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Interim Dean: David Whidbee
Senior Associate Dean:
David Sprott
Associate Dean:
John Cullen
Graduate Programs
Interim Associate Dean:
Nancy Swanger
Undergraduate Programs
Assistant Dean:
Cheryl Oliver
Online and Graduate Programs

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Executive writer and editor:

Sue McMurray

Contributing writers:

Andrea Baseler-Verner, Linda Infranco,

Jennifer Naughton, Emily Smudde

Photography: Shelly Hanks, Bob Hubner,

Jessica Murray, Team Photogenic

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changes of address, should be
sent to the editor at
sue.mcmurray@wsu.edu.
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A Message from the Interim Dean



Dear Friends,

It has certainly been an eventful year. Please join me in expressing appreciation to outgoing Dean Eric Spangenberg for his leadership of the college over the last nine years. He will be greatly missed professionally and, for a great number of us, personally. Fortunately, he leaves the college in good health and with great momentum.

I am humbled and honored to be asked to serve as interim dean. I am also excited about the college's future and look forward to working with our faculty, staff, students, alumni, and friends to advance our existing programs and initiatives while exploring new opportunities to maintain the college's leadership position in on-campus and online business education.

Though I have had the pleasure of getting to know many of you over my 17 years at WSU, there may be some of you whom I haven't met. Here's a bit of my background to introduce myself.

I received my doctorate in finance from the University of Georgia, and before coming to WSU, I was a financial analyst in the chief economist's office at the Federal Home Loan Bank Board and, subsequently, the Office of Thrift Supervision. As a WSU faculty member, I have taught commercial banking, financial markets, financial institutions, and corporate finance. My research interests are in the areas of financial institutions and corporate governance. When I became associate dean in 2005, I assumed primary responsibility for AACSB accreditation reporting, assurance of learning, undergraduate business programs and associated student services, hiring faculty, and promotion and tenure review. My wife Shelley and I have been married 27 years and consider ourselves fortunate to have been able to raise our daughter Paige in Pullman. Attending WSU sporting events, exercising at the rec center, playing golf at Palouse Ridge, and riding bikes on the Chipman Trail are among our favorite activities.

Now that I have told you a bit about me, please let us know about you. We love to receive updates on your successes, promotions, career changes, or anything you



would like us to include in our points of pride section of the next electronic *Dividend*. You can upload your news online at business.wsu.edu/alum.

You may have noticed this issue of *Dividend* arrived in your mailbox later than usual. We delayed the magazine in order to feature a special article announcing the renaming of the college to the Carson College of Business, in recognition of the lifetime contributions of Scott and Linda Carson. You will find their inspiring story in the features section, along with some great personal photos that really show who Scott and Linda are as a couple, as a family, and as committed WSU supporters. We are excited and proud to be the Carson College of Business, and I think you will understand why after reading about the Carsons.

Another top feature is “Business Education Beyond Borders,” highlighting the successful extension of our accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International. The story illustrates several examples of the college’s strengths the AACSB team recognized during the review, including our unique campus speaker series, our career preparation programming, our nationally ranked online graduate business programs, and the exemplary engagement of our National Board of Advisors—all of which affirm that we are successfully providing impactful, quality business education beyond the classroom in Pullman. In particular, I hope you enjoy the stories showcasing students who were able to land their “dream jobs” either before graduation or shortly after, largely due to the diversity of the learning and networking opportunities facilitated by the college.

Our regular sections within the magazine will update you on the progress we’ve made on expanding the college’s footprint. The launch of our hospitality program at WSU North Puget Sound at Everett illustrates



the college’s commitment to serving students and communities regionally. Many of you will likely reach for your copy of Chef Jamie Callison’s *Crimson Spoon* cookbook (if you haven’t yet purchased one from WSU Press, visit go.wsu.edu/crimsonspoon) as you read the professional perspectives section and wish to recreate the incredible gourmet dishes prepared by a team of hospitality students at the invitation of an exclusive winery in Sonoma Valley, California. Chef Callison has a talent not only for cooking but for developing opportunities across the country that provide critical hands-on experience for students.

On the global front, we are proud to celebrate the exciting entrepreneurial ventures of the top winners of the business plan competition. In the innovation section of the magazine, you will learn about two teams of students whose products could transform the safety of the world’s airline industry and provide sustainable, affordable housing materials to underdeveloped nations across the globe.

While I am always amazed at the individual excellence and accomplishments of our faculty, staff, and students, it is our collective efforts that fuel our current trajectory. I didn’t graduate from WSU, but I love being a part of the special WSU community. I’ve enjoyed teaching and interacting with hundreds of Cougs—hearing from you brightens any day. Please contact me if you have any thoughts, questions, or concerns about any college-related issue. I am interested in your input and am grateful for this opportunity. I look forward to continuing our ascent, together.

Best,

David A. Whidbee, Interim Dean
Omer L. Carey Chair



The History and Future of Being a Carson Coug

Scott pilots his first plane with sister as wingman and brother as ground marshal.

When pulling into Scott and Linda Carson's driveway, one might assume that entry into the residence of one of Boeing's most successful leaders could require special security clearance, perhaps a secret handshake, or at the very least the removal of one's shoes before going inside its posh interior. But a glance inside their home reveals the truly modest character of the couple who have spent much of their lives supporting youth of all ages. From the Peter Rabbit-themed kids' table in the dining room to the den where WSU memorabilia and photos of grandkids comprise the art collection, it is clear what Scott and Linda value most—family, children, and their alma mater.

For many years, Scott ('72 Business Administration) and Linda have demonstrated an unwavering commitment to WSU and helped prepare students for a challenging and dynamic future. In May, the WSU Board of Regents and President Elson S. Floyd renamed the College of Business to the Carson College of Business in recognition of the Carson's lifetime contributions to WSU and the College of Business.

"Scott and Linda Carson are living examples of the College of Business' mission to advance knowledge, be globally competitive, and create value through engagement," says David Whidbee, interim dean of the college. "The Carson name will help us strengthen brand recognition and

increase the allure of WSU's top-ranked business programs and world-class faculty."

"It is clearly flattering to have our name attached to WSU's College of Business, and we would like to express our gratitude to the University for this recognition and honor," says Scott. "Our hope for the college is that it continues to prepare young people for the very challenging and dynamic world of the future. An important part of that will remain, we believe, in having a global perspective and appreciation for the world and cultures around us."

Scott and Linda recently shared their thoughts on strategies for enabling youth education and the motivations behind their history of investing in WSU.



Scott and Linda Carson

Becoming a Coug

If it weren't for Linda, WSU would not have the relationship with them that it has today. Before they met, Scott was an unmotivated high school student and didn't have the grades to get into college. Instead, he joined the U.S. Air Force and did a tour in Vietnam as an armament crew chief in a special operations unit. After separating from the service, Scott joined Boeing as a flight test technician. Not long after joining Boeing, Scott met Linda, a WSU student, and they were married in August 1970. During this time, he was taking classes, piecemeal, at Highline Community College. It was also during this period that the Boeing Company went through a major downturn in business and greatly reduced its workforce. With his lifelong love of aviation, Scott told Linda that he thought he would just become a flight instructor. When Linda let Scott know that wouldn't "work for her," he explained that his options were limited as he felt he lacked the grades to get into college. She told him "You won't know if you don't apply." Scott applied to WSU and was accepted within a few weeks.

The couple loaded everything they owned into the back of their car and moved to Pullman where Scott completed his entire bachelor's degree in business in just four semesters and one summer session. "We were dirt

poor back then," says Scott. "We had nothing but the GI Bill, and Linda got a job at the vet school so we would have enough money to live on."

Graduating with distinction was the highlight of attending WSU, Scott says. "The experience salvaged my life. Without any question, I was previously on a confused path. I had low self-confidence and aspirations, but the success at WSU changed that and gave me the tools and foundation to be successful. You look at that and realize you have to invest in something that has that kind of impact on you."

Scott took an underwriting job with Safeco, and while he enjoyed success there, it wasn't what he wanted to do for the rest of his life. Again, Linda had a big impact on the future by pointing out that if this wasn't what he wanted to do, he should do something about it. He made a number of inquiries that ultimately led him back to Boeing in mid-1973. All told, his career at Boeing totaled nearly 39 years before he retired in 2009. Some of his career highlights include:

- Entered management (1976)
- Deputy Program Manager, International Space Station (1993)
- Executive Vice President of Business Resources, Boeing Information, Space, and Defense (1997)
- Executive Vice President/Chief Financial Officer, Boeing Commercial Airplanes (1998)
- President, Connexion by Boeing (2000)
- Vice President Sales, Boeing Commercial Airplanes (2004)
- President/Chief Executive Officer, Boeing Commercial Airplanes and Executive Vice President, The Boeing Company (2006)



Scott at the Mekong River, 1966.



Scott's graduation in 1972.

Investing Versus Giving

As soon as the Carsons were in a position to give back to WSU, they began doing so in small amounts. As he advanced through Boeing, Scott and Linda became more serious and set a goal of investing \$100,000 in the College of Business and Economics, then led by Dean Len Jessup. It took them several years to reach that goal, but when they did, it really began changing the way they thought about the future of WSU.

"During that time, we began to ask ourselves 'is this investing or is this giving?'" says Scott. "There is a big

difference in how you think about the institution if it is an investment."

Their first investment included a scholarship targeting students who have lost a parent—a situation close to home for Scott. Two of his sisters passed away, both of whom still had children in high school. Reflecting on when she met one of the scholarship recipients, a young lady whose father—a police officer—died in the line of duty, Linda says, "When you know you have made a difference, it just makes you want to do more."

They made a second investment after their youngest daughter Shelley came



Scott and Linda in the early years of their marriage.

home from summer school and told them about a marketing professor who could really capture the imagination of young people. Though Scott did not know him at the time, that professor was Eric Spangenberg, who later became the dean of the college and a close friend of the Carsons. To ensure that kind of impact and teaching excellence continued, the Carsons established the Boeing/Scott and Linda Carson Endowed Chair in Marketing, awarded to Professor David Sprott.

Later, the Carsons worked with Jessup to establish the Carson Center for Professional Development. Scott had been involved in recruiting WSU students on Boeing's behalf and found that students could be very good academically but unsophisticated when interviewing and selling themselves to a prospective employer. The Carson Center was successful in helping students gain the necessary polish for career success,

but it was still incomplete, says Scott. Reflecting on his own college experience in which he risked graduating because of missing physical education requirements, Scott realized that students have to get to graduation before the center would benefit them. That thought led to second and third tier investments, and eventually, the space was expanded into an all-inclusive student services center in 2012, integrating academic advising, student involvement, professional development, scholarships, and study abroad into a single complex.

During this same period, Scott and Linda established the Carson International Business Scholars' Fund to support students participating in study abroad programs and in developing global perspectives. Having traveled abroad extensively, they feel it is imperative that business students graduate prepared to be citizens of the world, able to understand and interact with other cultures for

everyone's success, not just an individual's success.

"Our daughter studied in Switzerland, and we saw how it changed her," says Scott. "The world is not managed just by U.S. values, and you can't experience different cultures just by reading a book. I don't know how you can be successful today without appreciating those cultural differences and accepting them."

Supporting Babies to

WSU students are not the only ones who have benefited from the Carson's generosity. The Carsons base their philanthropy across an educational continuum, supporting youth of all ages. They are involved with Childhaven, an organization focused on providing therapeutic care to children who have suffered abuse and neglect. Teaching kids and their parents that the cycle of abuse can be ended, and giving children a chance for success, is critical to improving our society, says Scott. "What they will do with their lives, the impact they will have, can only be realized when we give them a chance at the beginning."

Like many, Scott and Linda had been involved with their own kids throughout school but felt that supporting K-12 education was missing from their vision. A few years ago, they found a way to be part of something really big, says Scott. Through a friend, they became aware of the Highline School District's Aviation High School, one of three high schools in Washington specifically focusing on science, technology, engineering, and mathematics (STEM). When visiting the school to meet teachers and students, he observed a group of kids who were focused, mature, articulate, and excited about learning. Subsequently, Scott became a strong advocate for the school within Boeing. By investing in the future of this program, he and Linda believe their investment strategies are complete and focused.



Scott checking out the cockpit of a Russian supersonic transport.



Scott's last trip abroad before retiring.

Business Graduates

“Our focus on helping young people realize their goals allows us to know what we need to do as well as to see outcomes that help us gauge the impact of our investments,” he says.

The couple guide their lives and philanthropy on four foundational principles built around the concept of giving back. The first of these is giving back to community and, for Scott and Linda, WSU is a big part of their community. “You can choose to live in a community or be part of a community,” says Scott. “Making a difference with time, talent, and treasure is one of the most rewarding things we can do for ourselves and others.”

Their second principle is giving back to the organization you work for. It has provided opportunity for you, Scott says. When you take the time to develop those that will replace you, you are giving back to that organization in a big way, he says. Their third principle is giving back to family, making sure to spend time with them and show them appreciation. Finally, he says, giving back to yourself is important to having a balanced life—making sure you give yourself the time and space to be you.

Scott and Linda have worked hard to instill these values in their own five children and believe they have been successful. Linda required their kids Kristina ('96 Home Economics), Kelly ('99 Hotel and Restaurant Administration), Sandi ('02 Accounting, University of Washington), Shelley ('04 Marketing and HR), and Steven ('06 Business Administration) to complete two hours of school work each day during summer vacation from elementary school. Following graduation from college, each was expected to form an investment plan with their alma mater.



Carson boat: “Campaign WSU”

Continuing the Relationship

Scott urges others to “just get started” on a path of meaningful investment. He says investing in others is very gratifying and fun, and that once you begin, the things that are important to you and to the institution will come into focus, enabling subsequent investments.

To that end, the couple is supporting another 1,000-square-foot expansion of the Carson College Center for Student Success to better serve students by adding three additional advisor offices, more seating and meeting areas, and a computer bar directly outside the center. Scott and Linda envision the center providing every student with internship opportunities and the college raising the bar on producing students who bring value to business enterprises.

While Scott serves the university in many other ways (he has been the Boeing Executive Liaison, served on the Voiland College of Engineering and Architecture and the Carson College of Business advisory boards, serves as a Regent, and chairs the \$1 billion *Campaign for Washington State University: Because the World Needs Big Ideas*), he and Linda say the neatest thing about their relationship with WSU is interacting with people within the college.

“I don’t want the great relationships we have with WSU to change as a result of the college renaming,” Scott says. “We will always be pro-education and want to continue the great work being done. It’s always been about the end game and how we can make young people productive members of society.”



Scott and his granddaughter “flying” Cougar pride. Scott built the miniature version.



Scott’s Cobra also sports Cougar colors.

Business Education

While supporting Washington State University's land-grant mission by providing global access to education, the Carson College of Business (CCB) brings pride and distinction to WSU by being accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. Recently, the CCB's business and accounting program accreditation was extended for another five years for all degree levels. This extension is the outcome of AACSB's positive and constructive review of the CCB earlier this year.

Behind the privilege of displaying the AACSB logo lies a legacy of effort. The college first achieved business accreditation in 1960. Accounting

accreditation followed in 1984. For more than 55 years, the CCB has provided quality graduate business education and for more than 20 years has developed online degree programs to better serve students on a global scale.

"We are honored to be recognized with the AACSB accreditation for our continued efforts in advancing Washington State University's business and accounting programs," says David A. Whidbee, interim college dean. "Accreditation adds another level of distinction and accountability to the programs we offer, all of which support WSU's land grant mission and help our graduates stay competitive globally."

While AACSB accreditation brands the college as among the best business schools in the world, business students are not the only ones to benefit from its quality programs. AACSB commends the college on several of its efforts including its on-campus speaker series, career support for students, National Board of Advisors engagement, and nationally ranked programs. The following examples illustrate why and how the CCB earned these recognitions in its efforts to deliver a wealth of business education in Todd Hall and beyond.

On Campus Speaker Series



Annual Business Technology Symposium: Connecting Students with Leading Technology Experts

*From left: Andy Reinland,
Chip Suttles, and
Jason Waram
during Q&A.*

The Business Technology Symposium, formerly the CIO Summit, is the brainchild of Steve Tarr ('76 Science, '84 Engineering and Architecture), former executive vice president of information technology for Emeritus Senior Living. When Tarr served as chair of the Information Systems (IS) Advisory Board for the WSU Carson College of Business, he worked with IS leadership to develop the CIO Summit as an opportunity for Pullman students to network with top business leaders. The Department of Management, Information Systems, and Entrepreneurship hosts the annual event and renamed it as the Business Technology

Beyond Borders

Find passion while balancing corporate responsibility



Jason Waram, vice president of personalized platforms for ESPN.

Students didn't have to be sports fans to relate to the business advice presented at this year's symposium by top executives of ESPN; Seahawks, Sounders, and First & Goal (FGI); and F5 Networks, Inc. The event drew more than 300 participants from across campus to learn about what it takes to be a senior technology executive with a high level of corporate responsibility.

Jason Waram, vice president of personalized platforms for ESPN, Chip Suttles, vice president of technology for Seahawks, Sounders, and First & Goal, and Andy Reinland, executive vice president and chief financial officer for F5 Networks, Inc., agreed on a key principle for success: finding passion and excitement every day on the job.



Chip Suttles, vice president of technology for Seahawks, Sounders, and First & Goal.

Waram said his love of learning and honesty about his skills helped him successfully transition from a military career into the information technology industry. He said he persevered through layoffs, an out-of-state transfer, and ownership changes within ESPN because of his passion for his job.

"I started out as the last hire of 10 engineers appointed to work in the sports automation group in 2000. I had to move to Bristol, Connecticut, for four years, and I worked 18 hour days," he says. "Eventually, I ran the Fantasy Games Department. Today, I oversee all interactions between fans, including registration and commerce, alerts and notifications, Fantasy Games as well as the personalization data store."

Symposium to reflect the importance of technology in all businesses and to be more inclusive of different types of business leaders, not just chief information officers.

Build brand loyalty for the future

Suttles stressed the importance of emotional buy-in when working for a brand, whether it's a sport or a product. A former venue coordinator for the Olympic Games, he referred to the sense of pride and passion that many people feel during opening ceremonies, telling students, "I hope you find that same feeling in your careers."

He said it is vitally important to engage strongly with a fan base to ensure that the next generation is loyal to a brand. One way Seahawks, Sounders, and First & Goal are doing that is by exploring new edge technology tied to future customer incentives, such as mobile apps that would allow fans to purchase unique experiences. For example, fans would have access to exclusive stats, kicking a field goal after the game, or attending a postgame press conference. For arena spectators, customized stadium experiences are being developed, such as special video replays only available through Wi-Fi within the stadium and loyalty programs that include pre-entry into the game and elite hospitality.

Continued on next page



Andy Reinland, executive vice president and chief financial officer for F5 Networks.

Attitude as important as aptitude

Reinland graduated from the WSU Carson College of Business with an emphasis in marketing. Having experienced career shifts to accounting and then to the technology industry, Reinland shared what he determines as best practices across all business

platforms: quality, excellent customer service, and, above all, positive attitude. “Skills can be taught. I look for people with great attitudes, who are hungry to learn and can demonstrate critical thinking,” he said. “One of the first things I ask during interviews is ‘what did your manager struggle with the most?’ You should always be thinking about what you are doing to help improve your company.”

Though F5 is not a consumer-facing brand, he said everyone is touched in some way by F5’s ability to successfully deliver data applications. For example, if you are managing your stocks, social networking, booking flights, or banking online, you are likely using F5 products. He said cyber security is a top concern for a chief executive officer, but it also

represents an opportunity for business differentiation: giving customers peace of mind that they can securely access their applications and data. Reinland advised students to strongly consider the field of management information systems due to the need for security specialists and the diversity of careers.

The symposium was sponsored by Avista, Steve and Cyndie Tarr, and Mike (’86 MBA) and Amy (’86 Business) Dreyer. Mike Dreyer, formerly the global chief information officer for Visa Inc., served as the symposium’s master of ceremonies. For information about contributing to the Business Technology Symposium Endowment, contact Jeff Pilcher, associate director of development, at jeff.pilcher@wsu.edu or 509-335-8906.

Annual Burtenshaw Lecture Series Links Students with Hospitality Industry

The annual Burtenshaw Lecture Series, sponsored by DeVere Jerry and Angelina Burtenshaw in memory of their son, Calvin Brett, is hosted by the School of Hospitality Business Management. The series brings accomplished entrepreneurs to Pullman to share their stories of business successes and struggles and to network with business students. Rick Ellingson (’75 Business Administration),

vice president and owner of Bargreen Ellingson, was this year’s featured speaker. Based in Tacoma, Bargreen Ellingson is one of the largest multi-service restaurant supply, design, and fabrication companies in the country.

Ellingson spoke to students about what it takes to grow a family-owned business with 11 employees into a foodservice giant with \$200 million in annual sales,

400 employees, and 23 firms across nine states and Canada.

Ellingson joined the family business in 1976 after a short stint with Proctor and Gamble. He said his greatest challenge was in 1987 during Ellingson’s buyout of the Bargreen family partnership. He said the company was losing \$5,000 a day and rapidly going under. As he reminisced about the stressful period during which he spent many nights sleeping in his office, he warned the audience of future hospitality leaders: “Don’t ever get into a 50/50 business deal.”

Nine tenets for an effective business culture

When Ellingson and his brother Paul took ownership of the company, they continued the culture of family values their father Byron Ellingson established when he and Howard Bargreen launched the business in 1960 in Tacoma. He said his father, now in his 90s, spoke at the last annual sales meeting about the nine tenets that have helped the company remain prosperous: smart hiring, respect, teamwork, good judgment, communication, learning, pursuing change, ownership,



Jerry Burtenshaw, Rick Ellingson, and Nancy Swanger

General James Mattis Shares Executive Leadership Tips

In addition to its annual speaker series, the CCB often brings executive speakers to campus to facilitate information transfer and professional perspective. Speakers include successful WSU alumni as well as national and international executives.

David Knuff, former director of the Pullman MBA program, experienced firsthand the connectivity of the Cougar alumni network when he learned that WSU alumnus Ben Jacobs, whose son is a current Pullman MBA student, is a friend of retired four star Marine Corps General James Mattis. The two attended high school together in Richland. Jacobs asked Mattis if he would give a lecture



James Mattis, left of lectern, and David Knuff, behind and to right of lectern, with Pullman MBA students

at WSU. Because of his busy schedule as the Annenberg Distinguished Visiting Fellow at Stanford University, it took a year before he had an opening, but Mattis honored his friend's request and came to Pullman (where he was born) to share leadership and career insights with students.

As a one of the nation's top military leaders, Mattis could have given an elevator speech on the triumphs of the United States military. Instead, he told students that a simple phrase inscribed on baseball legend Jackie Robinson's headstone should be a lifelong principle for anyone seeking the "top floor" of executive leadership: "A life is not important except in the impact it has on other lives."

Key leadership traits

When asked to define the key traits of a leader, Mattis emphasized that strength of character and ethics are critical to get to the next level in the workplace. He said one of the biggest challenges for tomorrow's leaders is to learn how to listen and learn from subordinates without being threatened. There is no such thing as the foreseeable future, he said, but the ability to anticipate is of utmost importance. "There is never a reason to be surprised when you are the leader," he said. "But accept that some things are mysteries." He also told students they will make mistakes during their careers and to learn to deal with them in a non-adversarial way. "The more your subordinates know you care about them, the more they will follow you," he said.

He echoed the MBA program philosophy when he encouraged students to prepare themselves for more in life than making a lot of money. "The success you'll enjoy will be significant, but don't forget the people in the margins," he said. "You will get the behavior you reward."

Legacy of sustainability

Bargreen Ellingson offers a broad spectrum of elements necessary to completely design, fabricate, equip, and supply any foodservice entity. Showrooms house a large selection of glassware, china, silverware, ranges, kitchen supplies, bar supplies, and janitorial supplies that can be shipped anywhere in the world. Besides a tradition of good customer and employee relationships, Ellingson said the company's long-term vision is one of sustainability. He said it will stay abreast of foodservice

trends, such as advances in food processing, and will expand into areas with large industry centers. A recent acquisition of Knapp Supply puts the firm in Wyoming, and an additional warehouse in Fort Worth, Texas, will augment distributions to a widening customer base.

and employee recognition. "We don't have a human resource department or employee manuals," said Ellingson. "We expect everyone to own their job."

Ellingson said some of the best business skills he learned occurred outside of the business. He said that as a WSU junior in charge of running his fraternity house, he discovered how to manage others' expectations and developed emotional intelligence, something he relies on every day when interacting with customers and employees. He also reflected on a WSU professor who told him to always "act like an owner."

"You have to have vision to succeed, regardless of your position in the company," Ellingson said.



Rick Ellingson, vice president and owner of Bargreen Ellingson

Career Support for Students



SURCA 2014 Winners

One of the college's top priorities is developing professional perspective in future business leaders. This is carried out extensively through the Carson College Center for Student Success suite of professional development activities but also through research opportunities. WSU conducts an annual Showcase for Undergraduate Research and Creative

Activities (SURCA) that gives students an opportunity to demonstrate critical thinking skills and innovation before they graduate. For SURCA 2014, students detailed their work in 11 oral and 145 poster presentations open to faculty, staff, students, and guests. More than 100 judges evaluated the presentations. Judges included WSU emeriti faculty and

retirees, faculty, staff, and postdoctoral students as well as experts from companies outside of WSU. SURCA awards were made in eight categories; the number of awards in each was partially determined by the number of students competing. The highest award is crimson, then gray. CCB students won two of the 14 crimson and two of the 14 gray awards presented.



Lindsey Elhart, Patrick Gavin, and David Finkel:
"Improving Aircraft Safety with an Airfoil Airspeed Sensor"

Lindsey Elhart, a finance major, David Finkel, a chemical engineering major, and Patrick Gavin, an electrical engineering major, earned a Crimson Award in the engineering and physical sciences category for their design of Fly Safe, a more reliable airspeed sensor to help improve the safety of air travel. The sensor could replace pitot tubes, which are currently used to provide airspeed measurement to pilots. Pitot tubes have a tendency to fail under a variety of



SURCA Engineering and Physical Sciences winners

circumstances such as being clogged with ice, water, or debris. "With over 93,000 commercial flights scheduled per day, carrying an average of four million passengers, it is critical to have reliable in-flight instruments," says Elhart. The sensor has a 33% lower price point than competing technology, in addition to cost reductions in insurance risk premiums and routine maintenance. "From these three cost reduction features, our airfoil technology is estimated to

result in a savings of \$232,500 over each aircraft's lifetime," says Elhart. The team, known as Fly Safe L.L.C., plans to enter the navigational instrument manufacturing industry via Boeing to garner initial acceptance before marketing to other aircraft manufacturers. Howard Davis, assistant professor of chemical engineering and bioengineering, and Marie Mayes, director of the Center for Entrepreneurial Studies, mentored the team. Look for a full feature on Fly Safe in the Innovation section of this issue.



Shanee Wimberly:

"Relationship between Leadership and Resiliency and the Moderating Effect of Proactive Personality: Implications on Disadvantaged Populations."

Shanee Wimberly, a psychology major and business minor, won a Crimson Award in the social sciences category for her study examining how adversities experienced by underrepresented students may help them become more resilient and develop leadership skills. The study focused on underrepresented student groups including those who were first generation, of an ethnic minority, and from low-income backgrounds. "Examining these relationships allows us to gain unique insight regarding any merits and demerits of having a disadvantageous background," says Wimberly. Educators and the general public will benefit from this research because there has yet to be an empirical study. Wimberly's findings will not only bolster the minimal literature on resiliency and leadership, but also help support marginalized students. Assistant Professor John Kalu Osiri, Department of Marketing and International Business, was Wimberly's mentor.



Jasmyn Bolar:

"Investigating the Optimal Choice Load for Online Stores."

Jasmyn Bolar, an entrepreneurship and marketing major, earned a Gray Award in the social sciences category for her study that will help e-commerce start-ups and emerging online markets determine the optimal number of products to offer for long-term profitability. Bolar developed several hypotheses and tested them by allowing participants to make one to six purchase selections in online stores that offered different styles of a specific brand of a running shoe. She investigated how product familiarity, previous brand preference, and need for the product influenced sales and consumer behavior. The study revealed that offering fewer product options tended to result in more sales, thus reinforcing the notion that less is better. "To the best of our knowledge, no study has further scrutinized these lower numbers to uncover the optimal number of product options that should be offered to customers," she said. "Our research contributes to existing literature by filling this gap." Assistant Professor John Kalu Osiri, Department of Marketing and International Business, was Bolar's mentor.



Amy Holbrook:

"What Effect Does Wine Closure Type Have on Perceptions of Wine's Appearance, Bouquet, Taste, and Overall Quality? An Empirical Investigation."

Amy Holbrook, an international business major, won a Gray Award in the social sciences category for her study that will help the wine industry make informed decisions about educating consumers on wine bottle closure types. In the study, over 300 participants evaluated wine appearance, bouquet, taste, and overall quality based solely on closure type, such as natural cork, synthetic cork, screw top, or glass seal. "As predicted, participants ranked the wine paired with the natural cork as significantly better on all aspects," says Holbrook. "Wines with the screw top received the lowest evaluations. Interestingly, participants ranked the wines with the glass seal as low in terms bouquet and taste, but high in terms of appearance." Holbrook's findings suggested that consumers perceive natural cork as superior despite evidence that other closures may provide a more effective seal. The study will help the wine industry better understand consumer behavior and enhance efforts toward educating consumers on alternative closure types. Dennis Reynolds, Ivar Haglund Distinguished Professor in the School of Hospitality Business Management, mentored Holbrook.

National Board of Advisors Engagement

Members of the college's National Board of Advisors frequently donate their time via public lectures to help WSU students develop career and life skills. This spring, business sophomore Brian Bickel, president elect and professional chair of the national business fraternity Alpha Kappa Psi, coordinated with CCB's development officer Linda Infranco to offer an investment seminar on campus. The event was designed to educate diverse business and non-business majors about the importance of financial planning and action in the realm of investing. Finance Advisory Board member Tom Nihoul ('69 Communication) and his wife, Linda ('71 Home Economics), both private wealth advisors, were the keynote speakers. The Nihouls are partners in AGP Wealth Advisors, a private wealth advisory practice of Ameriprise Financial Services Inc. with an office in Spokane.

Investment Seminar Offers Tips and Resources

Tom and Linda offered students a diversity of resources including several books, websites, and media that offer timeless best practices for financial investments, such as George Clason's *The Richest Man in Babylon*, written in 1926, as well as *The Millionaire Next Door: The Surprising Secrets of America's Wealthy*, written by Stanley Thomas in 1996. The team warned students to beware of "financial pornography," a slang term used to describe sensationalist reports of financial news and products causing irrational buying that can be detrimental to investors' financial health.

Though the Nihouls are in the business of helping clients make money, they said one of the best things students can do is invest thought into their own values. Students received a worksheet listing 50 values on which to base all life decisions, not just financial ones. "Narrow it down to your top five and

say them in the shower so you can recall them during a job or graduate school interview," said Linda. Both Tom and Linda reinforced the importance of integrity and compassionate giving.

"Always remember your core values. Money can't make you happy, except for the amount you give away."

—Linda Nihoul

"More than just instructing us on the practical steps it would take to conceivably maximize our bank accounts, the Nihouls challenged us all to identify what values we hold in the highest esteem as the basis of our financial strategy," said Bickel. "They really inspired me personally to save and be conscientious of where my dollars go."

Annual Power Breakfast informs, inspires, and engages WSU alumni and regional business leaders

The AACSB review board commended the college on its Power Breakfast speaker series. The college leadership developed the series in 2003 to inform and engage WSU alumni and regional business leaders on topics of entrepreneurship, innovation, and leadership. The event is held annually in Seattle and features high-caliber business executives and prominent leaders from across the nation who generously donate their time to serve as keynote speakers.

John McAdam, president, chief executive officer, and director of F5 Networks, Inc., was the keynote speaker at this year's Power Breakfast. Shortly after joining F5, McAdam successfully navigated the company through the turbulent post-dot-com era, bringing F5 to profitability and positioning it for further growth. During his tenure at F5, McAdam has grown the company's annual revenue from \$108.6 million to more than \$1.2 billion. He has overseen numerous successful acquisitions, guiding F5 into new and adjacent markets that enhance the

company's core application delivery solution offerings. Under McAdam's leadership, F5 was added to the S&P 500—one of the world's most widely followed stock market indices.

McAdam has received numerous leadership awards, among them *Puget Sound Business Journal's* 2013 Executive of the Year, *Seattle Business Magazine's* 2012 Lifetime Achievement Award, and the Best in Business Awards 2012 Executive of the Year, silver category. He was also named to *Business Insider's* 2013 list of 50 Most Powerful People in Enterprise Tech and CRN's list of Top 25 Innovators for 2012.



John McAdam



Tom and Linda Nihoul

Financial strategies for recent graduates

The Nihouls also presented several financial strategies for recent graduates faced with repaying student loans. They suggested considering the lowest balance and highest interest rate debts: paying off one debt and applying that payment to the next one and keep attacking. They advised students to start putting money away after securing their first job and investing in a 401(k) at work, taking advantage of the matching program. They also recommended building up a cash reserve. "If you save 10 or 20 percent of your paycheck, give away 10 percent, and live on 70 percent, you will be way ahead," said Tom.

"Always remember your core values," said Linda. "Money can't make you happy, except for the amount you give away."



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A portrait of Bryan Weeks, a man with short brown hair, wearing a dark suit, white shirt, and blue tie. He is smiling and looking directly at the camera. The background is a blurred image of a modern building with many windows.

Finance Expert Bryan Weeks Discusses Hedge Fund Investment Trends

Bryan Weeks

Bryan Weeks ('85 Finance), president and chief executive officer of Silver Creek Capital Management, serves on the CCB's International Advisory Board and is a member of the NBoA executive committee. He is closely involved with helping advance college programs and has demonstrated a deep commitment to supporting students across majors.

"WSU has had a significant impact on my life, providing many of my closest friends, business partnerships, and personal mentors," he says. "My wife and I are excited to help support a rewarding and thriving university experience for all students."

In April, Weeks visited campus to present "Evolution of Hedge Fund Investing and Institutional Investor's Asset Allocation," a free lecture open to all WSU students interested in pursuing careers in the finance industry.

Weeks is responsible for leading the business strategy of Silver Creek's assets of over \$5.5 billion, but his message was about much more than the value of a dollar. He urged listeners to develop a habit of contemplating how to add value to the world based on setting goals and attaining them through hard work and smart investments.

"It never ceases to amaze me how easy it is for a new hire to have an impact on an organization," said Weeks. "It goes beyond just doing your job well. Strive to be excellent—add more value to a firm's culture, energy, and success—and you will never have to think about your

career." Outside of work, Weeks earned his Chartered Financial Analyst (CFA) certification. He highly recommended that today's students complete the CFA designation to become more marketable.

The evolution of the hedge fund industry

Weeks introduced the evolutionary phases of hedge fund investing by quizzing students on the equity markets and business practices of industry legends Julian Robertson, Jim Simons, and George Soros during the industry's high net worth years (1990–99). He pointed out that in the early years of the hedge fund industry, the investment performance was quite strong, partially due to lower competition and capacity constraints. He said during this phase, "rich guys marketed to other rich guys. It was almost strictly a high net worth industry." Next, he pointed out that the institutional phase (2000–2008) changed the entire industry. He said investment performance led institutions and their consultants to invest significantly in hedge funds and that banks seeking growth would seemingly lend for nearly any investment.

Institutional growth led to an explosion of hedge funds firms leading up to the commercialization phase (2008–present). "The hedge fund industry was under significant pressure during the global financial crisis," he

said. "However, this crisis created many compelling investment opportunities, and the hedge fund industry remains on a growth trajectory."

Becoming a smart investor

As he walked the audience through trends in asset allocation, Weeks said that, historically, institutions held an investment policy that was approximately 60 percent equities and 40 percent fixed income. Today, institutional investors allocate more capital to alternative strategies including private equity, private credit, real estate, agriculture, infrastructure, and hedge funds that provide diversification benefits to the traditional equity and fixed income portfolio. Finance students should graduate with an awareness of these alternative investment strategies.

Weeks concluded his talk by recommending several online resources to research the best practices used by the top sovereign funds and global pensions. He also urged students to consider working outside of the United States. "Other countries love students trained in the United States," he said. "It's easy to make an impact at a new job. Just make a commitment to add more value than expected." >>>>>>>>>>

Weeks' address was sponsored through the endowments of the Gary P. Brinson Chair of Investment Management and the Omer L. Carey Endowed Chair in Financial Education.

Nationally Ranked Programs

As online education continues to evolve, the college remains committed to engaging in bold, innovative strategies that make its online graduate programs among the best in the nation. National rankings reflect the college's ongoing investment in developing relevant, rigorous content for students around the globe.

Currently, the CCB is ranked 7th for best online graduate business programs overall and 3rd for veterans.

The ranking is emblematic of the CCB's distinguished faculty, rigorous curriculum, and high-quality students. However, the figure that gives us the greatest satisfaction and confirms our efficacy is the number of highly skilled,



conscientious Cougar business leaders amongst our graduates who are poised to positively impact the business world.

Online MBA Certificates Offer Freedom and Flexibility

Professionals seeking an online MBA degree now have three new graduate certificates in marketing, finance, or international business from which to choose. Certificate programs can be taken by current MBA students, recent alumni, and students who have qualified for admission but are not able to commit to starting a full MBA program.

"WSU's new online MBA certificates offer more in-depth focus and flexibility than ever before," says Cheryl Oliver, assistant dean for online and graduate programs in the Carson College of Business. "We know our students balance academic ambition

with professional careers and personal commitments, and WSU is committed to creating programs that will meet their needs and their schedules."

Each certificate consists of three elective courses that deliver nine total credit hours of focused instruction. The certificates complement core coursework and, when completed, will appear on the transcript, a designation important to business professionals needing to demonstrate mastery of a specific topic or preparing for a career change.

"By nature, online MBA students are competitive and want to move ahead of



their peers and on with their careers," says Oliver. "These elite students will be able to choose the concentration most appropriate for their career track. It's a tool that will take them to the next level of business success."

Full descriptions of the certificates are available at omba.wsu.edu.

Executive MBAs Gain Global Perspective

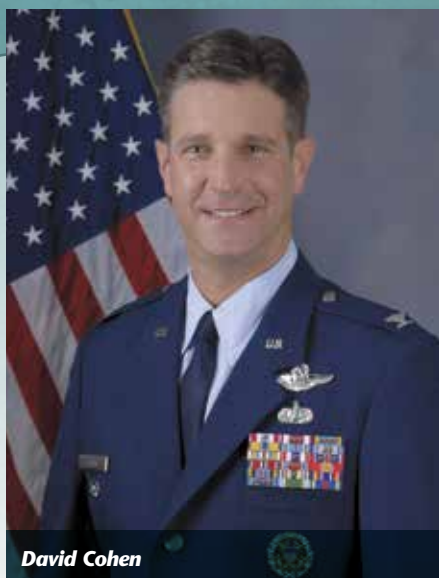
To deliver business degrees for today's world, Carson College of Business online graduate programs address a broad range of contemporary business issues from an international viewpoint, preparing graduates to lead successful endeavors in global markets. Each summer, Executive MBA Online students may take an optional international field study course that includes a 10-day trip abroad. The trip is designed to help students develop global perspective and includes several visits to businesses that are similar to the companies in which Executive MBA students work.

In June, Executive MBA Director Velle Kolde and Professor Fred Peterson, along with six students, traveled to Beijing, China. The group visited Boeing, Han Kun Law Firm, Careers International, Nike, Porsche, and Bao Steel. Cultural sightseeing is also a big part of the trip. A bike ride on the Great Wall and visits to Tiananmen Square, the Forbidden City, Yu Garden, the Terra Cotta Soldiers Museum, and the Everlasting Sorrow Show provided students an opportunity to see locations referred to in literature from the leadership course. Students are immersed in ancient Eastern and Grecian

thought before exploring modern leadership literature and establishing their own leadership philosophy.

To learn more about the impacts of the China study abroad experience, watch for an upcoming feature in a future edition of *Dividend*.

Executive MBA Student Spotlight



Though the “dress blues” of an Air Force commissioned officer and the business suit of a WSU Executive MBA Online graduate may look very different, the individuals wearing them share uniform values. That’s why David Cohen, a career Air Force colonel who recently retired, found the WSU Executive MBA Online program a perfect fit when researching online graduate programs. As a pilot and commissioned officer, and the director of staff of the Maxwell Air Force Base’s Air University in Montgomery, Alabama, Cohen was accustomed to thinking critically, making strategic decisions, and building relationships while being accountable to a high code of ethics—all tenets of the WSU Executive MBA program.

But as he prepared to transition into a civilian career after 26 years in the Air Force, Cohen knew he lacked some of the skills that would help him embark on a new mission to become a business executive in the hospitality industry, specifically in the cruise line or theme park sectors. As he researched executive positions within the industry, he discovered that most required either law or MBA degrees.

“I knew I needed to get more of a handle on how businesses were run, from the technology to the financial pieces to the marketing,” says Cohen.



“I wanted to be able to walk into a company and understand decision making processes. “

During his Executive MBA coursework, it became clear to Cohen that his dream job would be within the Disney organization. To meet this goal, Cohen began making contacts with Disney and was granted several informational interviews at the Walt Disney World Resort in Orlando. To learn more

about Disney consumer operations, he developed “Disney’s Magical Compass” for his Executive MBA capstone project. The Magical Compass is a concept for a free app for Android or iOS mobile devices that works similarly to Google Maps. Guests could use the app to identify in advance a sequence of events and routing to get to preferred attractions while minimizing wait times and transit times. It also provides guests with discount coupons for food or merchandise. The improved experience translates into more guest time in the parks, resulting in increased guest spending on food, beverages, and merchandise, says Cohen.

“Though I couldn’t actually vet my concept with Disney because of the limitations they have on unsolicited proposals, the academic exercise helped me better understand Disney’s concept of creating an experience as a destination rather than just a day trip to an amusement park,” he says.

Cohen graduated in December 2013. In May, he achieved his dream when he became the manager of creative costuming and operational development at Walt Disney Parks & Resorts in Orlando.

Pullman MBA Student Spotlight



Brady Blankevoort

Brady Blankevoort didn't expect to get wet when he enrolled in the Pullman MBA program. But that's exactly what happened when he found himself white water river rafting with 20 of his MBA cohorts and former MBA Program Director David Knuff. During the weekend excursion in Riggins, Idaho, Blankevoort got to know his fellow students better and learned career tips from David Dolezilek, technology director of Schweitzer Engineering Laboratories.

The river trip was just one of several networking opportunities Knuff provided students throughout the one-year MBA curriculum. Blankevoort said company visits to Xtreme Consulting and IBM in Seattle granted him access to career advice from top-level management and gave him deeper insight into what employers seek. In their "Predictive Analytics in Health Care" capstone project, his team was paired with mentor Jaimie Jacobsen ('03 MIS), a consultant manager at Slalom Consulting in Seattle.

Capstone project provides valuable career preparation

"The capstone project is a valuable tool; you and your team have to learn how to operate as an autonomous business unit, control the direction of your



Pullman MBA students making a splash on the Salmon River.



From left, Pullman MBA Students: Alex Purcell, Brady Blankevoort, Eric Brandon, and Anthony Sherman.

project, and develop its applicability to industry," he says. "Jaimie was so very helpful and enthusiastic during this process. It was not an easy task, but with hard work and Jaimie's guidance, we felt really confident in the direction of our project."

Blankevoort said the diversity of networking and extracurricular opportunities are unique to the WSU Pullman MBA program and one of the reasons he enrolled. Other program attractions include the outstanding teaching of Knuff and CCB faculty members Mauricio Featherman and Charles Munson, who had impressed Blankevoort as an undergraduate, and the appeal of being able to enter the work force with a master's degree in just 12 months.

MBA skillsets have immediate application

In Blankevoort's case, it took less than 12 months to secure a job. In April he was hired as product specialist by Huron Consulting Group. He graduated in July and recently moved to Lake Oswego, Oregon, to begin his new career.

"I will be able to immediately apply the data analysis skills I learned from Dr. Featherman's and Dr. Munson's business intelligence courses using programs such as Microsoft SQL and Excel," says Blankevoort. "Without having completed the Pullman MBA program, I would not have possessed the skills required for the position."

Pullman MBA Capstone Prepares Emerging Leaders



2013 Pullman MBA class.

The Carson College of Business' world-class faculty of experienced management professionals and business leaders engage students in high level discussions and encourage them to develop solutions to business challenges with real-world industry partners. In this environment, future business professionals gain the practical knowledge needed to think critically, develop effective business strategies, and make confident career and life decisions beyond the classroom.

Pullman MBA program—corporate training outside the classroom

The capstone class, taught by former Program Director David Knuff, is an excellent example of how the Pullman MBA program's rigorous coursework helps students develop a skill set that can be successfully applied to external businesses.

"The Pullman MBA program is unique in that it meets a growing need for managers who can analyze data and make strategic decisions," says Knuff. "Our program meets this need by producing good corporate citizens who can focus on making data-driven decisions with a global perspective, a skill set corporate entities increasingly seek."

Pullman MBA capstone students successfully engaged with Slalom Consulting to create efficiencies and innovation within the company. Slalom Consulting is a Seattle-based technology consulting

firm that helps clients solve strategic challenges, build smart software, engage customers, and organize operations. All teams coordinated with Roger Kastner, Slalom consultant manager, and were mentored by individual leaders within the firm.

"As a company, we thrive off of the strong connections we develop with our clients and within the communities we serve, and WSU is definitely one of those communities," says Kastner. "Our consultants jumped at the opportunity to mentor the MBA students in developing a fresh new perspective on solving some of the most challenging business problems facing our clients."

One capstone team, comprised of Brady Blankevoort, Eric Brandon, Alex Purcell, and Anthony Sherman, developed a set of deliverables based on the concept of predictive analytics. Predictive analytics uses data to predict the future behavior of an individual or some other element in

order to drive better decision making.

The team proposed predictive analytics will help the health care industry better coordinate decisions, respond to customer needs in real time, maximize resource utilization, and ultimately provide higher quality care to patients. Their proposed predictive analyses business model is both timely and relevant, as the health care industry is one of the fastest growing economic areas of most developed countries and is characterized by long waiting times, inefficiency, low productivity, stressed medical staff, and dissatisfied patients.

The team believes the model could be used to reduce possible risks and diagnose inefficiencies within health care organizations. The model included a customer value proposition, a profit formula, and identification of key resources and processes. It also identified the factors and relationships that drive performance among various segments of the health care industry.



MBA students on a company visit.

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Faculty and Student News



Executive Chef
Jamie Callison
was featured in a
live online broadcast
from WSU's
Marriott Foundation
Hospitality

Teaching Center. Callison talked about his cookbook, *The Crimson Spoon: Plating Regional Cuisine on the Palouse*, and demonstrated how to plan, prepare, and serve Cougar Gold mac n' cheese, WSU

Wagyu beef pot roast, and Crimson Fire jalapeno poppers. The book recently earned a bronze medal in the cookbook category of the 2014 international Independent Publisher Book Awards. The awards are designed to bring increased recognition to the deserving but often unsung titles published by independent authors and publishers. *The Crimson Spoon* is available at the Bookie, online at WSU Press (go.wsu.edu/crimsonspoon), and at Amazon, Costco, and other retailers.



Charles Munson, professor of finance and management science, shared his expertise and scholarly work as a speaker for

WSU's Common Reading Program. He presented "Being Wrong in Business: Implications, Lessons, and Prevention," focusing on the value of appropriate service recovery efforts, the potential advantage of applying a "second-mover" strategy, and the value of prevention, that is, "making it right the first time."



The Chinese Student and Scholar Association, advised by **Christina Chi**, associate professor in the School of Hospitality Business Management, received the President's Award for Leadership. The award recognizes the organization's leadership, engagement, and commitment to the community. She also received the Registered Student Organization (RSO) Outstanding Advisor Award, recognizing exceptional dedication and contribution to the group.



The scholarly works of CCB faculty **Kimberly Houser** and **Dennis Reynolds** were featured in the "Crimson Reads 2014" faculty

books celebration event hosted by the WSU Libraries. The event celebrates faculty accomplishments and aims to create a greater awareness of the diverse publishing activity and achievements of WSU authors. Houser's book is *Legal Guide to Social Media: Rights and Risks for Businesses and Entrepreneurs*, Allworth Press, 2013. Reynolds' books are *Foodservice Management Fundamentals*,



Wiley, 2013; *Introduction to Management in the Hospitality Industry*, 10th ed., Wiley, 2012; and *Introduction to the Hospitality Industry*, 8th ed., Wiley, 2012.

Houser also was invited to speak for the WSU Common Reading Program's guest lecture series that provides information and insight from thought leaders and researchers from WSU as well as the external community. Houser presented "Social Media and the Law: Do Judges Ever Get It Wrong?" and shared information and tips from her book.



Nathan Neale, a doctoral candidate in the Department of Management, Information Systems, and Entrepreneurship, was elected as the Graduate

and Professional Student Association president for 2014–15. The GPSA is the representative body for graduate and professional students at Washington State University and provides academic and professional support services and programs. Neale earned an MBA from Cornell's Johnson School of Management. He has 16 years of management and 12 years of entrepreneurial experience in numerous industries and has conducted business in India and China. He has also served in numerous community service roles including being elected to the Zillah, Washington, city council.



Isaiah Mueller, a freshman majoring in hospitality business management, won the National Society of

Minorities in Hospitality (NSMH) western regional chair position for 2014–15. He is the first WSU NSMH chapter member to serve on the national board. In this role, he will develop current chapters in the region, which includes schools in Alaska, Arizona, California, Colorado,

Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. He will organize and provide ideas for chapter and regional events and conferences, and facilitate chapter communication with national resources.



John Kalu Osiri, clinical associate professor in the Department of Management, Information Systems, and Entrepreneurship, received a 2014 WSU President's

Award for Leadership. The award recognizes leadership and service to the university and the community and/or supporting leader-

ship development and engagement of WSU students. Osiri was also a featured speaker in the WSU TEDx, "Seeds for Tomorrow: Sharing Ideas and Experiences and Sparking Innovation." TEDx is designed to help communities, organizations, and individuals spark conversation and connection through local TED-like experiences. Osiri spoke on the importance for individuals, organizations, and nations to proactively harness their intellect, experience, and energy to realize their potential.



TJ Weber, a doctoral student in the Department of Marketing and International Business, published "Negative Political

Advertisements: Some Lessons from the Literature with an Ethical Commentary," a chapter in a graduate-level textbook titled *Persuasion Ethics Today: Contemporary Issues in Advertising, Marketing, and Public Relations*. The book is edited by Margaret Duffy and Esther Thorson, professors at the University of Missouri Graduate School of Journalism. Additionally, his paper "How to Choose a Political Marketing Orientation: Voter Orientation or Political Brand Identity Orientation?" was chosen for publication in the public policy and nonprofit marketing research tract at the Academy of Marketing Science Conference held in Indiana in May.



Washington State University Vancouver was included in the 2014 listing of the Top Universities for Professional Sales Education by the Sales

Education Foundation. This identifies WSU Vancouver's professional sales

program as one of the top programs preparing students for professional selling careers.

Ron Pimentel, WSU Vancouver assistant professor of marketing, is associate director

of the Professional Sales Certificate Program. The program is co-directed by **Alberto Sa Vinhas**, WSU Vancouver assistant professor of marketing. For more information about the program, visit business.vancouver.wsu.edu/professional-sales.



Thomas Tripp, WSU Vancouver professor of management, received the 2014 Chancellor's Award for

Research Excellence. The award is given annually to a WSU Vancouver faculty member whose research quality and quantity are exemplary and whose work has had a positive influence on the broader community. Tripp's pioneering research on revenge and retaliation in the workplace helped to bring conflict management into management curricula. Tripp is also managing a new partnership between the Port of Vancouver and WSU Vancouver to provide executive training to port leaders. Training sessions will be broken into six modules and include 10 to 15 members of the port's management team. Each session will focus on various executive and business skills tailored to the port's specific environment and needs.



Jordan Schlatter and **Teresa Lohr**, undergraduates majoring in hospitality business management, represented WSU at the Young Hoteliers Summit Challenge held at the Ecole Hôtelière de Lausanne in Switzerland. The three-day summit is an international flagship event within the hospitality industry and features opportunities for talented

young hospitality students to engage in discussion, problem-solving, and networking. Lohr was on the winning team that participated in the summit challenge. "The challenge this year was to come up with seven to ten innovative ideas to showcase FRHI Hotels & Resorts' core values of Connect, Grow, and Live to the employees of all three brands they



From left: Thomas Leib, assistant director of the WSU Hospitality and Business Management Program at César Ritz Colleges Switzerland, Teresa Lohr, and Jordan Schlatter.

represent: Fairmont, Raffles, and Swiss Hotels. One idea we came up with was titled *Live Forever*, which encompassed an alumni association for employees after they retire," said Lohr. During the visit to Switzerland, Schlatter, a member of Eta Sigma Delta, worked with student colleagues to establish a sister chapter at César Ritz Colleges Switzerland.

New Staff and Administrative Hires



Thomas Allison is a new assistant professor in the Department of Management, Information Systems, and

Entrepreneurship. His research focuses on crowdfunding, microlending, and entrepreneurial resource acquisition. Allison received his doctorate in strategic management and entrepreneurship from the University of Oklahoma.



Mark Beattie ('81 Hotel Rest. Admin.) is the new associate clinical hospitality business management professor at WSU

North Puget Sound at Everett. The School of Hospitality Business Management recently launched a bachelor of arts in hospitality in Everett, providing higher education opportunities to hospitality professionals who want to advance to the next stage of their careers. Beattie will teach upper division hospitality courses and electives. He formerly was an adjunct instructor at Gonzaga University and for Jesuit Commons: Higher Education at the Margins.



Michael Curry is a new assistant clinical professor in the Department of Management, Information Systems, and

Entrepreneurship at the Vancouver campus. His research explores the mechanisms that normative attitudes play in IT effectiveness efforts and how this can be used to adapt IT best practice frameworks to smaller organizations. Previously, he taught information systems and entrepreneurship at Oregon State University's College of Business. He received his doctorate in management information systems from

Manchester Business School, Manchester, United Kingdom.



Kevin P. Dowler is the new admissions specialist for graduate programs. He serves as the frontline point of contact with students and

applicants. He performs many tasks, some of which include data entry, student file creation, answering student questions, and answering emails from those interested in the graduate programs offered by the college. He recently received his associate of applied science degree in business management/small business management from Spokane Falls Community College.



Douglas J. Fairhurst is a new assistant professor in the Department of Finance and Management Science. His research interests

include capital structure, liquidity management, and mergers and acquisitions. He received his doctorate in finance from the University of Arizona.



Raegan Harvey has joined the development team as a development coordinator. She handles gift entry, prospect research,

donor assessment, and accounting for the office and provides additional support for travel, stewardship activities, and events. Harvey previously worked for Cone Health in Greensboro, North Carolina, and at the University of Georgia in prospect research and donor database management. She earned her MBA from the University of North Georgia and her bachelor's degree in economics from the University of Georgia.



Melanie Lange has joined the development team as a development coordinator, where she oversees board relations, conducts

assessment visits, and assists with fundraising activities. Prior to joining the college, she worked as a licensed real estate broker in Pullman. Lange has formerly held positions in the WSU Office of Student Affairs and Enrollment and the WSU Foundation.



Jessica Montes is the new fiscal technician in the Office of Graduate Programs. She supports budget maintenance,

purchasing, travel, maintains financial databases, and prepares and maintains online program personnel and payroll documentation and records. She previously worked at Zak Designs in Airway Heights, Washington, in the accounting department, reconciling budgets, analyzing imports and exports, and analyzing data.



Andrew Perkins ('98 MBA, '95 Environmental Science) is a new associate professor in the Department of Marketing and

International Business. His research explores the effects of non-conscious behavior on consumer behavior and is published in the six top tier journals and in numerous book chapters and conference proceedings. He has served as an ad hoc reviewer for numerous academic journals, including the *Journal of Consumer Research*, *Journal of Consumer Psychology*, *Journal of Marketing Research*, and *Social Cognition*. He earned his doctorate from the University of Washington Foster School of Business.

New Roles



Bill Pettit is the new senior living executive-in-residence at WSU North Puget Sound at Everett (NPSE). A well-known senior housing industry executive, Pettit teaches classes and will develop this popular elective into a full major within the School of Hospitality Business Management. Pettit was recently named president of the R.D. Merrill Company, parent company of Merrill Gardens Retirement Communities, where he was president from 1993 to 2013. He will continue overseeing Merrill Gardens and Pillar Properties in conjunction with his new role at WSU NPSE.



Terence Saldanha is a new assistant professor in the Department of Management, Information Systems, and Entrepreneurship. His research interests include the role of information

technology in business innovation and the business value of IT. He received his doctorate in business administration from the University of Michigan.



Leah Sheppard is a new assistant professor in the Department of Management, Information Systems, and Entrepreneurship. She is researching issues related to gender stereotyping in

organizations and female leadership, and is particularly interested in interpersonal workplace dynamics among women. She received her doctorate in organizational behavior and human resources from the Sauder School of Business at the University of British Columbia.



Michelle Xiao Wu is a new assistant professor in the Department of Finance and Management Science. Her research interests include strategic consumer behavior, dynamic pricing,

and allocation to customers. She was previously at the University of Chicago.

David Whidbee, interim dean of the Carson College of Business, has appointed new leadership roles within the college:



David Sprott will serve as senior associate dean and be responsible for overseeing faculty hiring and review processes, AACSB reporting, and leading the college's international initiatives. He will work with Interim Dean David Whidbee to supervise the departments, chairs, and directors. Sprott is the Boeing/Scott and Linda Carson Chair in Marketing and formerly served as the associate dean for graduate, international, and professional programs.



John Cullen will serve as associate dean for graduate programs. He will be responsible for administrative oversight of all graduate business programs and will continue as director of doctoral programs and Huber Chair of Entrepreneurial Studies.



Nancy Swanger will serve as interim associate dean for undergraduate programs while continuing as director of the School of Hospitality Business Management. She will be responsible for facilitating career development and the overall undergraduate student experience.



Cheryl Oliver will continue as assistant dean for online and graduate programs with primary responsibility for day-to-day operations of these programs.

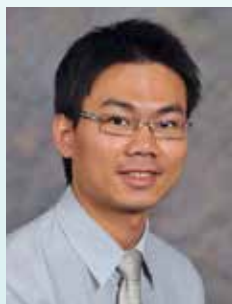
Ph.D. Graduates

**Wei Huang****Finance**

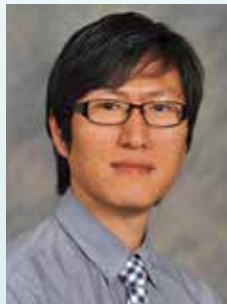
B.A., Tongji University
M.B.A., Gonzaga University
Dissertation: Institutional Holdings
and Dividend Policy.
Major Advisor: **Donna L. Paul**

**Diane Nelson****Management**

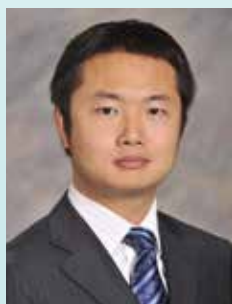
B.A., Seattle University
M.S., Taxation, University of Denver
Dissertation: Family Friendly Work
Perceptions in Management.
Major Advisors: **Arvin Sahaym**
and **John Cullen**

**Allen (Cheng Chieh) Lu****Hospitality Business Management**

B.S., Feng Chia University, Taiwan
M.B.A., Texas A&M University, Commerce
Dissertation: A Conceptual Model of Online
Tourists' Confusion
Major Advisor: **Dogan Gursoy**

**Jeongdoo Park****Hospitality Business Management**

B.B.A., Kyonggi University, South Korea
M.S., Virginia Polytechnic & State University
Dissertation: Customer Mistreatment and
Employee Organizational Citizenship Behav-
ior: An Attributional Approach
Major Advisor: **Jenny Kim**

**Yuxing Luo****Management Science**

B.S., Tsinghua University, China
M.S., Washington State University
Dissertation: Subordinated Gaussian Process,
Fluctuation Identities, and Their Applications
to Log-returns and to Change-point Analysis.
Major Advisor: **Stergios B. Fotopoulos**

**Imran Rahman****Hospitality Business Management**

B.S., Louisiana State University
M.S., University of Massachusetts Amherst
Dissertation: The Influence of Values and
Attitudes on Green Consumer Behavioral
Intentions: An Empirical Examination of
Three Green Products.
Major Advisor: **Dennis Reynolds**

**Hakil Moon****Marketing**

B.B.A., Changwon National University,
South Korea
M.B.A., Changwon National University,
South Korea
Dissertation: Knowledge Transfer, Absorptive
Capacity, and Interfirm Relationships: Impli-
cations for New Products and Innovation.
Major Advisor: **Jean L. Johnson**

**Gaunette Sinclair-Maragh****Hospitality Business Management**

B.S., University of Technology, Jamaica
M.S., University of the West Indies
Dissertation: Residents' Support for Tourism
Development: A Case of Developing
Countries.
Major Advisor: **Dogan Gursoy**

**J.D. Morscheck****Finance**

B.S., University of Nevada
M.S., University of Nevada
Dissertation: Share Repurchases and Wealth
Transfer Among Shareholders.
Major Advisor: **John Nofsinger**

FOUR PRIORITIES OF THE CARSON COLLEGE I

GLOBAL OUTLOOK



A Summer in Seoul

A love of Asian culture and a thirst for independence drove Spokane native Tanner Peterson to study nearly 7,000 miles from home during summer 2013. After noticing an advertisement posted in the Carson College of Business, Peterson investigated Korea University's International Summer Campus (ISC) in Seoul. Korea University is ranked number one among private universities for financial endowments and is one of the most popular institutions in terms of employer reputation. He decided to enroll directly into ISC, where Carson College of Business statistics professor Sung Ahn holds a joint faculty appointment.

Scholarship rewards academic excellence and positive attitude

As a WSU business student majoring in finance and management operations, Peterson was drawn to the opportunity to learn more about Korea's emerging economy and technology industry but couldn't afford the ISC program's \$3,000 tuition. He contacted Ahn about applying for the Korea University International Summer Campus Faculty Scholarship, open to upper level undergraduate students with no Korean heritage. Because of Ahn's professional relationship with ISC, he was able to nominate Peterson for the scholarship. The scholarship is awarded only to institutions whose faculty members also teach at the ISC.

"I recommended Tanner based on his academic excellence, strong interest in learning other cultures, especially Korean culture, his positive and serious attitude toward studying abroad during summer, and his ability to represent WSU in a positive way," said Ahn.

Peterson received the scholarship and embarked on a seven-week journey that both excited and challenged him.

Navigating challenging academics and foreign culture boosts independence

He took two courses but studied harder than he ever had before. "I had to work extremely hard to get a B," said Peterson, who is normally an A student. "The papers were the longest I've ever written, and there were no shortcuts just because the program is shorter." He studied investment analysis and international finance alongside diverse students, which expanded his perspective on global economies and how other countries view the United States. He also learned about the eastern Asian recession in the 1990s and the rise of large, successful corporations such as Samsung, which is headquartered in Seoul—knowledge that gave him a competitive advantage during later job interviews.

"Living and studying in Korea opened my mind and made me excited about traveling more to learn about other cultures," he said. He said being in a different time zone than his family, while difficult, increased his sense of independence and problem solving skills. He traveled the city, learning to navigate the subways and order food from non-English-speaking vendors. He also visited several iconic cultural sites including the North Seoul Tower and the Gyeongbokgung Palace, originally constructed in 1395 by the Joseon Dynasty.

Developing skills for life

He said the best thing about the experience, aside from the delicious food, was building a repertoire of personal and professional skills that helped him achieve his career goal. Prior to graduating in May, he accepted a research associate position at PitchBook Data Inc. in Seattle. The company provides data to help private equity and venture capitalists make more informed decisions.

Finance Major's International Experience Pays Dividends

*Tanner Peterson
taking in the sights of Seoul.*

Peterson said he made lifelong friends and recommends that any student interested in studying abroad consider all that Asian culture has to offer. The college has recently made this opportunity more accessible by reinstating its summer faculty-led program at Korea University. To learn more, visit ibus.wsu.edu/experience.

FOUR PRIORITIES OF THE CARSON COLLEGE II

INNOVATION



Business Plan Competition

Winning WSU Business Plan Sparks Innovation and Critical Thinking

Overall winners for the Business Plan Competition

College League

First place: Ze-HunterS

Ze-HunterS designed the FunMi e-board, an electronic blackboard to aid classroom efficiency and learning. It allows users to operate a touch screen anywhere, including ordinary white walls.

—Southwestern University of Finance and Economics, Chengdu, China



From left, Ken Butterfield, management, information systems, and entrepreneurship department chair; Eric R. Spangenberg, former dean; Ze-HunterS team Pengfei Zhu, Junmei Zhang, and Zhifu Liang; Deputy Secretary Su Wang; and Marie Mayes, director of the Center for Entrepreneurial Studies.

Third place: Fly Safe L.L.C.

Fly Safe L.L.C. designed a more reliable airspeed sensor to help improve the safety of air travel and reduce costs by replacing pitot tubes, which are currently used to provide airspeed measurement to pilots. The Fly Safe team is also part of the Boeing Scholars Program.

From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Eric R. Spangenberg, former dean; Fly Safe L.L.C. team Lindsey Elhart, David Finkel, and Patrick Gavin; and Marie Mayes, director of the Center for Entrepreneurial Studies.



Second place: Mobile Foam aids organizations providing international relief construction by supplying simplistic building kits containing necessary materials, such as floor plans, certification, consulting, safety, and portable molds, to construct a home using

Insulated Concrete Forms (ICF). Mobile Foam has also seen success placing first in the Inland Northwest Business Plan Competition in April, and won Best Sustainable Business Idea at the University of Washington Foster School of Business competition in May.



From left, Ken Butterfield, management, information systems, and entrepreneurship department chair; Eric R. Spangenberg, former dean; Mobile Foam team Dane Baird, Austin Carter, Kelsi Lakey, Chris Routen, and Bettina Ernst; and Marie Mayes, director of the Center for Entrepreneurial Studies.



The 12th annual WSU CCB Business Plan Competition was held April 25-26. Teams of students from the university and regional high schools, as well as international teams from Tanzania, Switzerland, and China, showcased their entrepreneurial ideas and business planning acumen before panels of academics and real-world industry professionals. The participating teams' business plans spanned industries including health care, aerospace,

agriculture, and construction, with some innovation patents pending.

During the competition, teams were judged on criteria including team presentation and style, the customer problem, solution, value proposition, competitive advantages, market and sales strategy, management, financials, and offering and investment analysis. Each of the 24 teams presented their business plans on the first day of the competition, with six teams advancing to the finals on the second day.

"The competition showcased the value and international scope of the entrepreneurship program at WSU," said Pat Murphy, CEO of Vega Performance Marketing and competition judge. "Ze-HunterS stood out in that they are already marketing an exciting technology which they conceived and built. Their virtually flawless presentation was a testament to their preparation and has established a new benchmark for future teams."

Fourth place: Salud!

Developed an automatic cocktail machine that enables users to enjoy a variety of single-serve cocktails without the need to purchase mixer, alcohol, and ingredients.



From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Eric R. Spangenberg, former dean; Salud! team Jonathan Marsh, Noel Wang, Steve McCutcheon, Mary Blevins, and Thomas Weis; and Marie Mayes, director of the Center for Entrepreneurial Studies.

Fifth place: Northwest Engineering Curricula (NWECC)

Designed STEM (science, technology, engineering, and math) curricula directed toward high school students to provide innovative products that develops users' creativity and critical thinking skills.



From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Eric R. Spangenberg, former dean; NWECC team Max Nelson, Rob Phibb, Ben Bohannon, and Jing Li; and Marie Mayes, director of the Center for Entrepreneurial Studies.

High School League

First place: Art by Chelsea (Riverpoint Academy). Created a customizable artwork business selling acrylic paintings.

From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Chelsea Evans; and Dave Hunt, partner, Intuitive Integration LLC, serving as a Business Plan Competition judge.



Second place: Rocky Mountain Hostel (Sammamish High School, Bellevue). Created concept for a youth hostel in Salt Lake City, Utah.

From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Rocky Mountain Hostel team Griffin Paulson, Lucas Bacon, and Anna Main; and Dave Hunt, partner, Intuitive Integration LLC, serving as a Business Plan Competition judge.



High School League cont.

Third place: Paintball (Pullman High School). Developed a proposal for an indoor paintball facility in Pullman.

From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Jessica Brar; and Dave Hunt, partner, Intuitive Integration LLC, serving as a Business Plan Competition judge.



Fourth place: Green Scapes (Bothell High School). Created a concept for a landscaping company designed to provide off-season home maintenance and summer vacation home monitoring services.

From left: Ken Butterfield, management, information systems, and entrepreneurship department chair; Green Scapes team Michael Gray and Mackenzie Murray; and Dave Hunt, partner, Intuitive Integration LLC, serving as a Business Plan Competition judge.



Thank you to the Pullman Competition judges:

Andy Barrett, Chris Burdett, Dan Carpenter, Benjamin Caudill, Terry Cornelison, Doug Cox, Dave Divine, Mauricio Featherman, Mike Flood, Robert Gardipee, John Gibson, Dave Grant, Mark Hansen, Joe Harris, Dave Hunt, Jaimie Jacobsen, Velle Kolde, Ann Liberato, Don Lionetti, Ryan Lockwood, Jeffrey Lytle, Jeff Macias, Stacy McCannon, Erik Morgan, Pat Murphy, Teri Orr, Jane Payumo, Carol Anne Sears, Tom Simpson, Gary Spanner, Denny Thostrud, Mike Tompkins, and Paul Wiggum. Many more judges assisted with screening.

For more information on the WSU Business Plan Competition, please visit business.wsu.edu/businessplancompetition or contact Marie Mayes, director of the Center for Entrepreneurial Studies, at mmayes@wsu.edu.

Thank you to the Business Plan Competition sponsors:

Crimson Sponsors: Dun & Bradstreet Credibility Corporation, Herbert B. Jones Foundation, Maughmer Chair, and Raymond and Loraine McGowan Endowed Scholarship

Silver Sponsors: Lee & Hayes, Rom J. Markin Entrepreneurship Endowed Scholarship, Fred and Joan Burnstead, Bill and Mary Lynn Graber, and Fred and Janice Tompkins

Angel Sponsors: Freedom Philosophy Scholarship and Rueben and Marie Mayes

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Business Plan
C · O · M · P · E · T · I · T · I · O · N
WASHINGTON • STATE • UNIVERSITY

Fly Safe

Revolutionizing Aircraft Technology

By Andrea Baseler-Verner

Fly Safe L.L.C. working in the laboratory on their airfoil speed sensor prototype.



With over 93,000 commercial flights scheduled per day, carrying an average of four million passengers, it is critical to have reliable in-flight instruments. Aircraft use a myriad of sensors in order to safely and efficiently bring people and cargo to their destinations. And while air travel is one of the safest modes of transportation in the world, one of the leading causes of inflight complications is an incorrect airspeed indication by faulty equipment.

As part of an interdisciplinary senior design project within the Boeing Scholars program, recent graduates Lindsey Elhart (business), David Finkel (chemical engineering), and Patrick Gavin (electrical engineering) collaboratively developed a business plan and prototype for a more dependable airspeed detection system. They formed their own business named Fly Safe L.L.C. and placed third in the 2014 WSU Carson College of Business annual Business Plan Competition.

Boeing Scholars (see next page) are presented with several potential projects in the spring of their junior year. After picking their top two choices, students meet with professors and are assigned to teams. The teams then meet with business and engineering mentors over the summer to prepare for the Business Plan Competition.

The Fly Safe team's research showed that pitot tubes, the current technology used to provide airspeed measurements to pilots, are inherently vulnerable to non-ideal weather and debris due to their current design, resulting in significant costs to airlines. Their new design of an airfoil airspeed sensor aims to reduce those costs while improving the safety of air travel on a global scale.

"We chose this project as it has the potential to save lives and money, and we wanted our end-product to have a real impact on the world," said Elhart. "The opportunity to be a Boeing Scholar was tremendous. For the first time, I was able to take part in a project from the ground-up, much like what I expect to face post-graduation."

According to their business plan, Fly Safe L.L.C. will require substantial capital investment of Boeing's technical resources and rapid innovation for the airfoil sensor's FAA certification process in order to successfully enter into the market.

With the experience of cross-collaboration between business and engineering students, the team was able to see how the different fields make decisions during the design and review process, much like a real-world work setting. As a next step, Fly Safe

L.L.C. presented their innovation to a Boeing management team in Everett. At that point, Boeing decided they wanted to assist the student team in further developing the product.

"This was the first time a class had involved such an open-ended assignment without guidance from professors," said Gavin. "Our mentors were helpful in making sure our design considerations were appropriate, but the solution was entirely up to us. It gave me a new perspective on thinking about the interaction between businesses and customers, and most importantly, insight on what customers are looking for and how much value it brings them."

Before finalizing the project, the team completed their financial assumption, and validated the project by talking to industry leaders and WSU alumni including Garry Ray, a senior design engineer at Boeing; Paul Allen, vice president of business development at Insitu; Jeffrey Lytle, finance director at Boeing; Paul Wiggum, vice president of sales and marketing at AVCORP Industries; Joel Lohrmeyer, a patent attorney at Lee & Hayes; and Larry Gross, president and owner of Relay Applications Incorporated.

If successful, Fly Safe L.L.C. plans to enter the navigational instrument manufacturing industry via Boeing, which will receive exclusive rights to the innovation for three years before releasing this product to other aircraft manufacturers.

If you are interested in learning more about Fly Safe L.L.C. or investing in their company, please contact Lindsey Elhart at lindsey.elhart@email.wsu.edu.



Fly Safe L.L.C. testing the airfoil speed sensor.

Mobile Foam's Innovative Product Finds Success Beyond WSU

By Andrea Baseler-Verner

Boeing Scholars Program

The Boeing Scholars Program is a two-year program that provides outstanding junior and senior students a multidisciplinary educational experience that prepares them for a globally competitive workplace. In their senior year, 12 scholars work in teams on Boeing-assigned projects in a unique multidisciplinary class and compete in the WSU Business Plan Competition. Past projects have yielded patentable solutions or solutions that have been implemented by Boeing.

Students from the Voiland College of Engineering and Architecture, the Carson College of Business, the College of Arts and Sciences, and the Edward R. Murrow College of Communication collaboratively execute projects identified and sponsored by Boeing.

Award Amounts

\$2,000 scholarship, junior year

\$3,300 scholarship, senior year

Eligibility/Requirements for Business Students:

- Apply to certify in the Carson College of Business
- Have a minimum 3.0 GPA

Scholarship Recipients Must:

- Apply for a Boeing paid summer internship.
- Accept and participate in internship if offered.
- Register for Entrepreneurship 496 (senior year-long multidisciplinary course).
- Submit project in formal presentation to Boeing management at Boeing facility.

More than 1.6 billion people live in substandard housing worldwide. Over 100 million of these people are homeless, with the majority living in developing countries. While thousands of organizations worldwide make it their mission to provide housing for this population, only Mobile Foam, a startup company comprised of WSU entrepreneurial students, delivers a means of providing cost effective, insulated housing through a turn-key building kit.

Mobile Foam's product enables houses to be built using the Insulated Concrete Form (ICF) construction technique. The goal of the project is to provide all of the necessary materials and consulting to produce a more energy efficient, cost effective home for the end user.

"Our idea sprang from seeing the staggering statistics of homelessness in developing countries, and having a deep-seated passion for helping the needy," said Chris Routen, Mobile Foam's chief executive officer and a mechanical engineering student. "Our product will help thousands of organizations worldwide reduce the cost of shipping

necessary resources and building materials for construction of homes, especially in impoverished areas."

Routen and team members Bettina Ernst (civil engineering), Austin Carter (business marketing/entrepreneurship), Kelsi Lakey (computer engineering), and Dane Baird (mechanical engineering) placed second in this year's Business Plan Competition. Mobile Foam also won the Inland Northwest Business Plan Competition in April and the Best Sustainable Business Idea at the University of Washington Foster School of Business Competition in May.

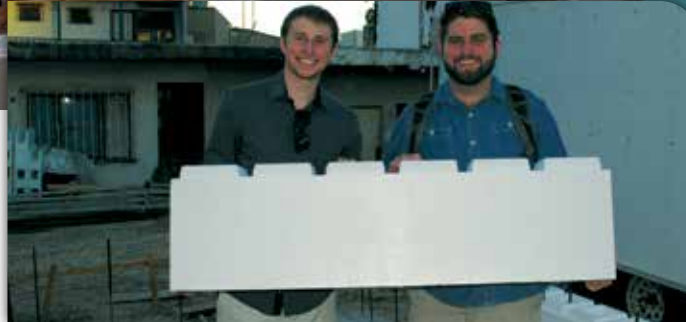
The team formed in 2013 after they became acquainted through the Harold





Mobile Foam team members working over spring break on a job site in Tijuana, Mexico.

Dane Baird (left) and Austin Carter holding building blocks made from the ICF construction technique.



Frank Scholars Program and discovered a shared passion for entrepreneurship. They decided to take Entrepreneurship 496 to compete in the 2014 WSU Business Plan Competition and use their combined strengths to develop a project that would serve people internationally.

While on a service project the previous summer, Carter, Mobile Foam's chief marketing officer, met with a man who built and developed a school in Uganda. He informed Carter about the ICF building product that can be inexpensively shipped and produced on-site. When Carter shared the information with his teammates, they determined to develop an innovative building kit that would allow any organization, including schools, churches, and community centers, to build in their location of choice with no construction experience necessary.

Through Mobile Foam's research, two members of the team were presented with the opportunity to travel to Tijuana, Mexico, to test the building method with partners Lazarian World Homes and Extreme Nazarene Ministries, who both verbally expressed interest in the product. Here, the students had first-hand experience using the product to build a church.

"It was amazing to see how the ICF product actually worked and to see how our efforts positively affected citizens in the community," said Carter. "It's rewarding to make a difference and see this come to fruition with partners that are interested in the product."

board members, and were provided with international travel opportunities to help implement the product. Currently, the Mobile Foam team is in the investment phase of their business plan and is seeking outside funding. The team is also one of 10 student-led startups accepted into the 2014 Jones and Foster Accelerator, a program that helps student startups transition from idea to reality and earn up to \$25,000 in follow-up funding.

To learn more about Mobile Foam or to invest in the business, contact Mobile Foam's CFO, Dane Baird, at dane.baird3@gmail.com.

Harold Frank Scholars Program

The Harold Frank Engineering Entrepreneurship Institute is comprised of junior-level engineering, communication, and business students interested in technological entrepreneurship. The program gives students the tools and experiences they need to pursue their ideas. The three-semester program includes a three-week summer program in San Francisco and a trip to Silicon Valley, a 12-week internship, entrepreneurial courses and activities, and a technology ventures course. Harold Frank ('48 B.S. Electrical Engineering) established the Harold Frank Scholars Program in the Voiland College of Engineering and Architecture in 2004 with a \$3 million gift.

Summer program

On the Pullman campus, students spend a week learning a variety of skills that provide them with a firm foundation in entrepreneurship. Focus areas include:

- Team building exercises
- Business etiquette
- Technology transfer and intellectual property issues
- Government support for new companies
- Meeting founders, CEOs, and patent attorneys
- Oral communication boot camp

Following the initial week in Pullman, students visited Silicon Valley, one of the world's largest innovation and product development centers, to experience:

- Informal interactions with entrepreneurs
- Networking opportunities
- Bank, angel, and venture capital funding
- Founder, CEO, and corporate attorney interviews
- Company operations from the inside
- Marketing seminars
- Visits to companies such as Google, HP, Plasticlogic, and Bloomreach

Learn
more at
business.wsu.edu.



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FOUR PRIORITIES OF THE CARSON COLLEGE III

PROFESSIONAL PERSPECTIVE





Hospitality and Sonoma Valley Wine

Eight Business Students Dive Head First into California Wine Industry **By Emily Smudde**

While some students were sunbathing in Mexico or shopping in New York, eight WSU hospitality business management students spent spring break 2014 working over a hot stove—and loving it. Thanks to an alumnus with a passion for great food, fine wine, and WSU, the eight ventured south to California to earn hands-on experience in the wine and hospitality industry.

It all started with a chance meeting in Pullman two years ago.

In the fall of 2012, Brion Wise, alumnus of the WSU Voiland College of Engineering and Architecture and a member of VCEA's Executive Leadership Board, traveled to Pullman to attend an executive leadership board dinner. The dinner was prepared and served by the WSU Hospitality Catering Services team, a team composed of students from the WSU School of Hospitality Business Management and led by Chef Jamie Callison.

More than a year after the dinner, Wise organized a dinner at B Wise Vineyard and Winery, which he and his wife Ronda own in the hills of Sonoma Valley.

And he knew precisely who he wanted to cater the event for his wine club members. Wise contacted the WSU Hospitality Catering team and arranged for them to make the trip down to Sonoma.

"It was humbling that Brion wanted to showcase our abilities and the talent at WSU," Callison said. The Napa-Sonoma wine country is one of the world's culinary hotspots, so there were plenty of local catering firms Wise could have hired, Callison said. Instead, Wise decided to promote the talents of WSU.

Callison selected Erika Herman, Jessica Murray, Samantha Schwartz, Kate Stewart, Sarah Montgomery, Mike Tram, Amber Holloway, and Kalin Stocker to accompany him on the trip, all students who worked the VCEA Executive Leadership Board dinner.

Photos By Jessica Murray





"When I agreed to take on this event with the rest of the catering team, I had no idea that this trip was going to be as enriching as it was," said Samantha Schwartz.

When spring break arrived, Wise flew his private plane to Pullman to pick up Callison and his students. During that week, Wise took his guests on a tour of the Sonoma and Napa valleys, teaching them about California wine and cuisine. The students met restaurant owners, winemakers, and more.

"My favorite part of the trip was getting to build relationships with the people we met in Sonoma," said Jessica Murray. "Relationships that I hope will last a long time."

When the night of the dinner arrived, the students put aside any nerves they had about serving high-end members



of the hospitality industry and took the event head on. Despite the many challenges the students faced, such as an unfamiliar kitchen located almost 400 yards from the dining area, the students took each obstacle in stride and produced a perfect six-course meal. Their carefully selected menu items, including smoked quail and chocolate espresso bread pudding, paired perfectly with B Wise wines.

"It would be hard to put into words how smoothly the dinner went," Callison said. "Everything was perfect; it was as if we had been working in our kitchen at home."

The students were there to impress and impress they did. After the event, Wise reached out to Callison about making this trip an annual event. Every spring break, a team of WSU hospitality students will travel to Sonoma to work and experience the hospitality industry first-hand.

"I think the whole experience was one big life lesson," said Kate Stewart, when asked what she would take away from her trip. "The lesson being that no matter what you do in life, if you do it with passion, while caring for the people around you, you will succeed."



Hospitality Curriculum Expands to Serve Seattle-area Professionals

Washington State University now has a bigger presence on the western side of the state after launching a bachelor of arts in hospitality business management at WSU North Puget Sound at Everett. The expansion provides higher education opportunities to hospitality professionals who want to advance to the next stage of their careers. In addition to on-campus delivery, courses are offered through other state-of-the-art methods including video stream, online, and hybrid.

In fall 2015, students will have the option to complete the hospitality business management degree entirely online. Students may apply at go.wsu.edu/EverettHBM.

The WSU School of Hospitality Business Management recently hired two faculty, Bill Pettit and Mark Beattie, who are housed in Gray Wolf Hall at WSU North Puget Sound at Everett.

"We are very pleased to help meet the Pacific Northwest's need for quality hospitality training and welcome Bill and Mark to our team of world-class faculty," says Nancy Swanger, director of the school.



Pettit is the senior-living executive-in-residence. As president of the R.D. Merrill Company, parent company of

senior-living provider Merrill Gardens, he brings a wealth of industry experience to the classroom.

He will develop the popular senior-living elective into a full major, create professional development modules for industry professionals, and establish an online caregiver certification program endorsed by trade associations such

as the American Seniors Housing Association. Certification will assure teams around the country achieve the same quality of training, he says.

He also plans to expand the senior-living program into international territories through online delivery, especially to China, noting that its aging population is almost 10 times larger than that of the United States.

"The WSU senior-living class is unique, and I am thrilled to be able to take it to the next level," says Pettit. "Exposing students to the opportunities in senior living is critical to the long term success of our industry."



Beattie is an assistant clinical professor and teaches hospitality business management electives and

required upper division hospitality courses.

Prior to coming to WSU, he worked in the hospitality industry for 30 years, spanning both commercial and non-commercial segments. He was an adjunct instructor and director of distributive learning for the School of Professional Studies and director of student services for the virtual campus at Gonzaga University.

"The hospitality program at WSU North Puget Sound at Everett supports the university's land-grant mission to provide educational access to a student population we have not yet tapped," says Beattie. "Expanding WSU's footprint will help build new communities of transfer students, employers, and working professionals in the hospitality industry. I am excited to be part of a continuum of learning designed to set students up for success across degree levels."



FOUR PRIORITIES OF THE CARSON COLLEGE IV

RESEARCH



“Sweat the Small Stuff” to Obtain Healthier Lives

To many people, failure to sort the trash into recycling bins or conserve household water is no big deal. But if they considered that in less than 50 years the United States will be producing nearly a billion tons of trash annually and two-thirds of the world’s population could be living under water-stressed conditions, the notion that it’s OK to not sweat the small stuff might not be so comfortable.

A group of international researchers say even one small act, such as failing to recycle a water bottle, can decrease commitment to an overall goal of well-being, such as protecting the environment.

Marketing researchers from the University of Idaho, Washington State University, and the University of Lausanne, Switzerland say these everyday failures compromise goals for achieving a healthy lifestyle and a healthy society. Writing in the *Journal of Marketing*, Berna Devezer, David E. Sprott, Eric R. Spangenberg, and Sandor Czellar offer insights into what can be done to help consumers stick to their goals.

Small failures, big consequences

“Most people aren’t aware that even a single behavioral slip can matter when making decisions regarding their own well-being or that of others,” says Devezer, University of Idaho assistant professor of marketing. “Consumers don’t think that just skipping the recycling bin one time would make them less environmentally

responsible, but in reality, such failures may reduce consumer’s willingness to perform other acts associated with the long-term goal, such as conserving energy. This spillover effect may jeopardize their attempts to live better lives.”

The researchers conducted four studies showing how consumers’ failure to perform small actions could influence the pursuit of longer-term well-being goals. They focused on three contexts: consumer overspending, environmentally friendly behaviors, and charitable donations. In one of the studies, student participants were asked to imagine meeting or falling short of a monthly savings target. Results showed that participants who did not meet the short-term target were less likely to pursue a long-term savings goal.

“Our basic finding that small behavioral slips have negative immediate and long-term consequences on an overall goal of well-being was replicated across all three contexts,” says Spangenberg, former WSU marketing professor and former dean of the Carson College of Business.

Relevance, clarity, and consequence matter

The researchers demonstrated that the adverse effects of these small failures are less when the goals are important to the consumer and a clear mental picture is painted, such as “Your act will help reduce the amount of trash in the Atlantic Ocean.”

The research also points out the importance of increasing consumers’ awareness of negative consequences of failure. For example, the United Way’s slogan “Give. Advocate. Volunteer. Live United.” could be enhanced by simply adding the phrase, “If you don’t, children may go hungry.”

“Our findings suggest that marketers who want to promote well-being would do well to remind consumers of the importance of goals related to well-being, use easily visualized promotional messaging, and show the downsides of even small behavioral lapses,” Spangenberg says.

The researchers’ efforts coincide with a current movement supporting consumer research that benefits the quality of life for all who are engaged in or affected by consumption trends and practices.



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A Message from Mark Hansen

Principal, Bayview Arc, Inc.

Chair, National Board of Advisors

Center of the World

When I attended WSU back in the 1980s, the only border I really paid attention to was the one shared by Washington and Idaho. Pullman, Todd Hall, Martin Stadium, and The Cougar were the center of the world. Thankfully, my perspective changed over the years as I matured and my survival instincts kicked in. I've developed much more of a global mindset through my career experiences.

This edition of *Dividend* demonstrates the multiple venues the Carson College of Business at Washington State University provides our students to learn beyond the borders of the classroom, of countries, and of traditional thinking.

Business has a common language of financials, contracts, marketing plans, and economics. I've learned that while the language of business is important in accomplishing mutual objectives, the nuances of culture, style, contexts, and social interaction force us to relate in new and sometimes uncomfortable ways to get things done. Breaking down the borders of our comfort zone is critical to success, in business and life in general.

We must be purposeful today in gaining a global business perspective. The world is spinning so much faster now, and the difference between success and failure is almost imperceptible. The global marketplace has no time to allow people to linger in how things were done 10 years ago. At the same time, the pace of change in higher education is faster than ever before. This all presents an exciting opportunity.

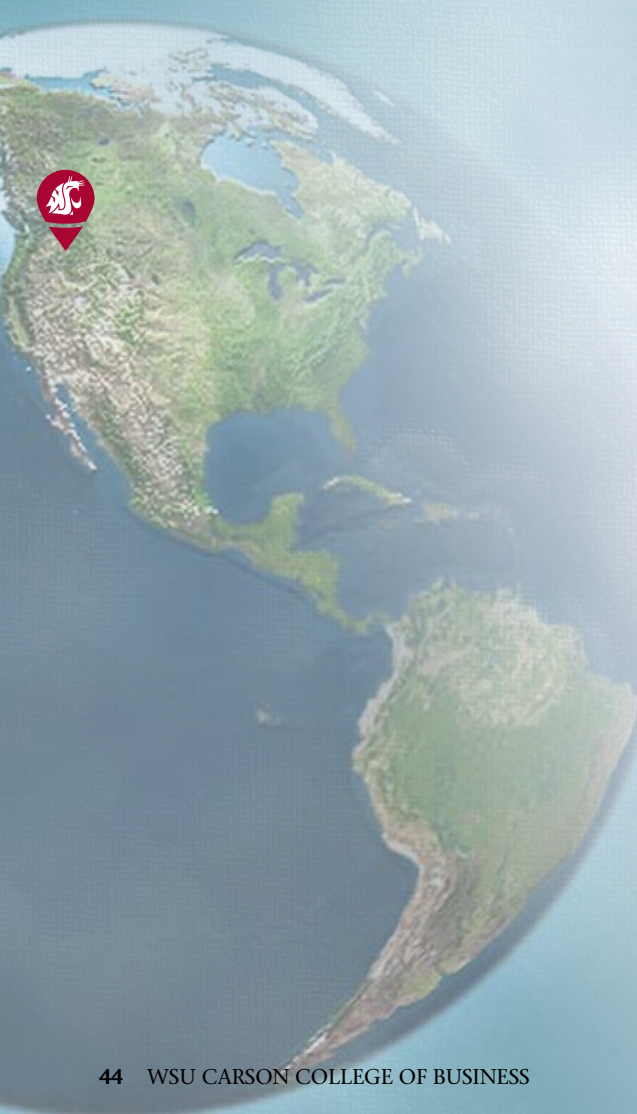
Our college seized the opportunity and has taken a leadership role in defining the evolution of higher education in business. Our students now have opportunities to experience cultures and economies that were not previously available to them. The learning environment is far broader, deeper, richer, and (believe it or not) more fun than when many of us attended this fine university.

My colleagues on the National Board of Advisors (NBoA) are proud to play a small role in assisting the college in achieving its ambitious goals. The NBoA focuses a lot of energy helping to shape the strategic direction of the college. We are committed to the success of our students and are encouraged by the results we all see from the execution of a consistent, bold, and global strategy.

On behalf of the NBoA, I want to thank our globally minded professors and administration for stretching beyond the borders of the past. But let's be honest—Pullman is still the center of the world.

A stylized, handwritten signature in black ink that reads "Mark Hansen".

Mark



NBoA Roster, 2014–15

The National Board of Advisors fosters close ties between the Washington State University Carson 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 Carson College of Business within the business community in the state of Washington and beyond.
- Providing advice and counsel to the dean of the Carson College of Business about trends and the changing needs of the business community.
- Reviewing and shaping the strategic direction of the Carson 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 Carson College of Business within the business community (e.g., facilitating the development of internships, externships, and industry-related and basic research opportunities).
- Assisting the Carson 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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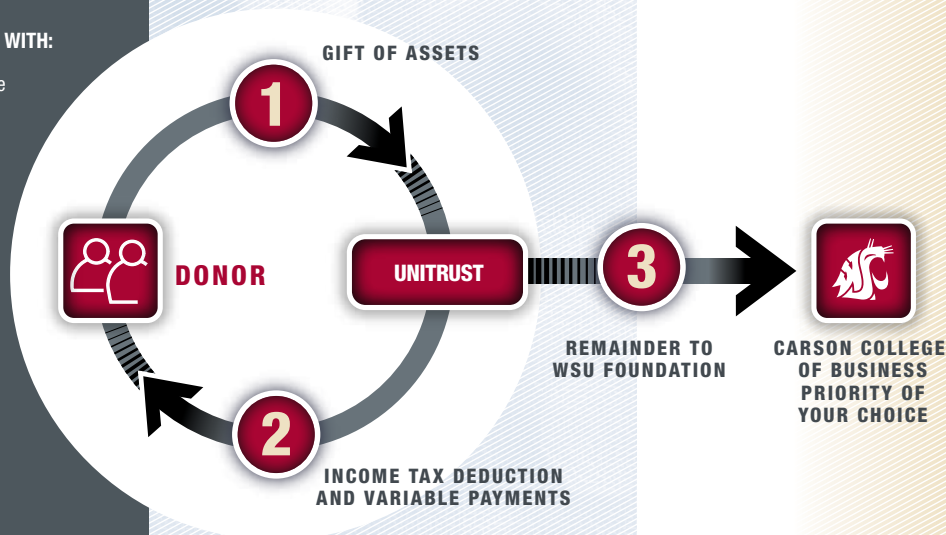
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Alumni Notes

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1990s



K. Praveen Parboteeah ('99 Management) is currently a professor of management at the University of Wisconsin-Whitewater. He was instrumental in developing a doctorate of business administration (DBA) program at the university. The DBA will be the first doctorate offered at the University of Wisconsin-Whitewater. The program is geared toward individuals with significant work experience and welcomed its first cohort of students in fall 2014. Parboteeah is married to Kyong Pyun ('97, '99 BA) and lives in Whitewater with his two children, Davin and Alisha.

2000s



Sam Yul Cho ('14 Management) joined the Oregon State University College of Business in September as an assistant professor of strategy and entrepreneurship.



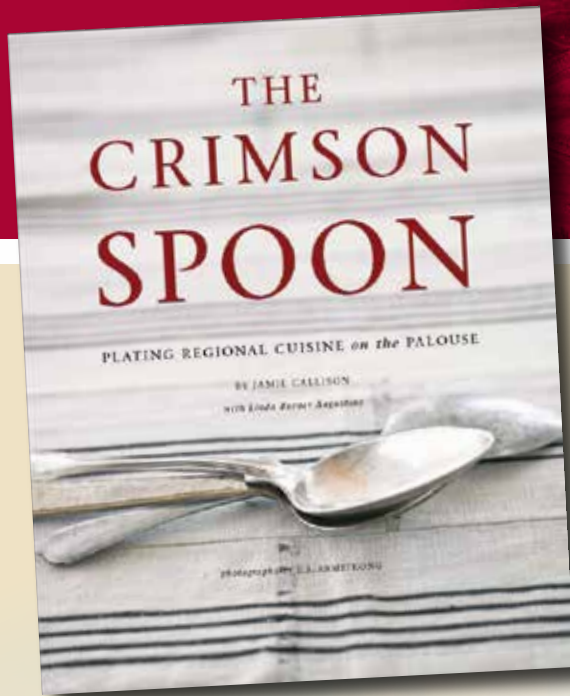
Jaimie Jacobsen ('03 MIS) was appointed to the WSU Board of Trustees in fall 2013. The board serves as the WSU Foundation's voting membership. Board members support the WSU Foundation and the University by voluntarily serving on committees and building relationships with prospective donors. Jacobsen is a consultant manager at Slalom Consulting in Seattle and has been an active member of the college's Information Systems Advisory Board for more than five years.



Kelly D. Martin ('07 Marketing) was named a Monfort Professor, one of Colorado State University's top honors. Martin is the Daniel Ethics Initiative Faculty Fellow and an associate professor of marketing in the CSU College of Business. She joined the CSU College of Business faculty in 2007. She plans to use Monfort Professorship funding to design and acquire high-quality data that relates to her research questions of how living in poverty influences individuals' behaviors and the structures and processes of consumption.



David Noack ('14 Management) was hired by Weber State University as an assistant professor, Hall Endowed Chair in Entrepreneurship, and director of the Hall Global Entrepreneurship Program.



“I know how fortunate I am to have an ‘edible backyard’ right on campus, elevating sustainability practices to a whole new level.”

—Executive Chef Jamie Callison, author of *The Crimson Spoon: Plating Regional Cuisine on the Palouse*

Chef Callison’s recipes include many ingredients grown and produced by CAHNRS departments, such as Cougar Cheese and Ferdinand’s Ice Cream made at the WSU Creamery, Wagyu beef, fruit and vegetables from the Tukey Horticulture Orchard and Eggert Family Organic Farm, honey from the Department of Entomology, soft durum flour from the Wheat Research Center, and peas, lentils, and garbanzo beans from the USDA Grain Legume Genetics Physiology Laboratory.



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Year in Review

Dean's Leadership Celebration

(photos by Team Photogenic)



Bryan Weeks, president and chief executive officer of Silver Creek Capital Management, kicks off the Dean's Leadership Celebration.



Scott Carson, WSU Regent, engages the audience in supporting the college.

Carson College of Business Power Breakfast 2013



Dick Borgman gives the Power Breakfast keynote address.

Eric R. Spangenberg (right) gives Dick Borgman, Les Schwab Tire Centers CEO, a Cougar-style welcome.



The Power Breakfast provides networking opportunities for students and Seattle business leaders.



Jill and Brad Jackson (center) received the 2013 Dean's Leadership Award from Eric R. Spangenberg, former dean of the WSU Carson College of Business, at the 5th Annual Dean's Leadership Celebration, November 25 at Seattle's Fairmont Olympic Hotel. The award is one of the highest bestowed by the college and recognizes the couple's dedication, leadership, and service to WSU. The event raised more than \$550,000. Proceeds will be designated for a \$1 million endowment to support operations in the Carson College Center for Student Success.



Doug Vanderleest and Jennifer Korten participating in the DLC live auction.



Rick Tupper at the DLC live auction, holding a platter made by Jane Cote, academic director of the Carson College of Business at WSU Vancouver.

Student Life



Cougs on Wall Street participants with Professor George Jiang (far left, second row) and Interim Dean David Whidbee (far right).



2014 Hospitality Business Management graduates at commencement.



Christine Nordlie, a finance/marketing major, holds the Cougar flag while studying abroad in Greece.

Carson College of Business Awards

Eric R. Spangenberg, former dean, honored outstanding faculty, staff, and students at the Carson College of Business annual awards event held April 24.

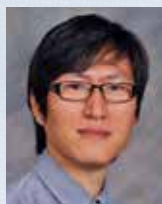
Outstanding Graduate Student Teaching Award

Richie Liu, Department of Marketing and International Business



Outstanding Graduate Student Research Award

Brett Josephson, Department of Marketing and International Business and Jeongdoo Park, School of Hospitality Business Management



Outstanding Faculty Teaching Award

Arvin Sahaym, Department of Management, Information Systems, and Entrepreneurship



Outstanding Faculty Research Award

David Sprott, Department of Marketing and International Business



Outstanding Faculty Service Award

David Whidbee, Interim Dean, Department of Finance and Management Science



Outstanding Staff Service Award

Jamie Callison, School of Hospitality Business Management



Outstanding Clinical or Non-Tenure Track Faculty Award

David Knuff, Department of Marketing and International Business

Dean's Excellence Fellows

Department of Accounting

Robert Greenberg and Bernard Wong-On-Wing



Department of Finance and Management Science

George Jiang, Gene Lai, and Charles Munson



Department of Management, Information Systems, and Entrepreneurship

John Cullen, Kristine Kuhn, Arvin Sahaym, and Tom Tripp (Vancouver)



Department of Marketing and International Business

Jean Johnson, Jeff Joireman, Babu John Mariadoss, and Darrel Muehling



School of Hospitality Business Management Academic Awards



Kayten Porter, Outstanding Academic Senior



Teresa Lohr, Outstanding Senior

Summer Research Grant Awards

Department of Accounting



Linda Chen



Bernard Wong-On-Wing



Li Xu (Tri-Cities)

Department of Finance and Management Science



Sung Ahn



Stergios Fotopoulos



Gene Lai



Sheen Liu (Tri-Cities)



Michael McNamara



Chuck Munson

School of Hospitality Business Management



Christina Chi

Department of Management, Information Systems, and Entrepreneurship



Jesus Bravo (Tri-Cities)



Ken Butterfield



John Cullen



Mauricio Featherman



Jerry Goodstein (Vancouver)



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Kristine Kuhn



Arvin Sahaym



Paul Skilton (Tri-Cities)

Department of Marketing and International Business



Jesse Catlin (Tri-Cities)



Jean Johnson



Babu John Mariadoss



Darrel Muehling



Jeff Joireman



Ioannis Kareklas



David Knuff



Uchila Umesh (Vancouver)



Alberto Sa Vinhas (Vancouver)



Dennis Reynolds



Nancy Swanger

A Message from Justin Marquart

Chief
Development Officer

Analogous to your favorite sports team with impressive stats, competitive players, strong management, and a dedicated fan base, the Carson College of Business at Washington State University is playing hard on the field and is on track to win its championship series. As a former Cougar Baseball athlete under the leadership of respected head coach Bobo Brayton, I understand how business, like sports, relies on persistence, sacrifice, and teamwork. Thanks to our loyal fans, the alumni and friends who have traveled along with us on this seven-year journey, we are nearing the end of *The Campaign for Washington State University: Because the World Needs Big Ideas*. I am proud to report that, as of this publication, the college remains on track to meet or exceed its fundraising goal of \$75 million.

The stats speak for themselves. In fiscal year 2014, the Carson College of Business raised \$6,351,773 and held memorable events including last fall's Power Breakfast featuring Dick Borgman, chairman and chief executive officer of Les Schwab Tire Centers, and the Dean's Leadership Celebration, which raised over \$550,000. Through endowments, legacy gifts, corporate and foundation

partnerships, advisory board engagement, and building a network of involvement, it is no wonder the college continues to be a top-ranked institution, delivering relevant programs to students both online and in the classroom.

Last spring, we added to our development team for increased administrative and fundraising support. Raegan Harvey and Melanie Lange joined our staff as development coordinators to bring their professional acumen to our office and provide better customer service to the external community. You can read more about Raegan and Melanie in the new hires section on page 24. We also welcomed back Paula Carson, who continues to run our scholarship award and management process for the college. This was a strategic move to better align our development activities around this very important aspect of the Carson College Center for Student Success and overall donor stewardship.



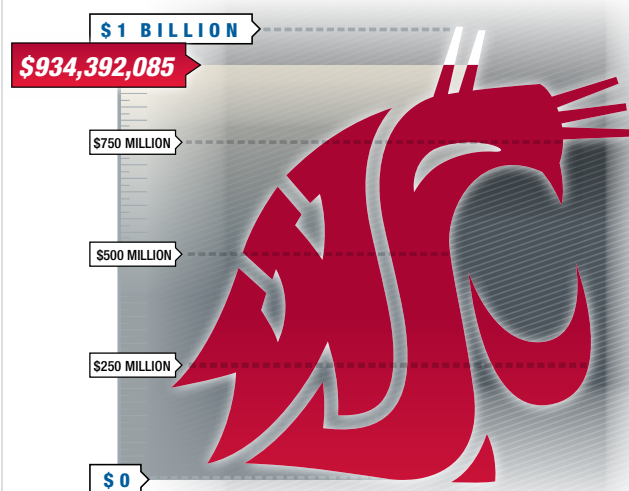
The leadership team within the college has been instrumental to our fundraising success as well. Thanks to former Dean Eric Spangenberg, the college added

to its pipeline of donors and friends, and built relationships with advisory board members and global partners that make the fundraising activities seem almost effortless. Now, with Interim Dean David Whidbee at the helm, I am confident the college will continue its commitment to excellence and a team-oriented approach. In sports parlance, the development team aspires to be champions in providing service to donors and utilizing resources to further advance the goals of the college. Together, we will lead this college to victory!

Thank you for your continued support, and Go Cougs!

UNIVERSITY CAMPAIGN UPDATE

Campaign goal: \$1 billion by 2015



AS OF AUGUST 31, 2014

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

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

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

Go Cougs!
business.wsu.edu/give



Castles Excellence Fund in Entrepreneurship

By Jennifer Naughton

Dan Castles ('78 Business), president and CEO of Telestream, knows a thing or two about fundraising. In late 1997, he raised \$19.2 million to launch Telestream Inc., a digital media company specializing in software products that allow millions of consumers and business professionals to maximize video content regardless of how or where it is created, distributed, or viewed.

In the last 17 years, Castles has led Telestream through four acquisitions and paid back its investors over seven times more than what they originally financed.

He visited the Pullman campus in April to share his career experiences with an audience of young entrepreneurs competing in the 2014 WSU Business Plan Competition. He presented "The

Entrepreneurship Experience: Is it for You?" focusing on the value of persistence and accountability. He also shared examples of how he has dealt with disappointment in his career, and tips on how to build a good team.

"A company's culture is so important," he said. "How you do something over the long haul is just as important as your idea. Your actions must always support your words."

He asked the group if they were truly ready to be entrepreneurs and then proceeded to list the names of 28 companies who turned down his original idea for a start-up. "Fortunately, number 29 said 'yes,'" he said. Castles sold Telestream to private equity investors in 2012 but remains as chief executive officer.

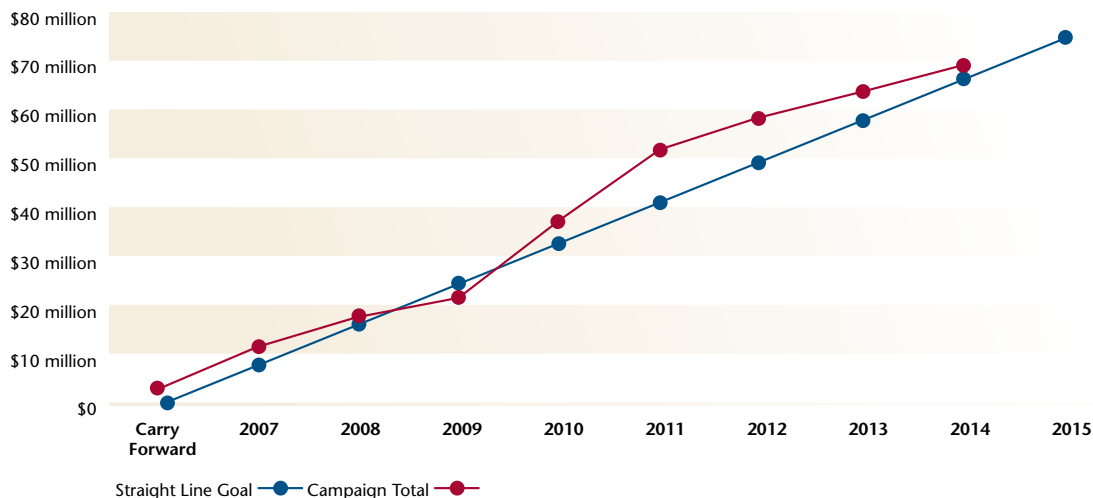
Castles is as passionate about supporting business students as he is about the company he worked so hard to grow. Recently, he and his wife Joanne ('78 Business) established the Castles Excellence Fund in Entrepreneurship to

support the students who are following in his footsteps. His gift will support the college's Center for Entrepreneurial Studies, directed by Marie Mayes. Funds will directly benefit scholarships, outreach, curriculum development, event management, and industry site visits, and aid in developing new entrepreneurship initiatives. On the horizon are a new student lab, eConnect (an entrepreneurship program for freshmen and sophomores), and an accelerator.

Castles volunteers to speak to Carson College of Business entrepreneurship classes, mentors teams, often judges in the WSU Business Plan Competition, and serves on the college's Entrepreneurship Advisory Board.

For more information about supporting the Castles Excellence Fund in Entrepreneurship, please contact Jeff Pilcher of the Carson College of Business development team at jeff.pilcher@wsu.edu.

Carson College of Business Campaign Performance



Supporting the Carson Impact:

Scholarship and Estate Planning Lead to Full Circle Gifts

By Linda Infranco

Chances are, when Fred and Ruth Schroeder made the decision to include Washington State University in their estate plans, they had no idea of the impact they would have on the lives of many business students. Fred Schroeder passed away in 1981; his wife Ruth in 1992. Both were 1921 graduates of the college and, through the fund established by their estate, the Schroeders' legacy will live on in perpetuity. The Ruth and Fred Schroeder Class of 1921 Student Loan Fund—a scholarship fund for students enrolled in degree programs in the WSU Carson College of Business—has provided close to \$50,000 to high achieving students in the form of scholarships since it was created in 1993.

The Schroeders are a fine example of individuals who include WSU in their estate plans and, by doing so, give opportunities to future generations of students, faculty, and programs. Through a bequest to WSU, individuals can make a lasting impact and receive the personal satisfaction of creating a legacy. Bequests through Wills and Revocable Living Trusts allow people to significantly contribute to their favorite charity in ways that would otherwise not be possible in their lifetime.

Alumni and supporters of the college have demonstrated their commitment to educational excellence by becoming Legacy Associates. Demographic profiles of Legacy Associates do not fit just one description; they are CEOs, homemakers, accountants, financial investors, restaurateurs, male, female, young, and old. They have included the college in their estate plans, which will someday position the college to reap the rewards of their generosity.

In 2013, Robert Williams ('79 Business Administration) and his wife Laurie were recognized at the annual Dean's Leadership Celebration for

recently becoming Legacy Associates at WSU. Both have served on numerous boards for the college and WSU and have exhibited commitment and loyalty to their alma mater through volunteering and financial investments. So why the decision to include the WSU Carson College of Business in their estate plans?

"We feel really blessed to be a part of the WSU family, so it felt natural for us to include WSU in our legacy," said Nichols. "It's a 'full circle' gift; we feel like we've received so much from the university over the years, and we know that our gift, along with others, will allow WSU to continue the circle into the future," said Nichols.

"Testamentary gifts have had an incredible impact on colleges and departments across WSU, and the Carson College of Business is an excellent example," said Mike Connell '85, vice president of gift planning for the WSU Foundation. "Some of the college's largest endowed funds—whether for scholarships or program excellence—were established or supplemented with estate gifts. The planning and generosity of individuals such as Ivar Haglund, Jim and Diana Huber, Howard and Billie Hoops, Glenn and Florence Maughmer, and others have set a wonderful example for the current generation on the perpetual impact they can have by including the Carson College of Business in their plans."

For more information about becoming a Legacy Associate at WSU, please contact Justin Marquart, chief development officer, at marquart@wsu.edu or 206-219-2433. To create a Legacy Associate member profile, visit go.wsu.edu/LegacyAssociates.



CARSON COLLEGE OF BUSINESS Calendar of Events 2014–2015

October 2014

- 24 Carson College Official Naming Celebration, 11:30 a.m. to 1:30 p.m., Todd Hall, across from Terrell Library. Register at go.wsu.edu/CarsonNaming
- 24 Feast of the Arts, WSU Campus, Pullman
- 24 9th Annual Brewfest, hosted by Eta Sigma Delta, student organization of the School of Hospitality Business Management, 5:00–7:00 p.m. and 8:00–10:00 p.m., Schweitzer Events Center, Pullman
- 31 Feast of the Arts, WSU Campus, Pullman



*John McAdam
F5 Networks
2014 Power Breakfast*

November 2014

- 19 Small Town-High Tech Forum Discussion, including Shane Needham from Alturas Analytics, 5:30–7:30 p.m., Todd 268, WSU Campus, Pullman. Sponsored by the Department of Management, Information Systems, and Entrepreneurship
- 24 Fall Meeting of the National Board of Advisors, 8:00 a.m., Seattle Marriott Waterfront Hotel, Seattle
- 24 Sixth Annual Carson College of Business Dean's Leadership Celebration, 5:00 p.m., Seattle Marriott Waterfront Hotel, Seattle



December 2014

- 13 Fall Commencement, WSU Campus, Pullman

February 2015

- 2 Career Networking Night, hosted by the Carson College Center for Student Success, 6:00–8:00 p.m., CUB Senior Ballroom, Pullman

March 2015

- 3 Burtenshaw Hospitality Career Night, 4:30–6:30 p.m., CUB Senior Ballroom, WSU Campus, Pullman
- TBD 3rd Annual MIS Alumni Networking Event, WSU Campus, Pullman



April 2015

- 3 Business Technology Symposium, hosted by the Department of Management, Information Systems, and Entrepreneurship, WSU Campus, Pullman
- 10 31st Annual Winefest, hosted by Eta Sigma Delta, student organization of the School of Hospitality Business Management, 5:00–7:00 p.m. and 8:00–10:00 p.m., Schweitzer Events Center, Pullman
- 24 Spring Meeting of the National Board of Advisors, Todd Hall, WSU Campus, Pullman
- 24 Beta Alpha Psi Banquet, hosted by the Department of Accounting, WSU Campus, Pullman
- 24–25 Annual Business Plan Competition, hosted by the Center for Entrepreneurial Studies, Todd Hall, WSU Campus, Pullman



May 2015

- 9 Spring Commencement, WSU Campus, Pullman

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



6TH ANNUAL

Dean's Leadership Celebration

*Benefiting Excellence in the
Carson College of Business at
Washington State University*

Monday, November 24, 2014

Seattle Marriott Waterfront • Seattle, Washington

5:00 p.m. Reception and silent auction

7:00 p.m. Dinner, program, and live auction

Presented by:

For donations or sponsorships, contact Jennifer Naughton
at 509-335-8285 or jennifer.naughton@wsu.edu.

Register at go.wsu.edu/DLC.

SILVERCREEK
CAPITAL MANAGEMENT

SLALOM



Carson College
of Business