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Use the QR code below to read *Dividend*
on your smartphone or tablet.



A man with short brown hair and glasses, wearing a dark blue suit, white shirt, and dark tie, stands with his hands in his pockets in front of a red brick building with arched windows. He is smiling at the camera.

A Message from the Dean

Dear Friends,

It is difficult to write a letter for an annual publication. It is a challenge to be contemporary, accurate, encouraging, and relevant in July 2011 and remain so a few short months later. I'm sure this is the case outside of higher education as well. As I write, however, I am reminded that some things about the College of Business remain relevant no matter what external events occur. Here in the College of Business, as well as across WSU, we continue to focus on positively impacting lives, whether through education or knowledge discovery and dissemination.

Our cover this year attempts to show you a significant portion of the college's faculty, staff, and students in front of Todd Hall; given our dispersion and activity level, it was an incredible challenge to get this many together for the picture, but it gives you a glimpse of some of the people that allow us to be successful in achieving our mission. Our faculty and staff, across a system of four physical campuses as well as online, are dedicated to providing a world-class educational experience. The fact that our faculty engage in cutting-edge research enables them to prepare students in ways that many business schools are challenged to equal.

In the spirit of continuous improvement, we have revised the college's strategic plan over the last academic year with input from faculty and staff as well as people serving on our external advisory boards. Because we saw direct results from utilizing a focused strategic plan over the last five years (e.g., recognition in national and international rankings in entrepreneurship, international business, and hospitality business management), we wanted to ensure that the strategic focus remains clear moving forward. We aren't ceasing what we've done well or redirecting effort from high priority areas. This inclusive planning process, however, helped us to identify new opportunities and shore up some areas where we can improve.

We benefited from considering how and where we had done things right and looking at what we might do differently. You can read about this process and our renewed focus on page 10.

A highlight for the college remains our continued recognition in *U.S. News & World Report* as being among the best business schools in international business. Without a doubt, this success is derived from the interest, dedication, and investment of our faculty and staff. All of our people have the chance to participate in our international efforts and an overwhelming majority choose to do so. We continue to lead the university in international study opportunities for our students and many of our faculty members have international research partnerships. The winners of these efforts are not only the participants, but the firms to which our students bring a global perspective upon graduation as well as readers of the research outlets in which our faculty publish.

In this issue, you can read about the impact some of our faculty and students have made in the areas of international community development and sustainable marketing. You will also see how our classrooms are different from those many of us experienced; for example, The J. Willard and Alice S. Marriott Foundation Hospitality Teaching Center is a state-of-the-art culinary lab that is the envy of other programs around the country.

All of the above accomplishments and activities (and many more) would not be possible without the consistent philanthropic support of our alumni and friends. Several stories throughout this issue of *Dividend* acknowledge significant gifts that transformed our ability to serve students and conduct research. The public phase of *The Campaign for Washington State University: Because the World Needs Big Ideas* was announced in December 2010. By the time of this publication, our senior director of development, Justin Marquart, will have moved to WSU West in Seattle; we are growing his team there as well as in Pullman. With more feet on the ground in major population centers, you can expect to hear more from us as we provide everyone the opportunity to invest in changing lives. The College of Business is well over halfway toward its campaign goal. With another record year just behind us, including a record legacy commitment of \$10 million, we are excited to see where the next year takes us. I encourage you to read about our culture of giving (page 4). I hope it inspires you.

A new group of eager students will very soon flood all of WSU's campuses. Consistent with other universities across the nation, business is the major area of interest for the largest percentage of incoming students. After a few years of shrinking capacity, the strategic importance of the College of Business within the WSU system has become paramount. As we grow back capacity with additional faculty and staff, we remain committed to ensuring quality education and timely graduation. Our retention and graduation rates continue to be among the best in the WSU system; we (and tuition-paying students) owe our staff and faculty a big thank you for their continued professionalism in this regard.

As always, I look forward to seeing many of you in the upcoming year. I urge you to consider joining us at one of our signature College of Business events (see page 45 for the calendar). The WSU College of Business is an internationally recognized academic environment and we enjoy our close association with our alumni and friends both in the state and around the world. Thank you for being a part of our success.

Best,



Eric R. Spangenberg '82
Dean and Maughmer Freedom Philosophy Chair

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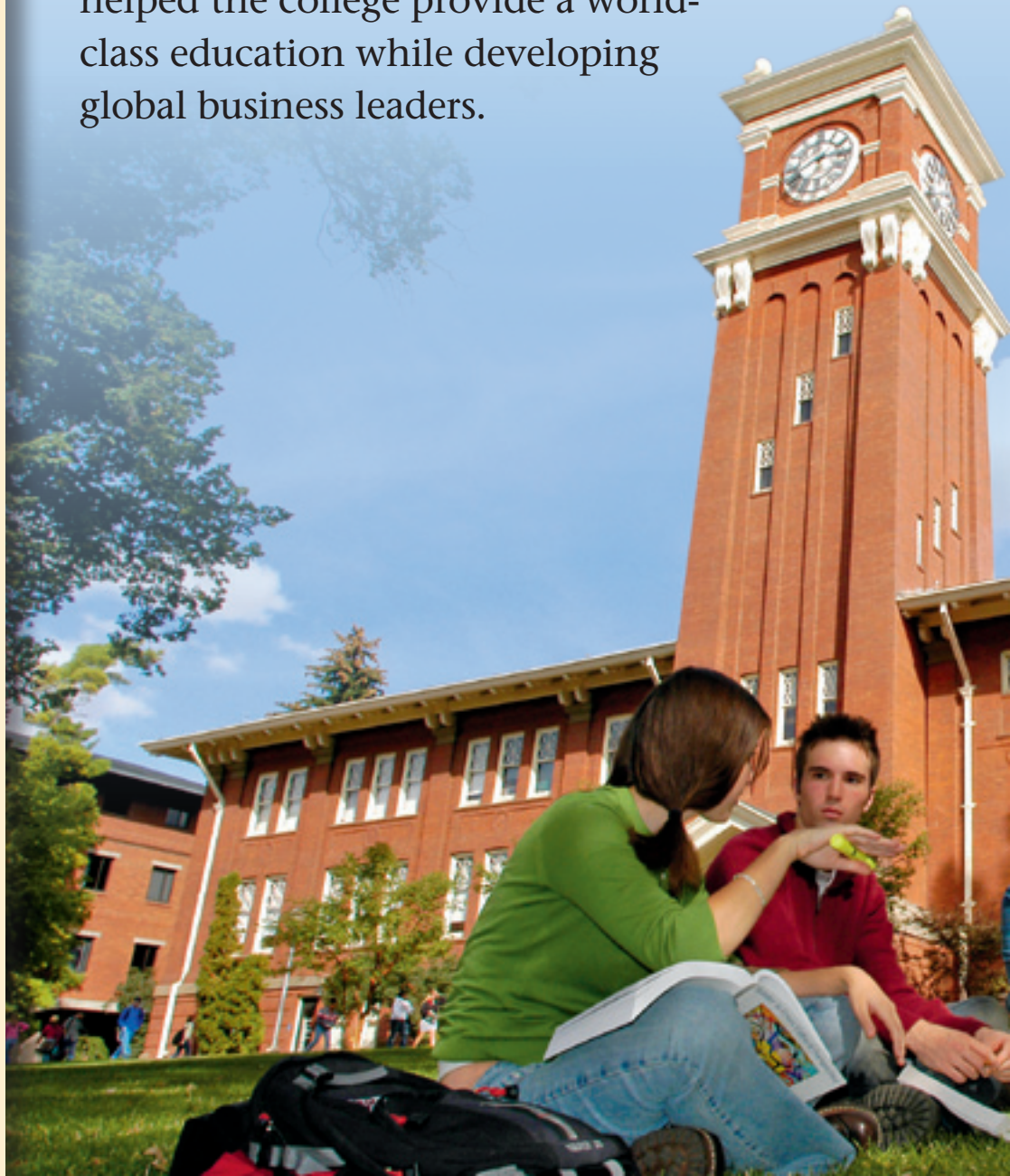
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A Culture o

By Frances Ryan

Alumni and friends of the Washington State University College of Business have provided generously through the creation of scholarships, professorships, and endowed chairs as well as through the creation of centers and teaching labs. This culture of giving has helped the college provide a world-class education while developing global business leaders.



f Giving

When the college first began keeping records of gifts and donations in 1966, the first gift was \$100 to the Walter F. Clark Memorial Scholarship. The fund was endowed in the 1980s, and College of Business students will receive scholarships in perpetuity.

In the 2010–2011 academic year, the College of Business awarded over \$700,000 to more than 450 students through 142 scholarships. Many of those scholarships were made possible by small donations—but they make a big impact on the students who receive them.

It's that big impact that inspires College of Business donors to give year after year. But it's not just scholarships—there are professorships, graduate and faculty fellowships, and endowed chairs too.

Funds from these accounts support faculty members and graduate students as they conduct scholarly research as part of their contribution

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to the college's research mission. In fact, with the recent budget cuts throughout Washington, these funds allow the college to attract and retain world-class faculty and researchers—which in turn helps the college to attract and retain quality business students.

The generosity of CB alumni and friends does more than just fund students and faculty, however. It helps to fund much-needed programs and facilities:

- **The Scott and Linda Carson Center for Professional Development** opened its doors to students in 2005, thanks to a generous gift from Scott and Linda Carson. The center serves CB students by equipping them with the skills and knowledge necessary for personal and professional success and helped more than 1,100 students this year as they prepared to make the move from college to career. Learn more about the Carson Center at business.wsu.edu/carsoncenter.
- **The Center for Behavioral Business Research** was made possible by a gift from the Boeing Company. It is a world-class center for interdisciplinary behavioral research and education that brings together industry leaders, academics, and students to study behavioral and consumer issues affecting modern organizations. The CBBR receives ongoing support through research sponsored by industry partners to address pressing questions and promote experiential learning through participation in real-world research. Learn more about the CBBR and how you can get involved at business.wsu.edu/cbbr.
- Other facility improvements made possible by donors include **The Marriott Hospitality Teaching Center**, where students learn alongside world-class faculty in a state-of-the-art facility (made possible by The J. Willard and Alice S. Marriott Foundation—see page 14), the **Boeing Wireless Classroom**, and the **Atrium Café** hospitality cart in the Todd Hall Atrium.

Of course, there is more to generosity than money—many of the college's alumni and friends make generous donations of their time every year. The college is proud to host a number of speakers who visit campus annually to speak with students about current business practices (see page 16 for details). Dozens of professionals travel to Pullman each spring to judge the WSU Business Plan Competition (page 20) and to participate in recruiting events held by the Carson Center, School of Hospitality Business Management, and Department of Accounting. Additionally, members of the National Board of Advisors take time to attend board meetings and advocate on the college's behalf (see page 39 for board roster). These business executives are passionate about WSU and the College of Business and work tirelessly to ensure the college's continued success.



The generosity of CB alumni and friends is also seen at the college's events. The Power Breakfast series has been engaging and connecting alumni in Seattle since 2004 and the annual Dean's Leadership Celebration, inaugurated in 2009, is growing at an impressive rate. See the events calendar on the inside back cover for more information on these and other events.

With the billion-dollar *Campaign for Washington State University: Because the World Needs Big Ideas* in full swing, the College of Business is already witnessing great success in its goal of raising \$75 million. Thanks to our many committed alumni and friends, we have already surpassed the half-way mark with more than \$52,259,276 raised so far.

Through the Campaign, the college will increase opportunities for our students and provide the forward-thinking teaching and research necessary for a world of accelerating change. As a result, we will lead by example as one of the best business schools in the nation.

We invite you to join us as we pursue our \$75 million goal to shape the global College of Business. In so doing, WSU will prepare business leaders to drive change, respond to social and economic needs, and improve the lives of people worldwide. For more information about these or other fundraising priorities, contact Justin Marquart at 206-448-1330 or marquart@wsu.edu.

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MOVING FORWARD

By Sarah Druffel

The College of Business is continuing to grow and lead by following the strategic priorities and goals recently determined to guide our progress into the future. For the past five years, the college has been operating under three strategic goals: globally competitive business leadership, delivery of innovation, and positive societal impact. Whether you are a multimillion-dollar corporation or a local nonprofit organization, reevaluating your strategy and goals is the way to continue to grow and be successful.

In the field of higher education, reevaluation is an important step to ensure you continue to provide the education students need while also meeting the financial needs of your organization. It is this desire to serve students and to persevere in the current economic environment facing higher education that has led the College of Business to restructure and reevaluate the strategic priorities of the college.

The college has strived to keep its strategic plan in line with the University's plan while not losing sight of the differences and advantages the College of Business has to offer students across the campuses. The goals of the college during the last five years have been absorbed and expanded in four new strategic priorities: commitment to research, global learning, professional development, and innovation.

Commitment to research

A commitment to research and recruiting, training, and placing doctoral students is the essence of the first goal of the new strategic plan. We must continue to further our national and international reputation for conducting quality research and training future scholars and educators. Research has always been an important part of Washington State University and the College of Business and will continue to be so. Relevant, industry-specific CB research is also of interest to business throughout the region and the world. Here are some examples:

Research by **Dr. Darrel Muehling**, focusing on advertising information processing and nostalgia, could change the way products are advertised to consumers. ("An Empirical Investigation of the Differential Effects of Personal, Historical, and Non-nostalgic Advertising on Consumer Responses," *Journal of Advertising*, 2011)



In today's market, unhappy customers can spread negative comments through word of mouth as well as Facebook, Twitter, and YouTube, all of which can reach millions of consumers. **Dr. Thomas Tripp**, WSU Vancouver, and **Dr. Yany Grégoire** have developed an organizing matrix to determine what companies can do when reacting to negative publicity or preventing its occurrence. ("When Unhappy Customers Strike Back on the Internet," *Sloan Management Review*, 2011)

Dr. John Nofsinger and graduate student **Weicheng Wang** have been studying the early stages of financing typical in new start-up firms. Their research provides information on how investors reduce the information asymmetries and moral hazard problems inherent in the funding of a start-up firm. ("Determinants of Start-up Firm External Financing Worldwide," *Journal of Banking and Finance*, 2011)





How do you decide which restaurant to visit, what menu item to order, or what wine to select from a wine list? **Dr. Dennis Reynolds** is using a promising new application that may provide prescriptive direction. Called NeuroSky technology, it is an interface that senses a person's analog electrical brainwaves and processes them into digital signals. Early applications of brain-computer interface (BCI) technology suggest that it may provide data previously difficult to gather about what elicits interest from potential consumers. Applied to online menu design and wine lists, BCI technology will make it possible to test consumers' responses to various online menu designs. ("Web-based Menu Design: An Investigation of Attributes and Causal Effects Using NeuroSky Technology")

Training future scholars and educators is a priority for the College of Business, and we are proud of our doctoral graduates. Fourteen students graduated in 2010-2011, all with job offers. Thesis topics were varied, as was undergraduate study. More information about our graduates is featured on page 33.

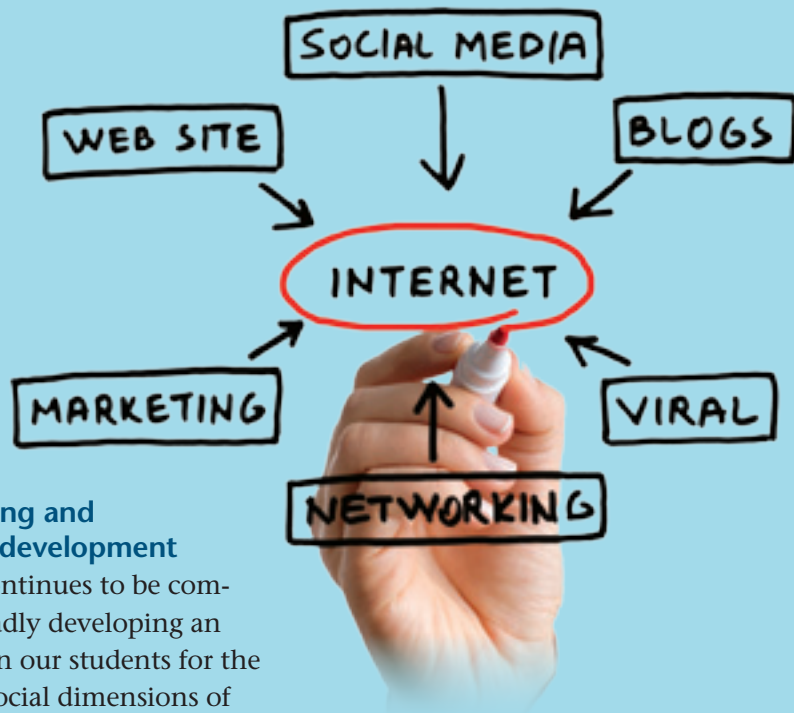
Global learning and professional development

The college continues to be committed to broadly developing an appreciation in our students for the cultural and social dimensions of the global business environment while developing professional and responsible future business leaders.

Providing students with a global learning experience is a key component of a College of Business education. During the 2010-2011 academic year, 210 students studied abroad—27 percent of domestic enrollment (excluding international students). When including international students, 37 percent of students have studied abroad, the highest total percentage since the college began tracking in the 2007-2008 school year.

Last year the college had seven faculty-led programs: China, Greece, Italy, Thailand (CMU), Thailand (Phuket), and two trips to Switzerland. Throughout the years, many students have benefited from these study abroad experiences; you can read about one of them on page 22.

The College of Business strives to help students succeed from the beginning of their academic career. Students are able to get a head start on their business degree by becoming part of the Freshman Admit



Program. Upon acceptance to WSU, an incoming freshman is invited to apply for the Freshman Admit Program before completing 30 credits. This is an opportunity for any student who maintains a 3.0 cumulative GPA and successfully completes the "Keys 4 Success" requirement to be automatically accepted in the College of Business as a certified major after completing 60 semester hours and ten core business courses. Spring 2011 was the first full semester for students to apply for certification from the Freshman Admit Program; already 51 students successfully certified into the College of Business.

The "Keys 4 Success" program outlines four areas with specific activities and opportunities for students, which will help them make the move from college to career. The areas include academics, skills, experience, and networking. By taking advantage of these resources, students gain invaluable skills and are better prepared to enter a career after graduation.



Master's level graduate education is another important aspect of reaching our second goal. The College of Business has trained leaders and managers for some of the nation's top corporations for more than fifty years. The MBA programs teach through theory, real-world application, and interaction with world-renowned faculty.

With the introduction of an Executive Online MBA program, the college has found another way to allow students to get a high quality education from the College of Business. Graduates of the Executive MBA program credit their global perspective for giving them a definitive leading edge. A heavy emphasis on problem-solving has enabled them to refine their skills and sharpen their business acumen. Immersion in entrepreneurial and innovative thinking has escalated their business stature.

Innovation

The college continues to foster innovative ideas and entrepreneurial thinking in our students and faculty. The college held its annual Business Plan Competition April 22-23 and awarded \$150,000 in prizes and money. See this year's Business Plan Competition winners on page 20.

Thanks to donations, students in the college have the opportunity to participate in real-life research projects involving direct interaction with business organizations through the Center for Behavioral Business Research (CBBR). The CBBR incorporates the college's research and education mission by using hands-on experience to train students in behavioral research methods.

"Through the Center for Behavioral Business Research, we have been able to strengthen the College of Business's ties with industry by providing relevant, timely, and applied research to help businesses anticipate and meet future needs and challenges in the changing global environment," says Dean **Eric Spangenberg**.

Students gain access to the CBBR and its impressive array of technologies and research staff through a behavioral research

course. The center creates a unique experience as students participate in the design, implementation, and reporting of behavior research. (Regional industry leaders interested in primary or secondary research projects can contact the Department of Marketing at 509-335-0924.)

To achieve the goals and priorities the college has set, we must work toward becoming less reliant on state funding. The college has set a goal of raising \$75 million during *The Campaign for Washington State University: Because the World Needs Big Ideas* to help shape the college and to continue to prepare future business leaders. For more information about giving to the college, see page 42.

One of the ways you can help the college reach its campaign goal and enhance students' lives at WSU is to attend an event. The college had many successful events this year, which may be viewed in photos on page 36, and future events are on page 45.

Last year's power breakfast with Sound Transit CEO **Joni Earl** was a tremendous event. We hope you consider attending this year's event on October 21, featuring **Phyllis J. Campbell**, chairman, Pacific Northwest, JPMorgan Chase.

The second annual Dean's Leadership Celebration raised over \$155,000 for the Dean's Excellence Fund. In spite of challenging weather, the event was well attended by friends of the college including several prominent business leaders and corporate executives from the Pacific Northwest. **Gina Meyers**, senior director of accounting for Impinj Inc., was recognized by the college as this year's recipient of the Dean's Leadership Award (see page 27).

Success

Despite the many challenges higher education is facing in Washington State and around the nation, the College of Business will continue to be an integral part of Washington State University. The college will continue to impact the business and academic communities by advancing knowledge, developing globally competitive leaders, and engaging with these communities.



Hospitality Kitchen



A world-class facility for a world-class education

For nearly 80 years, the School of Hospitality Business Management in the College of Business has been considered one of Washington State University's premier programs. The school has a national and international reputation for its ability to produce graduates who become hospitality leaders and executives. With the completion of the new teaching kitchen in **The J. Willard and Alice S. Marriott Foundation Hospitality Teaching Center**, the school now boasts a state-of-the-art facility for students to learn from world-class faculty.

The remodel for the kitchen was completed in November 2010, following the 2009 renovation of the dining areas. The project was made possible by a generous \$1.5 million gift from The J. Willard and Alice S. Marriott Foundation. The Marriot Center now includes:

- Four-station range area for instruction, with a fifth station for the facilitator
- Large walk-in refrigerator and freezer
- Baking area and baking equipment
- Updated kitchen equipment (warming equipment, stoves, ovens, etc.)
- Modified dish pit for better flow of dish drop off and pick up
- Flexible counter space for more food preparation areas
- Permanent shelves to store pots, pans, and utensils
- Beverage area for hot and cold drink preparation
- Video and audio technologies to enhance teaching and dining service capabilities
- Window into the kitchen to allow observation of the facility
- Charcoal air filtration system to prevent odors from entering other areas in the building



The updates modified the flow of traffic to allow a circular flow for wait staff and a separate flow for food preparation workers. The remodel also opened the entire space so instructors can better observe students.

With The J. Willard and Alice S. Marriott Foundation Hospitality Teaching Center now completed, the popular Feast of the Arts series will be returning this fall. The evening commences with a music and art reception in the Museum of Art/WSU, including wine and hors d'oeuvres, followed by a gourmet four-course dinner in the teaching center's dining room. All of the food is created by chefs and students from the School of Hospitality Business Management. The meal is paired with premium, award-winning wines from wineries previously showcased in the WSU Alumni Association's wine club, Wine-By-Cougars, which highlights WSU-connected wineries.

The series always sells out, so book your reservations early at feast.wsu.edu.



WSU Wine Business Management Program Graduates First Students

The first wine business management graduating class at WSU was small but full of promise. All three of the May 7, 2011, graduates were offered jobs in the Washington wine industry.

"The program started in fall 2009 after years of planning and is resource neutral," says **Dennis Reynolds**, wine business management director in the School of Hospitality Business Management. It draws from classes already offered so there was no extra cost to the university.

The new major prepares students for managing functions such as marketing, promotion, distribution, and, to a certain extent, production. Upon graduation, graduates are equipped to manage wineries and work in retail and distribution.

Two of the wine business management graduates, **Carlye Rice** from Silverdale and **Dana Johnson** from Moses Lake, transitioned from hospitality business management majors last year. Both double

maored in hospitality business management and wine business management.

"I like taking viticulture and enology classes with a business background," Rice said. "A lot of the wine industry doesn't have a business background," Johnson said. "Our expertise is going to be helpful—instead of making wine, we are selling wine."

Last summer, Johnson completed an internship in Napa Valley, California, at Boyd Family Vineyard. She has two job offers in the Tri-Cities area. Rice has accepted a position at Figgins Family Wine Estates in Walla Walla as brand manager.

This year, Rice worked with Reynolds in a wine business research project. They looked at data for U.S. wine sales and compared how different state laws affected sales. Rice presented her research and was one of two first place finishers at the WSU Spring 2011 Undergraduate Research Symposium.

Both students have also taken small business classes, including small business policy and entrepreneurial marketing, because most of the Washington wine industry is small business. The curriculum includes introductory botany, vines and wines, beverage management, horticulture and crops, and business classes.

Students will have the opportunity to find jobs in restaurants, wine shops, and distribution companies. They could be winery event planners or work toward becoming sommeliers.



COLLEGE OF BUSINESS

Executive Speaker Series

Each year, the College of Business hosts speaker series on the Pullman campus, bringing industry professionals to campus where they can speak directly to students about current issues facing today's business world.

The Burtenshaw Distinguished Lecture Series

The Burtenshaw Distinguished Lecture Series began in 1981 and is sponsored by **DeVere Jerry** and **Angelina Burtenshaw** in memory of their son, **Calvin Brett**. The series is presented by the School of Hospitality Business Management, and each spring experts in the hospitality field speak to audiences in Pullman as Burtenshaw Lecturers.

The Brinson Lecture Series

The Brinson Lecture Series provides WSU students and faculty with the opportunity to interact and question leaders who have transformed the field of finance. This series allows students to enhance their education and gain knowledge from some of the best minds in the world. This is all possible because of the generosity of acclaimed global investing authority and WSU alumnus **Gary P. Brinson**.

The Walton Lecture

The Walton Lecture is funded through an endowment from the **Independent Insurance Agents and Brokers of Washington (IIABW)** and honors IIABW past

president **Max Walton**. The Walton Lecture has brought a number of influential representatives from the insurance industry to our campus. Previous speakers include former Safeco President and CEO **Mike McGavick**, Washington Insurance Commissioner **Mike Kreidler**, and PEMCO Insurance President and CEO **Stan W. McNaughton**.

The Omer L. Carey Finance Industry Night

The Omer L. Carey Finance Industry Night is made possible by the generous support of **Omer Carey** and **Gary P. Brinson**. The event features a panel of speakers from around the region in a forum setting, allowing students to hear from CFOs and other finance executives about the real-world issues facing the industry today. It is organized each year by the Department of Finance and Management Science and the Omer L. Carey Endowed Chair in Financial Education, which is held by **Dr. H.J. Turtle**.

The Maughmer Lecture
Geoff and Florence Maughmer created The Maughmer Freedom Philosophy Lecture Series through

an estate gift to the College of Business in 1993. They were proponents of a free, fair, and open economy and founded the annual lecture to educate students about the importance of a free and open exchange of ideas and capital to American innovation and growth. College of Business **Dean Eric Spangenberg** holds the Maughmer Freedom Philosophy Endowed Chair. The lecture is held in the spring and is open to the public.

WSU College of Business Power Breakfast

In addition to the offerings for students, the College of Business has been connecting CB alumni and Washington business leaders through the annual WSU College of Business Power Breakfast series. This event is an opportunity to engage with prominent executives around topics of corporate leadership, entrepreneurship, and innovation. Our 2011 Power Breakfast features guest speaker **Phyllis J. Campbell**, chairman, Pacific Northwest, JPMorgan Chase. Her speech is titled "Get Ready: A Perspective on the Economy, Banking, and Careers" and the event takes place at the Grand Hyatt Seattle on October 21.

WSU COLLEGE OF BUSINESS

Power Breakfast

Please join Puget Sound business leaders and College of Business Dean **Eric R. Spangenberg** for the WSU College of Business Power Breakfast, featuring guest speaker **Phyllis J. Campbell**, chairman, Pacific Northwest, JPMorgan Chase.

inform • inspire • engage

The WSU College of Business Power Breakfast speaker series continues to inform, inspire, and engage Seattle-area business leaders on topics of entrepreneurship and innovation.

Priority reservations are due by October 14:
go.wsu.edu/powerbreakfast • 509-335-3596
business@wsu.edu • Price: \$40

If you are interested in purchasing a table or event sponsorship opportunities, please contact Linda Infranco at 509-335-7853 or infranco@wsu.edu.

October 21, 2011

Grand Hyatt Hotel
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*Featured speaker
Phyllis J. Campbell,
chairman,
Pacific Northwest,
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College of Business Awards

2011 Outstanding Award Winners

Outstanding Faculty, Teaching

Dennis Reynolds, Hospitality Business Management

Outstanding Faculty, Research

Joe Valacich, Entrepreneurship and Information Systems

Outstanding Faculty, Service

Darrel Muehling, Marketing

Outstanding Faculty, Non-Tenure

Val Miskin, Management

Outstanding Graduate Student, Teaching

Stoney Brooks, Management Information Systems

Outstanding Graduate Student, Research

Brian Gillespie, Marketing

Outstanding Staff

Teresa Brewer, Administrative Assistant for the College of Business Associate Dean and the International Business Institute

Wanda Walters, Program Coordinator for WSU Tri-Cities

Dean's Excellence Fellows

Jonathan Arthurs, Associate Professor, Management

Mauricio Featherman, Assistant Professor, Entrepreneurship and Information Systems

Stergios Fotopoulos, Professor, Finance and Management Science

Dogan Gursoy, Taco Bell Distinguished Professor, Hospitality Business Management

Jeff Joireman, Associate Professor, Marketing

K.D. Joshi, Associate Professor, Entrepreneurship and Information Systems

Hyun Jeong Jenny Kim, Associate Professor, Hospitality Business Management

Mike McNamara, Mutual of Enumclaw/Field Distinguished Professor of Insurance, Finance, and Management Science

Dennis Reynolds, Ivar B. Haglund Endowed Chair, Hospitality Business Management

Debra Sanders, Professor, WSU Vancouver, Accounting

Saonee Sarker, Associate Professor, Entrepreneurship and Information Systems

Rick Sias, Gary P. Brinson Chair of Investment Management, Finance, and Management Science

Joe Valacich, George & Carolyn Hubman Distinguished Professor in MIS, Entrepreneurship, and Information Systems



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Advocating Excellence

BRAD JACKSON, Slalom Consulting



Brad Jackson ('85 Accounting), chief executive officer of Slalom Consulting LLC, has played a pivotal role in the success of the WSU College of Business through his determination and by encouraging people to reach beyond their limits both professionally and academically. As chair of the National Board of Advisors from July 2009 through 2011, Jackson's vision and personal leadership has helped the board embrace aggressive and innovative approaches to outreach events and student achievement, taking the college to the next level.

In November 2009, the College of Business held its inaugural Dean's Leadership Celebration in Seattle, which Jackson envisioned as a way to increase the college's visibility throughout the Puget Sound region. "Brad was able to persuade the College of Business to take a risk that has paid off. Future generations of Cougar business students and alumni will enjoy the fruits of his persistence in this regard," says **Eric Spangenberg**, dean of the College of Business. The Dean's Leadership Celebration has helped raise significant money for the Dean's Excellence Fund through live and silent auctions and has now become an important signature fundraising event.

Jackson's advocacy for student excellence is equally admirable. As chair of the National Board of Advisors, he helped create a networking breakfast hosted by business professionals and alumni that invites business students to engage with business leaders in their offices each year. Providing such unique opportunities to students gives them a platform to develop leadership skills and make a positive impression on those who may become their future employers. Additionally, through the Beta Alpha Psi Alumni Endowment Fund (which Jackson was instrumental in establishing), today's accounting students are better able to interact with members of the professional accounting community and to compete in the global marketplace.

"During what I believe has been one of the most challenging economic periods in the history of Washington State University, Eric and his team accelerated their focus on building an educational platform centered on innovation, global engagement, and serving society," says Jackson. "We are truly seeing the beginning of a one-of-a-kind program that will likely be credited with playing a key role in both improving the quality of life for stakeholders and increasing the economic success of businesses throughout our state, country, and the world."

The WSU College of Business appreciates Jackson's leadership as chair of the National Board of Advisors and looks forward to his continued service and counsel in the years ahead.



WSU Business Plan Hosts 52 Teams Awards \$150,000

The Washington State University Business Plan Competition, organized by the Center for Entrepreneurial Studies in the College of Business, took place in Pullman April 22-23. The two-day event included competitors in four divisions, including two WSU divisions, participants from WSU's international centers in China and Switzerland, and high school and non-student divisions. Fifty-two teams presented their plans to a panel of judges from the business community; the winning teams shared cash and prizes totaling \$150,000.

Prior to the two-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, bringing the total number of teams throughout the competition to over 100. Two teams from Switzerland

and one team from China then traveled to Pullman to participate in the main event.

WSU leagues included both undergraduate and graduate teams, with participants from the Pullman, Tri-Cities, and Spokane campuses as well as WSU Online students and the international teams from Switzerland and China. For the third time, the competition included a high school league, consisting of teams from Pullman, Sammamish, Mead, and Asotin high schools. This is the fifth year that the competition included an open league, sponsored by the Port of Whitman.

"The business plan competition continues to be an outstanding learning opportunity for all of the participants. They learn how to integrate everything else they've learned prior to the competition, how to plan for and launch a new venture, how to work with others, and they have the opportunity to

work directly with and learn from the judges, who are outstanding leaders in their various fields," says **Len Jessup**, former director of the Center for Entrepreneurial Studies. "We expect to continue to see more and more students and community members take advantage of this extraordinary experience."

WSU teams gave a 15 minute presentation followed by an intense 15 minute question and answer session by the judges. The high school and open league teams gave a 15 minute presentation followed by a 20 minute question and feedback session. The panel of 54 judges included members of the business community, entrepreneurs from successfully launched businesses, people currently participating in an innovative business, venture capitalists, angel investors, and bankers. Judges based their evaluations on the quality of the team, concept, written plan, presentation, and whether they would invest in the idea. One winner from each of the WSU student leagues continued to the second day; the high school and open competitions were completed in the first day.

Awards for the competition were as follows:

WSU Undergraduate League

First place honors: G-Force (Brycen Tarr)

WSU Graduate League

First place honors: Ciao Gusto (Christina Baum, Yinlin Chang, Diana Frey, and Ka Po Jamie Law)

Open League

First place honors: Palouse Spirits (Joe Fondahn)

High School League (tie)

First place honors: Torn Scooters (Riley Hughes, Asotin High School)

First place honors: Jawaani (Sana Amin, Alessa Midthyng, and Katijene Stime, Mead High School)

Awards were also given to the following teams for:

Best green or environmentally sustainable plans

Straight Power (Anthony Reale and Travis Scholz)

Airphoria (Donghyeon Gim, Jonathon W. Lucas, Kristine Maines, and Zirui Wang)

Ambient Energy (Craig Murchison, Chris Perish, Casey Schober, and Lyubov Yurgel)

Tribo-Tex (Gary Fielding and Pasha Rudenko)

Best social entrepreneur

WFS International (Erica Bartlett, Desmond Chow, Josh Ryan, and Sarah Sneesby)

WSU Mashavu (Ben Hornsey, Chase Livingston, Shante Martinez, and Andrea Slonecker)

Global Archives (Daniel Antal, Jaennae Kuykendall, and Stephanie Mohr)

Wine by Cougars (Jennifer Frei, Kelsey McBride, and Ryan Ross)

Most passionate entrepreneur

Gaylene Anderson (Solanux)

Christina Baum (Ciao Gusto)

Pasha Rudenko (Tribo-Tex)

Brycen Tarr (G-Force)

Best presenter

Kathryn Esslebach (MELK Inc.)

Ryan Rickenback (Eye Dot LLC)

Brycen Tarr (G-Force)

Kramer Walberg (Badger Braces)

Adam Warr (Marzoot)

Allen Winzler (Cycle Box)

Best Boeing team

SJ3 Consulting (Samantha Damiano, Jeff Doan, J.J. Fairbanks, and Johnathan Slack)

The mission of the Center for Entrepreneurial Studies is, through teaching, scholarly research, and outreach, to enable students, business leaders, managers of governmental agencies, scientists, policy makers, and others to better capitalize on their ideas, inventions, and innovations. The center is aimed not only at helping to assist new venture development but also preparing entrepreneurial leaders and improving commercialization

within existing organizations. For more information about the WSU Business Plan Competition and the Center for Entrepreneurial Studies, visit business.wsu.edu/eis.



WSU Graduate League first place winner "Ciao Gusto" with CB faculty (left to right) Joe Harris, Ka Po Jamie Law, Diana Frey, Christina Baum, Yinlin Chang, and Len Jessup.



WSU Undergraduate League first place winner "G-Force" with CB faculty (left to right) Joe Harris, Brycen Tarr, and Len Jessup.

Snapshots of a Career:

When **Lauren Stromberger** first began her internship with CHS Inc. in early May 2010, she wasn't entirely sure what to expect. She had grown up with an agricultural background, and knew her job would incorporate trading commodities, specifically trading soybeans

with China. She also knew that she would be required to utilize her Mandarin language skills for the position. It had been a goal of hers to fully incorporate her two areas of study from Washington State University, international business and Chinese language and culture. She took the internship with the hope of moving directly into a full-time position, fully immersing herself in the world of international trade.


The world of commodity trading is incredibly dynamic and full of details. Although I had grown up on a farm, and knew much about the American agricultural sector, I learned it was completely different than the daily commodity trade happening all around the globe. I spent the first part of my internship immersing myself in my new work environment—reading articles ranging in subject matter from the basic hedging practices to the impact farm growth has on deforestation in Brazil. Not only was I trying to learn everything I needed to know in English, but I also had to communicate everything in Mandarin. The challenge of studying content in both English and Mandarin was very difficult, but also provided me different perspectives of the content.

A large part of the industry involves execution, logistics, risk management. Some of my first responsibilities included monitoring vessel logistics, reviewing contractual terms, and tracking letters of credit and our customer's pricing progress. Throughout the day, I update several spreadsheets that track shipment and delivery periods, delivery terms, payment methods, vessel name, vessel arrival, berthing, and completion status. Every day these spreadsheets are sent to company headquarters as well as our offices in Brazil, Argentina, and China. I also monitor our flat price position and risk associated with opened letters of credit. I work closely with our various execution desks around the world to ensure all of this information is up to date and correct.

Lauren Stromberger



In my position as a merchandiser trainee, I pay close attention to the markets to learn how to trade commodities in both the paper and futures markets. In order to gain a better understanding of this area, every day I read market wires that discuss weather events, currency exchange rates, global economic policies, and supply and demand charts. I have been involved in trading our domestic paper position several times, which involves a great deal of communication. It was a great experience because our export program relies on domestic procurement, and the ability to learn that process firsthand is invaluable.



I have learned a considerable amount in this position, and truly enjoy my job. Even though I am working full time and finishing my degree part time through WSU Online, I couldn't be more grateful. I have learned more about international trade than I would have ever previously dreamed. I have traveled to China to meet with customers face-to-face, met coworkers from all around the world, and will one day have the opportunity to work in our office in Shanghai. The staff at Washington State University in both the international business and Chinese language and culture programs encouraged me to pursue my passions and find a job that incorporated them. I now have a career that is full of possibilities—I couldn't be more excited!

DR. PATRIYA TANSUHAJ: Creating Global Classrooms

Dr. Patriya Tansuhaj is a marketing professor, international business fellow, and director of the Business in Northern Thailand faculty-led study abroad program in the WSU College of Business. She teaches students about the need to prepare themselves to be effective global managers as well as good global citizens.

In 2002, Dr. Tansuhaj started the first faculty-led program in the College of Business, taking students to Thailand. Over the course of her 26 years at WSU, she has led study abroad trips at least 15 times as well as assisting with student groups to Greece, Vietnam, and Switzerland.

Tansuhaj sees the real value of studying abroad. "Whenever I talk to students about studying abroad I can talk wholeheartedly because I have done it." In high school, Dr. Tansuhaj was an exchange student in Milwaukee, Wisconsin. Later, while attending William Smith College in New York, Dr. Tansuhaj spent a part of her senior year in Paris.

"I benefited so much from international travel," she said. "It really helps prepare individuals to be good global citizens. Living and studying with people from another culture is more rewarding and effective in helping students be prepared for the globalization in the business world than just teaching them about international marketing and business in Pullman. My involvement in promoting and leading study abroad programs is inspired by my own life-changing experiences overseas."

In the faculty-led program to Thailand and in the classroom, Dr. Tansuhaj teaches students about global social responsibility and social entrepreneurship by designing projects for her classes and teaching students what corporations can do to help achieve the "triple bottom line"—profit, people, and helping the planet.

Social responsibility and social entrepreneurship are included in her



Chiang Mai, Thailand. The students also have a "Thai buddy" to help them adapt and experience the Thai culture.

The summer faculty-led Business in Northern Thailand program puts a strong emphasis on community service projects, allowing the students to see the value of becoming fully involved in the local community. Past projects have included planning and implementing activities for rural schools and orphanages, including building a school playground, painting shelters, and sponsoring a lunch and toy collection and distribution.

"Students traveling abroad are Washington State University youth ambassadors. If they're not fully prepared they will misrepresent WSU," she explained. The spring semester before traveling abroad, students in the program agree to an intensive, non-credit language and culture class so they can be prepared to fully immerse themselves with the people and culture.

As a result of "having traveled the world, and seeing how economic development interplays with business strategy and practice, affecting resource use by firms, society, and the earth," Dr. Tansuhaj has chosen to focus her current research on sustainable marketing in the global context.

"My new interest is on sustainable marketing in the global context such as what firms and consumers do to increase sustainability, so that resources will be used effectively

faculty-led program to Thailand. WSU students are teamed with Thai students to design and run their own small business in

and be conserved for future generations." Dr. Tansuhaj focuses on both the strategy side of firms and organizations as well as the behavior of consumers, such as green consumption, product innovation, and green practices. She is collaborating closely with Dr. Babu John Mariadoss from the Department of Marketing and doctoral students to generate high quality research with relevant managerial implications.

"I am interested in how the marketing function can help firms reduce cost, minimize environmental problems, promote environmental advocacy among consumers, offer environmentally friendly products, and encourage reusing and recycling the product that they have already consumed, among others," she explained.

"After having devoted my career to WSU for 26 years, I often ponder over how we can better prepare our students to be ready in the intense world at the global level," she said. Her faculty-led international education and research will help her to continue to teach Washington State University students about global social responsibility, and, most importantly, how to help make America and the world a better place for future generations.

During spring semester 2012, Dr. Tansuhaj will travel to Chiang Mai, Thailand, to conduct marketing research at WSU's sister school, Chiang Mai University. This is possible as a result of a university sponsored grant.

"Given globalization, the world has become so small," she said. "I am pleased to be part of helping the College of Business move forward professionally in a direction that prepares our students to be ready as effective global managers and good global citizens."

JANEL LANG: From College to Career

When **Janel Lang** heard that the College of Business was going to build a professional development center, she knew that she wanted to be a part of it. At the time, she was the director of placement and recruiting for the College of Business, but with her educational background and work experience, she felt this new venture would be a perfect fit. Lang said, "I remember hearing about the plans to build the **Scott and Linda Carson Center for Professional Development** and I thought that would be my dream job—I'd love to lead that center!"

Fortunately for Lang, she held all of the credentials the administration was looking for. Her undergraduate degree was in applied psychology and she held a master's degree in career and life planning from California State University, Chico. Although Lang jokes with her students and promises that she won't try to "plan their life," she does take career planning very seriously.

In addition to her education, Lang has an extensive background in career development. She started her career in the employment field by working for a temporary placement agency in Seattle. Then, while obtaining her master's degree, she worked at the Butte Community College Career Center. After completing the program, she worked as a job developer and then was promoted to supervisor for the Dislocated Worker's Program at the Job Training Center in Red Bluff, California, where the goal was to retrain and employ dislocated mill workers.

In 1995, Janel moved back to Pullman, the town where she grew up, and led a welfare-to-work program in Clarkston. However, it didn't take long before she set her sights on working at Washington State University, first in the Admissions Office as an admissions counselor, and then as the supervisor for the Telecounseling Center. In 1999, Lang moved to the College of



Business, originally as a development coordinator and then as the director of recruitment and retention.

In 2005, Lang was named

the director of the Scott and Linda Carson Center. Lang said, "Building the Carson Center has been a highlight of my career. It was extremely exciting to help design a space that would assist students with their professional and career development. It was so important to Scott and Linda Carson, and their entire family, to have a place that could help students gain the skills and knowledge necessary to successfully transition from college to career. The Carsons believed in our students and wanted to be sure they were as marketable and competitive as they could be, so they were prepared to go out into the real world and land the job."

Lang feels very strongly that the skills taught through the Carson Center will benefit students throughout their lifetime. "Understanding the importance of a professional image, learning job search strategies, following proper business etiquette, and knowing the power of networking are key components to a successful future," Lang said.

Lang loves to work with college students. "I am inspired every day with their intelligence, drive, and passion. We in the Carson Center and the College of Business know that they are our future and we feel blessed to have an opportunity to both teach and learn from them."

STUDENT CLUBS

Being involved in clubs and organizations is a great way for students to enhance their college experience and expand their education by learning new things outside the classroom and networking with other students and business professionals. The Carson Center encourages students to get involved and engaged with business clubs. The center also provides a place for the clubs and organizations to meet. In addition, the Business Club Council (BCC), which is an organization comprised of all business club presidents, is organized through the Carson Center. The purpose of the BCC is to further develop the leadership and professional development skills of the presidents and their club members, build camaraderie among clubs, and enhance the experience of students within the College of Business.

Business club members participate in a variety of activities, including professional development workshops and conferences, business case competitions, company visits, and an etiquette dinner.

This year BCC gave two inaugural awards. The Advisor of the Year was awarded to Beta Alpha Psi faculty advisor **Nori Pearson** and the President of the Year was awarded to **Zackary Castle**, president of the National Society of Minorities in Hospitality.

For a list of all business clubs and contact information, visit business.wsu.edu/Students/Pages/clubs.aspx.



TO GIVE TO GROW

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Gina Meyers Receives Leadership Award from WSU College of Business

Gina Meyers, senior director of accounting for Impinj Inc., was recognized as the 2010 recipient of the Dean's Leadership Award for her dedication to and advocacy for the WSU College of Business over the years. The award was given during the college's second annual Dean's Leadership Celebration on November 22.

The event took place at the Fairmont Olympic in Seattle and raised over \$155,000 for the Dean's Excellence Fund. In spite of challenging weather, the event was well attended by friends of the college including several prominent business leaders and corporate executives from the Pacific Northwest. Through the Dean's Excellence Fund, proceeds from the event will be used to support the highest priorities of the college.

"Gina Meyers has always been a dedicated alumna of the college and

has truly earned this year's Dean's Leadership Award. Her time, energy, and generosity consistently help the college and university succeed in our collective goals," said Dean Eric Spangenberg. "I was also pleased with the evident support for the college at our second Dean's Leadership Celebration. We have started a great tradition for the College of Business, and I look forward to annually celebrating in this way."

Meyers, a 1985 accounting graduate from the College of Business, is a strong supporter of the Beta Alpha Psi chapter (a national scholastic and professional organization for future financial information professionals), was the driving force behind the Beta Alpha Psi endowment, and is an active member of the CB's National Board of Advisors.

When she served as WSU Alumni Association President, Meyers led the effort to approve and implement



Kim Doyel for Team Photogenic NW Inc. © 2010

Dan Meyers (Gina's brother), senior vice president of design and construction for Kemper Development Corporation and Gina Meyers, senior director of accounting for Impinj Inc.

new association bylaws, helping the alumni association better serve WSU. She also serves on the WSU Foundation Board of Governors and the Celebration of Washington Wine event planning committee.

To register for the 2011 Dean's Leadership Celebration visit business.wsu.edu/events.

Pioneer in Global Asset Management Receives Highest Alumni Award

Nationally recognized investment management authority **Gary P. Brinson**, CFA, received the 2010 Regents' Distinguished Alumnus Award.

"Although Gary Brinson's success as a money manager contributed to his fame, he is most renowned for his intellectual contributions to the investing world," said Eric Spangenberg, dean of the WSU College of Business. "He developed the field of international investing by questioning the belief that international investing was 'too risky.'"

Brinson also received the CFA Institute's highest honor, the Award for Professional Excellence.

The son of a bus driver and a sales clerk, Brinson worked as a portfolio manager for an East Coast insurance company after graduat-

ing from WSU with an MBA. He recognized the potential of international markets and moved to a Chicago bank to start a fund focused on global asset allocation.

Eventually, he and his colleagues formed Brinson Partners, which managed more than \$36 billion in assets by 1994. After Brinson Partners was purchased by Swiss Bank and merged with the Union Bank of Switzerland, Brinson managed a record \$1 trillion in investments.

Brinson is the president of GP Brinson Investments (a private investment company) and of the



Brinson Foundation, a philanthropic organization that provides grants in education, science, and public health. He is an advisor for *Financial Analysts Journal* and the CFA Institute. In April 2008, Brinson was inducted as a lifetime member of the Horatio Alger Association of Distinguished Americans.

"It is impossible to estimate Brinson's impact," said Spangenberg. "One can argue, however, that the internationalization of investments affects millions of lives as it encourages international capital flows. I can think of no one who better meets the criteria of making a significant contribution to society while exemplifying the value of a Washington State University education."

Danny Navarro: The Jou

By Alyssa King, '11 B.A. Communication

Danny Navarro ('10 Management and Operations) experienced an inside look at Google by watching a workplace culture video during his junior year at Washington State University. Instantly he had a goal.

"I knew Google was doing incredible things, and I was automatically sold as soon as I saw it. Getting an internship at Google became my new goal," said Navarro. He shared his excitement and new goal with friends, family, and coworkers, but everyone reminded him of the competitive process. That never scared or slowed down Navarro—he was up for the challenge.

However, his dream to get an internship at Google shattered when he was rejected after four rounds of interviews. "I took it personally, because when you set a goal and don't achieve it, you feel 'you're not good enough to join their team,'" said Navarro. Even so, his tenacity to achieve his goal grew stronger.

Navarro spent the next few semesters "cramming the books," getting more involved with groups on campus, and utilizing resources at WSU to help him succeed. He wanted to build upon his experiences and accomplishments to better market himself to Google. "About every month, I would email the internship recruiters (at Google) with academic and experience updates; anything to keep my name in front of them," he explained.

In August of his senior year, before leaving to study abroad in Spain, Navarro was called by

recruiters and encouraged to apply for a full-time position. Navarro had scored well on his previous interviews, and as a result of his persistent email updates all of the recruiters knew who he was. After a few phone interviews, including one while he was abroad, Navarro was flown from Spain to California to continue the hiring process.

Now, only one year out of college, Navarro is responsible with three other team members for generating \$50 million in annual revenue in technology advertising.

It took almost a year for Navarro to land a job at Google, but his determination ultimately paid off. "If you successfully create a brand for yourself, develop relationships with recruiters, and more importantly, show that you want it more than your competition, recruiters will take notice," said Navarro.

While attending WSU, Navarro was involved in the Future Cougars of Color program, the Boeing Scholars Program, and the Management and Operations Club. He competed in the Business Plan Competition, funded by Boeing, focusing on aerospace sustainability, which won him an "environmental green business plan award." He also started a small business with a friend specializing in sports nutrition and was an ambassador for the Carson Center for Professional Development in the College of Business.

In addition, he landed some impressive internships including a supply chain internship for a nuclear company in the



ourney from Pullman to Google™



Tri-Cities during his freshman year, an aerospace defense internship his sophomore year, and a commercial aerospace internship his junior year, both at Boeing in Seattle.

At WSU, Navarro learned “to celebrate all of your accomplishments” and he brought the energy he gained at WSU to Google to keep his team excited and maintain high morale, even when things may not be going smoothly. Navarro also discovered the power of networking and building relationships with everyone in the community. “WSU did a really good job of providing many resources,” he said. “They have people who are dedicated to helping you out.”

Navarro advises students to “start early” when looking for a job. “It doesn’t hurt to start networking your freshman year. Begin emailing companies or setting up informational interviews your sophomore year, with companies you would like to join and for jobs you would like to learn more about.” He also encourages graduates to “use the WSU network.” Cougar pride is strong and alumni networks continue to grow, which can be utilized to introduce you to the right people and groups.

Navarro is helping to pay it forward as a Cougar alumnus by answering student questions about graduation, internships, or full-time jobs and helping recruit WSU students to Google. Navarro is also helping with the Frank Fellows program, a tech-driven entrepre-

neurship program for business and engineering students, by hosting students at Google during the week-long program. In addition to the Frank Fellows program, Navarro is working toward getting Google to fund university research grants, and is featured in a YouTube video promoting the WSU Future Cougars of Colors program.

Working at Google, Navarro has gained personal confidence and is slowly learning more about his personal interests. “Now I’m starting to realize that I love the technology industry,” he said.

Navarro continues to set goals for himself; in five years, Navarro hopes to attend graduate school for his MBA and, ten years out, hopes to start his own company. “The idea of starting my own company is intriguing, and this area is very encouraging and conducive for doing it—Google, Facebook, and Microsoft are all located right next to each other,” he said. “It’s fascinating to think these companies are run by guys who had a great idea in their garage or dorm room one day.”

Overall, Navarro’s life ambition is to make changes to the world’s resource inequality in areas such as education, healthcare, or the economy. If you were to “Google” Navarro in the future, he would love it to say, “Danny Navarro—That guy helped change the world.”



Business Pro Entrepreneur

By Hope Belli Tinney, *WSU Today*

If it takes a village to raise a child, how many people does it take to raise a village?

Whatever the number, **Dr. Jane Cote** is one of them. The assistant vice chancellor for academic affairs at WSU Vancouver, Cote helped raise money to build eight new homes in central Africa. Then, using her expertise as a faculty member in business, she conducted workshops to help those new homeowners develop a plan for a sustainable future.

Now she is working to raise awareness about the myriad benefits of micro-lending programs. "There are very small things we can do that make a big difference in people's lives," Cote said.

In July, Cote and her friend **Nancy Macklin**, who spearheaded local fundraising efforts, traveled to Pemba, a town of 4,000 in southern Zambia, to help celebrate the culmination of two years of work—time spent securing the land, raising money, selecting families, and building the homes.

The village Cote helped build, Munzi Wesu (Our Village), is the second of two villages organized by the Union of Presentation Sisters of the Blessed Virgin Mary, a Catholic order based in Ireland committed to social justice issues. Cote heard about the project through a family friend, she said, and became more involved after meeting with **Sister Mary Lucey**, who was in the United States raising funds for the project.

Cote said she and Macklin were excited to discover that \$4,000 could build one home, and they

began planning charity events in the Portland-Vancouver area that eventually netted \$30,000.

"Jane Cote and friends have been an enormous help in building this last village," wrote Lucey in an email from Zambia. "These eight very poor families can now live with dignity and raise their children with enough food to eat. They have clean water, their health

Residents of the new villages were selected based on their commitment to achieving self-sufficiency, Cote said. They earned their homes through sweat equity, similar to Habitat for Humanity projects.

Cote, who teaches cost accounting at WSU Vancouver, conducted two workshops on business fundamentals while in Pemba. She talked with residents about the same



has improved and their children go to school."

Each new village consists of eight simple homes arranged around a central water pump, with ample room for market gardens and farm animals. The homes have neither electricity nor plumbing, she said, but they do provide their occupants with a sense of security and hope for the future.

kinds of things she discusses with any would-be entrepreneur—who are your customers, where will your materials come from, how will you deliver your product to your customers, what are your costs, and what will your customers pay?

In April, another Vancouver resident, **Patrical Lundstrom**, traveled to Pemba to teach the women to sew, bringing materials and patterns with her. Already,

Professor Launches Projects in Africa

Cote said, eight women from the villages have started the Mumuni Sewing Cooperative and are selling wine bags and purses.

The craftsmanship is excellent, Cote said, but she'd like to help the women develop local markets so they are not dependent on buyers overseas who find them through word-of-mouth or online.

Cote has worked overseas before, visiting the National Economics University of Hanoi several times for the WSU College of Business and working in Vietnam and Singapore. This is the first international project she has initiated on her own. At this point WSU has no institutional link to Munzi Wesu or its sister village, but Cote sees possibilities.

Lucey is appreciative of what Cote has already done, but says the need is ongoing. "We try to enable people to help themselves rather than give continuous hand outs," she wrote, "but all the time we need funds for supporting projects, for small loans and for emergencies."

In addition, she said, families often need help paying for school fees, transportation costs, or uniforms. (Speaking of which, if you look closely, you'll see that the uniform of the day at the Munzi Wesu celebration was T-shirts from WSU Vancouver.)



"People in Zambia love being together and they love uniforms, so the T-shirts were a wonderful gift," Lucey said. Wearing them reinforced the community model of equality and unity.

"These people will never be able to write their thoughts and their thanks, but hopefully their children will," wrote Lucey. "I, on their behalf, say thanks—we are the voice of the voiceless."

Please contact Jane Cote at janecote@vancouver.wsu.edu to learn more about the journey to build these two villages and how you might contribute to the villages through a micro lending program to spur new entrepreneurship or a scholarship program for the children of Pemba.

To view and order cloth wine-bottle bags made by the African women's cooperative, go to tinyurl.com/zambawinebags. You can also order by emailing mumuni.zambia@gmail.com.



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College of Business Ph.D. Graduates

Winter 2010

Hongyan Fang

B.A., Zhejiang University
M.S., Shanghai Institute of Foreign Trade
Thesis: Equity-Based Compensation and Insider Trading.
Major Advisor: David A. Whidbee

Jian Huang

B.Econ., Wuhan University
M.S., University of Idaho
Thesis: Two Essays on Institutional Investors.
Major Advisor: Richard W. Sias

Darin Alan Ladd

B.S., United States Air Force Academy
M.S., Air Force Institute of Technology
Thesis: Does Lack of Fit Between a DSS Configuration and a Decision Task Reduce Decision Quality? An Investigation of "High Velocity" Strategic Decision-Making.
Major Advisor: Joseph S. Valacich

Li Tan

B.S., M.S., Beijing University of Technology
Thesis: Asymptotic Study of the Change-Point MLE Under Contiguous Change and Its Applications.
Major Advisor: Stergios B. Fotopoulos

Pailin Trongmateerut

B.Acctg., M.S., Chulalongkorn University
Thesis: The Impact of Assessment Procedures and Need for Cognition on Fraud Risk Assessments.
Major Advisor: John T. Sweeney

Dandan Wu

B.Econ., Beijing University of Aeronautics and Astronautics
Thesis: Essays of Stock Return Volatility in Bank Holding Company and Trading by Company Insiders in Institutional Investors.
Major Advisor: David A. Whidbee

YanJun Yu

B.A., Zhengzhou University
M.S., California State University, Monterey Bay
Thesis: Why Am I on This Plane to China?
An Investigation of Communication Issues in Global Software Development Organizations.
Major Advisor: Joseph S. Valacich

Chengping Zhang

B.S., Changchun Institute of Optics and Fine Mechanics
M.E., Beijing Institute of Technology
M.S., Washington State University
Thesis: Applications of Regime Switching and Structural Break Models in Financial Economics.
Major Advisors: H.J. Turtle and Richard W. Sias

Spring 2011

Avimanyu Datta

B.Sc., University of London
M.S., Hawaii Pacific University
Thesis: Essays on Technological Innovations: Commercialization and Radicalness.
Major Advisor: Len Jessup

Heather Knewtson

B.A., Roosevelt University
M.A., Washington State University
Thesis: Executive Roles and Insider Trading.
Major Advisor: John R. Nofsinger

Casey Joseph McNellis

B.A., M.A., Gonzaga University
Thesis: The Impact of Inconsistent Evidence Documentation on Third-Party Perceptions of Audit Quality and Judgments of Auditor Liability: An Examination of the Effectiveness of AS3 Documentation Expectations in Audit Litigation.
Major Advisor: John T. Sweeney

Blerina Reca

B.S., University of Tirana
M.S., University of Idaho
Thesis: Institutional Investor Trading Behavior.
Major Advisor: Richard Sias

Monte J. Shaffer

B.A., M.B.A., Brigham Young University
Thesis: Entrepreneurial Innovation: Patent Rank and Marketing Science.
Major Advisor: U.N. Umesh

Qian Song

B.S., M.S., Qingdao University
Thesis: Does Decision Support System Presentation Affect Risk of Material Misstatement Assessment?
Major Advisor: Siew H. Chan

Alumna *Georgina Tucker* Celebrates 100th Birthday



When WSU first began offering hospitality courses in what is now the School of Hospitality Business Management nearly 80 years ago, one of the first students was **Georgina Tucker**. On January 14, 2011, Tucker celebrated her 100th birthday at her home in Palo Alto, California, while those who have been impacted by her career celebrated her contributions to the hospitality industry.

"Georgina Tucker is truly a pioneer in the hospitality industry—she went to college and studied in a field that wasn't traditionally studied by women when she graduated in 1933, she worked outside the home, and made a name for herself in a male-dominated industry. Her influence

and rise to the executive ranks with Western Hotels Inc. (Westin Hotels and Resorts), speaks volumes to her character, her talent, and her ambition," says **Nancy Swanger**, director of the WSU School of Hospitality Business Management.

To honor Tucker's 95th birthday in 2006, **Harry Mullikin** ('51 Liberal Arts), retired chair and CEO of Westin Hotels and former chair of WSU's Board of Trustees, and his wife **Judi**, decided to recognize Tucker with a gift establishing the Georgina P. Tucker Hospitality Scholarship for Women to recognize and commemorate her outstanding contributions and leadership in the hospitality industry.

The scholarship has since impacted the lives of five WSU women as

they work toward their own careers in the hospitality industry. "The young women today who benefit from the Georgina Tucker hospitality scholarship fund have an added advantage in their careers because of the early path Georgina paved," says Swanger.

That's what this scholarship is all about—encouraging more young women to pursue management positions in the hospitality industry, just as Georgina Tucker did.

For more information about, or to contribute to, the Georgina P. Tucker Hospitality Scholarship for Women, please contact **Justin R. Marquart**, senior director of development and college relations, at 206-448-1330 or marquart@wsu.edu.

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There has never been a better time to join the WSU Alumni Association (WSUAA). With a ten-fold increase in the array of WSUAA benefits, members enjoy taking advantage of:

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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
- No membership fee when joining the *Wine-By-Cougars* wine club
- Discounted rates to play Palouse Ridge Golf Club
- The Alaska Airlines Cougar Visa Signature Card
- Access to WSUAA *Career Support Services*
- Unique offers from Dell, Office Depot, Overstock.com, HP, Costco, T-Mobile, and many others
- Our members-only online store, *100% Pure Cougar*
- And more...

When you join, you instantly help fuel WSUAA programs and services that support alumni, students, and the University. In addition, you enable the WSUAA to contribute to an even stronger WSU.

Joining the WSUAA is easy and affordable. Call or join online today. We all know that Cougars are capable of doing extraordinary things and, in true Cougar fashion, you can support the WSUAA's efforts to help WSU soar.

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- WSU Athletics Director Bill Moos.

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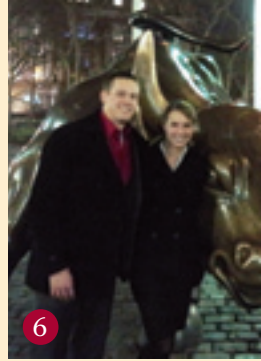
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- 1 **Fall Power Breakfast, Seattle**
September 17, 2010, The Westin Seattle Hotel, Seattle. Featured speaker **Joni Earl '75**, CEO of Sound Transit.
- 2 **Burtenshaw Lecture**
April 20, 2011, CUB Auditorium, Pullman. Hosted by the School of Hospitality Business Management. Featured speaker **Joe Fugere '84**, owner and operator of Tutta Bella Neapolitan Pizzeria, encourages students to "Do What You Love." Pictured with **Nancy Swanger**, SHBM director.
- 3 **Golden Grad Reunion**
April 27, 2011, Marriott Hospitality Teaching Center, Pullman.
- 4 **WSU Business Law and Ethics Symposium**
November 11–12, 2010, Lewis Alumni Centre, Pullman. Local professors, justices, and lawyers spoke to MBA students about the importance of ethics in making critical business decisions.
- 5 **National Board of Advisors Spring Meeting**
April 22, Todd Hall, Pullman. NBoA board members came to Pullman to work with the College of Business on strategic priorities. Pictured are **Mark Hansen '84**, **Chris Burdett '93**, **Brian McGinnis '77**, and Associate Dean **David Sprott**.
- 6 **Cougs on Wall Street**
March 2011, New York City. Finance students visit the Big Apple.
- 7 **Celebrate WSU**
April 15, 2011, Cedarbrook Lodge, Seattle. Donors and friends of the College of Business and College of Liberal Arts joined together for a wine-paired dinner prepared by the School of Hospitality Business Management. Pictured are **Associate Dean David Sprott**, **Carolyn Wolfe**, **NBoA Chair Bob Wolfe '78**, and **Robert Williams '79**.
- 8 **Hospitality Advisory Board Dinner**
April 21, 2011, Marriott Hospitality Teaching Center, Pullman. **Dean Eric Spangenberg** and **SHBM Executive Chef Jamie Callison** addressed members of the School of Hospitality Business Management Advisory Board during their dinner celebration.
- 9 **Business Plan Competition**
April 22–23, 2011, hosted by the Center for Entrepreneurial Studies. Students and community members continued to excel.
- 10 **Dean's Leadership Celebration**
November 22, 2010, The Fairmont Olympic Hotel, Seattle. This year's honor was awarded to **Gina Meyers '85** for her continued dedication and devotion to the College of Business. (See page 27 for details.) Pictured are **Rueben Mayes '92**, **Marie Mayes '87**, **Judy Spangenberg '83**, and **WSU College of Business Dean Eric Spangenberg**.
- 11 **The Board Legacy Celebration**
Chris Burdett '93, SHBM Advisory Board chair and senior vice president of investment properties with CB Richard Ellis, and **George Schweitzer**, SHBM Advisory Board member and executive vice president and chief operating officer of Red Lion Hotels.

Q&A NBoA

Bob Wolfe ('78 Finance), chair of the college's National Board of Advisors, is an entrepreneur, financier, and business leader. After a successful 20-year career in banking and international finance, he returned to the Pacific Northwest to raise his family and grow small businesses. For the past 14 years, Bob has focused on the incubation, expansion, and funding of unique businesses with outstanding people. His dedication to and enthusiasm for the WSU College of Business will help ensure that future graduates are competitors in the global business marketplace.

How did your WSU education prepare you for a successful career in business?

Several ways—first, I received a strong foundation in core business concepts and mechanics (accounting, finance, operations, marketing, etc.). Second, the program at the College of Business pushed me to look deeper into areas where I had particular interest (in my case financial markets and real estate). Third, it helped me to be successful in my graduate studies, which was important for career advancement. And finally, I have a strong and growing network of Cougar business people who provide valuable insights into new opportunities and have helped me develop key business relationships.

How has the college experience changed for today's student since the days you attended WSU?

In some ways things are similar and other ways quite different. It is still very important to work hard and succeed academically. Also, it can still be very beneficial to be involved in student activities and organizations. Today there is a much greater emphasis on internships and international experience. Students also need to have strong mastery of technology, including social networks, spreadsheets, PowerPoint, research, and databases.



A priority of the WSU College of Business is to prepare our students to become versatile global business leaders. How can this be accomplished given the university's limited resources in state funding?

There are a number of ways to obtain a global view. First, study a foreign language and learn about foreign cultures. Second, spend time with some of the international students on campus. There are also a number of outstanding professors with international backgrounds who are great resources. Students can apply for specific financial assistance for studying in overseas programs. Also, planning ahead can help students participate in international programs without extending their graduation and keep the cost down.

Over the years, you have traveled with the college's faculty and students to the WSU centers in Brig, Switzerland, and Chengdu, China. By increasing the college's and university's presence around the world, what additional benefits will be provided to our students in Pullman?

The "presence" is not based solely on a physical location or financial arrangement. WSU as an institution, and a number of faculty members, have deep relationships with outstanding programs in other countries. Recently, these relationships have been expanded to increase course offerings and provide a very meaningful experience abroad. The ultimate measure of the success of international programs will be the

quality of job opportunities for WSU students. It is clear that the world is more connected today and that international experience is becoming a requirement for many potential employers. In any case, students who have participated in international programs have a broader view of the world and other cultures.

How do you plan to use your position as incoming chair of the National Board of Advisors to benefit the faculty, staff, students, and programs of the College of Business?

I am planning to leverage the work of the dean and his faculty in their strategic planning for the college. It is important to map the significant goals of each departmental board with the goals of the college and the university. My plan is to provide a systematic framework that creates an overlay with application to individual board members and departmental boards. The result should be to create measurable goals with a positive impact on the mission of the College of Business, as well as its faculty, students, and alumni.

In today's marketplace, what advice would you give to graduates to help them remain competitive among their peers?

Set clear goals, work hard, and never, ever give up. There has been a huge shift in the economy and the challenge of finding a good job is as tough as ever. In my conversations with graduating students, I stress that opportunities exist, but preparation is key.

Who is your role model in business and why?

There are a number of people who have had a strong impact on my business outlook. Many of the people that influence me have careers in finance and investing. In earlier days, I was impressed with the success of Peter Lynch at Fidelity. I have also been a believer in many of Warren Buffet's long term investing principles (including the importance of simplicity and cash flow). Finally, Bob Rubin of Goldman Sachs (and former treasury secretary) had a strong impact on my view of taking and measuring risk.

What forms the core of your life and what does it mean to be a Cougar?

My father told me a very long time ago: "If it were easy, everyone would be doing it." This has been a basis of my life and work ethic. To me, being a Cougar is about inclusion. It's a club that anyone can join, but all who belong realize just how special it is.

NBoA Roster, 2011–12

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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Q&A



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 rela-

tions, annual giving, special events, marketing, and public relations 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!

What are the biggest fundraising challenges you face today?

There is a lot of competition out there capturing people's attention. The great thing is that WSU is such a special place with passionate alumni. We tend to hold a special place in the hearts of our alumni. Our alumni participation rate for giving is one of the highest in the country.

What are the college's fundraising priorities?

Helping to provide access to education for our students via scholarships, fellowships, and assistantships—not only for study here in Pullman, but also in support of our university-leading international exchange programs in the College of Business. In today's marketplace, students need a global perspective and they cannot get this by solely reading from a textbook or listening to a professor in a classroom—they must go out and see it for themselves. We are also prioritizing our fundraising to give **Dean Eric Spangenberg** the resources he needs to recruit and retain world-class faculty for teaching in the classroom as well as research in their field. By giving to the Dean's Excellence Fund or directly to a professorship, chair, or fellowship, our donors can directly help those priorities.

How can someone get started with their philanthropic giving when they don't have thousands of dollars available?

There are many ways for our alumni to give back and they don't all involve writing a big check! It could involve donation of time, talents, or treasure, and everyone has different amounts of each. One thing to remember is there is power in numbers. We have thousands of proud alumni out there and if everyone could give \$5 or \$10 or \$20 each year it would certainly move the needle in our campaign—participation makes a difference. Another way many folks give back is by helping to open the door to their company or foundation giving or via a matching gift program.

Are there other meaningful ways to give back to the college?

Absolutely! Help open doors for our students in your company with internships or recruiting. Come back to speak in a class. Offer to mentor students through our Carson Center for Professional Development by giving résumé critiques or mock interviews. Help our students shine because we all remember what it felt like to be in their shoes. Attend our events on the west side such as the Power Breakfast this October or our Dean's Leadership Celebration.



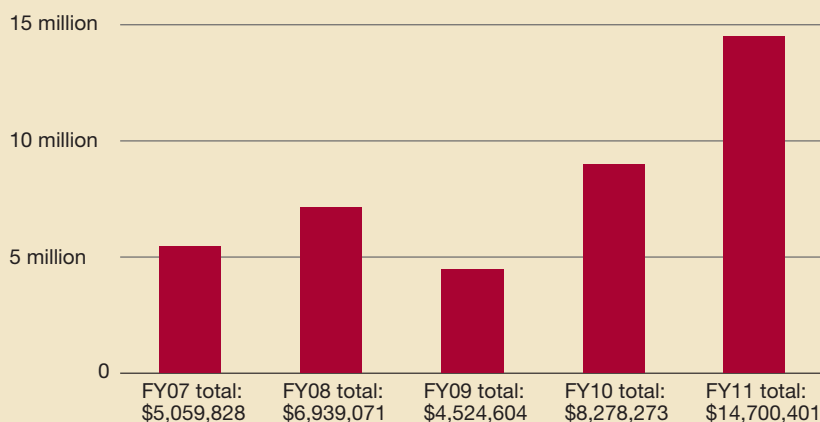
I've just graduated; how can I stay connected with the College of Business?

Make sure you reach out to **Janel Lang** in the Carson Center (janel@wsu.edu) and let her know what you are doing. It helps us to know where our graduates are going and it allows us to keep in contact with you.

What does being a Cougar mean to you?

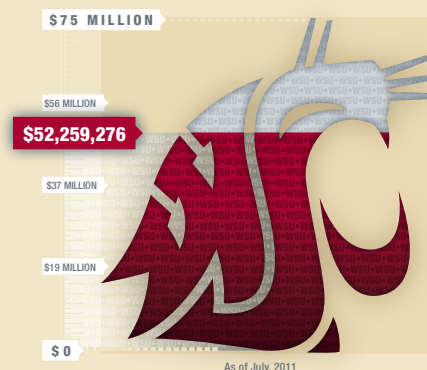
In a nutshell, it is something special. There is a sense of pride in WSU that you do not get at other places. Cougs work hard and lift each other up whether on the field, in the workplace, or in the community. My college baseball coach, the legendary **Bobo Brayton**, always reminded us how special it was to put on that uniform and how much more we would appreciate this "fraternity" of Cougs after we graduated and started our careers. My favorite quote from him is "Once a Cougar, ALWAYS a Cougar!"—and it's true.

College of Business Gifts, Grants, and Pledges



CAMPAIGN UPDATE

Campaign goal: \$75 million by 2015.



The Washington State University College of Business hosts several featured events throughout the year. Become a sponsor and promote your business at a premiere event that attracts top business and community leaders from throughout the state of Washington, while also supporting the education of our industry's future leaders. Many sponsorship opportunities are available:

POWER BREAKFAST

Since 2004, the WSU College of Business Power Breakfast series has provided CB alumni and Washington business leaders the opportunity to engage with prominent executives around topics of corporate leadership, entrepreneurship, and innovation. The Power Breakfast series is presented annually in **Seattle**.

Table Sponsor (\$500)

- Table (seats 8-10) with preferred seating
- Recognition in event program and table signage

Silver Sponsor (\$1,500)

- All table sponsor benefits noted above
- Recognition in advance publicity and communication materials, event program, and table signage
- Company logo displayed at event

Crimson Sponsor (\$2,500)

- All table and silver sponsor benefits noted above
- One seat at the head table for company representative
- President's Associate gift credit
- 1/4 page ad in the College of Business *Dividend Magazine*

DEAN'S LEADERSHIP CELEBRATION

The Dean's Leadership Celebration is a signature event to acknowledge and celebrate faculty excellence, volunteer leadership, and student impact. This recognition celebration began in 2009 and provides a world-class event to prominent business executives and volunteer leaders in the Puget Sound community. The event is presented annually in **Seattle**.

Silver Sponsor (\$2,500)

- Table (seats 8-10) with preferred seating
- Recognition in advance publicity and communication materials, event program, and table signage
- President's Associate gift credit

Crimson Sponsor (\$5,000)

- All silver sponsor benefits noted above
- Company logo displayed in advance publications and at event
- Special naming opportunities for auction segments
- 1/4 page ad in the College of Business *Dividend Magazine*

BUSINESS PLAN COMPETITION

The Business Plan Competition provides a year-round forum where our students and alumni can develop and test their business vision and plans. Students and alumni form teams, develop their business ideas, and compete for cash prizes. The competition, located in **Pullman**, provides a network of resources for mentorship, team creation, education, networking, and new venture financing for these aspiring entrepreneurs.

For more information please contact Lael Gatewood at 509-335-5319 or gatewood@wsu.edu.

COUGAR GOLF TOURNAMENT SERIES

The Cougar Golf Tournaments are a signature event series to bring awareness and updates to the friends and alumni of the **Seattle** and **Vancouver** areas. Participants can enjoy a fun round of golf, compete for prizes, and learn more about the College of Business.

Hole Sponsor (\$250)

- Hole signage on the course
- Recognition in event program

Silver Sponsor (\$1,500)

- All hole sponsor benefits noted above
- Golf and dinner registration for two
- Recognition in advance publicity and communication materials
- Company logo displayed in the event program

Crimson Sponsor (\$2,500)

- All hole and silver sponsor benefits noted above
- Prominent hole signage on the course and club house
- President's Associate gift credit
- 1/4 page ad in the College of Business *Dividend Magazine*

For more information on sponsoring events, please contact Linda Infranco at 509-335-7853 or infranco@wsu.edu.

Thank you to our 2010–11 event sponsors!

Bargreen Ellingson
Catalyst Storage
Gordon Brothers Winery
Kim's Embroidery
McCord's Vancouver Toyota
Merry Cellars
Nike
Phillips Real Estate
Scott and Linda Carson
Silver Creek Capital

Slalom Consulting
Starbucks
The Boeing Company
The Red Lion Hotels
Two Degrees
Resources Global
Widmer Brothers Brewing Co.
Wine-by-Cougars
WSU Alumni Association

COLLEGE OF BUSINESS Calendar of Events 2011–2012

September 2011

- 2 Meet the Firms Event by CB Department of Accounting, CUB Ballroom, Pullman
- 3 Bowling with the Firms by CB Department of Accounting, Zeppoz Family Fun Center, Pullman
- 7 College of Business Student Welcome, Todd Hall First Floor, Pullman



October 2011

- 3 Career Network Night, hosted by the Carson Center, 6:00–8:00 p.m., CUB Senior Ballroom, Pullman
- 21 WSU College of Business Power Breakfast, featuring **Phyllis J. Campbell**, chairman, Pacific Northwest, JPMorgan Chase. “Get Ready: A Perspective on the Economy, Banking, and Careers,” 7:30 a.m., Grand Hyatt, Seattle



November 2011

- 4–5 WSU Business Law and Ethics Symposium, “Business and the Bill of Rights: The 220th Anniversary of the Bill of Rights’ Ratification,” Pullman
- 11 Fifth Annual Brewfest 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
- 21 NBoA Meeting, Fairmont Olympic Hotel, Seattle
- 21 Third Annual College of Business Dean’s Leadership Celebration, 5:30 p.m., Fairmont Olympic Hotel, Seattle



December 2011

- 10 Fall Commencement

February 2012

- 6 Career Network Night, hosted by the Carson Center, 6:00–8:00 p.m., CUB Senior Ballroom, Pullman
- 28 School of Hospitality Business Management Career Night, 4:00–7:00 p.m., CUB Ballroom, Pullman



March 2012

Maughmer Lecture, Pullman

April 2012

- 14 28th Annual Winefest 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
- TBD Burtenshaw Lecture, hosted by the School of Hospitality Business Management, Pullman
- TBD NBoA Activities, Pullman
- TBD Beta Alpha Psi Banquet, Pullman



May 2012

- 5 Spring Commencement



Summer 2012

- TBD Board Legacy Celebration, hosted by the Advisory Board of the School of Hospitality Business Management

For more information about College of Business events, please contact business@wsu.edu or 509-335-3596.

Join us as we advance our mission:

Transforming the lives of students while
positively impacting the business and
academic communities of Washington state,
the region, and the world.

Your gifts have an immediate impact on the lives of today's
students and tomorrow's business leaders, enabling the
College of Business to support student success, faculty
excellence, premiere programs, and world-class facilities.

Make your gift online today at
business.wsu.edu/give

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