

# directions

WILLAMETTE UNIVERSITY MBA Atkinson Graduate School of Management

**TRANSFORMATION**  
The MBA as the  
Springboard

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**KEEPING UP THE PACE**  
The Evolving Role of AGSM's  
Experiential Flagship

**PUT ME IN, COACH!**  
Career Planning for Professionals

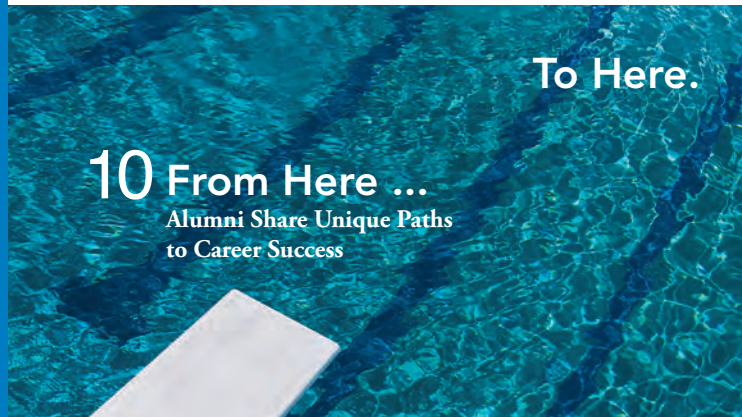
2013-14

## Crossroads of Culture

Each spring representatives from the Willamette MBA International Graduate Student Association (IGSA) host an elaborate dinner showcasing the Atkinson School's diverse community. Along with a global buffet, attendees are treated to music, dance and informational presentations about the cultures and countries represented in the Early Career and Career Change MBA program.



## LAUNCHING SUCCESS



## 16 PACE Turns 15 Evolving an Experience Like No Other

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**DIRECTIONS** Questions or feedback? Please contact [mba-media@willamette.edu](mailto:mba-media@willamette.edu) or 503-808-9901. Willamette University MBA – Salem Campus, 900 State St., Salem, OR 97301, 503-370-6167; Willamette University MBA – Portland Campus, 905 NW 12th Ave., Suite 110, Portland, OR 97209, 503-808-9901  
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## Transforming Careers for a Lifetime

### IN MY CONVERSATIONS

with alumni, I am always curious about their reflections on the Atkinson School experience, their career paths, and how we can continue to meet their needs. The knowledge and skills students master while at Atkinson, coupled with experiential courses, career management activities and internships, are highly valued by our graduates and their employers. Graduates leave us well prepared and eager to put all they have learned to work. They tell me that their time at Atkinson is truly a transformative experience.

Post Willamette MBA, it doesn't take long for our graduates to make increasingly meaningful contributions to the organizations they serve. Their career paths are varied, but suffice it to say I am proud of what our graduates accomplish in the business, government and not-for-profit sectors. Their work ethic, desire to serve, and willingness to take on ever more responsibility leads to real success and the advancement they seek.

As you continue to advance in your career, we know that what you learned at Atkinson will serve you well. We also recognize that continuous professional development is important to many of you. That is why we are pleased to launch the Willamette MBA for Life program.



Earning a Willamette MBA began a lifelong relationship with a school that will continue to deliver a return on your investment for the balance of your career. Our commitment to life long learning is genuine and the Willamette MBA for Life program is one way we can deliver on this commitment.

### Designing an Unparalleled Program

Wish you had taken more finance courses? Are there new methods in marketing you would like to learn? As part of the MBA for Life program, Willamette MBA alumni may register for select courses

in the MBA for Early Career and Career Change (ECCC – full-time program) or MBA for Professionals (MBA-P evening program) free of charge, for life. Graduates who take advantage of this benefit commit to attending class and meeting all the requirements of a regular student. You will complete all assignments, and your grades will be posted to your transcript and figured into your cumulative GPA.

If you don't live or work in the Portland and Salem areas, there are opportunities for you, as well. Our Willamette MBA Alumni Book Club, launched in 2012, gives you the opportunity to read topical management books recommended by our faculty and share insights during a facilitated conference call with the book's author.

Each year members of our staff and faculty travel around the world for conferences,

events and student recruitment initiatives. During these travels, we regularly schedule networking opportunities to reconnect with Atkinson friends and share ideas and insights.

As the Willamette MBA for Life program develops, look for more opportunities to connect in-person and virtually. As alumni, you'll see important announcements about class offerings and upcoming events through ATKINSONNews, direct email blasts and through our social media pages.

As you read this issue of Directions, I invite you to reflect on your own Willamette MBA experience. No mat-

**Graduates leave us well prepared and eager to put all they have learned to work.**

ter the path your career has taken, I trust that you are making meaningful contributions to the organizations you serve. As we anticipate our school's 40th anniversary in 2014, please consider re-joining us for a course, a book discussion, or a visit. You are indeed a Willamette MBA for life. 📖

— Debra J. Ringold, Dean and JELD-WEN Professor of Free Enterprise

**Learn more about the MBA for Life at [willamette.edu/mba/lifetime](http://willamette.edu/mba/lifetime)**

## From the Editor



Willamette MBA graduates are always looking for the best — in their organizations, their communities and themselves. They earned an MBA at Willamette because they know the degree represents

quality and value. They are also seeking a transformative experience.

This issue is full of stories where our graduates have used the MBA as a career turning point. How has your career evolved since you completed your degree? Are you working in a different industry or job role than you would have imagined before you started the program?

Share your stories and ideas with us on our Facebook page ([facebook.com/WillametteMBA](http://facebook.com/WillametteMBA)) or send an email to [mba-media@willamette.edu](mailto:mba-media@willamette.edu).

Enjoy!

Sincerely,  
Russ

— Russell J. Yost, MBA'05  
Director of Marketing  
and Contributing Assistant Professor  
Directions Editor

# Experiencing Management

PACE Delivers Another Year of Consulting, Creativity and Collaboration



First year MBA students: James Raymond (left), and John Bednarski

## PRACTICAL APPLICATIONS

for Careers and Enterprises — otherwise known as PACE — once again delivered on its promise to provide outstanding experiential learning for students and exceptional value to public and not-for-profit clients. During the 2012–13 academic year, 12 teams of Willamette MBA students dove head-first into the world of consulting and new venture development. They spent a year building relationships, producing results, and experiencing the full range of emotions, challenges, and rewards that come with the PACE experience.

In many cases, students found themselves fully immersed in industries they previously knew nothing about. In a short time, they learned to transfer classroom theory to the real world. First-year MBA student James Raymond found himself on a team working with Crow’s Shadow Institute of Art, a Native American printmaking and art education organization.

“The most rewarding part of working with Crow’s Shadow was the insight I gained about the realm of marketing fine art — it’s an extremely competitive market when it comes to making a break-through and becoming a major player,” Raymond said.

By working with these organizations, Willamette MBAs learned first-hand the value that each organization brings to the communities they serve.

Another first-year student, Jon Bednarski, worked with OMG, a cooperative of Oregon meadowfoam growers.

“I appreciated the introduction to local agriculture and the importance and difference it makes, not only locally, but to Oregon as a whole,” Bednarski said.

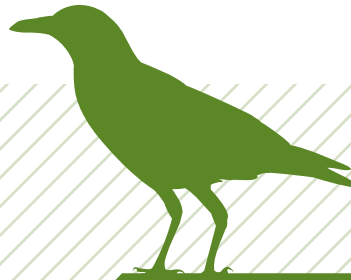
In addition to demonstrating value to organizations, the PACE client work shows students what they are capable of.

“The PACE project in general really made me realize my limitations and potential as a team member and leader,” Bednarski said.

“This project truly put my teamwork abilities, negotiating, and delegating skills to the test,” Raymond added. “It required long hours and patience with my teammates. However, in the end, we’re helping Crow’s Shadow in becoming a sustainable organization, which means it was well worth the effort.”

— Colleen Smith





## A sample of the 2012-13 PACE Group Projects

### The Institute for Modern Government

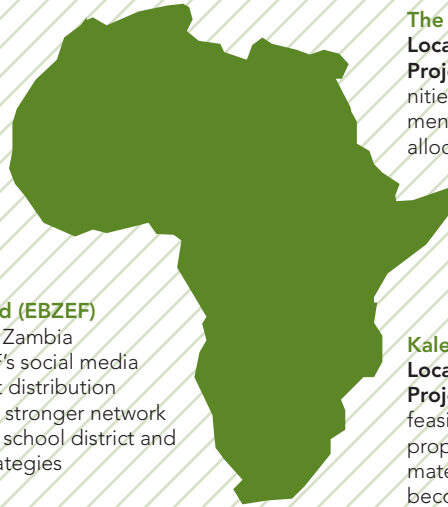
**Location:** Salem, Ore.  
**Project:** Create a sustainable business plan to make the IMG program a model of modern nonprofit, professional volunteer organizations

### OMG, a cooperative

**Location:** Salem, Ore.  
**Project:** Provide research and input for a strategic restructuring of board composition, director compensation, recruitment, and retention

### Crow's Shadow Institute of the Arts

**Location:** Pendleton, Ore.  
**Project:** Create a strategic marketing plan to increase awareness, increase revenue and provide long-term stability for this Native American printmaking and artistic education organization



### Elizabeth Bower's Zambia Education Fund (EBZEF)

**Location:** Salem, Ore. / Zambia  
**Project:** Revamp EBZEF's social media platforms, identify grant distribution foundations, establish a stronger network within the Salem/Keizer school district and develop fundraising strategies

### The Imani Project

**Location:** Portland, Ore. / Kenya  
**Project:** Identify fundraising opportunities, strengthen audience engagement and improve time and resource allocation

### Kale Uganda

**Location:** Uganda  
**Project:** Create a text-to-donate feasibility plan, a grant-writing proposal guide and donor outreach materials, as well as create a plan to become a micro-franchising organization under a larger organization

### Mid-Valley Women's Crisis Service

**Location:** Salem, Ore.  
**Project:** Rebrand the organization with a new name, logo and website to better represent its mission and target audience



### City of Salem

**Location:** Salem, Ore.  
**Project:** Research the supply chain of agricultural commodities in Marion and Polk counties from farm to fork; create cluster maps to visualize the supply chain and identify any gaps; facilitate recommendations to the city on how they can use Urban Development Areas to fill gaps and bring businesses into Salem



### Mercy Corps

**Location:** Portland, Ore.  
**Project:** Conduct an in-depth research project on crowdfunding, including analysis of historical information, the JOBS Act legislation, industry metrics and other research on more than 140 individual platforms along with a detailed investigation of how five of the most successful platforms manage to stay financially viable

### Mercy Corps Northwest

**Location:** Portland, Ore.  
**Project:** Perform a return-on-investment (ROI) analysis on Mercy Corps Northwest's re-entry transition center for formerly incarcerated individuals to build a case of effectiveness for further funding



# Internships Bring Valuable Experience to MBA Resumes

## CONFIDENCE. FOCUS.

**EXPERTISE.** These are words that Willamette's director of management, Beth Ursin, attributes to second-year Atkinson students as they return to school having completed a summer internship. Nearly 95 percent of Willamette students complete an internship during the summer between the two years of the program — thanks to the support and encouragement of the Career Management team.



MBA'13 graduates, clockwise from top; Bre' Greenman, Niven Singh, Casey Morgan

Willamette's MBA internship program has evolved significantly since Ursin started working at Willamette. It started as an entirely optional independent study led by a faculty advisor who would guide the student's progress. The program now boasts a strong framework to help Willamette MBA students stand out as interns within their organizations with the hope of setting them up for full-time employment upon graduation.

## Integrated into the Curriculum

The internship process begins long before the first year ends. In fact, Ursin is one of the first faculty members most students meet.

She sets appointments with incoming students before classes start, learning about their goals and providing

them with a glimpse of what is to come. Personality and work-style profiling, industry research and career planning are a required part of Willamette's core curriculum. This gives students a chance to participate in fall intern recruiting, which is particularly helpful for students who come into the program with specific goals.

"I knew I wanted to work for the federal government," said Casey Morgan MBA'13. "The application process for federal government jobs is pretty long, so I officially got the internship in February, but had submitted my resume back in November and had not heard anything for two months."

This has been a big change compared to prior years. "When I came, students were expecting to start their job search in March or April," Ursin adds. "When I pointed out that a lot of MBA jobs were gone by then, the mindset of how early they needed to be looking really changed."

Ursin also emphasizes the power of networking and finding internships through relationships, rather than making the common mistake of searching for jobs from the couch, filling out online applications.

The former approach was effective for another recent grad, Niven Singh MBA'13. Singh handed her resume out

to family and friends, which led to a direct connection to a marketing internship opening at Intel. Unlike Morgan, she did not have to wait long to hear back.

"I learned about the position on Monday, applied on Tuesday, and got the offer that Thursday," Singh said.

## Experience that Crosses Sectors

The Career Management team also assists students interested in working for nonprofit organizations, which are often unable to pay interns due to tight resources. Donations have funded a not-for-profit scholarship program, creating several internship opportunities exclusively for Willamette students. Bre' Greenman MBA'13 was a recipient of one of these internships, and spent the summer as a volunteer and development intern for Family Building

Blocks, a Salem relief nursery that works to reduce neglect and abuse for children 5 years and younger.

Greenman found that the not-for-profit experience provided a chance to take initiative.

"If there was the need and I had the time, I could get involved in whatever struck my interest the most," she notes. Interning at a not-for-profit "has reminded me of my own interest of volunteering in

"Sometimes they'll realize how valuable you are, and want to give you a job!"



the community. Regardless of where I go with a job, these are the kinds of organizations I want to be involved with personally.”

**Ready to Make a Difference**

Employers of Willamette MBA interns are often shocked at how much the interns accomplish. In fact, the phrase, “they hit the ground running,” comes up frequently in post-internship surveys.

This preparedness can be accredited to the Position Plan that each intern creates for his or her internship. MBA

students enter their internships with specific goals and milestones to reach, and communicate these with their employers right from the start.

At the end of the summer, both students and employers provide feedback on their performance. This information is used by the faculty to continually review the MBA program’s core curriculum. Any gaps in knowledge or new trends are reviewed and adjusted as needed. This ensures that Willamette students are always learning what is relevant to today’s demands.

Employers aren’t the only ones who are impressed with how well Willamette MBA students adapt to the workplace. The students themselves are usually pleased with how they are able to apply what they learned in just the first year of their MBA experience to a professional setting.

“Intel has its own name for everything, so I had to learn the Intel way of doing things — but I knew the fundamentals already,” Singh said.

A common highlight for interns is the opportunity to present to upper management.

Having a concrete opportunity to demonstrate value is what really gives Willamette MBA students the confidence that they are capable of excelling in their field of choice, and creates the focus required to land an excellent job upon graduation.

As Morgan points out, “the internship is the time to make mistakes, to suggest new ideas. This is where you can really show value, and sometimes they’ll realize how valuable you are, and want to give you a job!”

— Colleen Smith

**GRADUATING IN 2013**

**Early Career and Career Change MBA Snapshot**

Source: Willamette MBA Career Management Office

**TOTAL GRADUATES**  
96

**AVERAGE AGE**  
27

**FEMALE**  
46%

**MALE**  
54%

**CAREER GOAL** (In business, government and not-for-profit organizations)

Finance	31%
Marketing	21%
Operations	16%
Other	16%
Consulting	9%
Human Resources	7%

**COUNTRY OF ORIGIN**

U.S.	75%
International (representing 11 countries)	25%

WILLAMETTE.EDU/MBA 9

From  
Here ...

## To Here.

### The MBA as a Springboard to the Deep End of the Career Pool

Without question, the driving force behind a student's decision to pursue an MBA is career advancement.

As one of the most recognized graduate credentials in the world, earning an MBA adds immediate street credibility to a student's resume. Employers recognize the value of the degree, understand the cross-functional approach to the curriculum and are familiar with the AACSB's and NASPAA's global accreditation standards.

At Willamette, career development and advancement is at the heart of the design of the MBA programs and serves as one of the three key program elements — along with the acquisition of knowledge and the addition of experience through real-world consulting projects and internships.

Throughout the nearly 40-year history of the Atkinson Graduate School of Management, students have entered Willamette's MBA programs finishing an undergraduate degree, working in a particular industry, volunteering for a nonprofit domestically or abroad or serving in the military. As they depart from the program, they leave with new ways of thinking, interactions with peers from diverse backgrounds, are turned on to unfamiliar but exciting new coursework and have expanded their professional networks.

These are a few of their experiences.

# Defining the Process

By the time she was 18, Devin Rottiers MBA'12 had already held jobs in the food service and retail industries. A highly motivated and self-driven individual, she was always looking to learn from her environment and make her workplaces more efficient.

Fast forward to the fall of 2011, when Rottiers entered her second year as a Willamette MBA student. After a successful summer internship learning about outbound logistics with Target Corp., she received a call from a hiring manager at one of the world's largest organizations — Intel.

**Seeing the Big Picture.** Much of Rottiers' pre-MBA career was spent in retail environments, predicated by her degree path in merchandising management. She worked as a manager for a Nine West store and later moved to Macy's, where she worked in the buying office and in group sales management.

As the recession dictated the slowdown in the retail environment, Rottiers took the opportunity to try new paths — as a personal banker at Wells Fargo and then the tasting room lead at Willamette Valley Vineyards, where she was first introduced to the sustainable supply chain process.

"In all of my jobs, I identified where money could be saved through doing things more efficiently," Rottiers notes. "It's definitely a 'win-win,' when you can save money, improve a process and benefit the environment all at once."

**Putting the MBA to Work.** As an MBA student, Rottiers did everything right in planning for her next career move. After taking Professor Robert Couch's finance class and Professor Henry Bi's supply chain management elective, she could see how the tools of financial analysis can make processes more efficient.

She took on leadership roles in PACE — first as the nonprofit liaison for her group and later as a PACE teaching assistant — and in the National Association of Women MBAs (NAWMBA, now MBA Women International). It was the latter that led her to her next big adventure.

**Answering the Call.** Prior to the NAWMBA conference, Rottiers posted her resume on a national job board and identified various companies she found interesting. Right before she left, she received the career-shaping call from an Intel hiring manager who wanted to meet her at the event. After several rounds of highly involved interviews, the rest is history.

Rottiers now works in financial planning and analysis for Intel, based on the sprawl-

**"It's definitely a 'win-win,' when you can save money, improve a process and benefit the environment all at once."**

ing Hillsboro, Ore. campus. She reviews expenses and budgets for fairly detailed and highly technical projects, often working side-by-side with engineers.

"My work has given me the opportunity to see the entire supply chain process — from buying to warehousing to sales — and now product development and manufacturing. This has shaped my ability to see things from a strategic, big-picture perspective," Rottiers notes.

However, her self-driven approach to her career is balanced by her inclusive philosophy on working with diverse groups of



people. In the end, this helps her discover ways to make processes more efficient.

"The best way to tackle a problem is to work together and occasionally guide someone to a solution," Rottiers explains. "Sometimes you have to lead from the sidelines."

— Russell Yost

## Switching Teams, Trading Up

Brandon Nash MBA'12 was on track to become an anchor on ESPN by age 40. He'd earned a broadcasting degree. He'd successfully completed the right internships. He'd apprenticed in radio. Everything was geared toward his career goal.

Then, in the middle of a post-game interview, right where he'd always thought he wanted to be, he questioned his goals. On the outside, he was asking about the coach's game plan in the fourth quarter. On the inside, he was wondering, "Is this it? Do I want to be asking about fourth-quarter strategy for the next 20 years?"

**Shifting Priorities.** "In broadcasting, your lifestyle and working hours are subjugated to the seasons of the sports world, and the whims of athletes' schedules," explains Nash. "You have to be available every weekend during the season, more so for winning teams. When I looked into my future, I saw the little league games, school plays, and recitals that I would sacrifice for my work. Not appealing."

Nash reviewed his options. "Outside of communications, many job descriptions required either an MBA, or three to five years of industry experience," recalls Nash. "I thought to myself, 'Better get some more education.' Between Willamette's ranking on Forbes magazine's Top-100 MBA programs, and the PACE program, I saw an opportunity to change careers that just might work."

### Taking Control by Letting Go.

Unsure of his next career move, Nash wanted an education that would prepare him to contribute to any team, regardless of the industry.

"I worked with my PACE team for three of the four semesters of the MBA program," explains Nash. "That intense collaboration teaches you to read your colleagues and answer important questions like; 'What makes each person tick?' 'And the group?'

**"My experience at Willamette taught me a lot about personal and group dynamics."**

'How do you give feedback?' 'And praise?' That was great preparation for my current work."

Nash also credits the emphasis on case studies in his classes. Analyzing the issue, and providing the most viable solutions — a hallmark of Willamette's MBA experience — is a key element of Nash's current work.

### Finding Balance at Home and Work.

After graduation, Nash hit the ground running. Within two weeks, he began training as a senior business analyst for his current employer, Avana. He went from Portland to Seattle for training, and was assigned to a project in Los Angeles before he'd finished. Since then, he's had steady work that he enjoys and he's home every evening with his family.



"My experience at Willamette taught me a lot about personal and group dynamics," recalls Nash. "Obviously, you need product knowledge. Clients won't see you, otherwise. But beyond that, you need to know how to manage client expectations. My VP regularly speaks to the difference between 'what is said, and what is heard.' It's about building rapport in the meeting room, and the coffee room. Taking the time to get to know the client's business. I can draw a direct line from my experience at Willamette to these daily demands."

— Mike Russell

# The Art of Business

To Amber Revoir '06 MBA'10, our career paths are one more creative opportunity. Each position and project is another brush stroke on the canvas of our resumes. In the beginning, a veil of possibility camouflages the end-result.

Revoir, an art history major, found a stroke of clarity in an internship for a small gallery in Munich, Germany. "I was told to learn German if I wanted to pursue a masters in art history," she recalls.

**From Salem to Boulder, through Munich.** She was impressed by how well her employers — a husband-and-wife team — ran their business. "She would predict the types of art that would sell well, according to her artistic sense," recalls Revoir, "and he would figure out a way to market and sell the art once it went up on the gallery's walls."

She had never considered this creative blend. "This may have been the first time I'd really considered this confluence of art, communication and marketing," says Revoir. "Now I realize that I'm partially drawn to art because it's a medium of communication."

That internship got her thinking about what she'd really need to pursue her career.

"When I returned home to Colorado, I took a hard look at the paths open to art history graduates," remembers Revoir. "PhDs and MFAs abound. From the gallery, I realized that an MBA could complement my interest in art, and open up more opportunities. I loved my undergrad experience in Salem, so Willamette's MBA program was a natural fit."

## The Classroom as Crucible.

Her most prominent memories of her MBA experience at Willamette revolve around the PACE program.

"Everyone on my team was so driven," recalls Revoir. "That was a liberating experience, since there's too much work for any one person to take on. I was also impressed by the diversity in the group. Here I was, an art major, and the person sitting next to me was an attorney who wanted to start a power company. Everyone embraced each others' backgrounds, nationalities and niches, and got to work."

Revoir's PACE experience split along the lines of the academic year. In the first semester, her PACE team developed a marketing plan for Mercy Corps Northwest's growing small-business incubation program in Portland, Ore. For the second semester, they crafted a business plan for a new venture: a home-stay program for international students.

"As my group's liaison with Mercy Corps Northwest, I'd built a great relationship," she says. "I put my heart and soul into that project over the school year, and I wanted to see it through its launch. So I offered to intern for them. It was very cool to see it take off over the summer."

"Everyone embraced each others' backgrounds, nationalities and niches, and got to work."

## Comfortable With Uncertainty.

Revoir leveraged her experience at Mercy Corps Northwest to land an internship — and later, a job — at the prestigious advertising agency Crispin Porter + Bogusky (CP+B) in Boulder, Col.

A shroud of possibility still obscures Revoir's career path, and she's comfortable with that; "CP+B is incredibly entrepreneurial. I think they'll be open to supporting me in whichever direction I want to go." 📍

— Mike Russell



# Career Defining Playbook

Using Coaching for Career Advancement in the MBA for Professionals

It's a bright, sunny Friday at the Willamette University Portland Center and the facility is buzzing with activity. Students are broken into teams of two, sitting across the table from each other and engaging in exciting conversation.

The student doing the talking (the recipient) explains his or her challenge in as much detail as possible while the student listening (the coach) pays close attention to key words and phrases to be able to tailor his or her response to the recipient's unique way of receiving feedback.

After a few minutes, the coach reviews the main points with the recipient and begins to offer constructive advice on how to tackle the issue. The recipient is eager to take it — and is nodding enthusiastically. The answers might be what he or she has considered in the past — but working through it with the assistance of another person

seems to make a difference.

This is the power of coaching.

## Career Services for Professionals

"The sessions continuously took me out of my comfort zone," notes James Dunseth, a student in the MBA for Professionals program. "I can recall working through an exercise to narrow down my top six values and sharing those with my group. I also had to give presentations during the course, and while I feel I am a good public speaker, to speak in front of others can be uncomfortable."

The Career Management and Coaching (CMC) program was developed in response to students' needs for focused, professional career reflection and planning. Beyond just reviewing resumes and facilitating networking, the program encourages students to ask tough questions about the direction of their careers. They also learn

how to best interact with others — coworkers, bosses, classmates and even significant others — to better communicate and articulate their expectations.

The questions can range from interpersonal issues — like how to respond to a colleague who is causing a project bottleneck — to more strategic advice — on what opportunities to take advantage of to advance to a new role inside or outside of a student's organization.

The final "coaching forum" is the culmination of the previous sessions — where participants put their tools to the test. They are not only the ones receiving the coaching, they are also serving as coaches and practicing how to give constructive feedback and advice to others. It is the soft skills that many professionals may not think about, but often use on a daily basis.

In the MBA for Professionals, students have the opportunity

"It's a great opportunity to break out of your own comfort zone and both give and receive feedback."

to bring work-related experiences into class and immediately apply what they are learning. That direct application guided the development of the CMC program and reflects the unique needs of students who have existing work experience and are looking for higher level career programming.

“What I gained from this certificate was a deeper understanding of my true north and my ideal self and how to be this person in a variety of corporate settings, and be able to demonstrate who I am and want to be in a 30-second elevator pitch,” said Dunseth.

The newest iteration of the CMC program is based on feedback from previous cohorts and includes additional training on preparing executive presentations, perfecting business writing and managing an online career profile through LinkedIn and other social sources. The students will also

have the opportunity to meet with outside professionals and staff members for mock interviewing and networking.

#### Matching Style with Substance

Coaching others requires a keen understanding of the strengths and weaknesses of the person receiving the feedback. Utilizing one of the many different tests available to assess work roles, personality traits and learning styles can help decode the process.

In the CMC program, Beth Ursin, Willamette’s MBA director of career management, uses the DiSC® Assessment — where participants are ranked on their level of dominance, influence, steadiness and conscientiousness.

“Giving feedback requires understanding the learning styles of the person you are directing it towards,” notes Ursin. “People can really pick out their

key attributes and behaviors in the profiles.”

For example, a student that exhibits a high level of “dominance” may want to control a conversation and make decisions based on the information available. An “influencer,” on the other hand, may tend to make decisions based on social approval or popularity — whether the data is present or not.

“It’s a great opportunity to break out of your own comfort zone and both give and receive feedback,” Ursin notes. “Just when you get comfortable coaching someone, we ask participants to switch places — and now you’re the one receiving the feedback. It’s real world to the core.”

—Russell Yost

#### The Career Management and Coaching Program

is an optional benefit available to all students in the MBA for Professionals program and to select outside professionals. Sessions are offered free of charge to current MBA-P students. Alumni may also take advantage of the program on a space available basis as part of Willamette’s MBA for Life program: [willamette.edu/mba/lifetime](http://willamette.edu/mba/lifetime).

## MBA for Professionals Snapshot

**Graduates** since the inaugural cohort in 2006

300+



**Number of organizations** represented by students

230+



**Sectors** students represent

Private sector: 77%  
Not-for-profit: 12%  
Public sector: 11%

→ LEARN MORE

[willamette.edu/mba/executive/career\\_management](http://willamette.edu/mba/executive/career_management)

**Your team has 12 minutes to sell your business plan.** Then, the judges will seek weaknesses: Who's the competition? Is the market interested? How long to repay investors?

**Yes, it did just get warmer in here.** Blame the auditorium's lights, the crackling microphone, or your nerves.

**But keep calm.** You're being recorded. Your peers, professors and potential employers are watching. Don't peek at your slides. That's a good way to lose points.

**This is not reality TV.** This is the culmination of a year's worth of work in Willamette University's Practical Application for Careers and Enterprises program.

## KEEPING



BY MIKE RUSSELL

## WITH HISTORY



### Knowing Is Not Enough

PACE (which used to include a lower case “a” — PaCE — and previously stood for “Public, Private and Community Enterprise) is where theory meets reality. During the course of the first year of the full-time MBA program, teams of students collaborate for real clients on real projects, and wrestle with the realities of working closely with others under real-world pressures.

“Teams are balanced by professional disciplines and psychometric tendencies,” explains professor Larry Ettner, coordinator of the PACE program since 2009. “A typical team is a mix of international students, recent graduates, and career changers. It’s a great way to help new students affirm that an MBA is right for them. If this doesn’t excite you, you don’t want to spend two more years doing it.”

In the first semester, PACE teams provide management-consulting services for a client — either a not-for-profit agency or a government organization. During the second semester, teams develop a plan for a viable business opportunity.



The second-year elective course “New Ventures to Launch” offers a platform for ambitious entrepreneurs to go further.

Though much of PACE has changed since its inception in 1998, the memory of an immersive, transformative learning experience stays with all of its graduates.

### An Experiment in Experiential Learning

“It was painful, but it was brilliant,” recalls Dan Mahoney MBA’00, a member of the first cohort to experience PACE. “We were thrown together into two teams of 35 students. We had to decide on our organizational structure, start a business, secure funding, make a profit, repay our debt, and close up shop by April. Oh, and we had to volunteer 1,000 hours for a related, local nonprofit. This was experiential education in its purest form; the reason I drove across the country to earn my MBA at Willamette.”

In this early era of PACE, a local credit union would grant short-term business loans of up to \$6,000 for students’ business ideas. To apply, teams presented a business plan to a panel of Willamette professors and credit union staff.

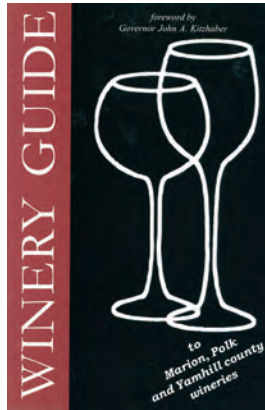
“We started out with an idea to create mint-flavored tennis balls, thinking that dog owners would appreciate a product that could improve their pets’ breath,” Mahoney chuckles. “I laugh about the product idea now. That was an unforgettable lesson in researching a target market’s need and applying marketing theory.”

As work progressed, the reality of the market’s disinterest in a canine tic-tac overcame the group’s enthusiasm.

PACE teams deliver two final presentations at the end of the academic year — one describing the impact they made on their not-for-profit or government partner and one pitching a new venture proposal.

“[PACE] was **experiential education** in its purest form; the reason I drove across the country to earn my MBA at Willamette.”

DAN MAHONEY MBA’00



“I still remember the meeting when I pointed out what none of us wanted to admit: the idea wasn’t going anywhere and we needed to change directions,” recounts Mahoney. “Navigating that decision with my peers was a gut-hardening experience; you can’t learn that through analyzing case studies.”

Eventually, Mahoney’s group successfully developed, published and sold a guide to Marion, Polk and Yamhill county wineries. After the two original PACE teams closed their businesses, they donated their profits — \$2,500

— to A.C. Gilbert’s Discovery Village (a children’s museum) and the Humane Society of the Willamette Valley.

The faculty and students shared a collective sigh of relief.

### Growth Through Action

At the time that Mahoney crossed the country to participate in PACE, few MBA programs offered experiential education opportunities. “To my knowledge, PACE was cutting edge,” recalls Mahoney. “It was the first program of its kind at the graduate level. Sure, you could go to a Top-50 MBA program and take an entrepreneurship course, but it would still be theoretical.” After graduating, Mahoney stayed on for four more years to guide PACE’s evolution as assistant

dean of students.

At the time, an influx of younger students with non-business degrees had begun to seek MBAs. PACE emerged from a desire to provide them with hands-on experience grappling with the theory discussed in class. Before PACE, they wouldn’t have had the chance to experience these problems in the relatively safe confines of an educational context. The complementary not-for-profit work provided students with insight into the operations of existing organizations, which had a perennial demand for bright, motivated volunteers.

Four years later, Denise Hoover MBA’04, recounts a shifting focus in her volunteer experience; “We served on United Way’s committees

“... we shifted PACE from service-based projects toward full consulting engagements. From Willamette’s perspective, that was a great opportunity to **increase our value to the community.**”

PROFESSOR ROBERT E. WILTBANK

for fundraising and fund allocations, but I wouldn’t say that we provided value as consultants. There was a lot of learning for us in seeing presentations, financial statements, and funding sources, but United Way had to tell us how we could best serve their needs.”

### More Focus for Greater Impact

By 2005, PACE teams had volunteered for nonprofits ranging from Girl Scouts to Meals on Wheels, from the Oregon Humane Society to the YMCA. But “students weren’t exposed to managerial problems in those settings,” explains professor Wiltbank, who led the program in tandem with professor Ken Smith from 2005–08. “And that’s where we wanted them to get experience. So we shifted PACE from service-based projects toward full consulting engagements. From Willamette’s perspective, that was a great opportunity to increase our value to the community.”

Today, professor Larry Ettner has built on Wiltbank’s intention; “Instead of donating proceeds from their businesses, students are providing their clients with enormous value as consultants. These agencies get the benefit of excellent brainpower, which helps them refine the scope and scale of

Continued on page 20



# PACE



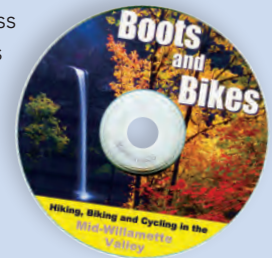
## EARLY PROJECTS

### SERVING OREGON

developed a cookbook that featured recipes from the main regions of Oregon as well as a blend of regional quips, history, quotes and sketches. Students donated \$10,472 in profits, the rights of the cookbook and 548 hours of volunteer service to the Salem YMCA. (1999–2000)



**LOKAHI** designed and produced “Boots and Bikes: Hiking, Biking, and Cycling in the Mid-Willamette Valley,” a 164-page guide plus CD-Rom to 49 different trails in the area. Each trail is rated on level of difficulty, level of fitness and scenery. The book also offers informative narratives, directions and a map for each trail. The CD-Rom has additional information and topographic maps for each trail. Lokahi partnered with the United Way of the Mid-Willamette Valley. They volunteered 500 hours and donated more than \$3,000 in profits. (2002–03)



**PARROT PRODUCTIONS** helped build a home for the Salem Chapter of Habitat for Humanity and released their “Northwest Foundations” CD of local jazz and blues music. Parrot Productions sold 794 CDs, donated \$4,704 to Habitat for Humanity and provided 466 hours of volunteer service. (2000–01)



**MILL STREAM PUBLISHING** designed, published and sold a Spanish-English coloring/activity book for children titled “Where is Home?” The publication gently raised the issue of homelessness to support the Salem Outreach Center’s temporary shelter for homeless families. Mill Stream Publishing sold more than 3,000 copies, donated more than \$5,000 in profits, the rights of the book and 472 hours of volunteer service (including the creation of a business plan) to the Salem Outreach Center. (2001–02)

**VOLARE** created the Salem Basketball League. They successfully recruited 12 men’s teams to play in a seven-game basketball league that culminated in a one-day basketball tournament in April. Volare successfully built their organization and completed the league. They sold their basketball league to a Portland company at the end of the project. They also contributed 402 hours of volunteer service and more than \$1,000 from profits and concession stands to the YMCA. (2003–04)





Continued from page 18

their operations, and allocate their funds more efficiently. Ideally, that also opens up additional sources of support.”

Since 2008, PACE teams have served 54 client agencies from Oregon to Chicago to Africa. Each cohort is divided into smaller teams to work on more focused projects, advancing specific goals. Now that word about PACE has spread, up to 22 prospective client agencies approach the program for help each year. Professor Ettner chooses 12, based on past projects, the potential benefit for students and Willamette, and where the teams can have the greatest impact.

“I meet with each client organization to discuss their respective needs and expectations,” explains professor Ettner. “We define the scope of the project first, and then, through a lottery, the PACE teams choose whom they’d like to serve. From there, things get going quickly. There’s a meet-n-greet event during Compass Week, a discussion of expectations, and a whole lot of wonderment. The students’ feet go right into the fire.”

### Tangible Benefits for Both Sides

Craig Lobo, a current MBA candidate at Willamette who will serve as a teaching assistant for a PACE team in the next academic year, emerged from those flames in April 2013. His team served the Imani Project, a Portland-based not-for-profit that helps rural Kenyans become HIV/AIDS activists in their communities.

“They’d grown organically over the years, so we

helped them streamline their operations,” says Lobo. “To boost their fundraising yield, they wanted to give a clearer image of how their donors’ money was being spent, so we refined their accounting.”

Lobo’s team also developed a marketing campaign for the Imani Project, which included a revitalized website, a promotional video, and a print brochure. According to Lobo, “This year, they have raised more funds than ever before: somewhere around \$30,000. They’ve also seen an increase in their social media interactions, which bodes well for future fundraising.”

Ettner sees value for both sides; “Our help with fundraising and communication allows our international clients to leverage their impact. US\$200 goes a lot farther in Kenya than in Salem. For students, that international lens adds tremendous value to their global perspective.”

### Seconds, Anyone?

While PACE teams are busy serving their established clients in the first semester, they’re also brainstorming fresh ideas for the second phase of the program: New Ventures. Whereas earlier PACE teams would launch and operate a small business, teams now plan larger ventures.

“In the beginning, the students’ companies were class projects compressed into the school year,” recounts professor Wiltbank. “That forced students to be tactical with smaller ideas. I wanted them to spend more time developing viable companies.”

Today, PACE teams develop and defend a refined business plan at the end of their first year. The judging component of the final presentation — which attempts to determine how well students have anticipated real-world challenges — impels a deeper dive into the rest of their studies. If this taste of business planning provokes their appetites, they can take ‘New Ventures to Launch’ with Wiltbank during their second year.

“By making ‘Launch’ an elective, students can choose their team and company, just like the real world, and really roll up their sleeves,” explains professor Wiltbank. “This allows all students to have the experience of business planning, but it saves those who wish to join established organizations from straying too far from their educational goals.”

Businesses that have launched from the elective course include: Happy Camper Baking, a gluten-free bakery; Manzama, a social media aggregation service for law firms; and Beyond Study



Larry Ettner introduces the PACE presentations (above); Rob Wiltbank leads a class discussion (right).

“We learned to work with ambiguities on the spot, outside of our comfort zone. That’s **great preparation** for the real world.”

CRAIG LOBO MBA’14



PACE students work closely with their client organizations to achieve measurable and specific goals.

Abroad, a cultural immersion program for student athletes.

### Learning Before Leaping

Underneath PACE’s carefully orchestrated framework, students confront an unruly challenge that afflicts organizations in every industry and stage of development: ensuring accountability.

At the end of each semester, teammates formally assess their peers’ performance. The confidential ratings — accompanied with an explanation — influences each recipient’s grade. Teams also independently decide how often they’ll provide informal feedback throughout the year.

“For many students, this is their first exposure to evaluating performance, and holding each other accountable,” says professor Wiltbank. “That’s great preparation for when they become managers, and have to ask someone directly to change their performance or behavior.”

“Peer assessment was the hardest part of the PACE experience,” relates Hoover. “Every business struggles with this. There’s always someone who will either try to game the system, or be unresponsive to constructive feedback. Even today, in my current work at Salem Health Human Resources, we are finding ways to improve our peer feedback processes. It’s just a different version of the same problem we confronted in PACE.”

Craig Lobo attests to the value of that challenge; “PACE has been instrumental in developing my conflict resolution skills. In a group of 10 aspiring leaders, we were bound to hit some roadblocks. Because they were quieter, the international students in my group didn’t feel like they were being heard. After a few heated exchanges, our team sat down to talk. Both sides were surprised to discover they’d had flawed assumptions. After that, we worked in a more synchronized manner. That was a great, great learning experience.”

“The beauty of PACE was that you got to experiment with your leadership and communication styles,” recalls Mahoney. “You aren’t at risk of losing your job, but you still see the impact

of speaking out, or using the wrong tone. In my opinion, that’s what the academic environment is for: learning about yourself and others. So, when you enter the workforce, you know how to navigate those speed bumps better.”

### When Hindsight Turns Forward

What do PACE graduates wish they’d known at the beginning of their experiences?

“The truth is, the point of PACE is to figure that stuff out for yourself,” answers Hoover. “In retrospect, could we have been better, faster, stronger? Sure. But overall, our business was successful, our contribution was significant, and many of my teammates stayed in contact after graduation.”

“PACE was designed for us not to know ahead of time,” relates Lobo. “We learned to work with ambiguities on the spot, outside of our comfort zone. That’s great preparation for the real world.”

Though nine years separate the experience of these two students, during which time PACE has changed dramatically, the transformational impact remains the same. Students learn to work on a team in a professional way, dealing with expectations and surprises, hierarchy and authority. “That’s the primary mission of PACE,” says professor Wiltbank. “To prepare students to lead.” **1**

## PACE’s Global Impact

From its northwest roots, PACE now includes client organizations from around the world.

Chicago, Ill. • Pendleton, Ore. • Portland, Ore.  
Salem, Ore. • Nairobi, Kenya • Jinja, Uganda  
Mwinilunga, Zambia



## Facilitating Globalization in China with Duke Shu

Duke Shu MBA'12 grew up in a working family in China. From a young age, he knew he wanted to go out and experience the world. Witnessing the globalization of the Chinese market, he recognized that a career in business would allow him to do just that.

**AFTER COMPLETING HIS MBA,** Shu found his way to Intel where he works out of his native China but often travels to the company's many global locations. It's a career success story he attributes to the power of the Willamette MBA network.

### **Cultural Immersion, MBA Style**

Shu applied to Willamette because of the program's early career focus — allowing him to continue his education uninterrupted.

He found jumping into an MBA program provided not only a change in scenery, it also delivered an unparalleled cross-cultural experience. One of his favorite memories was participating in an international student group called "Social Soup."

"An organization primarily targeting Willamette international students, Social Soup brings diverse students together to spend their Friday night or weekend immersing in and adapting to American culture and life," Shu explains. "Through games, dinners, camping, hiking, tubing and skiing, international students can make friends and plug what we learn from school into real life."

Networking with Willamette MBA alumni, both in Oregon and abroad, resulted in Shu accepting two summer internships between his first and second year. This allowed him to continually refine his interpersonal skills, client presentation abilities and further broaden his mindset. This powerful combination made him attractive to Intel's recruiters.

### **Intel Outside**

Shu met with a Willamette connection for an informational interview to learn about Intel's many different business units. His passion and enthusiasm resulted in a call from a hiring manager for an open position with Intel China.

"When I received the job description I was 'fired up,'" Shu explains, in his characteristically jovial manner. "I demonstrated the potential that I could bring to the organization. Luckily enough, I was hired right on the spot."

Though based in China and serving Chinese clients, Shu spends a significant amount of time traveling, often to the United States. This requires a balance of the American values he's learned with the social nuances he's familiar with.

"As a ... Channel Account Manager (CAM), I deal with Chinese customers every day. The environment, culture, table manners and the way customers think and behave are all Chinese. I have to switch my train of thought and behavior in a more subtle way."

Shu is also confident in his abilities to apply his MBA knowledge and experiences to his work, while using the tools provided by Intel to be successful.

"Although I am working at a remote office in Xi'an, I get overseas training opportunities such as the FIP [Field Immersion Program] every year," Shu explains. "I feel the company is willing to invest in people, even if they are early in their career development." 📌

— *Russell Yost*

## Faculty Members Teach, Study and Present Abroad



Elliot Maltz

**ELLIOT MALTZ, PROFESSOR OF MARKETING**, spent three weeks in the Philippines as the 2012–13 Fulbright-SyCip Distinguished Lecturer. Maltz was invited to lecture at nine universities on a wide



Lisbeth Claus

range of topics including: The Strategic Use of Market Information; Corporate Social Responsibility; and Entrepreneurship in Subsistence Markets. While there, he discussed his ideas on corporate

social responsibility with the U.S. State Department and the Philippine Stock Exchange. He also met with the visit sponsor, Washington SyCip, founder of the largest accounting firm in the Philippines.

At Willamette, professor Maltz teaches courses in marketing strategy and sustainability management.

**LISBETH CLAUS, PROFESSOR OF GLOBAL HUMAN RESOURCES**, and author of the “8-Step Duty of Care Models,” participated in a visiting professorship at the Ecole de Management Strasbourg in Strasbourg, France during her spring 2013 semester sabbatical. Professor

Claus also served on an expert panel on managing global mobility for International SOS, the world’s leading medical and security services company.

Professor Claus received an EMMA Award for her benchmarking study on global duty of care. The EMMA awards, part of the Forum for Expatriate Management, recognize outstanding professionals in global mobility. Claus’ paper, which was nominated in the Thought Leadership — Best Survey or Research Study of the Year category, has been published in three languages and presented to managers around the world.

— *Russell Yost*



## Professor Steve Maser Joins Emeritus Ranks

After nearly three decades of service to the Atkinson Graduate School of Management, Steve Maser will become professor emeritus.

During his tenure at Atkinson, Maser taught classes in public policy, governance, ethics and negotiation. He has also served

as advisor to JD/MBA students. He served as the director of the Executive Development Center (EDC) and led several of the EDC’s programs, including the Utility Management Certificate and most recently the Leadership and Management for Attorneys in Business program.

## Training the Trainers

Participants in the Management Consulting Certificate Up Their Game in One Week



Geoff Guilfoy (MBA'83), Executive Professor

"In the MCC, we encourage participants to act as guides; to walk with, rather than control their clients, and to help them realize their potential."

**AFTER 19 YEARS IN CORPORATE MANAGEMENT,** Christina Rusnak sought a new challenge. The long-time resident of Texas wanted to grow her management consulting practice into her fulltime livelihood.

"I wanted to validate what I knew," said Rusnak, "identify my strengths, and discover areas of opportunity. I lacked confidence in my expertise, and I wasn't sure how best to advance my consulting practice."

Rusnak leapt at the chance to participate in Willamette University's inaugural Management Consulting Certificate (MCC) program. "I was attracted by Willamette's tremendous reputation for quality instruction," she

recalled. "When I found out that they were offering the MCC, I couldn't resist the opportunity."

### A Natural Partnership

"The profession of management consulting has no barriers to entry," explained Executive Professor Geoff Guilfoy CMC®, MBA'83. "That's why it's so important to have programs like this, so participants will learn how to do it properly."

Professor Guilfoy, a member of Atkinson's faculty since 1989, would know. In addition to serving as a management consultant in his own firm, Lumen Leaders LLC, for almost 20 years, he is a certified management consultant (CMC®), and serves on the



Christina Rusnak



"I was attracted by Willamette's tremendous reputation for quality instruction. When I found out that they were offering the MCC, I couldn't resist the opportunity."

national board of the Institute of Management Consultants USA (IMCUSA).

"Willamette University was a natural fit when the IMCUSA began to look for academic partners," said professor Guilfooy. "The university's reputation for academic rigor was very attractive."

When Willamette sought a partner for the new program, three factors set the IMCUSA apart: the institute's longevity (it was established in 1968); a rigorous code of ethics among its members; and the institute's core competency framework.

#### Preparation for Changing Needs

Because the program provides an educational foundation

for earning the IMCUSA's Certified Management Consultant® (CMC®) designation, its content is benchmarked against the Institute's best practices, professional ethics, and standards for client relationships. In one week, participants refine their knowledge and skills to offer greater impact as external or internal consultants.

For each day of the course, a different instructor (all of whom are certified by the IMCUSA) takes participants through a new area of focus. Upon completion, participants emerge with a more nuanced understanding of the

management consulting field; a process to identify and communicate their unique value to clients; skills to collect, analyze and present client data effectively; practice in developing and managing project scope; and techniques for managing client relationships and sustaining business growth.

"The program provides a solid skillset for managers at any career stage," professor Guilfooy enthused. "For the new generation of MBAs, the program will support their ambition to launch the next great startup. For those already established in the field, this is a great way to reinvigorate their practices, and catalyze continued professional growth."

#### Exactng Standards for a Flexible Approach

In addition to skill building, the program prepares participants to pursue full CMC® certification. After the program, participants must pass a gauntlet of requirements: minimum three years as a full-time consultant; several anonymous references from past clients; and sit for a comprehensive exam covering ethics and the IMCUSA's core competency framework. Finally, applicants must pass a panel interview with senior certified professionals.

"It's pretty grueling," said professor Guilfooy.

#### Energy Follows Confidence

In contrast with the program's prescriptive framework, participants are encouraged to adopt a flexible approach, known as servant leadership, with their clients.

"I've seen some consultants behave as if they were doctors," professor Guilfooy explained. "They decree the correct course of action, which fosters client-dependency. That's not in the best interests of either party. In the MCC, we encourage participants to act as guides; to walk with, rather than control their clients, and to help them realize their potential."

"I enjoyed the review of the servant leadership model," recalled Rusnak. "To me, leadership is about creating an environment in which people can do their best work and grow. A good leader serves the mission and the organization. When people see that, they naturally want to follow you."

"Through the MCC, I learned that I have more expertise than I'd realized, and that it's more valuable than I'd thought," said Rusnak. "The program helped me expand my confidence in my abilities and the value I offer my clients." 📌

— Mike Russell

*Interested in earning your management consulting designation? Visit [willamette.edu/mba/executive/management\\_consulting](http://willamette.edu/mba/executive/management_consulting) for more information.*

## Referrals Create a Legacy of Willamette MBA Graduates

Willamette MBA alumni are the greatest advocates for the program and are always willing to share their experiences with co-workers, friends and family members.

### TO CONTINUE RECRUITING EXCEPTIONAL STUDENTS

into the program, the admission team invites alumni to identify high achieving candidates who will benefit from the personal attention offered through the evening MBA for Professionals program in Salem or Portland or our full-time program in Salem.

Referring a candidate to the Willamette MBA is a great way to empower someone to make a solid investment in his or her future and allows you to extend your legacy as a successful

Willamette MBA. Your name will also be included on our Alumni Honor Roll, published via ATKINSONNews and here in Directions on an annual basis.

Learn more about the unique MBA for Professionals Alumni Referral Program at [willamette.edu/mba/for\\_alumni/referral](http://willamette.edu/mba/for_alumni/referral).

To refer a candidate to the full-time MBA for Early Career and Career Change, please email the person's name and contact information to [mba-admission@willamette.edu](mailto:mba-admission@willamette.edu).

## MBA for Professionals Program Moves into New Portland Home

**STARTING FALL 2013**, the MBA for Professionals' Portland cohorts will move into the new Willamette University Portland Center, also located in the Pearl District. The center is slightly larger than the previous Brewery Blocks location and features a more student-centered layout and a dedicated street entrance.

The facility is located at NW 12th and Kearney, about eight blocks north of the previous location, in the historic RiverTec building — a 1930s

era warehouse converted to offices and retail space in the early 2000s. The unique features of the building are reflective of the Pearl District's historic roots as a shipping and distribution neighborhood that has been transformed into one of Portland's artistic and cultural gems.

For more information on the new Willamette University Portland Center visit [willamette.edu/mba/portlandcenter](http://willamette.edu/mba/portlandcenter).



# OH: Tweets from Class and Beyond

Twitter provides a great mechanism to share information in real time. During the past year, quotes from our famous faculty members and insights from our students and alumni have found their way on the popular social networking platform. Here are some thoughts — in 140 characters or less.



**WillametteMBA**   
@WillametteMBA

RT @M\_2\_the\_T: Practice doesn't make perfect.  
Perfect practice makes perfect. #Wiltbankism



**WillametteMBA**   
@WillametteMBA

RT @Kristy: I loved that class :) Wish there was an ongoing version :) Oh wait... it's called MY JOB!!  
Good prep for sure :)



**WillametteMBA**   
@WillametteMBA

#RingoldOnMarketing — For a consumer, the answer should always be yes.



**WillametteMBA**   
@WillametteMBA

Prof. Hand: “Yes — I like to think it is rocket science.”  
#spikethepen

## Are You “Social” with the Willamette MBA?



- “Like” our page on Facebook (Willamette University MBA – Atkinson Graduate School of Management).
- Follow us on Twitter @WillametteMBA
- Join our group on LinkedIn (Willamette University MBA).

Willamette University is a diverse community that provides equal opportunity in employment, activities and its academic programs. The university shall not discriminate on the basis of race, color, religion, sex, national origin, disability, age, marital status, veteran status and sexual orientation. Directions is the magazine of Willamette University's Atkinson Graduate School of Management, published yearly. Its purpose is to share stories and campus conversations that help alumni, current students and friends of the Willamette MBA stay connected. The views presented in Directions do not necessarily reflect the opinions of the editors or the official policies and positions of Willamette University.



**TIM JOHNSON**  
Assistant Professor of Public Management  
and Public Policy  
"Why Nations Fail"  
by Daron Acemoglu & James Robinson

[willamette.edu/mba](http://willamette.edu/mba)

## *Faculty's Recommended Reading*

**GARY KNIGHT**

Helen Simpson Jackson Chair in  
Global Management

"Never Eat Alone: And Other Secrets to  
Success, One Relationship at a Time"  
by Keith Ferrazzi and Tahl Raz

**MICHAEL DOTHAN**

Guy F. Atkinson Professor of  
Economics and Finance

"Adapt: Why Success Always Starts  
with Failure" by Tim Harford

**FRED THOMPSON**

Grace and Elmer Goudy Professor of  
Public Management and Policy Analysis

"Big Data: A Revolution That Will  
Transform How We Live, Work, and  
Think" by Viktor Mayer-Schonberger  
and Kenneth Cukier

**ELLIOT MALTZ**

Professor of Marketing

"The Signal and the Noise"  
by Nate Silver