looking at managers, said Susan Wilson, Oregon's recently retired Director of Human Resources.

"I worry a great deal about our bench strength," she said. "Boomers are retiring, the next wave isn't big enough, and the Millennials aren't ready yet. Any business is going to be struggling with this."

Wilson said the state has started on several initiatives to recruit and retain new talent. Such initiatives are the partnerships with Atkinson School on the Certificate in Public Management, and the Professional and Managerial Internships in State Employment, or PROMISE, programs. The Leadership Oregon program is an additional way the state is investing to develop its managers and employees.

Wilson said the state also is working hard to promote its employee value proposition. That includes offering stability, a great work/life balance and good healthcare packages. It also includes the opportunity to make a difference—whether helping to shape public policy or protect Oregon's identity and its natural resources. Public employment comes with different dynamics and complexities, Wilson said, that include the citizens' initiative process, executive and legislative leadership that can change with each new election or having a transparent workplace.

"Those are challenges we have to address while maintaining the public's trust. You're not going to get a greater challenge anywhere," Wilson said. "The best recruiters we have are our employees."



SUSAN WILSON

MBA '77

Program Manager,
Certificate in Public Management



LISBETH CLAUS
Professor of Global Human,
Resource Management

Lisbeth Claus

Professor of Global Human Resource Management

It is an uncertain world for business managers. The boundaries of the organization have been stretched globally. Technology, while leveling the competitive playing field, continues to demand additional skill sets. And millions of Baby Boomers are reaching retirement age and will create a talent vacuum.

"Yet, in this unstable environment, experts agree that the issues are all about human capital, innovation and flexibility," said Professor Lisbeth Claus. "People may be the last remaining competitive advantage of an organization."

She said gaining a share of this talent scarcity requires investing the time, energy and resources to create a competitive employee value proposition. Claus often retells to her Atkinson School graduate students a quote retired Prof. Emeritus Patrick Connor often said: "Employees don't work for the company, they work for themselves."

Keeping those employees engaged, she said, will require managers to find the "sustainability sweet spot" where the employee's interests and the organization's interest intersect and overlap.

Tomorrow's employees and managers expect more than a great compensation package when deciding upon accepting a job offer or remaining with a firm. They want to be challenged and feel they are contributing toward a shared goal or personal objective. They may seek out potential employers who are innovative in their offered benefits or in the employee brand.

Claus received the Distinguished Member Award from the Northwest Human Resource Management Association (NHRMA) for her years of service to the human resources profession.

Technology's impact, either through the Internet or mobile communications, also is allowing new talent to seek flexible work schedules and environments that organizational managers never before offered. And the social networks, such as Facebook or MySpace, have changed how employees work together in creativity clusters, global teams and so forth.



Organizations—whether they are a business, public agency or a non-profit—should also develop their current workforce. This involves coaching new leaders or providing the training to other employees who need to learn new skills. This could be done internally, through performance management process. Or it can be done collaboratively among competitors working with business schools to develop necessary training.

Claus said the Atkinson School has created such partnerships, working with the State of Oregon and other Oregon-based businesses and non-profits, to better prepare tomorrow's MBA graduates. The business disciplines—from finance to human resources—taught at Atkinson all share in common their focus on preparing the student for management. "We are a management MBA," Claus said.

Atkinson's emphasis on experiential learning, through summer internships, or elective classes such as the Student Investment Fund, or the Practical Applications for Careers and Enterprises program, or PACE, also give graduates a fast track toward success in the real world.

In the end, Claus tells her students and future managers to reflect on what really matters to employees and what they are constantly asking of their managers and their organizations.

"What employees expect of their managers is fairly simple: Can I trust you? Are you committed to excellence? Do you care about me?" she said. "What they ask of their organization is: Do you tell the truth? Do you keep promises? Do you act fairly? Do you respect me?"

Professor Claus traveled to China where she launched the HR China program (HR generalist and global HR certification) for the Society for Human Resource Management and held a train-the-trainer program for a group of Chinese HR professionals working for multinational companies.





*"The New Ventures to Market course is almost completely self-directed, enabling you to see results right away. You have the opportunity to implement concepts you learned in other classes in real-time. In this way, you get instantaneous feedback about what works and what doesn't."
—Ashleigh Williams*

Beyond the Basics

THE EARLY CAREER MBA PREPARES STUDENTS FOR CAREER ENTRY, CHANGE OR ADVANCEMENT.

Fadi Bouri

Fulbright Scholar invests in his home country of Jordan.

Fadi Bouri was assigned to Atkinson by the Fulbright Scholarship organization and couldn't be more satisfied, particularly with the opportunity to experience investment banking first hand.

Participating in Atkinson's Student Investment Fund and the New Ventures to Market courses, he was able to manage stocks with real money and formulate a business plan. "I've always dreamed of raising and managing a community development fund to fuel economic development and create job opportunities in distressed communities," Bouri said.

The Jordan Community Development Private Equity Fund ("The Fund") is the realization of his dreams. "It's a for-profit organization that provides equity investments to early and growth-stage businesses that otherwise wouldn't have access to them," Bouri explains. "It invests not just money, but a great deal of time and effort in helping the companies succeed." Bouri plans to continue pursuing his career in investment banking and take "The Fund" back to Jordan with him upon graduation. "Although it may take some time, I aim to raise 'The Fund' and make a difference in the lives of the people of Jordan."

Ashleigh Williams

Atkinson student serves up innovative idea.

While enrolled in the New Ventures to Market class, Ashleigh Williams had a simple idea: work with restaurants to develop a hosting system to page patrons via cell phones when their tables were ready. From this plan, EnQue was born—an electronic wait-list system that replaces the expensive pagers restaurants currently use.

"The ability to page patrons on their cell phones means lobbies are less crowded, which is often a major deterrent for potential customers," Williams said. "Our system increases the efficiency of restaurants by increasing table turns and decreasing personnel needs." To date, Jakes Restaurant and Zao Noodle Bar in Portland have picked up the EnQue system and are running beta tests. "We're hoping EnQue will become self-sustainable and the four of us currently working on the project can grow the business full time," Williams said.



FADI BOURI

MBA '06

Amman, Jordan



ASHLEIGH WILLIAMS

MBA '06

Boise, Idaho



SIMONA BUCUR

MBA '08

Targu-Mures, Romania

Simona Bucur

Learning, strategizing and investing.

Prior to attending Willamette, Simona Bucur never traded stocks or invested in them. At the beginning of her second year she decided to participate in the Student Investment Fund course. Now, she reads market-related blogs, routinely checks on the market and daydreams about the right time to buy, sell or hold onto her team's stock portfolio.

"You can't possibly shut it off," Simona said. "You have to look at the market every single day."

She is beginning to have a real understanding of the financial markets and forces of the U.S. and global economies. Working in a team, she said, has taught her to develop rationale for making investment decisions and to check emotional decisions at the door.

And it is paying off—her student investment team was making a profit through October.

"We trade in real time, in real life and in a real world," she said. "There is no better way to learn than by doing. No other class offers that real-time learning."



PETER SCHONEBAUM

MBA '08

Salem, Oregon

Peter Schonebaum

Developing the principles of investment management.

For Peter Schonebaum the Student Investment Fund class has strengthened his career interest in finance. He explains that the class gives him an opportunity to really learn the principles of investing. "Especially when you are investing real money," Peter said.

Schonebaum has previous work experience in finance and held a summer internship at US Bank Corporation in Portland. However, the investing lessons he has learned while in the class have given him a better prospective on how national and global economic trends affect the market.

"The reason I'm here is to learn the principles of investment management. Our professor does a great job of teaching us investment theory which we can apply to real-world asset allocation," Peter said. "While ensuring a good return on our portfolio is important, I feel that it is just as important to learn as much as I can about the investment environment. The current market conditions have forced us to think fast and consider various investment strategies."



"The PACE program is very intensive, but also incredibly rewarding. It has been an invaluable experience in preparing for my career and acquiring real-world experience—especially working in partnership with not-for-profit organizations." —Simona Bucur



Shweta Singal (MBA '08) delivers a presentation on her team's performance during the Student Investment Fund course.

John Olinger

Experiencing international management through Atkinson's French connection.

Rather than selecting a series of elective courses on campus, John Olinger spent the fall semester taking thirteen different courses at the Bordeaux Business School in France. As part of Atkinson's exchange agreement with the school, Olinger experienced European management first hand through courses like corporate governance, e-commerce and strategy in the wine sector. "I wish every MBA student had the opportunity to go abroad," John explains. "It broadened my perspective regarding working in multicultural teams—not every system is the same."

John's most memorable experience about the trip was living like a normal French citizen, in the middle of a traditional French city, participating in all the "normal" activities a French student would be involved in. "I walked everywhere, didn't have a cell phone, and was just able to live and enjoy the country and the people without a lot of worries." John said. "Plus, the food in France was incredible, and it was all around me."

Kiomars Qahir

Fulbright Scholar from Afghanistan looks forward to being "an ambassador for peace."

Kiomars Qahir grew up surrounded by war. "There was so much bloodshed," he explained. "Being a 12-year-old kid and living with it, I got used to it." His family fled to Pakistan, but he returned home and received his degree in Journalism from Kabul University. Shortly after, Osama bin Laden and the Taliban attacked New York's World Trade Center. He calls the Taliban regime "the darkest, darkest page of history for our country." Qahir decided he wanted to go back to school and get an MBA in America. He applied for Afghanistan's competitive Fulbright Scholarship Program, and was one of only about 25 chosen to go to the U.S. After obtaining his MBA, he plans to return home to work in the Afghan government's public administration sector, to share what he has learned.

Qahir says he has been happy to share his culture with Americans. "There are people in Afghanistan just like the people you know from your hometown. I'm looking forward to being an ambassador for peace."



JOHN OLINGER

MBA '07

Salem, Oregon



KIOMARS QAHIR

MBA '08

Kabul, Afghanistan



BEN SWARTLEY
MBA '08
Monte Sereno, California

Ben Swartley

Utilizing business skills on the airfield and the football field.

Internships often allow MBA students to work on very unique projects for companies. That's exactly the experience of second year MBA student Ben Swartley. This past summer Swartley worked as a Sales and Marketing Intern for Air BP, an aviation fuel company whose national headquarters are in Salem.

"My work experience lacked compared to many of my peers," he said. "Having the internship allowed me to put my education into perspective and further understand what I would like to do with my career."

During the internship, Swartley provided his supervisor with competitive and investment analysis, data mining, and manager-friendly graphics regarding financial and departmental performance. He also led a market analysis for an NFL team owner that required him to research each of the NFL cities and find the benefits of the airports nearby to football stadiums.

"I had the unique ability to see how a billion dollar a year company with less than 200 employees operates," he said. "I worked with not only the marketing and sales teams but also supply, commercial, accounting, customer service, and credit which allowed me to see the interconnectivity and dependency that each department had for one another."



LIZ GUSTAFSON
MBA '08
Gresham, Oregon

Liz Gustafson

Crossing sectors in public accounting and consulting.

Liz Gustafson plans to use her MBA in a career in public accounting and consulting. She found her internship through networking with an Atkinson alumnus. "An internship gives young professionals real world experience," Liz said. "It was an excellent resume builder. I was able to express myself in terms of the industry, which I would not have been able to do otherwise."


In the summer of 2007 Liz held an internship with the Salem-based CPA and consulting firm Aldrich, Kilbride & Tatone. During her internship, she was given the responsibilities of a staff member, not an intern, and consulted on projects for a large government agency and for other public sector clients and healthcare agencies. She also assisted in public sector financial audits.

"The internship taught me how to communicate with clients," she said. "It also taught me how to create and work within a time schedule and budget for projects."



MBA students work in teams on group projects and deliverables, adding to the Willamette MBA's experiential approach to management education.

Willamette University
**Tyler
Robinson**
Student

A man in a dark suit, white shirt, and patterned tie is talking on a mobile phone. He is wearing glasses and has a black bag slung over his shoulder. The background is a busy airport terminal with other people and luggage. The image has a blue tint and some white circular lines overlaid on it.

"Willamette's MBA for Professionals program rates among the highest for its quality teaching from professors who can communicate their real-world experiences to today's rapidly changing environment. Although the schedule and pace of the program is demanding, it still allows time for busy professionals to manage their careers and tend to their personal lives."

—Roland Zapata, Xerox, MBA '08

Beyond the Expected

THE MBA FOR PROFESSIONALS POSITIONS MANAGERS AS
PROBLEM-SOLVERS, INNOVATORS AND NEXT-GENERATION LEADERS.

Roland Zapata

Investing in people involves relationship building.

Through his work with Xerox Corporation, Roland Zapata knows the importance of investing in people. As a Reseller Account Manager he provides training and education to his long list of resellers and keeps them updated on the latest industry trends while making sure that Xerox is the first and foremost on their minds. In addition, his territory takes him far beyond his Portland home—an area that includes New York City, Long Island and New Jersey.

“The position involves extensive relationship building,” Zapata said. “It also involves a lot of on the job training where you have to earn the resellers’ trust.” He accomplishes this by taking a genuine interest in his resellers’ businesses and families—even attending personal events.

Zapata was attracted to Willamette’s MBA program for working professionals for the same reason—the personal interest the program took in him. He is also applying what he is learning to his job. “I’m taking the management styles I learn in my courses and applying them to the way I interact with people.”

Samantha Landau

Making the investment in an MBA to take the next step in her career.

Before enrolling in Willamette’s MBA for Professionals program, Samantha Landau knew that she needed something else to advance her career. In 2005 she had a “trigger moment” and, supported by her previous employer, began to search for an MBA program.

“I was finding that despite my years of experience, other professionals were not taking my suggestions as seriously as they were those around me,” she said. “I had the knowledge but not the degree to back it up.”

Pursuing an MBA also prompted Landau to make another change in her life: a career change. “Through my classes...I quickly discovered that my ‘authentic leader’ within wanted something different,” she explains. “It was like coming awake from a long sleep.” She took a chance and sent out a handful of resumes. On her first interview, with the City of Independence, she got the job.

“My current employer believes that the more we as employees know about our jobs the better we are able to perform them,” Landau said. “In leadership, and in business, the knowledge and understanding of concepts that comes through the work of completing an MBA is expected and required.”



ROLAND ZAPATA

MBA '08

Reseller Account Manager,
Xerox



SAMANTHA LANDAU

MBA '08

Finance Manager, City of Fairview



"The MBA Professionals program at Willamette is the only graduate program I considered. Its comprehensive and integrated curriculum, full-time faculty and convenient location in Portland's Pearl District are a unique package that fit perfectly with my goals. It's a thrill to live and work just blocks from a first-rate program at a well-respected university." —Judy Hutchison, Vice President, Capital Pacific Bank



Judy Hutchison

MBA for Professionals student follows father's example.

Judy Hutchison attributes her career path and involvement in civic activities to her father, a well-respected Portland CPA. After receiving her undergraduate business degree at the prestigious Wharton School, she embarked on a career in commercial banking that took her to Baltimore and later back to her roots in Oregon. "As a Vice President and Client Service Officer for Capital Pacific Bank, I partner with my clients concerning their financing and cash management needs," Hutchison explains. "I'm also involved in the Rotary Club of Portland and Toastmasters International."

Hutchison connected with Willamette's MBA for Professionals program at just the right time in her personal and professional life, and has found the experience rewarding. "I am honored to be affiliated with Willamette, its top-notch professors, and accomplished alumni network," Hutchison said. "I know that the relationships I am building will be lifelong and meaningful. I look forward to every class, eager to learn skills I can apply in the real world."

Chris Littrell

He finds Portland a great place to live, work and learn.

After receiving his undergraduate degree from Willamette University, Chris Littrell helped build a software company in Salt Lake City. Then he had the opportunity to become a loan officer for the StanCorp Mortgage Investors (SMI), a subsidiary of the Standard Insurance Company in Portland. "The Standard Insurance Company has a significant place in Oregon history and is currently celebrating its 100th anniversary," Littrell explained. "Yet it does not have the stereotypical feel of a stodgy, old company. The leadership team has created an innovative environment very similar to a startup company, making it a great place to work."

Littrell finds Portland a great place to live, too. He's involved in several groups, including the University Club, the Young Professionals of Portland as well as the Oregon Symphony's Soiree group. About his decision to enroll in the MBA for Professionals program, Littrell said "I was thrilled at Atkinson's innovative decision to venture outside of the Salem campus to fill a void in the Portland market. I cannot say enough about the faculty and staff involved, and the education is immediately relevant to my position with The Standard."



JUDY HUTCHISON

MBA '07

Vice President,
Capital Pacific Bank



CHRIS LITRELL

WU '97, MBA '07

Loan Officer,
StanCorp Mortgage Investors
(The Standard)



MINDA HEDGES-SEIBERT

WU '94, MBA '07

Community Relations Officer,
Mercy Corps/USA

Minda Hedges-Seibert

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," Minda 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.

Minda enrolled in Willamette's MBA for Professionals 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 Atkinson 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 to Willamette's new program in Portland was an easy decision. I'm able to draw on my past

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

—Minda Hedges-Seibert

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."

Minda 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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DENISE M. CRAWFORD
WU '95, MBA '00

Senior Director of Alumni
Relations, Willamette University

Investing in Education

The value of a Willamette MBA education is an investment that pays off throughout one's career – and that's why students from all over the globe consider the Willamette University MBA and the Atkinson Graduate School of Management the program of choice. We are able to make earning an MBA a reality for students each year thanks to the generosity of donors. Contributions to endowed scholarships, academic excellence and annual giving help ensure the continued success of our academic programs and provide needed funding to attract the best students from around the world.

As our network continues to expand we rely on alumni and friends to contribute to student scholarships, innovative faculty research and rich co-curricular programming. It's remarkable to see how each generation of Willamette MBA graduates makes an impact on the next generation of students.

For more information on making a gift to the Willamette University MBA, please feel free to contact myself or a member of the Willamette MBA development staff. Thank you in advance for all you do to make Willamette University a unique place to learn, grow and succeed.

A handwritten signature in black ink that reads "Denise M. Crawford". The signature is fluid and cursive.



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