



**WILLAMETTE  
UNIVERSITY**

**ATKINSON GRADUATE SCHOOL  
OF MANAGEMENT**

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## **AY 2023-2027 Strategic Plan**

# Atkinson Graduate School of Management

## Mission & Values

### Mission

*The Atkinson Graduate School of Management is committed to providing world class management education to U.S. and international students in all stages of their careers. We help our graduates acquire life-long learning skills and become outstanding leaders and managers in business, government, and nonprofit organizations worldwide by offering an intimate learning and practice environment, an integrated, cross-sectoral approach to management education, and dedication to quality teaching, instructional development, basic and applied research, and exceptional, customized career services.*

### Values

The Atkinson Graduate School of Management maintains that the purpose of all managerial activity is to create value. "Value" is worth as judged by someone other than the manager. It necessarily entails respecting human dignity, improving the welfare of the community through integration, and acting with integrity and competence. We expect our curriculum, pedagogy, internal governance, service, teaching, research and modeling will lead our graduates to pursue these values.

- Human Dignity: Treat people as ends and not means. Respect individuals, encourage participation, explore and resolve differences collaboratively.
- Integration: Seek and synthesize diverse interests, backgrounds, and knowledge. Act in accord with the common good. Foster trust. Pursue social responsibility and sustainability on the part of the enterprise.
- Integrity: Accept responsibility for our actions. Be transparent and act in accord with principles of substantive and procedural justice.
- Excellence: Promote excellence, competence, and continuous improvement

### Slogan

Management with Purpose.

# Initiative 1: Improve Communication Quality

## 1. Student Communication

## 2. Staff and Faculty Communication

### 1. Student Communication

Sub-initiative (if specified)	Tactic	Sub-tactic (if specified)	Responsible Parties	Metric	AY 2023	AY 2024	AY 2025+
<b>Increase and improve information flows to the AGSM student population</b>	Create and disseminate a student survey	Survey student perceptions of existing communication methods, e.g. where are they getting what they hear?	Assistant Dean of Students  AMA (AGSM Chapter)  Division of Academic Affairs (Kelley Strawn)	Review and re-issue on an annual basis	<b>X</b>	<b>X</b>	<b>X</b>
	Review survey results and identify major pain points	Identify and prioritize KPI/KPMs based on survey results	Assistant Dean of Students  AMA (AGSM Chapter)	Access rates, alternatives (suggestions), consistency of use	<b>X</b>		
	Implement and monitor survey results	Form a standing task force to lead survey work and monitor results of implementation	Office of Student Affairs via Assistant Dean of Students  ASA President  AMA (AGSM Chapter)	Student satisfaction, awareness, creation of central repository of information		<b>X</b>	<b>X</b>

## 2. Staff & Faculty Communication

Sub-initiative (if specified)	Tactic	Sub-tactic (if specified)	Responsible Parties	Metric	AY 2023	AY 2024	AY 2025+
<b>Improve the sharing of internal, operational information among AGSM employees</b>	Gather information from employees regarding their communication and information needs	Surveys, focus groups, etc.	Dean  Senior Associate Dean	Survey results yield information about critical versus routine needs	<b>X</b>		
	Develop a clear structure for sharing critical information with the employee team	Leverage all-school meetings, the school email distribution list, and internal publications, e.g. Mudd Monthly	Dean  Senior Associate Dean  Associate Dean for Academic Affairs  Assistant Dean of Students  Director of Marketing	Frequency versus quality, information accuracy, clarity, usefulness	<b>X</b>		
	Create a repository of essential information for employees	Gather historical data about the school, distribution of roles, etc.	Dean's Office  Faculty  Staff University Archives  Human Resources	Process Mapping/org chart, database of various initiatives organized in a way that's meaningful for AGSM faculty/staff	<b>X</b>	<b>X</b>	<b>X</b>

<b>Improve structures and practices for conveying concerns and feedback to the rest of the University</b>	Build structures that ensure regular flows of information from AGSM employees to the Dean's office	Form a school communications committee or working group	Faculty Staff Dean's Office	Ease of use/access, transparency, feedback mechanisms, structural integrity	<b>X</b>		
	Create mechanisms for employees to discuss and provide feedback on University-level actions	Utilize all-school meetings to discuss (< 30 minutes)	Dean's Office Faculty Committees President's Office (Colleen Kawahara)	Number of items, number of reports, types of reports		<b>X</b>	<b>X</b>

<b>Ensuring that University-level communications are shared out</b>	Create communication structures that allow University-level information to be applied at the AGSM level	Identify which University-level communications are most relevant at the college level	Dean's Office President's Office (Colleen Kawahara)	Quality versus frequency, "sound check" (faculty awareness),	<b>X</b>	<b>X</b>	
	Ensure broad participation of employees in University-level discussions	University committees and task forces	Dean's Office	Representation on University committees and task forces	<b>X</b>	<b>X</b>	<b>X</b>

# Initiative 2: Innovative Curriculum

1. Develop and improve processes supporting the programs we offer
2. Build new programming around the generic graduate management education curriculum
3. BSBA buildout

## 1. Develop and Improve Processes Supporting the Programs We Offer

Sub-initiative (if specified)	Tactic	Sub-tactic (if specified)	Responsible Parties	Metric	AY 2023	AY 2024	AY 2025+
<b>Achieve and maintain quality of undergraduate and graduate student advising services at consistently high levels</b>	1. Identify advising priorities, pinch points, and solutions	Process Mapping (what do we do?) & Value Mapping (what value do processes generate?) <ul style="list-style-type: none"> <li>• Align advising priorities with staff priorities</li> <li>• Assign all high-priority tasks</li> </ul>	Dean Senior Associate Dean Associate Dean for Academic Affairs Assistant Dean of Students Recorder/Records Analyst Division of Academic Affairs Registrar's Office	Completion of advising org chart and flowchart; assessment of plan each year	<b>X</b>	<b>X</b>	<b>X</b>
	2. Establish faculty and staff advising	Faculty, staff, and student surveys of advising resources, needs, and suggested	Associate Dean for Academic Affairs Assistant Dean for	Completed report on survey results	<b>X</b>	<b>X</b>	

	strategies	areas for improvement <ul style="list-style-type: none"> <li>• BSBA</li> <li>• EC/CC</li> </ul>	Students Recorder/Records Analyst			
	3. Onboarding of new faculty and staff on advising	Advising workshop	Senior Associate Dean Associate Dean for Academic Affairs Faculty volunteers Assistant Dean of Students	Completion of workshop, assessment of results, and establishment of repository for workshop materials		<b>X</b>
	4. Build staff advising resources in the BSBA	Determine "right-sized" staffing capacity given expected BSBA enrollments and per-capita student advising needs	Associate Dean for Academic Affairs Recorder/Records Analyst Senior Associate Dean Dean	Completion of report	<b>X</b>	<b>X</b>
		Expand operating budget to allow for optimal staff advising capacity	Dean Senior Associate Dean Associate Dean for Academic Affairs Fiscal and Accreditation Officer	Submission of budget request to Provost	<b>X</b>	<b>X</b>

## 2. Build new Programming around the Generic Graduate Management Education Curriculum

<b>Expand and Refine Undergraduate and Graduate Curricula</b>	<p>1. Develop innovative curricular offshoots to the generic graduate management education model</p>	<p>Leverage the Executive Development Center (EDC) as a testing ground and incubator for new micro-credential programs that are potentially stackable. Specific areas for development:</p> <ol style="list-style-type: none"> <li>1. Corporate Social Responsibility, ESG, and sustainability, e.g. sustainable farming</li> <li>2. Health Care Leadership</li> <li>3. Arts and Design entrepreneurship</li> <li>4. Financial wellness</li> <li>5. Manufacturing</li> </ol>	<p>Dean</p> <p>Director of EDC</p> <p>Director of Marketing</p> <p>Curriculum Committee</p> <p>AGSM Faculty</p> <p>Atkinson Leadership Council</p> <p>Holder of Atkinson Professorship (for CSR piece)</p>	<p>Completed market analyses; net revenue projections (contribution margins) Non-degree executive education/micro-credentials that generate greater than five percent of a school's total annual resources should include AoL reported in AACSB Standard 5. Stackable Microlearning Credentials such as certificates, minors, and badges that lead to a degree program will be evaluated at the degree program level.</p>	<p><b>X</b></p>	<p><b>X</b></p>	<p><b>X</b></p>
	<p>2. Deepen linkages, e.g. Democratic Institutions, between AGSM and programs outside of AGSM</p>	<p>(A) Identify AGSM classes that could be included as electives and/or cross-listed in the BFA and MFA;</p>	<p>Dean</p> <p>Curriculum Committee</p> <p>AGSM Faculty</p>	<p>Approved course lists</p>	<p><b>X</b></p>		



		Director of Hallie Ford School of Graduate Studies				
	(B) Develop Art and Design management concentrations in the BFA and MFA in Art and Design by including AGSM courses and new courses co-designed by PNCA, AGSM, and CAS	Dean Curriculum Committee AGSM Faculty Director of HFSGS	Approval of concentrations	<b>X</b>	<b>X</b>	<b>X</b>
	(C) Develop a minor in the BFA in Art and Design Management	AGSM Faculty Curriculum Committee Dean	Approval of minor	<b>X</b>	<b>X</b>	
	(D) Explore Art and Design Management concentration in the full-time MBA and the BSBA	AGSM Faculty Curriculum Committee Dean Director of Marketing PNCA Faculty	Completion of market analysis	<b>X</b>	<b>X</b>	

	(E) Identify courses in the new CAS public health major for BSBA students to take.	Director of BSBA Curriculum Committee AGSM Faculty CAS Faculty	Approved list of courses	<b>X</b>	<b>X</b>	
	(F) Explore development of a sustainability track in the BSBA, in collaboration with, e.g. Environmental Sciences and Economics	Director of BSBA AGSM faculty rep on University Sustainability Committee CAS Faculty Holder of Atkinson Professorship Faculty	Completed proposal for new track	<b>X</b>	<b>X</b>	
	(G) Explore collaboration with Physics Department to develop 3/2 BSBA/Master of Engineering package with other institutions, e.g. OSU	Director of BSBA Dean Faculty	Completed feasibility study		<b>X</b>	<b>X</b>
3. Explore feasibility of new	Secure resources to support market	Dean	Approval of funding for market analysis reports		<b>X</b>	<b>X</b>

	joint degree programs	analyses for MBA/MFA, BFA/MBA, BSBA/MSDS, BSBA/ME-MBA pairings					
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### 3. Build out BSBA

	1. Processes that ensure student success and effective communication	(A) Student Success: <ul style="list-style-type: none"> <li>Assurance of Learning (AACSB)</li> <li>Program Honors</li> <li>Advising</li> <li>SSRD</li> </ul>	BSBA Director Faculty Dean's Office Associate Dean for Academic Affairs	Approval of recommended processes	<b>X</b>	<b>X</b>	<b>X</b>
<b>Establish processes for BSBA program</b>	2. Establish BSBA policy firmly aligned with other schools and offices	(B) Communication: Work with Division of Academic Affairs to establish more effective cross-university communication processes with other academic units, specifically <ul style="list-style-type: none"> <li>CAS/ PNCA/</li> </ul>	Dean BSBA Director Dean's Office Faculty Associate Dean for Academic Affairs	Provost approval of processes	<b>X</b>	<b>X</b>	<b>X</b>

<b>Integration with other parts of</b>		<p>WUCL/ Data Science</p> <ul style="list-style-type: none"> <li>• Leverage Provost's Office more, e.g. Provost can create a committee that supports cross-school communication, e.g. or create a "shared space for interdisciplinary conversations to hatch new program ideas"</li> </ul>					
	2. Develop cross-coordinated services with other units	<p>Regularize adviser communication across units, e.g.</p> <ul style="list-style-type: none"> <li>• PNCA advisers</li> <li>• CAS advisers (esp. freshmen)</li> </ul>	BSBA Director	Completion of plan to offer services		<b>X</b>	<b>X</b>
	3. Launch student organizations for BSBA students, including in collaboration with other units	<p>Secure partners, e.g.</p> <ul style="list-style-type: none"> <li>• MBA organizations</li> <li>• CAS organizations</li> <li>• PNCA organizations</li> </ul>	<p>Assistant Dean of Students</p> <p>ASA Leadership</p>	Two student organizations launched within first two years		<b>X</b>	<b>X</b>
	1. Develop collaborative and innovative enrollment	(A) Work with Admissions to build innovative enrollment management processes	<p>Senior Associate Dean</p> <p>Director of Recruiting</p>	Completion of plan for achieving 500 BSBA majors students by 2031		<b>X</b>	<b>X</b>

<b>campus</b>	management processes		Associate Dean for Academic Affairs  Recorder/Records Analyst				
		(B) Outreach to BSBA alums	AGSM Director of Development  BSBA Director	Completion of first campaign to BSBA alums			<b>X</b>

# External Relations

1. Build new and deepen existing relationships with external stakeholders
2. Enhance enrollment

## 1. Build new and deepen existing relationships with external stakeholders

Sub-initiative (if specified)	Tactic	Sub-tactic (if specified)	Responsible Parties	Metric	AY 2023	AY 2024	AY 2025+
<b>Build Relations with companies, non-profits, and the public sector</b>	Conduct an environmental scan of prospective companies, non-profits, and public organizations in the region to collaborate with	Take inventory of all organizations AGSM has had past or has present relationships with	Dean Director of Development Director of Marketing Recruiters Career Development Team	Running list of top 100 organizations to partner with (current and prospective)	X	X	X
	Organize events that bring organizations to campus, in-person or virtual	"Brownbag" lunches (possibly in collaboration w/ nearby universities), panel discussions, virtual "lunch & learn" events, Executive Speaker presentations, etc.	Director of Development Director of Marketing Dean Recruiters Career Development Team	Successful completion of at least two events each semester	X	X	X

		Office of Student Affairs (Community Engagement)				
Formal memberships and partnerships	Establish corporate partnership with Association for Corporate Citizenship Professionals (ACCP)	Dean Holder of Atkinson Professorship	ACCP grants corporate partnership to AGSM	<b>X</b>	<b>X</b>	
	Establish academic partnership with Caux Round Table for Moral Capitalism (CRTMC)	Dean Holder of Atkinson Professorship	CRTMC accepts AGSM as academic partner			
	Establish Rotoract club in partnership with downtown Salem Rotary club	Dean Assistant Dean of Students ASA Leadership Career Development Team	Formal establishment of Rotoract club	<b>X</b>	<b>X</b>	
External grantors	Collaborate with the campus Director of University Grants to prepare and submit external grant applications.	Dean Director of Development Holder of Atkinson Professorship Faculty	Director of University Grants visits AGSM meetings once a semester and includes updates from their office in Mudd Monthly	<b>X</b>	<b>X</b>	<b>X</b>

		Career Development Team				
	Secure grant to support CSR buildout	Holder of Atkinson Professorship	Grant application submitted to fund build-out of CSR programming and/or events		<b>X</b>	
Deepen relationship with state government	Establish internships for MBA; data science certificate and MBA/MSDS students at State Capitol	Career Development team Dean's Office AGSM's Data Science faculty	Two internships per year	<b>X</b>	<b>X</b>	<b>X</b>

<b>Enhance Alumni &amp; Student Engagement</b>	Expand electronic professional networking between students and alumni	Establish AGSM LinkedIn Group	Career Development Team Director of Marketing ASA Alumni Engagement	Completed and active LinkedIn Group	<b>X</b>	
	Host Events / Socials that bring alumni and students together for networking opportunities	Compass Week reception for alumni and students	Assistant Dean of Students Career Development Team ASA	Participation by new and returning MBA students	<b>X</b>	<b>X</b>



		Dean's Office Alumni Engagement				
	Promote active and regular involvement of alumni in "Brownwater" events	Assistant Dean of Students ASA Alumni Engagement	X% of participants are alumni	<b>X</b>	<b>X</b>	<b>X</b>
Alumni Driven Professional Development for alumni and students	Career Conversations WUConnect	Alumni Engagement	Growth in the number of AGSM students and alumni on WUConnect in the MBA Community Group  Increased number of alumni participating while also maintaining a low student to alumni ratio	<b>X</b>	<b>X</b>	<b>X</b>
Alumni guest speakers	Alumni presentations on CSR work	Holder of Atkinson Professorship Career Development Team Alumni Engagement	One speaker per semester or year	<b>X</b>	<b>X</b>	<b>X</b>

<b>Enhance Community Impact (AACSB Standard 9)</b>	Expand enrollment in Consequential Learning programs	Market programs to current and prospective students	Director of Marketing Recruiters Faculty leaders of CL courses	X% increase in enrollment in Angel, O'Neill, and Philanthropic Grant Impact courses each year	<b>X</b>	<b>X</b>	<b>X</b>
		Build and maintain inventory of PACE and Consequential Learning clients and record of impact	PACE faculty Faculty leaders of CL courses	Completion and maintenance of running inventory	<b>X</b>	<b>X</b>	<b>X</b>

	Financial wellness programs	Collaboration with JP Morgan Chase and Office of Student Affairs for MBA students to provide programming to WU students	Assistant Dean of Students Dean Director of Development Faculty ASA - Atkinson Accounting and Finance Association	One offering per semester	<b>X</b>	<b>X</b>	<b>X</b>
		MBA students collaborate with Willamette Academy to provide programming to WA students	Assistant Dean of Students ASA Atkinson Accounting and Finance Association	Delivery of module each year	<b>X</b>	<b>X</b>	<b>X</b>

		Faculty				
EDC offering of certificate program in Corporate Social Responsibility	Design and deliver certificate program	Director of EDC Director of Marketing Holder of Atkinson Professorship Faculty	Graduation of one cohort per year	<b>X</b>	<b>X</b>	<b>X</b>

## 2. Enhance Enrollment

Sub-initiative (if specified)	Tactic	Sub-tactic (if specified)	Responsible Parties	Metric	AY 2023	AY 2024	AY 2025+
<b>Enhance enrollment in existing joint graduate degree programs (JD/MBA and MBA/MSDS)</b>	Standardize joint degree arrangements between academic units, with emphasis on governance	Form joint task forces that work on proposals	Dean's Office Faculty	Task forces formed, work plans developed, and proposals completed	<b>X</b>	<b>X</b>	
	Enhance and improve marketing of joint programs	Academic units collaborate with MarCom and Enrollment management to develop marketing plan	Director of Marketing Dean Recruiters	Completion of plan	<b>X</b>		
	Identify complementarities between paired degrees	Form joint task forces (same ones as above) to brainstorm and write a report	Faculty	Completion of report	<b>X</b>	<b>X</b>	
<b>Certificate and non-degree programs provided by EDC</b>	Develop and implement innovative marketing strategies in the continuing education market	(A) Marketing strategies for stimulating demand for micro-credentials in the general public	Director of EDC Director of Marketing	Completion and implementation of marketing plan	<b>X</b>	<b>X</b>	

		(B) Building relationships with local employers to provide training for their employees in key areas	Directors of EDC, Marketing, and Development Dean	Successful establishment of X collaborations	X	X	
		(C) Collaborate with MarCom to market EDC programs to AGSM alumni (expand the "MBA for life" concept to include continuing education)	Director of EDC Director of Marketing Director of Development Director of EDC	Completion and Successful implementation of marketing plan	X	X	
<b>One-year MBA</b>	Build market share	(A) Market to overseas institutions with AACSB-accredited undergraduate programs	Recruiters Director of Marketing Dean's Office	Completion and successful implementation of marketing plan	X	X	
		(B) Market to AACSB-accredited US business schools with no MBA programs	Recruiters Director of Marketing Senior Associate Dean Dean	Completion and successful implementation of marketing plan	X	X	
<b>Preferred Partnerships with external organizations to enhance growth</b>	Build robust portfolio of active Preferred Partners in the greater Portland area	Collaboration with <i>Portland Business Journal</i> and Portland Business Alliance on co-hosting of events for	Recruiters Director of Marketing Dean's Office	X new partners signed up each year	X	X	X

in MBA programs		prospective partners	Director of Development				
<b>Build enrollments of MBA students from overseas</b>	1. Establish thriving partnerships with universities in China, India, and Iceland	(A) MOU and collaboration plan with Nankai University and same for one university in India and one university in Iceland	Dean Director of Marketing Recruiters Faculty Office of International Education	Signing of MOUs and completion of plans for collaboration	<b>X</b>	<b>X</b>	
	2. Expand and strengthen existing collaborations	(B) Deepen relationships with Copenhagen Business School, University of Strasbourg, Peking University, and other partners	Dean Director of Marketing Office of International Education Recruiters Faculty with connections to partners, including Faculty Director of Study Abroad	Meetings with each partner, completion of updated MOUs and joint enrollment plans	<b>X</b>	<b>X</b>	