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Graduate, International, and
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A MESSAGE FROM THE DEAN



Dear Friends,

Not everyone can see opportunity, and it often takes hard work to get to that vantage point. Even those that see opportunity cannot always act upon it to the advantage of their organization and its constituents. Our job in the College of Business is not only to see opportunity, but to leverage it to the benefit of our operations, while also fostering such a mindset in future business leaders. I'm pleased to say that 2012 has been a year of significant progress in these objectives. The successes of our faculty, staff, and students are certainly rewarding to witness after weathering the last four years of economic setbacks. Not having wasted a good crisis, we are positioned better than ever before to serve our land grant mission with a recently refreshed strategic plan and implementation of revenue generating initiatives that allow us to take better control of our own destiny. Throughout this issue, you will encounter evidence of how we are addressing our primary strategic priorities of research, inculcating professionalism, fostering innovative thinking, and further developing our global impact.

The cover story outlines our efforts to revise our curriculum, generate revenue, and foster research productivity. You will discover how we've dealt with challenges in each of these areas by creating new efficiencies and realizing synergies. Each section illustrates how we practice the foundational principles we teach students regarding being nimble, innovative, and entrepreneurial. You may find the "Roads to Revenues" section particularly interesting as it tells the story of our recent collaborative partnership with EmbanetCompass that allows us to develop new, innovative products for online education and generate enough revenue to fund nearly all of our research grants over the past three years. As I write, WSU is announcing expansion of operations to include a Global Campus, an expanded online presence. I'm happy to say that the College of Business has been delivering online degrees for almost two decades, and we form the backbone of this University-wide effort, comprising a huge share of online enrollments for our institution overall and modeling innovative business and delivery mechanisms.

Our feature stories bring you the latest information on cutting-edge topics researched by our outstanding faculty members and doctoral students. We continue to build our national and international reputation by conducting quality research and training future scholars and educators. Other stories in this section take you around the world as we showcase our new international internship program and bring you back to the Palouse with examples of how our students are working with local and regional businesses to improve their best practices. We're especially proud of our Senior Living Program students who recently won a national award recognizing their innovative thinking and business acumen with a real-world application.

A call to action from Bob Wolfe, our National Board of Advisors chair, introduces our College Affairs section, which highlights special events and includes profiles of students, faculty, and award winners.

In closing, I hope you share my enthusiasm for the progress we are making in the College of Business. I extend my heartfelt thanks to each of you for your role in contributing to our reputation as one of the best land grant business schools in the country.

Best,

A handwritten signature in black ink that reads "Eric R. Spangenberg".

Eric Spangenberg, Ph.D.

Dean and Maughmer Freedom Philosophy Chair

Faculty and Graduate Student News



Professor Jean L. Johnson was selected by the American Marketing Association as the 2012 Louis W. Stern Award winner, along with co-authors **Dr. Ravipreet S. Sohi** (University of Nebraska) and **Dr. Rajdeep Grewal** (Pennsylvania State University) for their article, "The Role of Relational Knowledge Stores in Interfirm Partnering," published in the July 2004 *Journal of Marketing*.



Sheen Liu, associate professor in the Department of Finance and Management Science at WSU Tri-Cities, received the 2011 Peter L. Bernstein Award recognizing extraordinary and compelling research published in any of the Institutional Investor's 10 market-leading journals over the past year. The annual award, funded by Research Affiliates LLC, includes a \$5,000 prize. Liu and co-authors **Hai Lin** and **Chunchi Wu** published "Dissecting Corporate Bond and CDS Spreads" in the 2011 winter edition of the *Journal of Fixed Income*.



First online EMBA and MBA graduates from left: Mariann Ward, Lisa Cummings, Leslie Lumley, Kristin Lumley, Jola Barnett (OMBA), and Mark Morrison.

The first nine graduates of the Executive MBA Online Program completed their degrees in May 2012. Several candidates came to Pullman to participate in commencement ceremonies on May 12. Graduate program director Cheryl Oliver and program faculty recognized each graduate in a short college program prior to commencement. The Online MBA programs were ranked first in the student selection category and third in the student engagement category by *U.S. News & World Report*.

JPMorgan Chase contributed \$40,000 to the WSU Vancouver business program to support the Business Growth Mentor and Analysis Program. The program helps businesses and nonprofits in the Vancouver/Portland metropolitan area manage their growth by providing consulting services and project management. Business students participating in the program gain hands-on experience, and the university contributes to the local economy by helping businesses grow and increase employment. The program served 11 businesses during the fall semester and 22 businesses in spring 2012. Read "Classroom to Boardroom" at business.wsu.edu/maps.

ON THE HORIZON

New Student Services facility

An open house and involvement fair on September 5 showcased the CB's new Student Services facility that houses the Scott and Linda Carson Center for Professional Development, careers and advising, international experience, and scholarships all in one location.

New hospitality business management bachelor's degree program

CB and César Ritz Colleges have partnered to offer a unique hybrid bachelor's degree coordinated as a joint activity involving faculty and staff of both WSU and César Ritz Colleges in Brig, Switzerland. Faculty will meet AACSB qualifications. Courses range from management topics to advanced hospitality issues. The degree's innovative approach stems from CB's and César Ritz's 30-year history of collaboration and enhances the global reputations of both institutions.

Visit business.wsu.edu/wsucr and stay tuned for feature stories on these topics in the 2013 issue of *Dividend*.

New Staff and Administrative Hires



Sue McMurray, director of marketing and communications, served in the University of Idaho College of Natural Resources for 12 years as marketing and communications

coordinator and is an '87 WSU and '99 University of Idaho alumna. She leads college marketing and communications efforts including media relations, alumni relations, brand compliance, and key public relations projects.



Elizabeth "Liza" Nagel was named the assistant vice chancellor of professional programs at Washington State University Tri-Cities. A nationwide search

was conducted for the new position to lead the business, education, engineering, and nursing programs. Within those four academic areas, Nagel will be responsible for faculty and staff, student services, budget, strategic planning, assisting with grants, and developing partnerships regionally and within the WSU system.



Jennifer Naughton, development coordinator, manages the college's signature events, oversees the annual giving program, and assists with the operations of the

development team. She is a '94 WSU alumna and previously served as the assistant director of annual giving at the University of Puget Sound.



Jeff Pilcher, assistant director of development—major gifts, works with Dean Spangenberg and Senior Director of Development Justin Marquart to raise funds that help

support the priorities of the college, develop strategic partnerships, and increase alumni and donor involvement. Previously, Pilcher served in the University of Idaho College of Engineering as the development coordinator. He is a '93 University of Idaho alumnus.

IMG

Named by the SportsBusiness Journal as America's Top Sports Marketing Agency, IMG College provides extensive, yet varied sports marketing services for several NCAA Division 1 universities and conferences.

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- WSU Athletics Director Bill Moos

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Student News



From left,
Anna Hansen,
Jacob Pierson,
Gaylene Anderson,
and Dr. Kerry Huber.

Congratulations to accounting senior **Anna Hansen**, a member of the WSU and University of Idaho team who won \$25,000 from a recent Rice University business startup competition. Team members included Anna Hansen, Gaylene Anderson, and Jacob Pierson, advised by Dr. Kerry Huber, University of Idaho associate professor of food science and toxicology. The team hopes to start an Idaho business called Solanux, based on innovations developed by Huber.



Congratulations to **Alyssa Miller**, a freshman studying accounting and international economics, and **Chengxuan Wu**, a senior majoring in finance. Both were members of the Viable Alternative Energy Council, the team that won the WSU International Program's 2012 Global Case Competition. Read more at wsunews.wsu.edu (search "global case competition 2012 news release").

Alumni News



Jonathan Coder ('00 B.A. Bus., '00 B.A. Econ., '09 MBA) received the Unit Under a Major Command Distinguished Award from the American Society of Military Comp-trollers. As a financial analyst at the Naval Undersea Warfare Center, Coder helped lead the on-time, efficient deployment of the Navy Enterprise Resource Planning at the Navy Warfare Centers, and developed and implemented standardized costing models across the Warfare Centers, resulting in a \$3 million cost avoidance for the Navy.



Phupinder Gill ('85 B.A. Finance, '87 MBA) was appointed chief executive officer of Chicago Mercantile Exchange (CME) Group in May 2012. In addition to running the firm's day-to-day operations, he is responsible for implementing strategic initiatives to expand CME Group's core business and pursue new global growth opportunities in over-the-counter and emerging markets. Gill leads more than 2,500 professionals worldwide who are involved in financial technology development, clearing and risk management services, global operations, research and product development, legal and regulatory affairs, sales, marketing, corporate finance, business development, and human resources.

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A photograph of three people sitting around a table. A man in a suit is on the left, a woman in a red shirt is in the middle, and another woman with blonde hair is on the right. They appear to be in a meeting or discussion.

Janel Lang, Senior Director
janel@wsu.edu • 509-335-2384

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- Savings on Cougar gear at The Bookie, Crimson & Gray, and the Washington State Connections store
- Special rates at many preferred hotel chains and car rental agencies
- And many more...

When you join, you instantly help fuel WSUAA programs and services that benefit students, alumni, and the University. In addition, you enable the WSUAA to make an even larger contribution to the strength of WSU. Call or join online today. We all know that Cougars are capable of doing extraordinary things and, in true Cougar fashion, your support of the WSUAA helps WSU soar.

**Membership Matters.
Join Today.**



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Charting Our Future

New Destinations for Curriculum, Revenue, and Research

by Sue McMurray

While there are many paths toward progress, following the one of least resistance may not always be the best choice. Over the last four years as the university faced economic challenges, the College of Business found that by staying true to its core values, it not only sustained programs but secured some of the best ratings in the country by leading business journals. Rooted in strong leadership, creative thinking, and innovation, the college has cut a steady swath toward developing new opportunities in curricular efficiencies, sustainable revenue sources, and innovative research.

Contemporary Curriculum

Balancing required specialization training with a well-rounded, business-based experience takes foresight and flexibility. Historically, as many as 10 courses were required within any given discipline offered in the college. While this curricular approach provided an in-depth level of knowledge, it sometimes sacrificed students' exposure to other aspects of business that could benefit their careers. To modernize course offerings and offer more flexibility to students, the college leadership team agreed to require fewer discipline-specific classes and allow them to pick and choose other business courses of interest.

"The benefits of this approach are twofold," says David Whidbee, associate dean for faculty affairs and research. "It allows students to customize their degree somewhat while still ensuring they receive a well-rounded business education, and it enables us to make better use of our faculty members' time."

Always looking toward the future, the college realized it needed to bring something more to the table to set students up for success and ensure the best possible learning environment. To that end, renovations began in May to construct a new student services location that opened during fall semester 2012. It will be a central location housing the Scott and Linda Carson Center for Professional Development, careers and advising, international experience, and scholarships.

Global learning requirement

The college's Global Learning Requirement (GLR), pioneered five years ago, established the college as a leader among business schools when many were just beginning to develop study abroad programs. Through efforts to globalize the college, CB leads WSU's study abroad participation and accounts for 25% of all WSU study

abroad participation. Ongoing assessment by the undergraduate policy and program committee will evaluate how to make the GLR more rigorous yet still accommodate students who are unable to study abroad. Even the program's name is evolving. The GLR is being renamed the International Experience Requirement to emphasize the desired experiential impact.

CB students may choose to study abroad for six or more credit hours or earn the requirement in several other ways, including choosing from a menu of required courses. To strengthen this alternative, the committee is considering requiring a 12-credit minor that would replace the menu of courses. The study abroad option would remain at six credits.

"The bottom line is that immersion in a foreign environment is the best way for students to develop a global business mindset and also discover what they can really do. The result is a huge growth in confidence and skills that will serve them for life," says Jerman Rose, director of the International Business Institute. "We hope a more demanding International Experience Requirement will challenge students to develop some of the same depth of understanding."

The committee is also assessing the International Experience Requirement to ensure students at the regional campuses and WSU Online have the same ease of accessibility to complete requirements.

"We want at least half of our student body to study abroad," says Rose. "Accessibility should be the same across the board regardless of students' location. There are no increased financial barriers due to equal scholarship opportunity."

The college's International Advisory Board is working closely with Dean Spangenberg to develop international internship opportunities as a significant alternative for students. To read more about this innovation, turn to page 14.



Roads to Revenue

Whether students are campus based or online learners, they take courses that are equally grounded in the college's strategic principles of being innovative, entrepreneurial, and nimble. But the college doesn't just preach these ideals; it models them in how it runs its own business.

"By living the principles we teach our students about being proactive and entrepreneurial, we exemplify how to operate like a business yet remain true to our land grant mission of providing educational access to all," says David Sprott, associate dean for graduate, international, and professional programs.

Demonstrating its core value of innovation, the College of Business offers two highly ranked degrees completely online—the MBA and Executive MBA programs. Originally launched at WSU's Spokane Riverpoint Campus, the Executive MBA was later transferred to an exclusively online environment to provide superior flexibility and a dynamic learning experience.

Experience is the best teacher

"We redesigned the material that had been a part of the face-to-face component and incorporated new material to deliver the program entirely online," says Cheryl Oliver, director of graduate programs. "We now reach students across the country, and they quickly build a strong network in the online environment."

While transferring the Executive MBA program to an exclusively online environment, the college worked to put the standard MBA program online as well. The Online MBA is for students who may or may not have an undergraduate degree in business, with varying levels of work experience. The Executive program requires at least seven years of managerial work experience.

An innovative partnership



Embanet+Compass

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Rather than repackage the brick and mortar version of either program, the college worked to develop new, innovative products for online education that would bring in more high-quality students and increase its international reach. Following a growing entrepreneurial trend in which a third party administers fully online degree programs with little capital investment from the partnering institution, the college chose to partner with EmbanetCompass, a leading provider of online services for non-profit universities.

EmbanetCompass expertly handles the frontline marketing, admissions, and student services for both programs in addition to coordinating course development and technical support for the online Executive MBA. Beyond the partnership with EmbanetCompass, the success of the Online MBA

program is assisted by WSU Online, which has enabled a seamless transition from traditional classroom delivery to a robust online program.

Currently, new innovations are being developed within the Online MBA program. The college has begun a curriculum revision, and new concentrations in international business, marketing, and finance are offered to students who wish to obtain deeper knowledge in these distinct areas.

Both the Online MBA and Executive MBA programs have grown since partnering with EmbanetCompass. Over the past three years, nearly all of the college's research grants have been funded from the Online MBA tuition revenues.

To learn more about the Online MBA student experience, turn to page 27.

Research Revolution

To steer the college toward improved research efficiencies and support WSU's position as one of the top 100 research universities in the world, Spangenberg and college faculty embarked on a new strategic plan for research based on three foci:

- Behavioral business research
- Corporate governance, ethics, and stakeholder relations
- Global dimensions of business

"Each of these research foci provides unique positioning in the market and builds upon existing faculty research expertise," says Spangenberg. "Each will require faculty with particular levels of expertise, and we will employ broad recruiting principles to attract and retain quality people who can work collaboratively on research impacting one or more of these areas of focus."

Behavioral business research

The behavioral business research focus deepens an understanding of

behaviors, actions, cognitive/affective processes, and decision making associated with the various stakeholders of business firms. One of the strengths of this approach is that it allows for integration across departments and builds on work that faculty, units, and doctoral students in the college have already begun to establish a regional and national reputation for certain behavioral dimensions of business research.

Corporate governance, ethics, and stakeholder relations

This area provides greater insight into strategies for more effectively managing stakeholder relations and, when necessary, mitigating or preventing damage to these relationships due to adverse social and environmental consequences of business decisions. The college is in a unique position to formulate an agenda of business ethics and to coordinate important research on corporate governance, ethical behavior, and specific applications such as repairing and restoring relationships with stakeholders.

Global dimensions of business

The global dimension of business focus ensures the global outlook perspective within programs and among faculty, staff, and students. A global perspective will remain a top college priority while simultaneously furthering the national and international reputation of the college. Global dimension business research will help faculty equip students to be skilled leaders in national and international business firms, large and small, that are affected by broad global business trends.

Return on investment strategies

Nationally prominent research focus areas must be anchored to the college's people, programs, and funding. But attracting and retaining excellent faculty to lead programs is particularly challenging. WSU business faculty salaries are approximately 25 percent

below the average faculty salary of business schools at WSU land-grant peers.

"Now is an ideal time to consider the college's research positioning, given the need to build our faculty numbers in order to handle increasing student demand for business programs within the WSU system," says Spangenberg. "Moving forward, we will strategically leverage research connections across faculty disciplines while building a more focused research reputation for the school at national and international levels."

"Our plan is to reward active research faculty with increased salaries, seed grants, summer research support, and research costs," says Whidbee. "Where possible, cluster hiring will be pursued to build critical mass and synergies in mission-relevant areas."

Other key strategies to retain and hire new faculty include decoupling teaching needs within the college from faculty members' research interests. For example, a behavioral researcher in marketing could be reasonably expected to teach marketing strategy or research methods, as opposed to only teaching a class on consumer behavior.

"The time to recruit top researchers has never been better, and the college is in an excellent position to rebuild by adding good people to our already solid faculty," says Spangenberg.

To reduce dependence on state resources, funding will be increasingly generated by internal revenue-generating programs built around research foci. Additionally, each of the college's AACSB-accredited programs at the undergraduate, master's, and doctoral

levels will be leveraged to contribute to, and integrate with, a focused research mission for the college. The Online MBA and Executive MBA programs will also help cover the gaps in current funding and create resources for growing programs.

"The college offers motivated and qualified students the opportunity to work on real business research projects," says Spangenberg. "There is reciprocal value; students with outstanding research skills are quickly hired by many northwest, national, and international firms and nonprofits that help us advance our quality brand."

To see examples of current student and faculty research that reflect the college's three research foci, see pages 20–22.

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FOUR PILLARS OF THE COLLEGE: I

GlobalOutlook



Shore to Shore

Students Travel the World to Gain Global Business Skills

By Sue McMurray



From left: Peter Olsen, Shaynne Goodwin, Brooke Quick, Carrie Shinn, and Bernie Rodriguez.



Western States Collegiate Sales Competition team members, from left: Kilen Murphy, Chad Van Dyke, Aaron Knoetzel, and Carrie Shinn.



From left: Dr. Gene Lai, Eric Myers, Sean Neal, Miles Pfaff, Paige Blaser, and Patrick Kelly. Photo courtesy of Eric Myers.

California

WSU Vancouver student members of the Collegiate DECA chapter (a student-driven organization that values competence, innovation, integrity, and teamwork) competed at the International Career Development Conference in Utah and the Western States Collegiate Sales Competition in California. **Shaynne Goodwin, Peter Olsen, Brooke Quick, Bernie Rodriguez, and Carrie Shinn** competed against more than 900 international university students at the International Career Development Conference in Salt Lake City, Utah. Together, the students performed well enough to advance to the finals—scoring in the top 10 among finalists. **Aaron Knoetzel, Kilen Murphy, Carrie Shinn, and Chad Van Dyke** participated in the Western States Collegiate Sales Competition in Chico, California. Their combined individual scores resulted in a third place standing at the event, and the team also excelled in the team sales event. To learn more about the professional sales certificate program at WSU Vancouver, visit business.vancouver.wsu.edu/professional-sales.

New York

A team of five College of Business finance undergraduate students won the local Chartered Financial Analyst (CFA) Institute Research Challenge in Spokane, where they competed against Carroll College, Gonzaga University, Montana State University, and other WSU teams. The team went on to compete in the CFA Regional Americas competition in New York in mid-April. The CFA program is a globally recognized, graduate-level curriculum that provides a strong foundation in real-world investment analysis, portfolio management skills, and practical knowledge needed to succeed in today's investment industry. WSU College of Business team members included **Paige Blaser, Patrick Kelly, Eric Myers, Sean Neal, and Miles Pfaff**, advised by faculty mentor **Gene Lai**. To learn more about CFA, visit researchchallenge.org.

Thailand

Ramya Ramanathan not only became immersed in a new culture, interacted with new people, and experienced a new educational structure while studying in Thailand, but she also discovered more about herself. She credits this experience with teaching her important life lessons, and it shaped her into who she is today. It was one of the most memorable things she accomplished throughout her academic career at WSU. Working and studying in Thailand, Ramanathan was able to improve how she represents herself as well as Washington State University and the United States. The breathtaking sites she saw, the delicious food she ate, and the shopping she enjoyed were just small parts of what made the experience so great. Ramanathan made lifelong friends traveling with other students, witnessed a new side of the professors traveling with the group, and made lasting memories of the people of Thailand—some of the nicest people she has ever met. Ramanathan studied finance at Washington State University and graduated in May 2012.



Ramya Ramanathan studying hospitality and business management in Pukhet, Thailand.

Greece

David Courtney had a life-changing experience on a College of Business study abroad trip to Greece during the summer of 2011. He experienced a very different culture while seeing many of their breathtaking landmarks. Courtney says he really enjoyed studying with constant one-on-one contact with the professors. “The unique opportunity made it very easy to ask the professors questions when needed but also get to know them on a personal level as well.” For Courtney, one of the most unforgettable moments in Greece was the nightly, jaw-droppingly-beautiful sunsets and the unique landscape and clear water. He made life-long bonds with his fellow WSU students while experiencing a completely different culture. “I grew in many areas throughout this experience including life lessons, studies, and ancient history,” says Courtney. Courtney is studying business management and will graduate in May 2013.



David Courtney displays Cougar Pride while studying abroad in Greece.



New International Internship Puts Students in the

Hub of Global Business

By Malia Jacobson

For today's business students, spending a summer or a semester learning abroad is a key aspect of a globally infused college experience. Studying abroad is also a significant component of the College of Business' International Experience Requirement. However, the study of international business doesn't necessarily end—or begin—with a trip overseas, says Professor David Sprott, associate dean for graduate, international, and professional programs.

Sprott champions international learning and has led numerous CB programs abroad over the past decade. A CB international experience is just one piece of the puzzle for today's students, he says. "In global study, the primary emphasis is on studying, not on how work is done in a global environment," he notes. "We wanted to fill out that work experience piece to give students the experience of working in a global business."

Bryan Weeks, chair of the CB International Advisory Board, had a similar goal. President and CEO of Silver Creek Capital Management in Seattle, Weeks was interested in helping the college create an internship that would complement the college's global focus—an international internship that would place students on the front lines of global business in elite firms with well-established international operations.

"The board's goals were to create a new partnership between global businesses and students studying international business at WSU and offer an intensive internship experience to qualified students," says Weeks. "The initial support from leaders in the business community was impressive."

It didn't take long to put his plans into action. Last November, Weeks connected with Janel Lang, director of the Scott and Linda Carson Center for Professional Develop-

ment, at the third annual Dean's Leadership Celebration in Seattle. The following weeks brought more discussions, and the International Internship Program was underway.

Weeks reached out to business leaders along the West Coast and brought top companies on board: Domex Super-fresh Growers in Yakima, Seattle-based Slalom Consulting, Schweitzer Engineering Laboratories in Pullman, and Wilshire Associates in Santa Monica, California, along with his firm, Silver Creek Capital Management LLC. Each participating firm is based in the United States—which simplifies student living arrangements and keeps expenses down—and has significant overseas operations. The end result: a unique internship program custom-built to give students hands-on, real-time global business experience.

By December 2011, the college accepted student applicants for the International Internship Program's inaugural session in summer 2012. Undergraduate, graduate, and international business students with good academic standing and a strong interest in international businesses were encouraged to apply. Competition was intense; the Carson Center received 50 initial applications for just five open positions. By spring 2012, a handful of top candidates interviewed first with the college and then with participating firms. A couple of students were courted by more than one firm, says Lang. "Each student ended up at the company that was the best fit for them. It really worked out well."

The paid internships started in May and averaged six weeks. For Silver Creek intern Matt Landen, a senior majoring in finance and economics, the experience combined global business dynamics with a daily dose of hands-on education. "The great people and fast-paced atmosphere had me looking forward to coming in every morning and learning more," he says.

FOUR PILLARS OF THE COLLEGE: II

Innovation



Beyond Books

Marketing Students Help Libraries Expand 50+ Resources

By Sue McMurray

In a less than robust economy, libraries are becoming increasingly useful to middle-aged patrons who can't afford personal computers and other resources besides books.

Whitman County Library (WCL) recently partnered with a Washington State University undergraduate marketing research class—taught by marketing Associate Professor Jeff Joireman—to help WCL better understand the needs of its patrons aged 50 and over, the library's fastest growing demographic.

A changing demographic

"Unlike generations of the past that were 'old' by this age, today's midlife generation is young at heart and more technically minded," said Kristie Kirkpatrick, director of Whitman County Rural Library District. "In today's economy, many of the 50+ generation often depend upon library computers, materials, and even our programs as their entertainment.

"Our Meeting Midlife Needs Project aims to tell us what kind of programs

and services 50+ year olds want," she says.

Real-world research

Four student teams in the WSU College of Business collected and analyzed data from focus groups as well as online, print, and phone surveys. Using insights from the data, a fifth team collaborated with local businesses to bring activities to the library that appeal to the target demographic.

Each team prepared a final report and made a presentation to representatives of the WCL, who will use the results to assess materials, services, and programs for 50+ adults. Managers from all 14 WCL branches will engage in a plan for countywide implementation.

Additionally, WCL expects to teach others how to better serve the 50+ demographic at library conferences and workshops statewide.

"This project has been an excellent opportunity to link core marketing research course material to real-world marketing research," says marketing

major Arthur Clinton. "I feel the experience I gained working with Whitman County Libraries and Dr. Joireman is invaluable to my future marketing career."

"From this amazing experience, I gained a better perspective of the chosen target market and how to better communicate with and serve it," says Gabrielle Lewis, a senior broadcasting major.

"Working with the students has been a very positive experience," said Kirkpatrick. "It is exciting to see the caliber of students participating in the program and the professionalism with which they've undertaken our project.

"I believe this real-life experience will provide them with so many positive benefits, both professionally and personally," she says.

External clients welcomed

"I am always on the lookout for external clients who would like to partner with the class on a real-world marketing research project," Joireman says. "It's a win-win situation."



Marketing students Alisa Padilla, Gabrielle Lewis, Jessica Karchere, and Ian Costa engaged in data collection for the Whitman County Library Study.



Arthur Clinton and Ian Costa work in the Center for Behavioral Business Research.

FOUR PILLARS OF THE COLLEGE: III

Professional Perspective



Innovation Sparks \$15K in Scholarships

Execs Invest in Training Students for Senior Living Industry

By Sue McMurray

Business and industry clearly recognize the growing need for professionals who are knowledgeable in serving the senior community.

Each week, company professionals drive or fly the nearly 300 miles from Seattle to WSU Pullman to help students learn about the business of running a retirement community. In addition, they're investing money to help attract and ensure student training and success.

Seven students in Washington State University's School of Hospitality Business Management (SHBM) senior living management class recently received \$15,000 worth of scholarships to recognize their innovative senior housing business plans.

Companies join forces

WSU's senior living management class is comprised of 33 students and was created a year ago when four leading senior housing companies joined forces with SHBM. Seattle-based Emeritus Senior Living, Leisure Care/One Eighty, Aegis Living, and Merrill Gardens conceived the idea for the class as a way to expose undergraduate students to senior housing as a career choice.

"The goal is to expose these students to senior housing as a career option," said Bill Pettit, president of Merrill Gardens and one of the course's teachers. "These students get a good background in business and hospitality which makes them strong candidates to work in senior housing."

Running a retirement community

Each week, various Seattle-based professionals help students learn about the business of running a retirement community. The class also includes a mandatory three-day trip to Seattle to get an up-close view of senior housing operations. They also meet with general managers and residents from the sponsoring companies.

Broadening the talent pool

"This industry faces a lack of talented managers to run operations. By exposing these college students to a career in senior housing, they are broadening the talent pool," said Professor Nancy Swanger, director of SHBM. "Many of these students say that the idea of working in senior housing never crossed their minds until they took this class and learned about the opportunities offered by the industry."

Students work in groups mentored by one of the sponsoring companies for the semester. Throughout the term, the groups learn about that company's senior housing model. At the end of the semester, each group presents a business

plan for a community in that model that includes all facets of community operations such as staffing, revenue, design, market factors, care services, lifestyle programs, and dining services. Each of the sponsoring companies provides a \$2,500 scholarship to an exceptional student in the class, and the companies offer paid summer internships as well.

The 2012 scholarship recipients are:



Aegis Living Scholarship: *Jessica Duren, senior hospitality and business management major, Tacoma.*



Leisure Care/One Eighty Scholarship: *Elizabeth Piesman, senior psychology major, Fort Collins, Colorado.*



Merrill Gardens Scholarship and Peter Marker Memorial Scholarship: *Ana Weeks, senior hospitality and business management major, Clinton.*



SHBM Emeritus Scholarship: *Melissa Hoag, senior general studies major, Covington.*



SHBM Scholarship Fund: *Stephen Stietenroth, senior hospitality and business management major, Gulfport, Mississippi.*



Peter Marker Memorial Scholarship: *Chloe Payne, sophomore business student, Redmond, Oregon.*

Taught by professionals

"Many of the students from the original class said this was the best class they had ever taken at the university, because it was taught exclusively by professionals and gave them real-world experience in the industry," said Swanger. "Additionally, two of the students from the inaugural class are now general managers in training with two of the companies. The sponsoring companies are also developing internal management training programs in order to bring on additional graduates of the program."

FOUR PILLARS OF THE COLLEGE: IV

Research





The Power of Forgiveness: Recovering Lost Value through Corporate Social Actions

By Sue McMurray

Douglas Miller: Behavioral Business Foci

The words, “Say you are sorry,” spoken by mothers for centuries in an attempt to teach their children good behavior, are contemporary pearls of wisdom if a child grows up to be the CEO of a business firm that has made a mistake. The perspective of social “forgiveness,” when business firms experience product recalls, accidents, or ethical mishaps, is an important best practices concept addressed by Douglas Miller, doctoral candidate in the Department of Management, Information Systems, and Entrepreneurship.

In a paper titled “The Strategic Use of Corporate Social Action to Mitigate the Damaging Effects of Negative Firm Events,” to be presented at the 2012 Academy of Management Conference in Boston, Miller and coauthors David Noack and Dustin Smith examine impacts of Corporate Social Action (CSA), a form of corporate self-regulation built into business models to monitor and ensure legal and ethical compliance.

“CSA provides an ‘insurance’ type effect for firms,” says Miller. “If a firm engages in negative behavior like a product recall, the social detriment is less due to its CSA.”

Their study found that firms that increase their CSA following a product recall are able to recover some of their lost value. This suggests that firms engaging in negative behavior actually achieve a type of repair or forgiveness by increasing the investments made in social activities. These include industry investments, such as sponsoring awards that emphasize good behavior, and general education, such as investments into programs that provide more training to emphasize good corporate practice.

At first glance, Miller’s results suggest that consistent CSA may not be a beneficial activity for a firm. “Why not simply offer some money or investments after a product failure or product recall?” Miller asked. To find out, he examined firm behavior over the course of a year following the event.

Miller discovered that firms that rapidly invested in CSA following the negative event or at intense, regular intervals over a short time, didn’t receive the same benefit as a firm that engaged in a more holistic CSA approach over the course of the year.

“This implies that firms that change their behavior and become more socially responsible can be forgiven, and that

Inputs and Outcomes of the WSU College of Business Research Mission



investors are selective in their willingness to reward such behavior,” says Miller.

Though some investors are savvy enough to recognize that fixing the damage isn’t enough to indicate that the larger problem has been solved, Miller’s study suggests a company must demonstrate to investors that its behaviors have fundamentally changed through new actions and especially by initiating socially focused behaviors.

The bottom line is that corporate social responsibility is a strategic choice.

“Random instances of socially responsible behavior aren’t enough to create a buffer against firms’ poor decisions. Instead, the organization, whether it’s a business school or publicly traded corporation, must find ways to incorporate social action into the strategy of the firm so that social

performance becomes synonymous with the firm’s financial performance,” says Miller. “Adopting this approach can improve the company’s ability to create a lasting image that is rewarded by the firm’s shareholders.”

Miller’s research exemplifies the college’s commitment to develop professional and responsible future business leaders. He received the college’s 2012 Outstanding Graduate Student Research Award recognizing his research record and impressive number of peer-reviewed publications. He won the best paper award at the 2012 Western Academy of Management Conference and was accepted into the highly competitive doctoral consortium at the Babson Entrepreneurship Research Conference in 2011. He plans to graduate in 2014.



Stacking the Deck through Credit Checks: New Research on Common Corporate Selection Practices

By Sue McMurray

Kristine Kuhn: Corporate Governance, Ethics, and Stakeholder Relations Foci

What’s on your credit report? You may want to find out before your potential employer does. The proportion of U.S. employers who consider applicants’ credit reports has increased sharply over the past decade, precipitating controversy and legislative efforts to restrict this practice. Credit checks differ in many ways from commonly studied selection tests, and little is known about how they are perceived. Kristine Kuhn, associate professor of management, information systems, and entrepreneurship, aims to change that.

Kuhn teaches human resource management and has been studying this topic since 2008 as part of her broader interest in background checks. Background checks are a very common selection practice, but there are many concerns about the accuracy of database information, job relevance, and applicant privacy.

Her most recent paper, “The Controversy Over Credit Checks in Selection: Using Public Discourse to Gain Insight Into Divergent Beliefs, Concerns, and Experiences,” in press with the *Journal of Management Inquiry*, demonstrates that divergent beliefs about how credit checks are actually implemented by employers partially explain whether the practice is viewed favorably or unfavorably, and that many people are concerned about potential societal consequences.

In earlier experimental research, she and co-author Marsha Nielsen asked undergraduate business students to imagine they were being interviewed for a desirable job and

were asked permission for their credit report to be accessed. They indicated their beliefs about credit screening, as well as how attracted they would be to the organization and whether they might consider withdrawing from the application process.

To test whether information could mitigate negative reactions to credit screening, different groups of participants read different explanations of why and how the credit check would be conducted.

“As we expected, most people saw them as unfair and invasive, and were unsure or doubtful of their accuracy,” says Kuhn. “Basically, even people who thought their report would help them get a job still thought they were unfair, although an explanation geared toward privacy concerns improved reactions for some people.” Older students were especially likely to be skeptical of the accuracy of information on credit reports.

“This study suggests that organizations wishing to use credit checks should take applicants’ privacy concerns seriously,” says Kuhn. “Additionally, there have been major changes recently in state legislation and federal guidelines governing the conduct of background checks, including credit checks and criminal background checks. Employers need to be in compliance.”

Kuhn’s research illustrates that business students, as future professionals, need to understand the balancing act organizations face with human resource practices.

"While employers have an obligation to make sure they are hiring competent and responsible people who actually have the qualifications they claim, they also have a responsibility to make sure that background checks are implemented fairly," says Kuhn.

She notes the decision is not simply whether to conduct a background check, but how to do so. At which stage of

the hiring process should background checks be conducted, what information should be collected and how, and what types of training and guidelines are necessary to ensure that recruiters and hiring managers use information wisely are all crucial choices for organizations.



Why International Firms Seek U.S. Partners

By Sue McMurray

Arvin Sahaym: *Global Dimensions of Business Research*

If you found a Samsung Galaxy S21 cell phone under the Christmas tree last year instead of the wildly popular Apple iPhone 4S, don't be too disappointed. In 2011, Samsung actually ranked above Apple in cell phone sales and is second in the world, behind Nokia (gartner.com/it/page.jsp?id=1924314). The motivation behind why emerging economies' multinational technology firms such as Samsung (South Korea), Dalian Wanda Group (China), and Tata Group (India) have chosen to invest in the United States is the subject Assistant Professor Arvin Sahaym is researching in the Department of Management, Information Systems, and Entrepreneurship.

A lot of research exists on why U.S.-based firms seek international investment partners, but little is known about the flipside. Sahaym is on the cutting edge of this global research field with papers published or under review in high quality journals including *Organization Science*, *International Business Review*, *Strategic Management Journal*, and *Academy of Management Journal*.

Sahaym's publications explore three aspects of business for technology-intensive firms from emerging economies such as Brazil, Russia, India, China, and South Africa: 1) factors that drive international market entry of enterprises from emerging economies (EMEs); 2) the role of capabilities and institutions in the rise of EMEs; and 3) the role of national- and firm-level factors in driving innovation in global economy.

"We developed a multi-level theoretical model using firm- and country-level factors to systematically assess the reasons for internationalization for such firms," says Sahaym. "We found that firms in emerging economies pursue internationalization to overcome both technology and human capital dependence, particularly when institutional environments are favorable in their home countries."

Why firms from emerging countries prefer the United States instead of partnering as aggressively with firms from other countries such as Sweden or France that are also politically stable and technologically strong is a question that intrigues Sahaym. The answer lies in relationships.

"Foreign entrepreneurs have access to arguably the most fertile business environment, diverse and creative human capital, the U.S. tax structure, labor productivity, and business governed by contracts, laws, and property rights," says Sahaym. "The United States benefits by more investments, local jobs, and innovative ideas from other countries' centers for innovation. Further, U.S. firms gain greater access to large markets in other countries through partnerships."

Such inter-firm alliances between U.S.-based firms and firms from emerging economies are a growing trend at the firm and national levels, Sahaym reports. His results suggest that emerging economies' firms venture into the United States to gain access to innovations-related institutional support, resources, capabilities for future research and development, and potential for superior returns from the highly reputed U.S. market. For the EMEs, international market entry is more likely to be successful when an EME's top management team has global managerial and technological experience. Additionally, Sahaym found that EMEs from countries where institutions promote development of a skilled workforce and research and development through educational institutions and research labs have an edge on developing innovative products such as cutting-edge cell phones, software, or biopharmaceutical products.

Sahaym's research supports the college's strategic priority of providing students, managers, and researchers from nearly every continent with an enhanced global perspective. He received the college's 2012 Outstanding Faculty Research Award recognizing his expertise and role in promoting WSU's research presence in a number of developing nations.



A Message from Bob Wolfe

Owner, Windy Point LLC | Chair, National Board of Advisors

The Journey

A degree from the College of Business at Washington State University has significant value. Students work hard to successfully complete their courses and meet the requirements of the program. The college's distinguished faculty members pride themselves on producing top tier research and imparting important knowledge to the minds of their students. Time spent in college honing business theory and practice leaves a lasting impression on all those who have been fortunate to attend WSU.

Give

Looking back with fond memories is only part of the legacy of a College of Business graduate. We all have the ability to make a unique, lasting difference on the institution that made such an important impact on us. Many times people think in terms of "giving back" to organizations that were meaningful in their lives. Another perspective may be to consider a commitment that starts when declaring a business major. The obligation extends beyond academic achievement. It is a declaration that you will make a positive contribution to the College of Business that could include serving current and prospective students, faculty, alumni, and the extended business community. More and more, CB stakeholders are giving their time, experience, connections, and resources, and the level of engagement is growing! The number of mentorships, panel discussions, classroom presentations, internships, placements, scholarships, and other contributions are clear evidence of the rising commitment being demonstrated by our alumni and business supporters.

Get

Investing in the College of Business produces very meaningful and rewarding benefits. It's not just giving. It increases the value of a WSU degree in business. This is important for students, employers, and the economy. Developing business leaders for tomorrow is a significant responsibility. There is also the ability to expand relationships beyond your normal reach with Cougars involved in business. Most importantly, it's the fulfillment found in improving students' lives. Whether you declared your business major in 1962 or 2012, there is an opportunity to make an impact. What are you waiting for?

NBoA Roster, 2012–13

The National Board of Advisors fosters close ties between the Washington State University College of Business, its alumni, and the community. The board plays an integral role in helping to shape the vision of the college and provides guidance and support toward the achievement of its mission and goals:

- Increasing and strengthening the reputation of the Washington State University College of Business within the business community in the state of Washington and beyond.
- Providing advice and counsel to the dean of the College of Business about business trends and the changing needs of the business community.
- Reviewing and shaping the strategic direction of the College of Business and evaluating its mission, its plans, and the operational tactics needed to meet those goals.
- Fostering research and learning for the faculty and students of the College of Business within the business community (e.g., facilitating the development of internships, externships, and industry-related and basic research opportunities).
- Assisting the College of Business with its fundraising efforts and enhancing external funding support for college initiatives and activities.
- Actively participating in the college's events.

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More than Friends: Benefits of Social Networking in Online MBA Education

By Sue McMurray

2011–2012 ASWSU online student government officers: From left, Emily Carstens-Namie, Jola Barnett, Jefferson Macias, Joseph Nutting, Paula Slaye, and Karianne Stehr

Balancing a busy job in the world's largest and highest valued microchip production corporation with the demands of a family and continuing education takes a lot of organizational skills. As a supply chain manager in charge of 10 employees within Intel's Technology and Manufacturing Group, managing all supply chain data from creation to the finished product, Jefferson A. Macias has organization down to a science. But when he enrolled in the WSU Online MBA (OMBA) program, Macias discovered that in addition to superior organizational skills, "friends" can play a crucial role in a successful experience.

Though distance programs meet working professionals' education needs in many ways, online students don't have the same face-to-face networking opportunities that traditional students have. To create a place where

OMBA students could share tips and tools, work in teams, and build a professional peer network, Macias created an OMBA Facebook account. Only students and program leaders may join, and each member has administrative rights.

"That way it remains ethical and egalitarian, as well as collaborative. Our entire MBA group has become very close, and we are always looking for ways to help each other succeed," says Macias. "It's gratifying to watch our network grow from almost nothing to a group of 47. WSU's staff has been very supportive, and that has really enabled us to create a unique experience in the online environment."

Macias is putting his organizational talents to use in other ways that may benefit WSU students. He served as an ASWSU Online Senator for the 2011-2012 academic year. Currently, he is

heavily involved in Intel's recruiting strategy team, serving as the Intel ambassador to Penn State University and as the ambassador for Arizona State's Hispanic Business Student Association. He is working toward a goal of becoming an ambassador to WSU to establish it as a potential recruiting source for Intel for supply chain professionals.

"WSU has a strong curriculum with academic and student diversity," says Macias. "The College of Business is enticing because of its focus on entrepreneurship and global perspective. The high quality of its OMBA students shines a spotlight for Intel as well as other signature corporations who want to hire skilled business professionals."

Macias lives in Phoenix and has two young children with his wife, Jaime. He plans to graduate in December 2012.

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Burtenshaw Distinguished Lecture Series

By Sue McMurray

Panda Restaurant Group Founder Andrew Cherng Delivers Recipe for Success



Unlike the iconic bear it is named for, the Panda Restaurant Group (PRG) faces no threat of extinction. Far from it—with nearly 21,000 associates and more than \$1.6 billion in sales, PRG is the largest and fastest growing Asian restaurant company in the nation.

But the success that PRG has today didn't come without risk. When Andrew Cherng, PRG founder, chairman, and co-CEO, graduated in 1972 from Baker University with a bachelor's degree in mathematics, he didn't have kitchen experience, a business plan for opening a restaurant, or startup money. After working at his cousin's restaurant for six months, Cherng not only found his passion but went out on a limb by borrowing money and partnering with his father to launch one of the first Chinese restaurants in Pasadena, California. Forty years later, PRG is the parent company of Panda Inn, Panda Express, and Hibachi-San and is the international leader in Asian food service.

The School of Hospitality Business Management honored Cherng on the WSU campus April 18 when he delivered the keynote address for the annual Burtenshaw Lecture Series sponsored by DeVere Jerry and Angelina Burtenshaw in memory of their son, Calvin Brett. The series brings successful entrepreneurs to campus to share their stories of business successes and struggles and to network with business students.

Cherng spoke to a large audience of students, faculty, staff, and members of the public about his journey to success in the restaurant business.

"To be successful, you have to have a dream; go after it and be willing to change," Cherng says. "That's the best recipe I can give you."

While Cherng emphasized typical characteristics that make for good business practices such as having a good work ethic, high integrity, and flexibility, he also gently addressed the issue of entitlement that affects some of today's youth. He suggested to students that they should be willing to do more for less in order to achieve a better professional life as well as a personal one. He noted that PRG's success is built on the foundational principle that everyone has the capacity to do more for other people.

"At Panda, we think about business differently than most restaurants," says Cherng. "What we value most is quality and how we work with people. There is a lot a business can do to lead positive change in a community."

Each new PRG restaurant is another opportunity to impact the lives of both the associates and the com-



Angelina and Jerry Burtenshaw

munity Panda serves, Cherng said. Panda employees receive training and develop skills that carry over into their personal lives.

Cherng's commitment to the growth and development of his associates extends to the communities they serve. With his wife and co-CEO Peggy, Cherng established Panda Cares and the Panda Charitable Foundation, which support children's organizations with monetary and food donations as well as volunteer support.

In addition to good employee mentoring practices, Cherng illustrated other key business strategies such as knowing guests by name, observing dining habits, conducting research to find the best cultural fit for establishing a business, and traveling to gain perspective.

Today, PRG operates more than 1,450 locations in 42 states and Puerto Rico and has expanded internationally to Mexico City. Cherng's passion for coaching and continuous learning is credited with driving the success of the company.

For his achievements, Cherng has been recognized with numerous awards, including Entrepreneur of the Year by the Asia Society of Southern California in 2007. In 2008, the *Los Angeles Business Journal* named the Cherngs Business Persons of the Year and inducted them into its Business Hall of Fame.

Under Cherng's leadership, PRG was ranked first by *QSR Magazine* in the Asian quick service category for seven consecutive years. In 2010, Panda Restaurant Group was named among the top five minority-owned businesses in Los Angeles by the *Los Angeles Business Journal* and was also recognized by the publication as one of the Best Places to Work in Los Angeles in 2007. In 2005, Cherng and Peggy were inducted into the National Restaurant Association's Hall of Fame.

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WSU Business Plan Competition Hosts 46 Teams, Awards \$150,000

By Sue McMurray

Student entrepreneurs and future business owners showcased their budding business acumen at the annual Washington State University Business Plan Competition on April 20.

Forty-six teams presented their plans to a panel of judges from the business community, with the winning teams sharing cash and prizes totaling \$150,000.

The Center for Entrepreneurial Studies and the Department of Management, Information Systems, and Entrepreneurship in the College of Business organized the event.

Putting theory into practice

"Participants practice integrating business concepts they've learned prior to the competition—for example, how to plan for and launch a new venture and how to work with others. They also have the opportunity to work directly with and learn from the judges, who are successful entrepreneurs in their various fields," says Saonee Sarker, chair of the Department of Management, Information Systems, and Entrepreneurship. "We expect to see more and more students both at the university and high school levels and community members take advantage of this extraordinary experience."

Prior to the one-day event in Pullman, teams from the college's international campuses in Brig, Switzerland, and Chengdu, China, held preliminary competitions judged by WSU faculty and International Advisory Board members. Two teams from Switzerland and one team from China traveled to Pullman to participate in the main event.

Global reach

WSU leagues included both undergraduate and graduate teams, with participants from WSU Pullman, Spokane,

Tri-Cities, and Online as well as teams from Switzerland and China. For the fourth time, the competition included a high school league consisting of teams from Pullman, Sammamish, and Mead high schools. This is the seventh year that the competition included an open league, sponsored by the Port of Whitman.

On-the-spot critical thinking

WSU teams gave a 15-minute presentation followed by an intense 15-minute question and answer session by the judges, while the high school and open league teams gave a 15-minute presentation followed by a 20-minute question and feedback session. The panel of 48 judges included members of the business community, entrepreneurs from successfully launched businesses, those who are currently participating in an innovative business, venture capitalists, angel investors, and bankers. Judges based their evaluations on the quality of the team, quality of the concept, quality of the written plan, quality of the presentation, and whether they would invest in the idea. A gala awards ceremony concluded the event, followed by a reception sponsored by Washington Trust Bank for judges and event organizers.

Undergraduate League



First place: Sorgento

Lauren Curtis, Amanda Granberg, Val Sias, Kerri Spangenberg

Second place: Waterworks Inc.

Bobby Rubalcaba

Third place: Virtual Ventilator ICU

Sarah Dunn, Francis Griffey, Jason Jaffe, Kelsey Knutson

Boeing Undergraduate League

First Place: Washington State

Hypersonics

Jason Kingshott, Julie Rausch, Maren Swanson, Chelsea Wendt

Second Place: Eyes in the Sky

Connor Cavigli, Angela Gallip, Michael Pargent, Zander Thiele

Graduate League



Graduate League competitors

First place: TriboTeX

Katherine Ham, Pavlo Rudenko

Second place: Crimson

Accounting LLC

Farid Askerov, Brad Dawes

Open League



Open League competitors

First place: Grandma Lela's

Confectionary Company

Kathy Stilwell, Cheryl Waller

Second place: Hammond Farm

Innovations

Enoch Hicks

Third place: Poppy, an Eco-Friendly Salon
Chelsea Whitney, Kirstyn Tozer

Fourth place: UX Metrix
Steve Teare

High School League



High School League competitors

First place: Nelson's Touch
Matt Nelson

Second place: Toree Boutz Brush Collection

Toree Boutz

Third place: Atlas Academics

Nicholas Phillips, Elisabeth Arnold, Alexander Honn

Additional awards were also given to the following teams:

Best Presenter: Virtual Ventilator ICU, Cody Nelson from Barnacle International Advisers LLC, Pavlo Rudenko from TriboTeX, Ignacio Zamora from Hotel Solution Technologies, Patrick Kramer from Spirocentive, Brandon Mendoza from Green to Market, Jason Kingshott from Washington State Hypersonics

Most Passionate Entrepreneur:

R.E.M. Accessories, Barnacle International Advisers LLC, Apple-A-Day, Waterworks, Cool Beans

Best Green Team: TriboTeX, Waterworks, Buoyant Energy, Green to Market, Cycle Box

Best Social Entrepreneurship Team: Global Credit Monitor, Team-Up, Cool Beans, My Social Hangout

Dean's Leadership Award: Larry and Vickie Culver

By Sue McMurray



If Larry Culver ('64 Hotel & Restaurant Administration) signed his checks "Mr. Hospitality," few would dare to object. Culver's history of outstanding service within the hospitality field is nothing less than legendary. Marriott named Culver's company, InnVentures, Hotel of the Year seven times within multiple brands—more than any other franchise in history. He also received the Partnership Circle Award, Marriott's highest franchise award, on three different occasions.

Dean Eric Spangenberg honored Culver and his wife Vickie with the

2011 Dean's Leadership Award, one of the college's highest awards, on November 21 at the Fairmont Olympic Hotel in Seattle. The award recognizes their dedication and leadership in benefiting hospitality training within the college as well as other service to WSU.

"Vickie and I share a passion for supporting youth and associations that improve people's lives," says Culver. "To be recognized with the Dean's Leadership Award for helping young people become leaders within one of the largest industries in the world is one of the greatest rewards of my life."

Culver's service includes serving as past chair of the School of Hospitality Business Management Advisory Board, current co-chair of the college's Campaign Steering Committee, and creator of the Culver Hospitality Fund. The fund supports the Culver Hospitality relations manager position, currently held by John Mangiantini. Mangiantini establishes and maintains relationships with the hospitality industry to assist students in gaining

meaningful internships. He also develops a network of HBM alumni and plans events for HBM recruiters and alumni. He received the college's 2012 Outstanding Staff Award, recognizing his commitment and dedication to the program.

"Without the Culver Hospitality Fund supporting John's role as manager, we would not be able to provide students with professional opportunities at the executive level," says Nancy Swanger, director of the School of Hospitality Business Management. "Their generosity and vision have helped us achieve a rank of 8th among the best hospitality schools in the United States and a rank of 9th in hospitality research productivity in the United States—11th worldwide."

The Culvers also support WSU in many leadership capacities, including founding the 500+ member Cougar Yacht Club and chairing many boards and committees. Both received the WSU Outstanding Service Award and are recognized as WSU Laureates.

Year in Review



Class of 1952, from left: Jim Widney, Bud Mahrt, and Les Filion.

Golden Grad Reunion



Class of 1962, back row from left: Ed O'Brien and Dick Johnson. Front row from left: Linda (Faulkner) Maki, Bill Anderson, and Margit (Anderson) Jackson.

NBoA Dinner



From left: Carol Anne Sears, Michael Gaberman, Mark Hansen, and Bill Maynard.

Career Night



Business students talk with Jeff Deitrick, northwest division manager for Swire Coca-Cola, during Career Networking Night, fall 2011.

Dean's Leadership Celebration



Guests enjoying the live auction at the third annual Dean's Leadership Celebration, held on November 21, 2011, at the Fairmont Olympic Hotel in Seattle. Photos by Team Photogenic.



Business Plan Competition students converse with Ronan Fitzgerald (left), managing director, and David Bolton (right), academic dean, of Swiss César Ritz Colleges.

Business Plan Competition

College of Business Power Breakfast 2011



College of Business student club representatives. Both photos by Team Photogenic.



Featured speaker Phyllis J. Campbell, Chairman, Pacific Northwest, JPMorgan Chase.

Fulbright Visiting Scholar Gains New Perspective on American Education System and Business

By Sarah Reyes

As a young boy growing up in Moldova, Professor Boris Delimarschi had a dream to one day visit the United States. After attending the first American public exhibition in the Soviet Union, the friendly Americans he saw not only refuted Soviet propaganda against the United States, but also planted in his mind a seed of interest in U.S. culture, society, and history.

More than thirty years later, Delimarschi's dream came true when he was awarded a Fulbright Visiting Scholar award to conduct research in the WSU College of Business International Business Institute.

"I visited many European countries in my life, but I never forgot about my dream to visit the United States," says Delimarschi. "I'm very thankful to the American government for giving me a possibility to achieve my professional goals and to realize my dream."

Delimarschi came to the United States with the goals of extending his professional research in business information transfer (specifically e-business), improving his teaching skills, and learning how American society and culture contributed to building the most powerful economy, society, and education system in the world.

"All these goals focused on accelerating Moldova's integration into the modern world society and economy after decades of Soviet isolation," says Delimarschi. "I wanted to carry new knowledge concerning e-business back to my country. This is one of the things that allows borders to be broken."

At WSU, Delimarschi gained perspective about America's influence on e-business involving online banking, negotiation, and marketing. He attended many classes and gave six public presentations about Moldavian economy, culture, and national perspective. He also explored information about technology's influence on modern economy and the correlation between a nation's cultural and economic development. In addition to experience at WSU, he had short visits to the University of Washington and the University of Idaho that gave him a chance to extend his education.

"I'm very impressed with the educational and research level of American universities," says Delimarschi. "It will be a great challenge for me to obtain a degree from one of them, and I'll be extremely proud of it."

Besides research experience, Delimarschi says one of the greatest things about WSU was working with "a wonderful



team of specialists," including Dean Eric Spangenberg and WSU faculty members Mushtaq Memon, Jerman Rose, Darrel Muehling, Saonee Sarker, and Suprateek Sarker, as well as Rob Cassleman, international student advisor.

Particularly, Delimarschi acknowledges Rose. "I am grateful to Jerman for showing me a real, positive model of an American university professor, citizen, society member, and head of a family," he says.

"While Boris admired our students' professionalism, the quality of his teaching and research presentations enriched their learning experiences," notes Rose.

Delimarschi also credits Asif Chaudhry, WSU alumnus and U.S. Ambassador in Moldova 2008–2011, and fellow Fulbright scholars John Rager and Ilie Costas for their support and encouragement to participate in the Fulbright Program.

Delimarschi returned to Moldova in August 2012, where he is a superior lecturer in the Academy of Economic Studies of Moldova. He hopes to extend collaboration between WSU researchers and the Academy of Economic Studies.

College of Business Awards

Dean Eric Spangenberg honored outstanding faculty, staff, and students at the College of Business annual awards event held on April 24 in the J. Willard and Alice S. Marriott Foundation Hospitality Teaching Center.



Outstanding Graduate Student Teaching Award

*Gulnara Zaynutdinova,
Department of Finance and
Management Science*



Outstanding Faculty Teaching Award

*Patriya Tansuhaj,
Department of
Marketing and International
Business Institute*



Outstanding Faculty Service Award

*Val Miskin,
Department of Manage-
ment, Information Systems,
and Entrepreneurship*



Outstanding Graduate Student Research Award

*Douglas Miller,
Department of Manage-
ment, Information Systems,
and Entrepreneurship*



Outstanding Faculty Research Award

*Arvin Sahaym,
Department of Manage-
ment, Information Systems,
and Entrepreneurship*



Outstanding Clinical or Nontenure Track Faculty Award

*Nori Pearson,
Department of Accounting*



Outstanding Staff Service Award

*John Mangiantini,
School of Hospitality
Business Management*

School of Hospitality Business Management Awards

Outstanding Academic Award: *Megan Walter*

Outstanding Senior Award: *Laurel Scott*

Dean's Excellence Fellows

Department of Accounting

Bernie Wong-on-Wing



Department of Finance and Management Science

Gene Lai and John Nofsinger



School of Hospitality Business Management

Jenny Kim



Department of Management, Information Systems, and Entrepreneurship

Jonathan Arthurs, Kristine Kuhn, Saonee Sarker, and Suprateek Sarker



Department of Marketing

Jeff Joireman, Darrel Muehling, and Patriya Tansuhaj



College of Business Ph.D. Graduates

Summer 2011


Wee Meng (Eric) Lee, accounting

B.Com., Australian National University
M.S., State University of New York
at Binghamton

Dissertation: Voluntary Internet Environmental Disclosure, Industry Classification, Trust, Ideology and Litigation Effects

Major Advisor: John Sweeney


Suparak Janjarasjit, accounting

B.B.A., Khon Kaen University

M.Acc., Cleveland State University

Dissertation: A Moral Perspective for Understanding Evaluators' Responsibility Assessment for an Act

Major Advisor: Siew Chan


Xin Liu, accounting

B.A., Sichuan Normal University

M.S.A., Sichuan University

Dissertation: A Holistic Perspective of Enterprise Risk Management

Major Advisor: Bernard Wong-on-Wing


Mark Mulder, marketing

B.B.A., Pacific Lutheran University

M.B.A., Pacific Lutheran University

Dissertation: Three Essays on Emerging Issues in Charities: The Gifting of Charity, What Happens When Donations Are Redirected, and the Importance of Fit and Linguistics in Encouraging Contributions

Major Advisor: Jeffery Joireman


Pi-Ju Lu, finance

B.A., National Taiwan University

M.B.A., National Chengchi University

Dissertation: Investment Risk Taking of U.S. Life Insurers

Major Advisor: Gene C. Lai


Fengchun Tang, marketing and information systems

B.S., Financial Banking Institute of China
M.S., Oklahoma State University

Dissertation: An Integrated Understanding of Confidence and User Calibration in Information Systems Use

Major Advisors: Traci Hess and Steven Thornburg

Spring 2012


Kevin Chastagner, management

B.A. Washington State University

Dissertation: Three Essays on Organic and Inorganic Growth in International Markets

Major Advisors: John Cullen and Arvin Sahaym


Kainan Wang, finance

B.S., Shandong University

M.Sc., McGill University

Dissertation: Conditional Covariance Modeling and Applications in Mutual Fund Performance Evaluation

Major Advisor: Harry Turtle


Chune Young Chung, finance

B.A., University of Wisconsin-Madison

B.A., Sogang University

Dissertation: Two Essays on Leverage, Mergers, Acquisitions and Institutional Investors

Major Advisor: Nathan Walcott

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Justin Marquart is the senior director of development and college relations with the WSU College of Business. He manages fundraising, alumni relations, corporate and foundation relations, annual giving, and special events for the college. As a CB alumnus ('95 Marketing, '96 MBA) Justin is committed to furthering the college's vision. He and his wife, Lisa ('95 BA Education, '98 MA), are both varsity letter winners, Justin in baseball and Lisa in swimming, and are proud Cougars. Their connection to WSU stems from grandparents who participated in athletics and graduated from WSC. They are raising their four children with the Cougar Spirit you'd expect from someone who knows that Washington State means business!

A Message from Justin Marquart

Senior Director of Development and College Relations

Did You Know?

According to a new survey, **60 percent of charities** say fundraising is stronger in 2012 than a year ago.

Over 80 percent of the people in the United States give to nonprofits each year.

Out of 26 rural colleges around the country, WSU **ranks in the top 10**, at 13 percent overall for alumni giving percentages. **Go Cougs!**

At 13 percent, WSU ranks in the top 50 for public institutions in alumni giving rates.

In FY 2012, the College of Business **alumni giving rate was 18.2% overall**.

The Campaign for Washington State University: Because the World Needs Big Ideas aims to raise \$1 billion by the year 2015. So far, WSU has **raised over \$700 million** toward this goal.

Through The Campaign for WSU, the University seeks private support to generate big ideas for health, food, sustainability, global leadership, and for the State of Washington.

The College of Business has a campaign goal of \$75 million to raise money for students, faculty, and programs that will help the college achieve its **vision of being recognized as a leading business school** among its peers.

So far, the **College of Business has raised over \$56.6 million**, which is **75 percent** of our campaign goal.

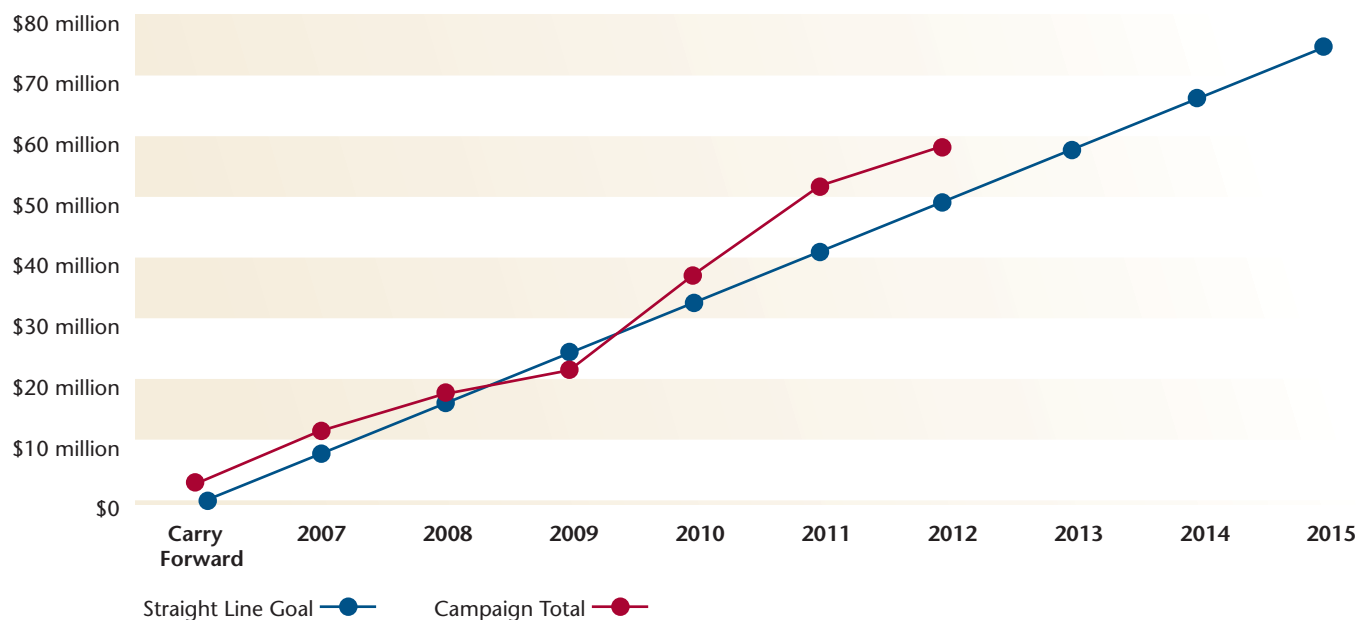
The **Carson Center for Professional Development was renovated and expanded** thanks to a generous gift from Scott and Linda Carson. This new facility now includes careers and advising, international experience, and scholarships.

The College of Business **sent 277 students to study abroad** last year, and **awarded over \$60,000 in scholarship money** to assist them.

The College of Business **awarded over \$758,000 in scholarship dollars** in 2011–12.

By **including the College of Business in your will**, and sharing your intent with us, you are not only leaving a legacy to your alma mater, but you are also helping the college to reach its campaign goal of \$75 million.

College of Business Campaign Performance



Did you know it's not too late to get involved in *The Campaign for Washington State University: Because the World Needs Big Ideas?*

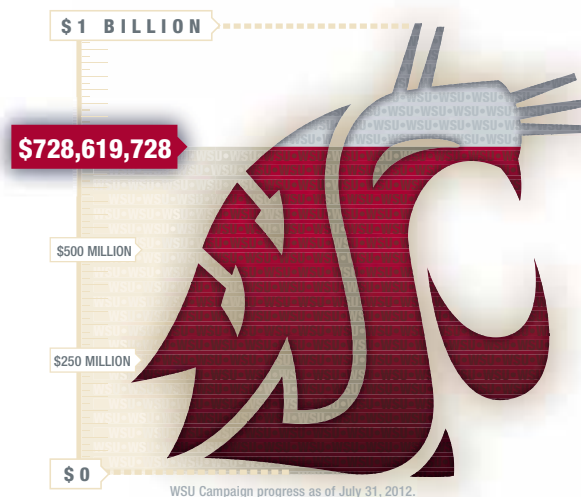
We are so grateful for all of your support. These donations are making an impact not only today, but are putting the college in a great position for future success. Why don't you join us in our quest to raise over \$75 million by 2015? This is an ambitious goal but one that can be achieved with your participation.

Come take part in this historic journey today. Your support really does make a difference.

Go Cougs!
business.wsu.edu/give

CAMPAIGN UPDATE

Campaign goal: \$1 billion by 2015.





ENSURING EXCELLENCE

THE ROLE OF ENDOWED FUNDS IN THE COLLEGE OF BUSINESS

Endowed funds help the College of Business attract and retain hardworking faculty and goal-oriented students. By nature, endowed funds generate annual funding to support everything from fellowships and endowed faculty chair positions to research and scholarships.

And they can make a world of difference—especially during uncertain economic times.

Edythe Miller Boucher knew this. She matriculated at Washington State College in 1926 with the Great Depression looming just ahead. She had a one-year scholarship but, as the youngest of nine children, could not afford to continue.

However, always focused on her goal, Boucher worked as a telephone operator and saved for the day she would return to WSC. She continued working and graduated in 1934.

With her business administration degree in hand, Boucher took on the

world with her characteristic vivacity. It was her husband, Malcolm Boucher, who introduced her to golf in 1952. Soon she was hooked and served as executive secretary of the Washington

State Women's Golf Association for 20 years.

When she died in 2008, a gift from her estate established the

Edythe Miller Boucher Endowed Scholarship in Business at WSU, which will help high-achieving students for generations to come.

"She admired those who worked hard and wanted her scholarship to help students who chase their goals," said her niece, Karla Frey.

Lisa Heard, a junior in business management and operations and two-time recipient, says the scholarship makes it easier to focus on her studies and be involved in organizations around campus. "I hope that I can be an inspiration to others like Edythe has been to me through her generosity."

*"I keep her framed bio on my wall
as inspiration to succeed."*

—Lisa Heard

FLEX Endowments

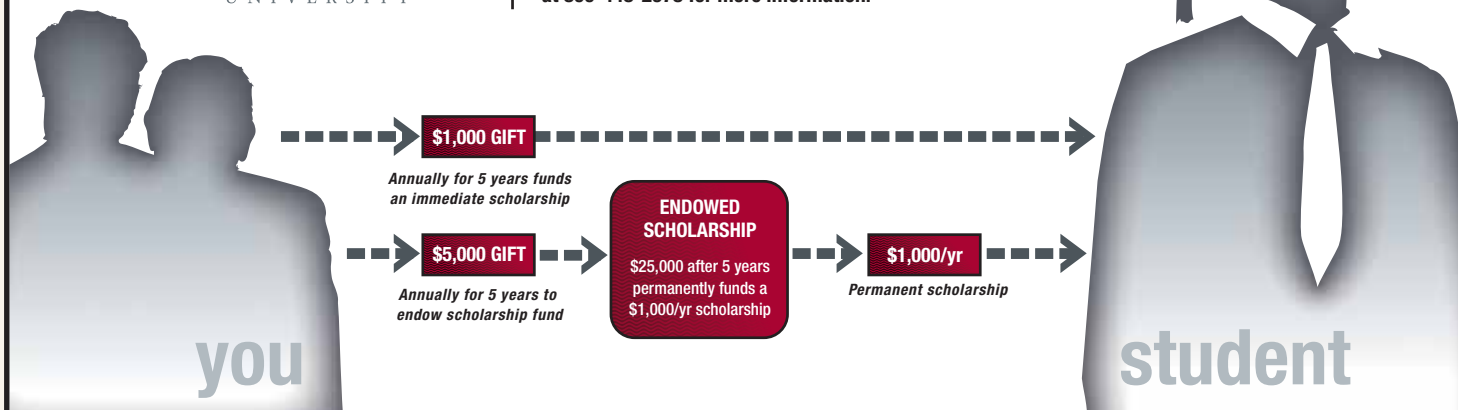
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Flex Endowments make it affordable to begin creating your WSU legacy today! Support your favorite College of Business program with the flexible endowment option. See how your generosity impacts the college today. Know your impact will last forever.

This diagram illustrates the creation of an endowed scholarship fund.

Funding requirements vary by purpose and type.

Call the WSU Foundation Gift Planning Office
at 800-448-2978 for more information.



Leaving a Legacy

By Sue McMurray



Howard Hoops (right) driving General MacArthur in 1945.



Billie Hoops with Mother Teresa.

Howard '50 and Billie Hoops, whose generosity established the college's Howard D. and B. Phyllis Hoops Fund, were teammates for life. Howard's career in the Red Cross took them across the world to Korea and then to Japan and Taiwan where Billie taught school and served as an administrator, improving the education of many young students. Back in the states, Howard made a name for himself in business, and Billie's distinctive career in special education earned her international recognition, which led to a relationship with Mother Teresa.

While Howard had long been interested in the topic of taxation, their combined interest in helping young people learn was the glue that bonded their decision to invest in the College of Business with a legacy gift. Together, they worked with Senior Director of Development Justin Marquart and Dean Eric Spangenberg to create the fund to support a venue where students could learn first-hand about taxation and government.

The fund establishes five separate endowments supporting study within the Hoops Institute of Taxation Research and Policy. Currently, the college is recruiting a tax expert to fill the Howard D. and B. Phyllis Hoops Endowed Chair in Accounting. The chair will lead students in study about the purposes and functions of taxation, tax revenue, tax subsidies, and redistribution of taxes in society.

"The Hoops's tremendous investment in business students is coming to fruition," says Spangenberg. "This gift demonstrates their appreciation for WSU and a desire to give back to the institution that made a difference in their lives."

United in death as well as life, the couple sadly passed away within hours of each other in March 2012. But because of good planning and foresight, the Hoops legacy will live to benefit generations of business students.

Honor Roll of Donors

The College of Business appreciates the generous support of the individuals and organizations that have given to the college. Recognition levels are based on annual giving to the College of Business during fiscal year 2011–2012.

Platinum President's Associates

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Robert and Carolyn Wolfe
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Suzanne Faulkner
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Key Foundation
KeyBank Foundation
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Robert Williams and Laurie Nichols

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James and Joyce Wills
David Wilson
Gregory and Jill Wilson
Lewis Wilson
Robert and Marilyn Wilson
Timothy Windus
Diane and Daniel Wing
Darin and Barbara Winkler
Catherine Wirth
Jim and Janet Wirtz
David Wold
Harold and Carol Wolfe
Harold and Dalia Wolverton
Lok-Hang Wong
Warren Wong
Ronald Wood
John Woods
Constance and Edward Worthen
Keith and Marlene Wright
Robyn Wyatt
Gwenn and Carlos Wysling
Michael Yambra
Aaron Yokomura
Glenn and Mae Yokomura
Esther Yoo
Kenneth and Pernilla Zacher
Chengping Zhang, PhD
Timothy Zier and Nancy Jordan

+deceased

COLLEGE OF BUSINESS Calendar of Events 2012–2013

September 2012

- 5 College of Business Student Services Open House (9:00 a.m.–3:00 p.m.) and Involvement Fair (11:00 a.m.–1:00 p.m.), Todd Hall, first floor, Pullman
- 7 Feast of the Arts, Pullman
Meet the Firms event hosted by CB Department of Accounting, CUB Ballroom, Pullman
- 8 Bowling with the Firms, hosted by CB Department of Accounting, Zeppoz Family Fun Center, Pullman
- 21 Feast of the Arts, Pullman
- 28 WSU College of Business Power Breakfast, featuring Granger Cobb, President and CEO, Emeritus Senior Living, 7:30 a.m., Bell Harbor International Conference Center, Seattle
School of Hospitality Business Management Board Legacy Celebration, 6:00 p.m., Bell Harbor International Conference Center, Seattle



October 2012

- 1 Career Networking Night, hosted by the Scott and Linda Carson Center for Professional Development, 6:00–8:00 p.m., CUB Senior Ballroom, Pullman
- 8 Walton Lecture, featuring David Lavergne, president south central region, Traveler's Insurance, 5:00–6:00 p.m., Pullman
- 12 Feast of the Arts, Pullman



November 2012

- 9 Sixth Annual Brewfest, hosted by Eta Sigma Delta, student organization of the School of Hospitality Business Management, 5:00–7:00 p.m. and 8:00–10:00 p.m., Schweitzer Events Center, Pullman
Feast of the Arts, Pullman
- 19 Networking Breakfast, hosted by various companies throughout the Puget Sound area
Fall Meeting of the National Board of Advisors, Fairmont Olympic Hotel, Seattle
Fourth Annual College of Business Dean's Leadership Celebration, 5:30 p.m., Fairmont Olympic Hotel, Seattle



December 2012

- 8 Fall Commencement, Pullman

February 2013

- 4 Career Networking Night, hosted by the Scott and Linda Carson Center for Professional Development, 6:00–8:00 p.m., CUB Senior Ballroom, Pullman
- 19 Burtenshaw Hospitality Career Night, hosted by the School of Hospitality Business Management, CUB Senior Ballroom, Pullman



March 2013

- TBD Second Annual MIS Alumni Networking Event, Pullman

April 2013

- 5 CIO Summit, hosted by the Department of Management, Information Systems, and Entrepreneurship, Pullman
- 10 Burtenshaw Lecture Series, featuring Stein Kruse, CEO, Holland America Line, hosted by the School of Hospitality Business Management, CUB Auditorium, Pullman
- 12 29th Annual Winefest hosted by Eta Sigma Delta, student organization of the School of Hospitality Business Management, 5:00–7:00 p.m. and 8:00–10:00 p.m., Schweitzer Events Center, Pullman
- 19 Beta Alpha Psi Banquet, Pullman
Spring meeting of the National Board of Advisors, Pullman
- 19–20 11th Annual Business Plan Competition, hosted by the Center for Entrepreneurial Studies, Todd Hall, Pullman
- TBD Golden Grad Reunion, Pullman



May 2013

- 4 Spring Commencement, Pullman

For more information about College of Business events, please contact Jennifer Naughton at jennifer.naughton@wsu.edu or 509-335-8285.

4TH ANNUAL

Dean's Leadership Celebration

*Benefitting Excellence in
the College of Business at
Washington State University*

Monday, November 19, 2012

Fairmont Olympic Hotel • Seattle, Washington
5:30 P.M. Reception and silent auction
7:00 P.M. Dinner, program, and live auction

*For donations or sponsorships, contact Jennifer Naughton
at 509-335-8285 or jennifer.naughton@wsu.edu
Register at: www.business.wsu.edu*