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 and Communications:
 Sarah Druffel

Dividend

2015, Vol. 29

Executive writer and editor:

Sue McMurray

Contributing writers:

Paul Bayer, Chris Burdett, Ann Goos,
 Mark C. Hansen, Linda Infranco,
 Judy Kolde, Silvia Lindman,
 Meredith Metsker, Maegan Murray,
 Emily Smudde, Andrea Verner

Contributing photographers:

ABC/Michael Desmond,
 Laura Evanchichy, Dave Furano,
 Bob Hubner, Maegan Murray,
 Jeff Pilcher, Josue Schneegans

Dividend is produced annually
 by the WSU Carson College of Business,
 PO Box 644750,
 Pullman, WA 99164-4750
 business.wsu.edu | 509-335-3596

All correspondence, including
 changes of address, should be
 sent to the editor at
 sue.mcmurray@wsu.edu.
 Published and designed by
 University Communications,
 Washington State University.

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A Message from the Dean



Our students acquire marketable skills based on deep understanding and engagement with the world. Our influential alumni, the breadth of our learning experiences, and our research creativity will make the state of Washington, the country, and the world better places.

My fellow Carson Cougs,

We're launching an exciting journey. I joined you in August as the dean of the WSU Carson College of Business. From the time I visited Pullman in January 2015 as a candidate, continuing through today, I have been hearing from Cougs worldwide about their aspirations for their newly named college. Together, we'll see the Carson College become a model for business education in public universities.

With your support, we will aim high, drawing on the inspiring vision the late President Elson S. Floyd shared with so many of us. Our values are right for the times. The WSU land-grant mission drives us to provide an education accessible to all who are able to benefit from it. Our students acquire marketable skills based on deep understanding and engagement with the world. Our influential alumni, the breadth of our learning experiences, and our research creativity will make the state of Washington, the country, and the world better places.

WSU values resonate deeply with me. I grew up in the Palouse, just across the Washington-Idaho border in Moscow. Thirty-four years ago, I moved away for college and discovered that business schools can change lives—including my own. For the last four years, I was associate dean at the University of Wisconsin-Madison, and I spent over a decade there on the faculty of the School of Business. My time in Madison reinforced my conviction that great public land-grant universities like WSU emphasize transformational student experiences and push the frontiers of knowledge. We represent the best of American higher education.

My wife Julie joins me in our move west. Our two daughters, Ally in Boston, and Olivia in Kansas City, now have the opportunity to visit their parents and grandparents in Pullman. We are all thrilled to join the Cougar Nation.

Other business schools will be challenged to undertake what I envision us accomplishing: transformative learning experiences for a wide range of students, research that influences critical thinking and produces meaningful knowledge, and statewide university and business partnerships—to the benefit of all.

Throughout this issue of *Dividend*, you'll see stories that illustrate our values and our potential, demonstrating why I was inspired to join you. Our campus entrepreneurs are making waves: undergraduate teams compete in the nation's top business plan competitions, and our graduate team TriboTEX was invited to compete in the world's largest student startup competition at Rice University.

The success of these teams, like that of all our students, owes much to dedicated faculty, staff, and members of our boards of advisors, all of whom devote themselves to developing our students into the global business leaders of the future. You'll read about advisory board members who volunteered to judge business plan competitions this year in Switzerland and Tanzania, sharing their expertise with international students who are striving to improve their communities and countries.

This remarkable commitment exemplifies how we bring together students, teachers, alumni, and industry leaders to deliver on our promise. And the stories reflected in our regular "four priorities of the college" section demonstrate that we can attract students and faculty with the skills and talent to rival anyone.

The Carson College has been well positioned by its recent leaders to move forward on our path. We will build on recent rounds of strategic planning that clarify our strengths. Many of our faculty and staff have weathered challenging times, demonstrating commitment to our mission. Our more recent arrivals contribute fresh perspectives, and the impact of our scholarship is positioned to grow in tandem with broader university aspirations for research progress. The college is renowned for international learning experiences, especially powerful when we provide students the first glimmers of thinking globally.

Investments in our branch campuses open up new vistas. Trailblazing ventures into online education are attracting new students without diminishing the

value of the on-campus experience that has meant so much to so many of you. Most importantly, the loyalty of our community leaves a deep impression on everyone who learns about us. This devotion to WSU provides the platform that will support our continued success.

The landscape we face on our journey is rugged. New technologies bring global challenges as much as opportunities. Both the public purse and families' budgets stretch in keeping up with the costs of higher education. We will need to work together across WSU to make the most of what we have to offer. To move forward, we must reach out more broadly to engage with the amazing business community of the state of Washington.

As I look at the hills we need to climb, our university's historic values and roots in the Palouse provide the best base camp I can imagine. Other business schools will be challenged to undertake what I envision us accomplishing: transformative learning experiences for a wide range of students, research that influences critical thinking and produces meaningful knowledge, and statewide university and business partnerships—to the benefit of all.

I look forward to getting to know many more of you in the future and establishing priorities for our first steps together. With your support and commitment, we will make an ever greater difference in the lives of our students and alumni. We'll make the state a better place to live and work, and make our mark on the world. Go Cougs!



—Chip Hunter, Dean

Student Experiences Matter

By Sue McMurray

The Carson College is committed to providing students with an amazing educational experience characterized by meaningful, experiential learning that allows them to practice critical thinking skills and innovation before they graduate. Whether freshmen or doctoral candidates, students are exposed to research, creative, and scholarly opportunities. This breadth of activity is an important aspect of WSU culture, reflecting its mission to strategically support a mix of disciplinary and interdisciplinary work, project-based and people-based activities, education and research projects, creative and scientific exploration. The college consistently ranks among the top 100 national and international research universities in research reported in leading business journals (UT Dallas Top 100 Business School Research Rankings), and students play a role in that reputation.

As our student demographic changes, so do our curricula and methods of delivery. Our students are diverse, ranging from traditional undergraduates to online Executive MBA students transitioning from military to civilian life. One thing they all have in common is they have chosen the Carson College of Business—a top-ranked business school—to receive a quality education.

Award-winning undergraduate research

The annual Showcase for Undergraduate Research and Creative Activities (SURCA) is one such opportunity. SURCA participants' work was detailed 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, retirees, faculty, staff, and postdoctoral students as well as experts from companies outside of WSU. SURCA awards are made in eight categories; the highest award is crimson, then gray. This year, two business students each earned one of these recognitions for the quality of their research projects.

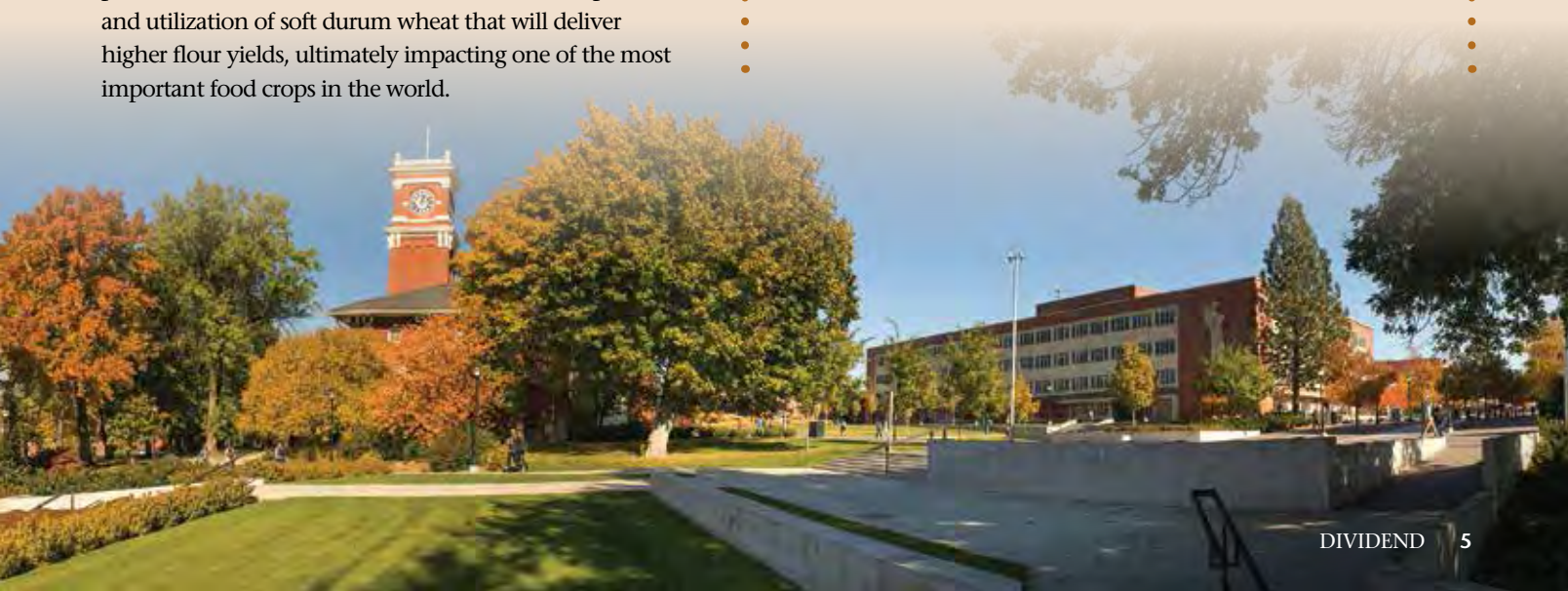




Jessica Murray, a food science and hospitality major, won a Crimson Award in the applied sciences category for her study “Impact of the Hardness Locus on Milling Properties and Flour Quality of Durum Wheat (*Triticum turgidum*)” that examines the hardness ratings of durum wheat varieties and the impact upon milling and flour qualities. Craig Morris, director and supervisory research chemist, WSU Western Wheat Quality Laboratory, introduced genes responsible for kernel softness in common wheat into two different varieties of durum, via non-GMO means. Murray then milled the resulting varieties, Soft Svevo and Soft Alzada, into flour on three separate mills and at different temperature levels. Samples of Svevo, a durum wheat, Xerpha, a soft white winter wheat, and Espresso, a hard red spring wheat, were included in the study as comparisons. Soft Svevo and Soft Alzada exhibited hardness ratings lower than that of the durum variety as well as the common soft wheat. The flour produced from Soft Svevo and Soft Alzada was subsequently evaluated for milling and flour quality, and in every treatment, the percentage of damaged starch was lower for Soft Svevo and Soft Alzada than in the common wheat varieties. Lower starch damage values are desired in cookies and pastry products whereas slightly greater starch damage is acceptable in bread flours. Overall, Soft Svevo and Soft Alzada exhibited milling properties and flour quality comparable, if not superior, to that of common soft wheat. Her results will help wheat industry professionals make informed decisions on development and utilization of soft durum wheat that will deliver higher flour yields, ultimately impacting one of the most important food crops in the world.

Rebecca Ly, a management information systems major, won a Gray Award in the social sciences category for her study “Utilizing Social Networks to Analyze the Needs of Caregivers of Autistic Individuals” that focuses on Autism Spectrum Disorder. Ly aims to improve understanding about what trends are prevalent among caregivers of autistic individuals regarding their use of social networks.

With an increasing number of Individuals with Intellectual Disorders (IID), there is building concern about the amount of resources available for the families affected. According to the Centers for Disease Control, the prevalence rates have nearly doubled within the last century. Ly’s study observed a public online forum targeted to parents and caregivers of children with autism through Facebook. A set of 100 randomized posts were collected over 30 days. Results concluded that families, especially parents, faced risk of psychological distress resulting from isolation and confusion. Her findings suggest families are in need of additional emotional and mental support and resources. She also concludes that social networking sites and other interactive online community forums have the potential to become a primary avenue for communication within healthcare industries and families with IID. Her study implicates the importance of social networks in communicating with patients and suggests future research is needed in the area of mobile health networks.



Doctoral students present their research against the clock

This spring, 13 Carson College doctoral students competed in the Three-Minute Thesis (3MT®) research communication competition sponsored by the WSU Office of the Provost. Students had three minutes to present a concise, compelling summary of their thesis, explaining its significance to a non-specialist audience. Each college held its own challenge, with the winners advancing to the University competition.



Xun Xu, Ph.D. operations and management science

Xun Xu won the Carson College competition, earning \$300 for his research presentation focusing on supply chain coordination and service operations. He advanced to the University competition and placed fourth.

Xu's dissertation "Coordinating a Tourism Supply Chain Using Pricing and Cooperative Advertising Strategies" analyzes a tourism supply chain containing a theme park, local hotels, and multiple travel agents using a game theory approach. He specifically focuses on sales of travel packages that include theme park tickets, air travel, and accommodations. His results demonstrate that profits can be further increased by incorporating pricing of both the hotel rooms and the theme park into a coordinated decision. To watch a video of Xu's presentation, visit 3mt.wsu.edu/business/xunxu.



Jonathan Jackson, Ph.D. operations and management science

Jonathan Jackson placed second in the Carson College competition, winning \$150 for his presentation "Quantity Discounts, Capacity Decisions, and Channel Structure Choices in Supply Chains."

Jackson's research identifies several areas for future quantity discount research to help bring together the current academic literature and the needs of practitioners from both buyers' and suppliers' perspectives. His results may also help purchasing managers make appropriate procurement decisions when ordering multiple products simultaneously, each with its own quantity discount schedule and with the presence of a common resource constraint (e.g., warehouse space). To watch a video of Jackson's presentation, visit 3mt.wsu.edu/business/jonjackson.



Tyler Stumpf, Ph.D. hospitality and tourism business management

Tyler Stumpf won the \$100 People's Choice Award for his presentation "Navigating the Elusive Industry: A Grounded Investigation into Hotel Business Management in a Developing Pacific Island Country."

His research develops a grounded theory on how to design and maintain a workable hotel business model in a developing Pacific Island country that does not have a workable tourism business model, and where ease of doing business is low. The results reveal how foreign and local hotel entrepreneurs structure transaction cost, economizing business arrangements with each other by effectively working within institutional constraints. To watch a video of Stumpf's presentation, visit

3mt.wsu.edu/business/tylerstumpf.

Air Force Pilot Devon Meister Soars with Business Confidence

By Sue McMurray



When Devon Meister says she spends her time chasing hurricanes, one might assume she is referring to life as a single parent of a young son. She's not. A trained meteorologist and pilot in the U.S. Air Force Reserves, Meister literally flies a WC-130J into the heart of some of nature's biggest storms, where the best data can be collected and used to help save lives. She fulfilled this career dream in 2012 by being selected to join the nation's only military hurricane hunter squadron.

But that wasn't her only dream. She also wanted to start her own business. To achieve that goal, she chose the WSU Executive MBA Online for its business plan component and flexible schedule that would allow her to complete a program in a short period of time, in case the operations tempo at work became more intense.

"The WSU program allowed me to remain mobile," she says. "I accomplished assignments from New York, Hawaii, St. Croix, Washington D.C., Florida, California, Yellowstone National Park, and on airplanes everywhere in between."

Capstone creates meaning and self awareness

Meister went into the program expecting to become an entrepreneur. For her capstone project, she developed Junior Authors, a publishing company dedicated to child authors. The company would publish award winning, quality children's books written by children, for children, at a competitive price.

The product was structured as a classroom contest that met the common core curriculum's writing requirement for each grade, so teachers could easily incorporate the Junior Authors program. Children would never know that they were meeting any type of common core criteria. The books would be offered to parents for purchase and also entered in the Junior Authors writing contest for nationwide publication.

"I selected this project because there is nothing like it on the market and it creates meaningful memories for parents and children while accomplishing a curriculum requirement," she says.

From the capstone experience, team projects, and the EMBA coursework, Meister says she had a revelation: it takes a special personality to be an entrepreneur.

"An entrepreneur is someone who is interested in building the next billion-dollar idea, willing to accept a significant amount of risk, and willing to devote most of his or her time to the project over several years. And that's not me!" she says.

Impacting communities

Instead, Meister set her sights on addressing solutions to existing challenges facing communities in the Mississippi Gulf Coast.

Drawing from her personal struggle with fitness, she launched Live Fit with Devon (livefitwithdevon.com), a nutrition and fitness business that provides coaching and accountability for individuals in the United States and Canada who also struggle to become and remain healthy.



"The capstone project taught me how to create professional, compelling content for my clients to help keep them motivated," she says.

She also contributes to a local Montessori school, encouraging the community to take more personal responsibility in local education.

"Completing my EMBA was a first step in becoming a prominent player in my community. The experience brought my business aptitude and discipline to a new level and taught me I can manage much more than I ever thought I could," she says. "I can speak with confidence and relevance in business matters and play a more active role as a local leader."

Meister plans to continue to serve in the Reserves as long as possible before retiring. Her next step is to become an aircraft commander and eventually an instructor pilot.

Visit embaonline.wsu.edu to learn more about the Washington State University Executive MBA Online.

Engagement Matters

By Sue McMurray • Photos by Josue Schneegans

Over the years, we have continually adapted our programs to meet evolving market demands with an eye toward the unique needs and strengths of our students. The Business Technology Symposium, the Burtenshaw Lecture Series, and the newly implemented Hoops Taxation Institute Forum are examples of opportunities we provide to foster the exchange of ideas between students and industry leaders and help students gain a better understanding of best business practices in diverse fields.

Business Technology Symposium Links Technology to Value-Driven Business

At the annual Business Technology Symposium, three top business executives from Plex Systems Inc., Alaska Airlines, and the Walt Disney Company shared examples of how digital technology touches nearly every product consumers use, in the most unanticipated ways.



Heidi Melin, chief marketing officer of Plex Systems.

"Who would have ever thought a torque wrench could be connected to the manufacturing cloud to make sure the right amount of force is used to turn a specific part, bringing safety to the shop floor and more efficiency to how the manufacturer is building products?" asked Heidi Melin, chief marketing officer of Plex Systems.

She said there is a resurgence going on in manufacturing, and the cloud allows manufacturers to be more nimble and profitable.

As one example, she said Inteva Products used the Plex cloud to standardize manufacturing of most major U.S. car brand sunroofs and reduced IT costs by 1 percent. That doesn't sound like a lot, until you calculate 1 percent of \$2.5 billion, she said.

"The cloud processes 41 terabytes of data per month, which allows us to watch and predict the success of manufacturing in the United States," she said. "It speaks to the power that cloud based software and big data are bringing to the world."

Students have opportunities to ask questions and gain insights from diverse business executives during the annual Business Technology Symposium.

Technology Allows More Personalized Disney Experiences



Jeff Wile, vice president of hosting, cloud, and DevOps services for the Walt Disney Company.

Jeff Wile, vice president of hosting, cloud, and DevOps services for the Walt Disney Company, said digital technology has helped Disney become more efficient, get closer to consumers, and protect the Disney brand.

For example, Disney games are offering more interactive experiences, such as Infinity toys that can be played online or offline through a dock. "Disney Movies Anywhere" allows users to download Disney movies on any platform. Wile said Disney is one of the leaders in providing content and has announced partnerships with Apple and Dish TV, who will release subscription-based services so users can buy a smaller subset of channels for less money than traditional cable TV subscriptions.

He said one of the biggest technological investments Disney has made in the past five years is "My Magic Plus," a wrist band that syncs guests' information with their smart phones. As one benefit, guests can tap their wristbands to order and pay for food without standing in long lines.

"The Disney brand is very, very important to us. Customer data collection is almost more important than anything we do because of the trust that goes with our brand," he said. "We are more aware of and more focused on security than we ever have been in technology."

Using Technology to Grow Alaska Airlines

Kris Kutchera, vice president of information technology for Alaska Airlines Inc., said her job is less about technology itself and more about driving business value. She said it all starts with Alaska's 13,000 employees, who each know the company's strategy and reason for success: superior customer service, excellent operations, and people who work well together. She said Alaska's great customer service and safety practices stem from the company's "60-second airline" strategy.

The 60-second airline

While some travelers may know Alaska rates as the number 1 airline for on-time arrivals and was the first with a 20-minute baggage claim guarantee, they are probably unaware that more than 80 safety checks occur before the door opens, all within 60 seconds. This saves three minutes before each flight, 25 hours of savings per day, and two airplanes free to fly to other places, Kutchera said.

New technology is playing a big role in building customer loyalty, she said. Alaska receives 50,000 customer surveys per month, and the feedback goes straight to the employees who delivered the service. Every front line employee is receiving a mobile device to facilitate communication and improve customer service. A top-rated mobile app for everything from booking through day of travel to entertainment that streams to personal devices are some of the latest developments, Kutchera said.

"The Alaska IT group plays a key role in the 60 second airline designation by keeping systems up and running and delivering new customer products and services—velocity is the key," she said.

Alaska Airlines has doubled in size in the last 12 years and continually looks for ways to take performance to the next level. Kutchera said cloud



Kris Kutchera, vice president of information technology for Alaska Airlines Inc.

services, collaboration, data insights, user experience design, continuous delivery, and development operations are actively being explored.

Tips for Technology Careers

Master of ceremonies Andy Reinland ('86), executive vice president and chief financial officer of F5 Networks, concluded the symposium with suggestions for students interested in technology careers.

"Don't get caught up in landing the perfect job," he advised. "Be patient, open, and strategic. And don't just do a job; learn the business."

Other suggestions included combining academic disciplines with technology, finding internships using data to solve problems, spending time with customers, and using LinkedIn to develop and leverage networks. Kutchera suggested technology positions that will be high demand include security, technical solutions, business analysis, architecture, and project management.



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

The Business Technology Symposium is hosted by the Department of Management, Information Systems, and Entrepreneurship within the WSU Carson

College of Business and is sponsored by Alaska Air, Avista, F5 Networks, Mike ('85, '86) and Amy ('86) Dreyer, and Steven ('76, '84) and Cyndie Tarr.

Hoops Institute for Taxation Features Pulitzer Prize Winner David Cay Johnston

By Sue McMurray



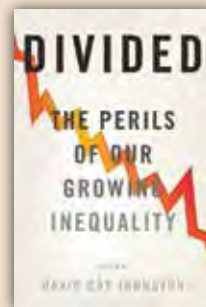
David Cay Johnston, author and investigative journalist who won the 2001 Pulitzer Prize for reporting on U.S. tax policy, was the keynote speaker at the first Hoops Forum on Taxation.

The forum engages students and the campus community around issues of taxation, government regulations, and the importance of voting.

"I want to talk to you about things that may be a little jarring," Johnston said to more than 300 students and community members who attended his presentation, "Taxing the Many to Give to the Few: How Government Creates Inequality" in Spokane and Pullman.

"If aliens came to Earth and had to write a report, it would say humans love taxes more than anything," he said. "Yet, we have allowed our political leaders to turn 'tax' into the most vile four-letter word in American politics. In reality, Americans live in an incredibly unequal society."

Drawing from passages in his latest book, *Divided: The Perils of Our Growing Inequality*, Johnston spoke about the economic effects of growing income disparity in the United States. Quoting Nobel Memorial Prize in Economic



Sciences winner Joseph Stiglitz, Johnston said, "Inequality didn't just happen; it was created."

Drivers of economic inequality

Johnston reported that the tax system has been a primary driver of growing U.S. inequality, due to the fact that the system is not designed to fairly and effectively distribute the tax burden. Wage-earnings are efficiently taxed, while investments and business accounts are more difficult to examine and collect upon, allowing the wealthiest Americans to under-report income and overstate expenses.

Annual Burtenshaw Lecture Series Highlights Strategy behind Marriott Success

By Sue McMurray

You may be surprised to know that some of the most important information hotel managers want to know is whether guests prefer to bathe or shower, unpack their clothes, or use a desk. But identifying guests' personal preferences helps Marriott International Inc. make



Rob Steigerwald on stage at the 2015 Burtenshaw Lecture.
Photo by Josue Schneegans



critical management decisions that have sustained its nearly 90-year reputation as one of the world's leading hoteliers.

At the Burtenshaw Distinguished Lecture Series, keynote speaker Rob Steigerwald, Marriott's chief operations officer, The Americas – Western Region, said the company's success is due to its focus on meeting the lodging needs of the next generation.

While presenting "Reimagining Hospitality, Next Gen Now," he used polling technology to query the audience about their traveling preferences, to see how a

local sampling compares to Marriott's larger research efforts to improve services within its 4,200 hotels across the globe. Using their smart phones to respond, millennials in the audience indeed indicated a preference for showers and working on the bed versus at a desk.

"Anything we do throughout our company, we do for the next gen mindset," he said. "Research tells us they really like spaciousness, so we've opened up closets, removed drawers, and put couches along windows."



Johnston called this practice “modern alchemy”—accounting that converts tax expense into profit—and said our country’s founders warned inequality would destroy America.

But more money is not the only advantage that affluent Americans enjoy.

Johnston identified health and education as other sources of income inequality. As one example, he said the \$14.7 trillion put at risk by taxpayers in the Wall Street bailout equaled the entire output of the American economy in 2009.

“That much money would pay for the Special Supplemental Nutrition Program for Women, Infant and Children (WIC) for 2,261 years, and 433 years’ worth of Pell grants for college students,” he said. “Do we love poor children and want to make sure they get a good diet in the womb so they don’t grow up to be morons, or do we love Wall Street bankers?”

He also presented tax return data showing that \$6.6 trillion of national income was not realized between 2000 and 2012. He said this equated to \$48,010 per household—enough money to pay all the taxes on that income and pay off every auto loan, credit card debt, and student loan in America, leaving \$17,800 cash per household.

He said the Athenian society laid out a solution to this 2,500 years ago with a progressive taxation system: the greater the fortune one built, the greater the duty to pay taxes so that Athens would endure.

People must act like citizens

He said the reason the United States is in terrible economic straits is because too many people aren’t acting like citizens and either vote ideologically or not at all.

“You are going to choose what you do in your lives and decide if you want to be

citizens,” he said. “You should make the choices you want to make; that is what freedom’s about. But understand choices have consequences. Someday high school students will open a history book that begins with the words ‘The United States of America was...’”

To watch the video of Johnston’s address, visit go.wsu.edu/dcjohnston. His visit was co-sponsored by the WSU Thomas S. Foley Institute for Public Policy and Public Service.

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The Howard D. and B. Phyllis Hoops Institute of Taxation Research and Policy is directed by Professor Jeff Gramlich and provides lectures, seminars, and speaking engagements on the topics of taxation research and philosophy. It bridges disciplines, engaging industry leaders, academics, and students to examine the economic, political, and behavioral impacts of tax policy.

Revolutionizing services for next gen guests

Steigerwald said that because research has confirmed 80 percent of guests travel with three or more devices, Marriott has revolutionized its technology in some hotels to allow guests to check in via a mobile app and stream from their devices to the television. The Marriott Rewards Program has also been tailored to meet millennials’ expectation of instant gratification. The program offers more flexibility so there is no wait time for users to spend points, which now include food, beverages, and local events. He said Marriott is using technology to capture mobile user’s favorite pastimes so extra benefits may be awarded. For example, once Marriott identifies that a guest likes Starbucks, managers can send a “flash perk” text, such as a 20 percent discount or free drink coupon.

Steigerwald said Marriott used to brand itself through a consistent, institutional look but now wants every hotel to look different. The company includes 19 hotel brands in 78 countries but employs a strategy for lifestyle focusing on four select brands, each providing a different type of guest experience.

Different brands for different guests

“Renaissance hotels feed curiosity,” he said, and “speak to a consumer who typifies a modern discoverer.” Rooms are designed to evoke a sensory experience through full service, luxury accommodations.

Edition hotels, developed in partnership with American entrepreneur, hotelier, and real estate developer Ian Schrager, cater to guests through exclusive international locations with upscale restaurants.

AC hotels best serve guests that Steigerwald labeled “curators”—those who expect good service but don’t want any extras.

Moxy hotels, specifically designed for next gen guests, are hip and strategically small to accommodate tight budgets. Designed with Ikea partners, the Moxy brand reflects a fun, youthful spirit that favors hospitality over service. A room is the size of a shipping container with a desk that can hang on pegs.

“Marriott’s philosophy is the more brands, the better. You have to differentiate based on your targets,” Steigerwald said.

Steigerwald said while hospitality professionals should always have more than one strategy, perhaps the best advice to remember was spoken by Bill Marriott himself: “Success is never final.”

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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.



From left, DeVere Jerry Burtenshaw, Nancy Swanger, director of the School of Hospitality Business Management, and Rob Steigerwald.

Photo by Josue Schneegans

Culture Matters

By Sue McMurray

Developing values such as honesty, integrity, character, and humility are keys to business success. By networking with business leaders, touring companies, completing internships, listening to guest speakers who share their own experiences, and studying abroad, Carson College students gain a strong understanding of what a healthy business culture is and how to develop it. Face-to-face dialogues with industry professionals such as Dan Castles ('78 Business), Telestream founder and chief executive officer, provide students with an opportunity to ask questions and talk through solutions to potential business problems they will encounter as future chief executive officers and business leaders.

Proud of His Pullman Education

Alumnus Dan Castles shares effective company culture and leadership perspectives

If you ask Castles what he is most proud of, he will never say it's his company's long history of growth and profitability, though he would have every right to. A world-class provider of live and on-demand digital video tools and workflow solutions, Telestream has been acquired two times since it was founded 17 years ago, most recently by Genstar, a leading private equity firm based in San Francisco, for approximately \$300 million.

During his guest lecture to business students in Professor Kalu Osiri's class on the Pullman campus, Castles said he is most proud of Telestream's culture. When he started Telestream, he knew he wanted the company to have a distinct way of doing business, grounded in the principles he personally upheld and those he learned while at WSU. He began having conversations with other Telestream executives and employees to find out what they valued, and he wrote a list on a piece of scratch paper.



Guiding principles provide continuity

Someone asked for his hand-written list and turned it into a more formal document. Pretty soon, Castles noticed employees were posting it around their work stations as the company's value statement. The values are:

- The company always comes first
- Earn respect by what you do
- In every opportunity, do the right thing
- Don't be afraid to fail
- Work hard; we do what few others can
- Care about customers and employees
- Have a can-do attitude
- Be real
- Be part of the solution
- Don't let spending get ahead of revenue
- Sustain what you do

"These guiding principles are the reason we have kept people here through the years; the three original founders are still with the company," he said. "We don't lose money because people are attracted to our culture and the continuity with which we do business."

Castles said CEOs have to make a lot of decisions in a vacuum, and that is when character really matters. But you must know your character: "It's what you do when no one is looking that counts," he said.

Exercise in humility to build character

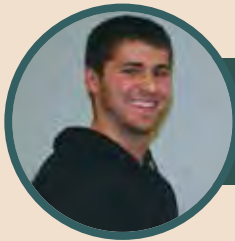
Castles says he loves to speak to classes of Cougs and hire them because they are grounded, realistic, and humble. To help students practice those attributes, he gave Osiri's class an optional assignment. He asked students to imagine they were the CEO of a company that completely failed and to write a heartfelt letter explaining to a friend, family member, or other investor why their money was lost.

"If you learn and practice humility, people will want to be around you and work with you," he said.

Five students met his challenge



Michael Parrot
first place winner



Jared Files
second place winner



Giuliana Plut
second place winner



Alexandria Stariha
third place winner



Jessica Maas
third place winner

Michael Parrot, a marketing/prelaw junior from Covington, Washington, won first place and \$100. His letter to "Uncle Dan" expressed regret for losing the investment money but also explained what he had learned from the experience and how he would use it to his advantage in the future.

"One of the main reasons I chose to participate in his contest was because Castles told us a male student had never won," said Parrot. "Being competitive in nature, I wanted to rise to the challenge, and surprisingly I won the contest!"

Jared Files, a pre-dental and business entrepreneurship senior from Sammamish and **Giuliana Plut**, an apparel merchandising major from Bellevue, tied for second place and \$75.

"I pretended to write the letter to my father who passed away this last December. He was, and still is, my hero," said Files. "Trying to explain to him that I lost his investment really helped me write a heartfelt letter."

"I addressed the letter to my parents. I am very close with them; they have always supported me, and I believe they always will. Having to write a letter to them saying I lost all their money was really agonizing, and that helped me tap into an emotional place," said Plut.

Alexandria Stariha, a wine business management major from Seattle, and **Jessica Maas**, a marketing major from Spokane, tied for third place and \$50.

"I chose to do this exercise because it is important and difficult to admit one's faults and failures, and even more difficult to tell friends and family the money they invested in your idea has unfortunately been used up," said Stariha, who addressed the letter to her parents. "It was a very humbling letter to write."

WSU Vancouver Fosters Economic Development and Prosperity

WSU's urban campuses provide unique opportunities for local businesses and students to interface and help build stronger partnerships to benefit communities. WSU Vancouver is the only four-year research university in southwestern Washington and offers undergraduate and graduate degrees in more than 40 fields of study, including creative media and digital culture, environmental science, mechanical engineering, psychology, and public affairs. The community credits WSU Vancouver with being a key player in the overall economic development and prosperity of the region. In particular, credit goes to the success of the Business Growth Mentor and Analysis Program, a student-led consultancy that gives students real-world experience and helps develop small businesses.

Business Growth Mentor and Analysis Program

By Sylvia Lindman
Photos by Laura Evanchy

Teams of students in search of business experience. Small businesses looking to grow. Experienced mentors from the business community. Combine those ingredients and you get the Business Growth Mentor and Analysis Program at WSU Vancouver.

Created in 2010, Business Growth MAP is a pro bono, student-led consultancy offered by the Carson College of Business. Student teams help businesses with needs they have identified, including startup, growth, marketing, and accounting. Volunteer mentors meet with the students weekly to keep projects on track.

The program has grown from eight projects in the first year to more than 40 every year for the last two years, said Mistie Josephson, program manager. It has delivered great results for the students and the businesses alike.



Counter clockwise from left: Mike Pawlowski (team mentor); students MaryKate Huges, Jackie Campbell, and Kristina Klimenova; Bonnie Brasure, client and owner of Bleu Door Bakery; and Sally (Bonnie's mother).

"When we started MAP, small businesses thought they were doing us a favor," said Jane Cote, academic director for the Carson College of Business. "Now we find they want to be involved because it helps them grow."

How it works

Services are offered each semester. Students tackle projects from any industry.

The typical business served is looking to scale up their business or reach the next level.

Working under faculty instruction and with the support of their mentors, each team of four or five students meets with a company; creates a scope of work; conducts a confidential analysis that focuses on growth, marketing, or accounting

Randall Kadow and other MAP students prepare to consult with clients.



systems; and, as a final deliverable, presents the business with an action plan. The students' fresh perspective and cutting-edge classroom knowledge inform the results.

"The program supports local businesses in a way they need—providing research," one client said. "Running a small business, it's hard enough to sell stuff, much less figure out *how* to sell stuff."

Happy clients are legion. One client learned how to put together a financial statement; another reported doubling revenue in a month.

"Going through this program was profoundly helpful to me as a business owner," said Dixie Huey, owner of Trellis Growth Partners, a marketing communications agency serving the wine, spirits, and culinary industries. As a result of the team's analysis and recommendations, Trellis streamlined its focus, services, pricing, and policies, and felt confident enough to start hiring again.

Students, for their part, gain experience, knowledge, and connections. Some students have even had job offers after graduation with the businesses they analyzed.



Mike Pawlowski, team mentor, and Ellina Chepelyuk, student.

MAP STATS

Number of companies participating each year

40 to 50

Number of companies that have participated since the program's inception

145

Number of students participating since inception

More than 600

Number of faculty involved with student teams each year

4

Number of volunteer mentors each year

50 to 60

Hours of free consulting services per company

500

Percentage of clients rating students' analysis and recommendations good or excellent

87%

Percentage of students (2013-2014) saying their Business Growth MAP experience prepared them for the business world

90%

Companies participating in Business Growth MAP grew **\$5.4 million** in new revenues and created **36 full-time jobs**, of which **\$4.6 million** of new revenues and **15 full-time jobs** are directly attributable to student team projects.

RECENT AWARDS

2015: American Association of State Colleges and Universities Excellence and Innovation Award: Regional and Economic Development

2015: VentureWell Conference Open 2015 Award for supporting entrepreneurship within WSU and the community. VentureWell fosters young inventors and entrepreneurs who work to improve life for people and the planet.

2014: Excellence in Impact Award from the Nonprofit Network of Southwest Washington. The award honors a nonprofit or program whose performance and delivery to the community set a high standard of quality and outcomes.

Business Growth MAP Alliance

To further its goal of contributing to the economic development of the southwest Washington/Portland area, the program recently expanded with the creation of the Business Growth MAP Alliance. These monthly public forums bring together small businesses and entrepreneurs to learn from each other, experts, and WSU Vancouver faculty. The first forum took place in October 2014.

The short monthly meetings allow time for networking plus a formal presentation by a local businessperson or faculty member, often on a topic suggested by the small business audience. Topics have included online marketing, business success secrets, human resources, and forecasting. Within six months, the program had become so popular that it relocated to a larger meeting space.

Happy clients are legion. One client learned how to put together a financial statement; another reported doubling revenue in a month.



Osama Hamadeh, student.

WSU Tri-Cities Offers Hospitality Business Management Degree

WSU Tri-Cities is the only public baccalaureate institution in southeastern Washington offering a range of degree programs, especially in engineering and the sciences. The campus has strong community support and partnerships, especially with the nearby Pacific Northwest National Laboratory and the region's booming wine industry. It is the home of WSU's new Wine Science Center and a hub for bioproducts research. Recently, the WSU School of Hospitality Business Management extended the hospitality business management degree to the Tri-Cities campus. The expansion will facilitate collaborations with Tri-Cities' signature wine science program and increase Carson College of Business offerings, making WSU Tri-Cities a very desirable campus for business students throughout the mid-Columbia region and the state.

Undergrad and Full-time Chef One of Many to Benefit from New HBM Program

Story and photos by Maegan Murray

Pauline Garza, a student at Washington State University Tri-Cities, has never wanted to be anything other than a chef.

Growing up, she said she remembers watching her mother and grandmother cook, hoping one day that she, too, would take hold of a spoon to whip up something that would captivate the senses.

"I just love food," she said. "Becoming a chef has always been on my mind. I never really thought of doing anything else."

Garza held a few jobs in the restaurant industry, and even job shadowed at Table 10, one of Emeril Lagasse's restaurants in Las Vegas. Now a full-time chef for the 3 Eyed Fish Wine Bar in Richland, she plans the menus, completes the shopping, researches meal ideas, and prepares courses for restaurant customers.

HBM program at Tri-Cities offered for the first time

However, even with all this experience, Garza said there was still much to learn about the restaurant business.

This year, Garza enrolled in the hospitality business management (HBM) degree program at WSU Tri-Cities, which is offered at the campus for the first time this fall. The WSU Faculty Senate voted to extend the bachelor of arts degree to the Carson College of Business on the Tri-Cities campus March 12, 2015. The degree will offer two majors: HBM and wine business management.

Garza said she originally started her degree at the WSU Pullman campus, but due to personal reasons, decided to move back home and put school on hold. She resumed school at WSU Tri-Cities and planned on getting a business degree since the campus didn't offer the HBM degree. But now that she can specialize in HBM, she will have the opportunity to apply even more of what she learns in the classroom to her career.

"I was really worried when I left Pullman that I wouldn't have the same opportunities, but now, I like to think that I'm in the Tri-Cities for a reason," she said.

Community benefits from HBM talent pool

Cindy Goulet ('90), owner of 3 Eyed Fish Wine Bar and a graduate of WSU Pullman's hotel and restaurant program, said she is thrilled about the WSU Tri-Cities campus offering the degree. She said it will allow her to find even more talented employees like Garza.

"I think it is really exciting," she said. "We are always looking for talented people. We are so fortunate to have Pauline here."

Garza said she is already putting what she has learned through her business classes at the university to good use. She said school helps keep her motivated and increases her potential to be a better chef and future business owner.



"I want to have my own bistro and influence others who are passionate about the food industry," she said. "I want to make beautiful food for everybody. It's all about getting that smile after the first bite from my customers."



Everett Offers Close-to-Home Convenience and World-Class Study Abroad Opportunities

WSU North Puget Sound at Everett is charged with greatly expanding access to high-quality baccalaureate and graduate degree programs in the region and the state. With a focus on science, technology, engineering, and mathematics, the growth of WSU NPSE aligns with the economic development and vitality of the region and the state of Washington to prepare graduates for leadership in a rapidly changing and globally connected world. WSU offers four bachelor's degree programs, including hospitality business management, at the Everett University Center, located on the Everett Community College campus. Most courses are taught at Everett by WSU faculty, while some are delivered from Pullman or another WSU campus via WSU Online, as well as through study abroad. The hospitality business management degree program at WSU NPSE offers the faculty-led study abroad opportunity at César Ritz Colleges Switzerland, where students study international business and hospitality for 11 weeks in Brig, located in the heart of the Swiss Alps.

From WSU Everett to Switzerland and Back Again

By Ann Goos

"I never dreamed that I could have the choice of attending Washington State University in Everett and then seize the opportunity to go to Switzerland and study for a semester through the esteemed César Ritz Colleges Switzerland's bachelor of international business in hotel and tourism management," exclaimed Melanie Johnson in a voice brimming with enthusiasm.

Yet that is exactly the educational experience Johnson had the chance to enjoy starting in January of this year. Johnson, a hospitality business management student at WSU North Puget Sound at Everett, took full advantage of the long-standing collaborative partnership between the Swiss-located Brig campus and WSU's Carson College of Business.

Diverse students and culture build global perspective

"It was amazing," says Johnson, now back in Everett. "I was a member of a cohort of students from all over the world. We had the chance to have a unique, global experience to learn together at one of the premiere hospitality business management programs in Europe. I grew so much from learning with a diverse group of students and in a country known for its service to the global community."

Johnson has proven that she is a student who knows how to take advantage of educational experiences, both at home and abroad. She is a native of Kent, Washington, and graduated with her associate of arts degree in business from Bellevue College. She was excited to learn about WSU's hospitality business management program being offered at the newly launched WSU North Puget Sound at Everett campus.



Melanie Johnson in Zermatt, Switzerland

WSU NPSE campus offers community college convenience, university quality

Classes at WSU NPSE started in August 2014. Johnson was accepted as a junior and immediately took to the curriculum and educational opportunities.

"I wanted to stay working and living on the west side of the state, and I knew I wanted to major in hospitality at WSU's well-respected Carson College of Business. WSU NPSE was a perfect choice for me," says Johnson. "When Mark Beattie, our faculty advisor and professor who teaches our hospitality business management electives and upper division hospitality courses, shared that I might be a good candidate to attend César Ritz Colleges in Brig, I jumped at the chance to have this experience."

Beattie is a seasoned hospitality professional, with 30 years of experience in both commercial and non-commercial segments. "I am pleased that students like Melanie can now not only earn their WSU hospitality business management degrees in Everett, they can experience the same educational advantages as students on other WSU campuses."

Real-world, international experience translates to job-ready

Johnson reports that this first school year at both WSU NPSE and the César Ritz College in Brig has been a success. "I had the chance to have real-world experiences in assessing the business practices of a leading hospitality provider here in Snohomish County and compare and contrast best practices from all over the globe," says Johnson. "I also learned I can take risks and succeed."

Indeed, Johnson is now even more determined to reach her academic goals and then move on to hopefully serve in one the world's leading destination hoteliers. "When I graduate in 2016, I will be prepared and 'job-ready, day-one' to pursue my dream career," says Johnson. "I am incredibly grateful to WSU for providing me the chance to earn a degree that also helped me grow as a person and young professional."

Melanie Johnson and Mark Beattie, clinical assistant professor, School of Hospitality Business Management.



Program News

By Sue McMurray

U.S. News & World Report announced the Best Online MBA Program rankings, naming the WSU Carson College of Business among the top 25 in the nation for its online MBA and Executive MBA programs. The Carson College ranked 21st compared to over 200 online MBA programs, 18th in student engagement among online MBA programs, and 18th for Best Online MBA Programs for Veterans. Being recognized in the top 25 for the third year in a row by *U.S. News and World Report* for online MBA programs of the highest quality is a symbol of WSU's



commitment to provide the highest levels of quality and convenient education. In addition to *U.S. News & World Report* rankings, we were recognized in the *Princeton Review's* Top 25 Online MBA Programs and in *GI Job's* Top Military-Friendly Online MBA Programs.

It is important to note that WSU's *U.S. News & World Report* ranking for online bachelor's programs is also in the top 25. This ranking includes all of WSU's bachelors programs, not just business programs. However, business programs represent a significant share of WSU's offerings.

Additionally, our undergraduate International Business Program ranked 20th overall and 11th among public national universities. *U.S. News & World Report* has ranked the program in the top 25 since 2005.

With our rich history of excellence in online education spanning more than 20 years, the Carson College is committed to advancing our online education programs. We continue to adapt our graduate programs along with the changing educational landscape and business practices to ensure world-class education for our business students.



From left: WSU One Year MBA Director Mauricio Featherman and students visit Hacker Agency.

WSU One Year Data Analytics MBA students visit Hacker Agency

Industry partners are engaging with the WSU One Year Data Analytics MBA program to enhance curriculum and recruit future graduates for hire. Director Mauricio Featherman and Leonel Castellano, Matthew Hanley, Qassem Naim, Andrew Pirie, and Yuanheng Wang visited Hacker Agency, a Seattle marketing research firm. They met with Benjamin Dupont, director of talent acquisition, for a tour and a "day in the life of a marketing analyst" experience. The company has provided real world big datasets to make courses more relevant, and Featherman will work with the agency to develop marketing analytics course materials. Since the tour, Hacker Agency hired Castellano and Naim.

"Because the MBA is analytics-focused, and Hacker Agency deals heavily with analytics daily to make better decisions and actions, there is a close alignment between us," said Featherman. "I look forward to partnering with Hacker on future projects and preparing more graduates for hire within the company."

WSU pharmacy, business offer new joint degree program

The WSU College of Pharmacy and the Carson College established a joint degree program that will allow eligible students to earn both the doctor of pharmacy and master of business administration degrees in as little as four years.

The joint degree program is open for admission and will allow student pharmacists to complete six of the nine required business electives at the College of Pharmacy. The rest of the MBA curriculum is completed online.

Executive MBA Students Develop Global Business Perspective through Study Abroad



From left: Don Hofer, EMBA Director Velle Kolde, Cary Slominski, Professor Fred Peterson, Larry Moody, Tom Horvath, Teresa Robarge, and Robert Csonacki visit John Deere Tianjin Works, a transmission factory in Tianjin, China.



From left: Don Hofer, Teresa Robarge, Robert Csonacki, Cary Slominski, Velle Kolde, Tom Horvath, Larry Moody, and Fred Peterson at the Shanghai Volkswagen factory.

Student pharmacists will complete the doctor of pharmacy degree either on the WSU Health Sciences campus in Spokane, or at the WSU doctor of pharmacy program extension on the Pacific Northwest University of Health Sciences campus in Yakima.

Students must apply separately and be admitted to each college. Details of the program are posted at go.wsu.edu/pharmmba. Additional information is also available from Mel Baker (liss.baker@wsu.edu) or Mitch Swanger (mitch.swanger@wsu.edu).



EMBA students experience China's culture and nightlife on Nanjing Road in downtown Shanghai.

Extending hospitality to the Tri-Cities campus

The hospitality business management (HBM) bachelor of arts degree is now available at WSU urban campuses including Everett, Vancouver, and Tri-Cities as well as the WSU Global Campus. The program is also offered in Brig, Switzerland. The Tri-Cities campus offers two majors: HBM and wine business management. The HBM major provides instruction in the operation of hospitality industry businesses such as hotels, restaurants, attractions, and other travel-related entities. The wine business management major is a first-of-its-kind interdisciplinary degree that trains

graduates in a broad range of wine business and related areas, from the management of wine production to the identification and development of demand generators. Additionally, an HBM concentration is now available as part of the online MBA program or as a standalone, nine-credit MBA certificate. The concentration enables students to learn more about the operation of hospitality businesses and take courses in service management, international tourism, and hospitality operations.



Pauline Garza (in red), a full-time chef at the 3 Eyed Fish Wine Bar, is building her career with a hospitality degree from WSU Tri-Cities.

photo by Maegan Murray

Faculty News



Christina Chi (left), associate professor of hospitality business management, and **Debbe Sanders**, professor of accounting at WSU Vancouver, were elected to the WSU Faculty Status Committee. Their terms began in August and run

for three years. The primary responsibility of the FSC is to review, mediate, and adjudicate disputes between individual faculty members and between individual faculty members and the administration.



Kim Houser (left), attorney and clinical associate professor of business law, and **Maggie Reed**, instructor of management, were invited speakers at the University of Idaho Women's Leadership Conference. Their presentation, "How Unconscious Bias Impacts the Hiring and Promotion of Women," explored the connection between unconscious bias and gender discrimination.

Houser presented four other invited talks on diverse law topics and published two papers in the *International Journal of Business and Public Administration*: "High Times: A History of Marijuana Laws in the United States" 11, no. 2, p. 131, and "A Fireside Chat: Foundations of Social Security—Evidence of Administrative and Legislative Intent" 11, no. 1, p. 149.



Jeff Joireman, associate professor of marketing, delivered a talk on his recent book, *How to Publish High-Quality Research*, at the National Conference on Undergraduate Research held at Eastern Washington University



Thomas Tripp, professor of management at WSU Vancouver, received the Students' Award for Teaching Excellence for the second time. Tripp "is a demanding professor but truly wants his students to succeed," one student nominator wrote. He teaches and studies leadership, decision-making, negotiation, workplace conflict, and organizational justice. His research on revenge and retaliation in the workplace is considered pioneering. Outside the classroom, he has consulted on workplace issues with organizations and management executives.



David E. Sprott, senior associate dean, is the elected president of the Consortium for Undergraduate International Business Education (CUIBE), a group of schools and universities that have undergraduate international business programs. The consortium provides members with an opportunity to benchmark their programs against other member schools and facilitate sharing of best practices in international business education. Sprott will focus on revising the bylaws to increase involvement of more universities and developing marketing tools, offering engaging conferences, and increasing member benefits. He will also work to develop a plan for long-term, strategic growth that will include engagement with international schools.

Student News

The **Professional Sales Certificate Program** at WSU Vancouver has once again been named a "Top University Sales Program" by the Sales Education Foundation. The program was recognized in the 2015 edition of *Sales Education Annual Magazine*. The team also competed at the 2015 Western States Collegiate Sales Competition in Chico, California. Each student performed two role plays, one selling Salesforce Customer Relationship Management and one selling automatic data process payroll services. **Nicci Johnson** won first place for the Salesforce role play and received an honorable mention for her combined score of the two role plays. Overall, the team was third runner up for the combined score. Faculty director **Ronald Pimentel** leads the program, which prepares performance-ready sales professionals for successful careers, contributes to employers, and serves the recruiting needs of businesses in the Portland metro area. The program was established in 2005 and is accredited by the Association to Advance Collegiate Schools of Business International. A professional sales certificate is available to students in any major.



From left: Diona Browning, Nicci Johnson, Alex Anderson, Ron Pimentel, and Derek Kempainen at the Western States Collegiate Sales Competition in California.



From left: Emily Vi, Chris Miller, Brianda Contreras (alternate) and Ron Pimentel in Georgia. Each member sold ADP payroll services in two separate role playing activities.

Student teams involved in the WSU Vancouver Business Growth Mentor and Analysis Program (MAP) were recognized for supporting local businesses. The program connects student teams and volunteer mentors with businesses in need of technical assistance. **Kelly Hobson, Craig Parsons, Julie Parsons, and Samnang Touch** were recognized for their work on a growth-assessment project with Hydraulics Inc., a Vancouver-based business that distributes hydraulic and pneumatic equipment. **Chris Caesar and Jack Quilici** were recognized for their

work with Maids by Trade, a Portland-based residential cleaning service that uses green products. **Nicci Johnson, Nick Scholz, Jana Scott, Kevin Simmons, and Nina Wooten** were recognized for a marketing project supporting Oasis Diagnostics, a developer and manufacturer of saliva-based disease diagnostic tools. Since MAP's inception, participating companies grew \$5.4 million in new revenues and created 36 full-time jobs, of which \$4.6 million of new revenues and 15 full-time jobs are directly attributable to student team projects.



Four students (three from business and one from apparel, merchandising, design, and textiles) were one of 12 teams across the nation selected to compete for \$5,000 in the **Kohls' Invitational Case Competition**. The team developed a concept for the new digital store, incor-

porating technology and social media to attract the millennial customer. They presented the plan in Milwaukee, visited Kohl's headquarters, networked, and met other teams. Michelle Snyder, associate director of the Carson Center for Student Success, advised the team.

From left: Allyssa Knutson, Krissy Ozaki, Ember Woolwine, and Jarid Adams.

Student News



Ismail Karabas, marketing doctoral student, won second place and a \$500 prize in the Wiley Research Exposition. The expo is held every spring and allows graduate and professional students to showcase their academic accomplishments.



Bahae Samhan, information systems doctoral candidate, recently defended his research proposal. He became a member of the Honorary Scholars Society and presented "Resistance of Healthcare Information Technology: Literature Review Analysis, and Gaps" at the 2015 48th Hawaii International Conference on System Sciences.



Richie Liu, recent marketing doctoral graduate, received the Exceptional Professor Award from the ASWSU's Second Annual Faculty and Staff Appreciation Day.



Emelia Stephan, international business undergraduate, was a member of Team Verde, winners of the 2015 WSU Global Case Competition. Their winning solution to dealing with plastic waste in Manaus, Brazil, was a three-phase process incorporating university partnerships, education, and practical applications. Key components included partnering WSU with universities in Brazil to offer training and education in a new system for catadores

(waste pickers) and the general population of Manaus. Verde members received scholarship funds and the opportunity to travel to Brazil for further study. Other Verde members include Sara Dumit, Emma Henselbecker, Brandon Hernandez-Cantu, Kimberly Rogers, and Ivan Valdovinos. To learn more, visit go.wsu.edu/teamverde.

New Hires



Dallin Alldredge is a new assistant professor in the Department of Finance and Management Science. He teaches undergraduate students in the

area of financial institutions and intermediation. His research interests include the intersection of corporate finance and investments. His recent research focuses on insider trading and institutional trading across the supply chain setting. He earned his doctorate in finance from the University of Tennessee.



Darcie Bagott is the new program assistant for the School of Hospitality Business Management. She has lived in the area

for 18 years. She is a new employee at WSU and previously worked at Snyder Law Offices in Colfax. She provides support to staff, faculty, and students and is responsible for purchasing, class scheduling, travel, and assisting students with enrollment.



Alicia Booth is the new recruitment and admissions coordinator for the Office of Graduate Programs. She is

the contact for prospective students through emails, phone calls, face-to-face, and career fairs. She recently graduated from Carroll College with a bachelor's degree in business administration with concentrations in marketing, management, and international business.



Elizabeth Bullers is the new office manager in the Carson Center for Student Success. She brings nine years of student affairs and administra-

tion experience to the center. Previously, she worked in WSU's Office of Admissions.



Erin Collins joined the Department of Accounting in July 2014 as the administrative assistant. She has worked on campus since 2007 and has experience in processing travel, purchasing, and budgets. She is excited to work with the faculty and staff in the department and throughout the Carson College of Business. She is a native of the Palouse and an alumnus of both WSU and the University of Idaho.

New Hires continued



Deborah (Debbie) Compeau is the new Hubman Distinguished Professor of Information Systems within the Department of Management,

Information Systems, and Entrepreneurship. Her research focuses on the interaction between people and information technologies in organizations, end user training and learning, and the adoption and implementation of new IT. Her most recent research focuses on the adoption of IT in health care settings. Prior to joining WSU, she was a professor of information systems at Western University's Ivey Business School.



Joe Compeau is a new clinical associate professor in the Department of Management, Information Systems, and Entrepreneurship. He has taught

information systems since 1995 and has worked as a private consultant mostly in the small- to medium-sized enterprise market and with a number of start ups, focusing on the strategic use of IS and new technology training and adoption. Previously, he taught strategic information systems and project management courses and led the capstone field project at Western University's Ivey Business School. He earned his MBA from the Ivey School of Business.



Marc Cussatt is a new assistant professor of accounting. His research focuses on financial accounting, capital markets, and decision making based

on financial accounting information. Previously, he worked for PricewaterhouseCoopers LLC in New York City before earning a doctorate in accounting from the University of Colorado.



Jeffrey Gramlich is a new professor of accounting and holder of the Howard D. and B. Phyllis Hoops Endowed Chair. In addition, he directs the

Hoops Institute for Taxation Research and Policy. He earned a doctorate from the University of Missouri and previously practiced as a CPA with KPMG in Denver. Prior to arriving in Pullman, Gramlich was a professor of accounting at the University of Hawaii at Manoa. His research interests include tax-motivated earnings management and corporate governance, tax havens, innovation, and firm culture.



Joan Halsey ('89 Business, '12 M.Ed.) is the new online faculty coordinator in the Office of Graduate Programs. She coordinates hiring,

training, and communication of section instructors for MBA online courses and undergraduate online programs. She also supervises the department's fiscal specialist. She has worked at WSU for 10 years. Her previous work included positions in ASWSU, Extension, and entomology. Prior to coming to WSU, she worked in the travel industry for 10 years.



Robert Harrington ('96 MBA, '01 Ph.D.) is a new professor in the School of Hospitality Business Management at WSU Tri-Cities. His current research

focuses on strategies for co-created experiences, managing the innovation process, and enhancing the food and beverage experience through sensory matching in hospitality. Formerly, he was the 21st Century Endowed Chair in Hospitality at the University of Arkansas, dean of the Chef John Folse Culinary Institute, and associate professor at the University of Guelph.



Byron Marlowe is a new clinical assistant professor in the School of Hospitality Business Management at WSU Tri-Cities. He completed his

doctorate at Iowa State University. He formerly served as senior instructor in the School of Business at Southern Oregon University and coordinator of the hospitality and tourism program.



Chadwick Miller is a new assistant professor in the Department of Marketing and International Business. His research focuses on whether consum-

ers are good at predicting the types of purchases that they will be most satisfied with after consumption. He will teach introduction to marketing to undergraduates. He earned his doctorate in marketing from Arizona State University.



Leah Millikan is the new assistant to the dean. She will support the dean and the senior associate dean, act as a liaison from the dean's office

to Carson College and WSU administrative offices, coordinate special projects, and handle college travel policies and procedures, among other duties. She earned her master's degree in public administration from Indiana State University in 2013. Previously, she was the principal assistant to two assistant vice provosts within the WSU Office of Undergraduate Education and worked for the Indiana National Guard as the director of business development.

New Hires continued



Ron Moser is a new clinical assistant professor in the Department of Management, Information Systems, and Entrepreneurship.

His consulting practice is active in health care, higher education, manufacturing, telecommunications, fire and rescue, and software development crowdsourcing. He completed his graduate work at the University of Phoenix and the University of Texas at Dallas. He formerly served as an MBA program campus chair for the University of Phoenix and as an adjunct instructor for the University of Idaho.



Titus Nordquist ('14) is a new program assistant in the Office of Graduate Programs. He assists students with scheduling and program updates. He

also manages phone and email inquiries. Previously, he worked for the WSU Department of Athletics staffing sporting events and completing work orders.



Jeff Pilcher is the new director of development. He is responsible for managing fundraising, alumni relations, corporate and

foundation relations, annual giving and special events for the college. Previously, he was the assistant director of development for the college. Prior to his WSU employment, he was the development coordinator in the University of Idaho College of Engineering.



Shila Ruiz is the new student services manager in the Office of Graduate Programs. She manages all student services for business graduate

students including registration, advising, academic deficiencies and reinstatements, and final exam scheduling. Previously, she was the manager of the Carson Center for Student Success.



Nancy Swanger is the new associate dean for strategic initiatives, responsible for developing creative and valuable ways to guide the Carson

College strategically. She will continue in her role as director of the School of Hospitality Business Management. Most recently, she served as the Carson College interim associate dean of undergraduate programs. She has been an academic for the past 20 years and is a business owner.



Gloria Tong has moved to the dean's office to oversee course/teaching evaluations, accreditation reporting, strategic plan metrics

tracking, enrollment management, and related duties. Previously, she was the director of the Carson College Center for Student Success.



Thomas M. Tripp is the new associate dean of undergraduate programs for the Carson College of Business. He is responsible for

facilitating career development and the overall undergraduate student experience and will be a positive force in continuing to unite the Carson College across multiple WSU urban campuses. He has most recently served as a professor of management, information systems, and entrepreneurship at WSU Vancouver and was the director of business programs at WSU Vancouver from 2001 to 2005. Previously, he was an instructor at Northwestern University, Kellogg Graduate School of Management from 1990 to 1991.



Andrey Simonov is a new assistant professor of accounting. His research involves investigating audit quality and corporate governance.

He teaches accounting information systems and managerial accounting classes. Previously, he was an auditor for a Big 4 accounting firm and an accounting manager for a printing company. He earned his doctorate from Louisiana State University.



Kate Vines is a new fiscal specialist for online programs in the Office of Graduate Programs. She brings an extensive administration support back-

ground from working in the private sector. She supports fiscal administrative processes, including budget maintenance and reconciling, travel, online program personnel documentation, and records.

INNOVATION

WE ARE
COMMITTED
TO FOSTERING
INNOVATIVE
IDEAS AND
ENTREPRENEURIAL
THINKING IN
OUR
STUDENTS
AND FACULTY

Industry Experts

Offer Business Strategy Tips at

Resource Nights

By Sue McMurray

Preparation for the 14th Annual Business Plan Competition began in January with a six-week “**resource nights**” series hosted by the WSU Center for Entrepreneurial Studies. Director Marie Mayes brought in industry experts who offered student entrepreneurs or aspiring business owners guidance on writing and presenting a strong business plan.



Tom Simpson

Tom Simpson, co-founder and chairman of etailz, and **Andy Barrett** ('90), executive director of Berg Companies, presented their top keys to business success. Life-long friends, the pair cofounded



Andy Barrett

Toolbox NW, a center for manufacturing and product-based startups and entrepreneurs. Both spoke from their own experiences of pursuing a passion for innovation and idea development. Simpson encouraged participants to consider how quickly their company would become profitable with a modest amount of capital. He said to consider the assumptions behind financial projections and do the necessary research. Barrett advised technology entrepreneurs to look at vulnerable industry niches and products to figure out how to enter the industry. Both suggested that culture and team work are key to a company's success. Visit go.wsu.edu/simpsonbarrett to learn more.



Carol Anne Ebert Sears

Carol Anne Ebert Sears, vice president

of financial development (retired), Washington Mutual, presented on developing financial plans for business success. Sears prompted participants to consider their business plans from an investor's point of view. A successful proposal should be well written, professional, and state up front how much funding is needed. Funding needs to be sufficiently ahead of sales to meet operating cash flow requirements. She stressed the importance of accurate financial statements that reflect milestones and assumptions. To provide a competitive edge, she advised participants to consider unique pricing models and sales strategies, such as a loyalty programs. “Keep your financial plans simple, accurately follow accounting conventions, and make sure you've selected a chief financial officer who is a responsible gate keeper,” she said. Visit go.wsu.edu/ebertsears to learn more.



Rebecca L. Cooney

Rebecca L. Cooney, MSC, clinical assistant

professor of strategic communication for the WSU Edward R. Murrow College of Communication, offered tips on making an online impact through optimization and driving web traffic. Before implementing a campaign, she emphasized the importance of following a specific process to achieve a strong digital presence. It begins with establishing a campaign vision, brand message platform, content strategy, and metrics infrastructure before moving into specifics around logistics, tactics, implementation, monitoring, and reporting. “Without this foundation you will have disconnect, inaccurate metrics, and inconsistencies across mediums,” she said. She also touched on strategies to optimize both organic and paid search engine efforts and recommended engaging with audiences via digital channels with an emphasis on social media. Visit go.wsu.edu/cooney to learn more.



Dave Devine

Dave Devine and Dan Wadkins, attorneys for Lee & Hayes PLLC, a law firm that delivers strategic legal advice to companies



Dan Wadkins

worldwide, presented a two-part discussion about legal issues for startups, focusing on the importance of intellectual property (IP), entity/partnership agreements, and securities laws. Devine spoke about the value of intangible assets and the four different types of IP protection available: patents, trade secrets, copyrights, and trademarks. He explained that all IP and work product should be assigned to an entity, such as the IP created by a company's founders, employees, or independent contractors. Wadkins said entity/partnership agreements are necessary to define ownership interest, track contributions, and outline authority and responsibilities among parties involved in a business. He stressed the importance of setting up a limited-liability entity for a startup company. "You want limited liability; period!" Wadkins said. He also warned that soliciting money for equity in a company is illegal unless certain requirements are met or certain exemptions apply. He suggested consulting with an attorney before seeking outside investment. "We are big fans of Kickstarter; you can sell your product to investors without giving up your company." Visit go.wsu.edu/devinewadkins to learn more.



Dale Miller

Dale Miller, senior vice president and corporate client group director, Pacific Wealth Management Group at Morgan Stanley, presented tips on developing sources of capital. To avoid striking out when pitching a business venture to potential investors, he advised having "cruelly honest" friends critique it beforehand. He listed several funding sources appropriate for launching a business, including lending websites, revenue and royalty-based funding, crowd funding, angels, and community entrepreneurial events and organizations, such as the Palouse Knowledge Corridor, GeekWire, business plan competitions, and tech cafes. With some exceptions, for early-stage companies, he warned against accelerators that want operational control of a company and "patent trolls" who own intellectual property but don't want to operate the business. "Don't pursue venture capital firms until you have a strong executive team and are ready to change the world," he said. He said the hottest industries to break into include privacy, cyber security, private nets, agricultural technology, big data, and disruptive infrastructure. He encouraged students to take risks now while they have a lot of energy but few commitments. Visit go.wsu.edu/miller to learn more.



Dan Castles

Dan Castles ('78), founder and chief executive officer of Telestream, a digital media company specializing in video software products, shared several examples of the importance of company culture and effective CEO leadership. He said it begins with developing a company character, which stems from following a code of ethics and moral principles, all traits of a good CEO. "Life is 90 percent how you react to something that happens to you, and attitude is everything," he said. While building Telestream, he initially handwrote his thoughts on culture, which turned into the company's core values: company first, respect, opportunity, and humility, among others. Someone who is a team player, able to take direction, and remain humble is a winning candidate, he said. He recommended being selective about picking the right employees at the startup stage rather than compromising principles to fill even one slot. Visit go.wsu.edu/castles to learn more.

National Board of Advisors Foster Entrepreneurial Spirit, Global Perspective



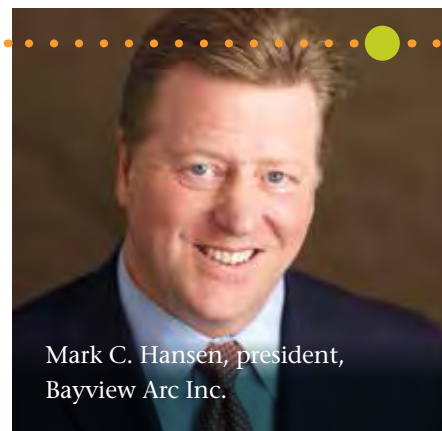
Mark C. Hansen (left) at the César Ritz Colleges Switzerland 2015 Business Plan Competition, with representatives from the Swiss Education Group, César Ritz Colleges, and the WSU Carson College of Business

By Mark C. Hansen
(‘84 Business)

Engagement with industry and alumni partners is vital to developing students’ entrepreneurial spirit and continues to be a consistent focus of our Carson College curriculum, most notably in the annual Business Plan Competition. Not only do alumni and National Board of Advisors members serve as judges at the Pullman competition, they also volunteer to judge at international business plan competitions at César Ritz Colleges Switzerland, China’s Southwestern University of Finance and Economics, and Tanzania’s Nelson Mandela African Institute of Science and Technology. This year, Judy Kolde, Paul Bayer (‘82 Business), and I donated our time to travel with college faculty to support students studying at these locations and help WSU fulfill its land-grant mission of providing global access to education.

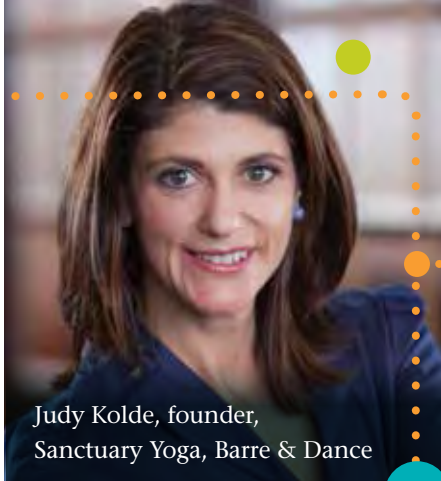
Over the past 10 years, I have had the pleasure to participate in the Business Plan Competition, judging several times in Pullman and once at our partner school, the Southwestern University of Finance and Economics in Cheng Du, China. Each year has been a great experience for me, and I’m sure I get even more out of it than the talented students.

Recently, I had the chance to be on the judging panel at the César Ritz Colleges Switzerland’s business plan competition in Brig. What struck me there was the broad representation of cultures and the unique ideas teams put forward. It was an outstanding effort across the board. But the real fun is after the event in face-to-face conversations with students. Their enthusiasm, deep appreciation for our environment, and global perspective is refreshing.



Mark C. Hansen, president,
Bayview Arc Inc.

I consider it an honor to impart the successful practices I’ve learned in my business and life experience that can help them accomplish their inspiring goals. When I interact with teams, I advise them to be absolutely clear on who they are and what differentiates their company, and to focus on providing outstanding service without trying to do it all. Prioritize, execute, evaluate, and incorporate what they learned—successes and failures—in the next iteration. Work with people they like and learn from. Expect the best from themselves and others.



Judy Kolde, founder,
Sanctuary Yoga, Barre & Dance

By Judy Kolde

After 20 years in leadership at Microsoft, I joined the National Board of Advisors as vice chair of the international committee. Spending my corporate career in global roles gave me a deep appreciation for complexities of international business and the importance of working across cultures. As an entrepreneur, I have great appreciation for the courage it takes to step out on your own and start a business. That is why I decided to be a judge in the business planning competition.

Twice I traveled with a team of WSU faculty and other NBoA members to César Ritz Colleges in Brig, Switzerland, and the Nelson Mandela African Institute of Science and Technology (NM-AIST) in Arusha, Tanzania. It was extremely rewarding to build relationships with the students and deepen our partnership with local faculty. As judges, we guide the students and provide feedback on their business plans, helping them to prioritize and hone it. We select the top teams to travel to Pullman and compete in the university business plan competition. The NM-AIST students' passion to take on the tough challenges their country faces is remarkable. The students show a lot of innovation and thought leadership. They believe in their business ideas, and I believe many can succeed, if given the right support. After all, who better than the best and brightest students from Tanzania to start businesses that bring clean drinking water to the 70 percent of the population currently without access to it, or offer internet services to their rural communities and schools? It's very inspiring to be part of this opportunity to mentor students, and I am very appreciative and enriched by the experience.

Entrepreneurship@WSU

The WSU entrepreneurship major is designed to prepare students to become creative, thoughtful, and determined professionals. It is not just for students who want to start a business. The major includes a broader mindset about innovation, risk-taking, and action that is valuable for students who work in existing companies and new ventures alike.

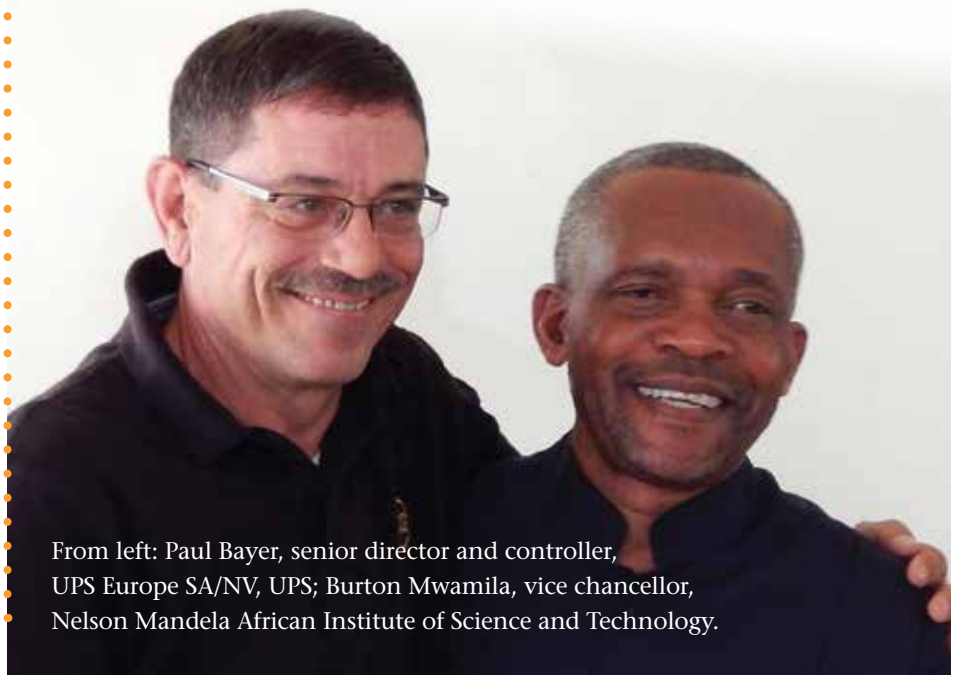
By Paul Bayer (‘82 Business)

As a graduate of WSU with 20-plus years in international business and 11 years living overseas in Europe and the Middle East, I was invited to join the International Board of Advisors four years ago. This year was my third participating in the Business Plan Competition, twice at NM-AIST in Tanzania and once at César Ritz Colleges Switzerland. At NM-AIST, it is gratifying to mentor and support local scientists with entrepreneurial solutions to take their ideas to market. There is nothing better than “African solutions for Africa,” a theme

Student Involvement

Student clubs and organizations offer valuable leadership and professional opportunities. Student-led start up assistance and mentoring are available.

I reverberate at my company, United Parcel Service (UPS). Having a few days of face-to-face interaction with the students and sharing real world business insights can truly make a difference as they tackle issues many of us would take for granted: clean drinking water, access to technology, and improved health and welfare, to name a few. Education and developing future leaders are high priority initiatives in many African countries, and I'm proud WSU and the Carson College of Business are there to help them achieve those goals.



From left: Paul Bayer, senior director and controller,
UPS Europe SA/NV, UPS; Burton Mwamila, vice chancellor,
Nelson Mandela African Institute of Science and Technology.

2015 business PLAN competition

High School League Placing

Herbert B. Jones Foundation
first place winners:

One Stone Photography—\$5,000 prize
Keely Liles, Mead High School

Second place:

M&P Batting Cages—\$3,500 prize
*Payton Utzman and Mike Peterson,
Pullman High School*

Third place:

VolunteerMe—\$2,500 prize
*Rianne Ellingwood, Kassidy Newsom,
Blair Waiting, and Conner Breneman,
Riverpoint Academy*

Fourth Place:

TekMonkey—\$1,000 prize
*Tanmay Garg and Andrew Bailey,
Pullman High School*

College League Placing

Herbert B. Jones Foundation first place winners:

Go KEFI—Travel website that plans vacations based on the user's desired experiences and budget. Users describe their ideal trip through an interactive survey that asks about budget, climate, accommodations, travel time, and desired experiences. Go KEFI also won the Spokane Startup Weekend, the Inland Northwest Business Plan Competition, and made the Sweet 16 finals at the University of Washington Business Plan Competition.
Amanda Scott, Monica Bomber, Troy Carpenter, Derek Hyatt, Travis Person

Herbert B. Jones Foundation second place winners:

Co-Optical—A non-invasive and continuous blood glucose monitor device offering a painless and convenient alternative to current diabetes management methods. Co-Optical also made the Sweet 16 finals at the University of Washington Business Plan Competition.
Samuel Byrd, Zane Duke, Amber Graviat, Qassem Naim

Third place:

Salud!—Counter-top automatic cocktail machine that enables users to enjoy a variety of single-serve cocktails without the need to separately purchase mixers and other ingredients.
Mary Blevins, Jonathan Marsh, Steven McCutcheon, Simbiat Yusuf

Fourth place:

Surfacide Solutions LLC—An antimicrobial coating "[Cu] poxy" that harnesses the natural antimicrobial properties of copper to proactively and continuously protect against viral and bacterial transmission from high touch surfaces.
Sam Robertson, Kristin Bryant, Connor Harber, Christina Crow, Brian Gabriel

Fifth place:

SkyScan—Custom, light-weight, power efficient sense and avoid solutions (SAA) that address Federal Aviation Administration mid-air collision concerns for companies that develop and operate large, unmanned aerial vehicles commonly known as drones.
Sam Fosberg, Noel Wang, Jeff Epperson, Nicole Hessner

Honorable Mention:

Indy Campers—Modified, affordable automobiles equipped with camping essentials for traveling throughout Switzerland's most sought out-locations.
Jokull Egilsson, Daniel Fridriksson, Hongcun Liu, Maria Thorsdottir, Grimur Ulfarsson

Herbert B. Jones Foundation Merit Award Winners

Best written plan:
Go KEFI

Best presentation:
Co-Optical

Best technology venture:

Neufinity—High-tech gaming headset allowing users to move in-game characters by imagining the character's movement. The headset works by identifying changes in the brain when the user thinks certain types of thoughts.
Kristopher Perry, Philip Pitts, Megan Caruso, Brian Senf, Emily Whitehead

Best social impact business:
Co-Optical

ENACTUS

This international organization connects student, academic, and business leaders through entrepreneurial-based projects. It empowers people to transform opportunities into real, sustainable progress for themselves and their communities.

Boeing e-Connections Program

This scholarship program is designed to provide freshmen and sophomores with an introduction to entrepreneurship programming and connect students with a supportive community.

Global Entrepreneurship Week

The Carson College participates in this worldwide celebration with an event that inspires innovation and job creation. In 2014, local high-tech entrepreneurs came to campus to share their experiences starting and growing companies.

Boeing Scholars

Each year, 12 juniors are selected to participate in this two-year program instituted by The Boeing Company which provides a multidisciplinary educational experience for outstanding students. These students address Boeing-sponsored projects with both engineering and business components.

Scholarly Activities

Learn by doing—building entrepreneurial skills, mastering concepts essential to launching new ventures, and developing the ability to address critical problems. Programs incorporate basic and applied research.

Harold Frank Scholars

Each year, 12 senior business and engineering student scholars are selected as Frank Fellows. The fellows then participate in a one-year experiential program designed to help them develop a theoretical and practical understanding of the techniques for starting and growing emerging technology companies.

Entrepreneurship Major Courses

ENTRP 489—
Entrepreneurship Management

ENTRP 490—
Entrepreneurial Marketing

ENTRP 426—
Entrepreneurship Finance

ENTRP 492—
Small Business Strategy &
Planning

ENTRP 485—
New Venture Planning

ENTRP 486—
Launching New Ventures

Roger Woodworth, Avista Corp., Delivers Keynote Address By Sue McMurray

Roger Woodworth, vice president and chief strategy officer at Avista Corp., gave the keynote address at the 13th Annual Business Plan Competition. He spoke to future entrepreneurs about developing a mindset focused on leadership, discovery, relationships, and goals.

He recommended a balance of cooperation and coordination to maximize impact and said good relationships matter more than connections.

Using the game of tug of war as a metaphor for successful entrepreneurship, he said "The power of alignment depends on three conditions: be on the same rope, pull in the same direction, at the same time. You can't do this without good relationships."

Whether pursuing corporate, non-profit, or entrepreneurial ventures, he said a clear and shared purpose, willing participation, and leadership are what it takes to impact the world.

"The world needs dreamers and doers," he said. "Most of all, the world needs dreamers who do."

Business Plan Competition

Participate in the Business Plan Competition and gain invaluable career-building experiences. While working with a team, students will practice business in a real-world setting, network with industry professionals, and prepare for success in a global business arena. Students will have the opportunity to write their own success stories.

Contact Information

Marie Mayes, director
Center for
Entrepreneurial
Studies

mmayes@wsu.edu

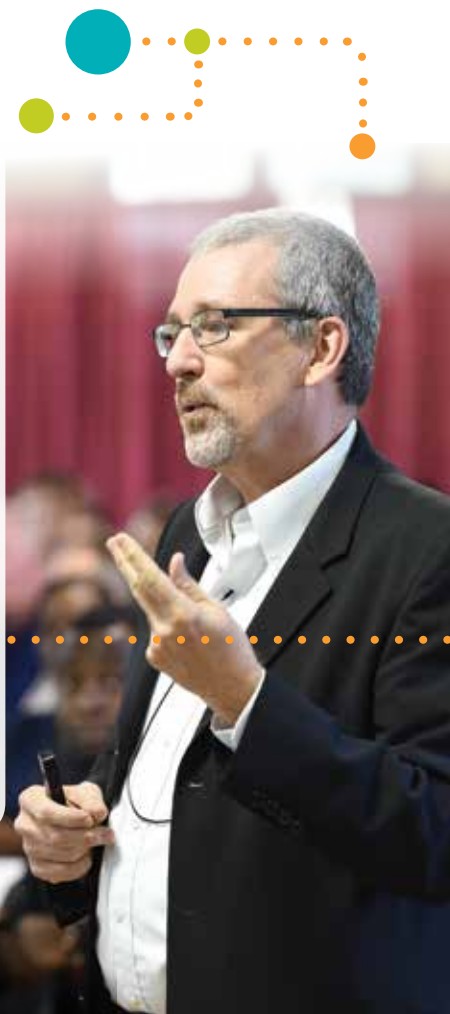
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New and Improved Majors and Minors

The **entrepreneurship minor** is a new, interdisciplinary offering for all non-business majors that will provide coursework in accounting, marketing, finance, and other fundamentals of commercializing a product and creating a business. The minor also offers a selection of courses from other disciplines, such as engineering, communication, and sciences, which will allow students to tailor their programs to their career goals and work in an environment similar to a professional environment post-graduation. Students and faculty from other colleges will interact to share diverse perspectives; collaborate, expand, and strengthen relationships across colleges; and engage alumni and the business community.

The **management major** is now more rigorous, reflective of current management trends, and more focused on serving students' needs. Majors will choose between two tracks: human resource management and management of innovation and change. The human resource management track requires upper-level HR course work in recruiting and hiring human capital and evaluating and rewarding employees, and is offered in Pullman. The management of innovation and change track includes classes such as entrepreneurial management and management of innovation and change. Students in this track will also choose from courses offered in management information systems and management science to gain specific technical and analytical skills. This track is offered in Pullman and through the Global Campus.

The **human resource management minor** is redesigned to serve non-business students considering careers in human resource management. The minor provides relevant background knowledge and business skills as well as advanced coursework in human resource management. Required coursework includes basic statistics training, principles of management, and HR courses such as recruiting and hiring human capital and evaluating and rewarding employees. Additionally, students can choose either MIS 250, which provides technical skills for common software business applications as well as an understanding of the importance of technology to business functions, or HD 205, which provides communication and team skills essential to successful HR careers.



Co Optical sees Success with Non-Invasive Blood Glucose Monitor

By Andrea Verner • Photos by Bob Hubner, WSU Photo Services

According to the Centers for Disease Control (CDC), over 29.1 million Americans are diabetic and 86 million are pre-diabetic. Individuals with diabetes have a high risk of serious health complications such as blindness, heart disease, kidney failure, and stroke. Deaths worldwide due to diabetes are predicted to increase by 50 percent in the next 10 years, putting diabetes on track to becoming the seventh leading cause of death globally by 2030. To prevent further complications, it is imperative that people with diabetes have consistent and reliable blood glucose monitoring.

Co Optical, a startup comprised of four WSU students, has developed the only non-invasive blood glucose measurement device to help aid in consistent monitoring. The team won the University of Washington Business Plan Competition's \$5,000 AARP Award recognizing the business plan that best impacted seniors. Additionally, they placed second in the WSU Business Plan Competition and received two \$2,500 merit prizes, including best presentation and best social impact business.

New technology revolutionizes disease management

The Co Optical device is unlike any blood glucose monitoring kits available on the market today. Its unique design integrates sensors into a standard pair of glasses. These sensors collect bio-electric signals that are correlated to blood glucose levels. The results of the monitoring are then displayed on a smart phone or a companion device for people without smart phones.

Blood glucose is automatically measured and recorded with trends and fluctuations made plain to see, empowering users with insights into their own physiology. Physicians will have the ability to receive their patient's biometrics digitally and offer diagnosis or treatment from anywhere in the world.

"Our goal is to achieve painless, consistent, and more accurate readings for all individuals living with diabetes," said Samuel Byrd, Co Optical's CEO. "This technology has the potential to revolutionize the way people manage diseases that require consistent blood sugar monitoring like diabetes, offering tremendous value to users and health care practitioners alike."

Interdisciplinary skills lead to success

In the fall of 2014, Byrd had the initial idea of a non-invasive glucose monitor. He quickly examined his extended network to carefully select potential team members. The goal was to find a team of innovative and entrepreneurial-minded people who came from a diverse background of skills and majors.

Ultimately, Byrd (honors bioengineering), Zane Duke (honors bioengineering), Amber Graviat (honors chemical engineering), and Qassem Naim ('15 MBA) formed Co Optical and collaboratively developed a business plan and prototype.



Co Optical product giveaways at the University of Washington Business Plan Competition's investment round.



Sam Byrd with electrodes during the concept testing/product refinement stage.

Growing the business

Co Optical continues to work with Lee & Hayes out of Spokane, developing patent strategies, and is in communication with various groups such as VentureWell and TREAT, who are helping to advance and best situate the company for SBIR/STTR funding. Over the next four to six months, Co Optical plans to use the funds earned in the business plan competitions to support the next phases of research including device refinement, FDA approvals, and production.

Co Optical has also begun in-house production to accommodate clinical trials and is working to contract manufacturing that would ensure scalable production capacities.

In order to establish their initial customer base and develop a strong presence, the startup will execute multiple marketing campaigns simultaneously through outreach to key opinion leaders such as licensed physicians and specialists, who can help facilitate direct access to patients.

The team plans to set up and expand at an incubation space in Pullman. Co Optical will be a charter member of the Crimson Commerce Club, a shared workspace for new ventures located in the old National Guard Armory building in downtown Pullman. There they will begin transitioning from a team of highly motivated entrepreneurial students to an operating company.

If interested in learning more about Co Optical or investing with the company, please contact Samuel Byrd, CEO, at Samuel.Byrd@co-optical.com.



Qassem Naim gets feedback from the judges after presenting Co Optical's business plan.



From left: Dean Chip Hunter, Amber Graviat, Qassem Naim, Ken Butterfield, chair, Department of Management, Information Systems, and Entrepreneurship, and Marie Mayes, director, Center for Entrepreneurial Studies.

Student Entrepreneurs Chosen for Top Worldwide Competition

By Sue McMurray

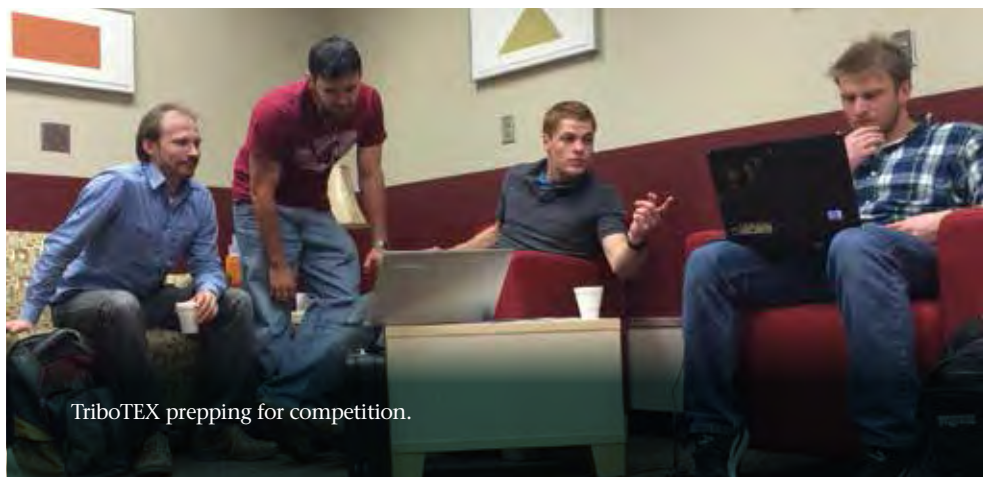
TriboTEX, a clean-tech startup comprised of four WSU graduate students, recently gained a national platform for their business venture DuoLife™, technology that will benefit anyone using machinery with moving parts.

The team was the first from WSU to compete in the prestigious Rice University Business Plan Competition in Houston. They competed against 42 other teams from around the nation for a chance to win more than \$1 million in cash and prizes, such as equity investments.

Team members Pavlo Rudenko ('11 Business, '09 Sciences) Thomas Gualtieri ('14 Engineering & Architecture), Matt Hanley ('15 MBA, '12 Business), and Qassem Naim ('15 MBA) earned a respectable second place win in their heat, in the runner-up round.

"I've never seen a crowd so engaged as when our team was presenting," said coach Andy Perkins, WSU marketing associate professor. "The questions were extremely technical, but the team answered with energy and ease. The experience will help TriboTEX and future teams to prepare and be invited to compete again next year."

TriboTEX is the brainchild of Rudenko, who recently graduated from a doctoral program. He has been working in tribology—the study of friction, lubrication,



TriboTEX prepping for competition.

and wear—for years. He started the company in 2012 to commercialize clean super-lubricants. He and the other teammates developed DuoLife, which reverses wear by building up a nano-coating by use of the machine which extends engine life and increases efficiency.

"Any moving part can benefit from our technology," Rudenko said. "DuoLife doesn't wear out or expire once applied."

DuoLife is specifically manufactured for large machines with steel gears and bearings, such as windmill gear boxes. The gear boxes notoriously wear out quickly, and to replace or repair them is extremely expensive and difficult. The lubricant delays the need for repair or replacement and is expected to be widely adopted by the wind energy industry.

The marketability of their product lies in nanoparticles, or small particles that are sticky on one side and smooth on the

other. Instead of gears or other moving parts rubbing together and causing damaging friction, the coating will slide against itself, adding years to a machine's lifespan.

"When you have multiple particles in a solution, the ones that slide will increase lubrication and the ones that stick will slowly reverse wear by creating a coating," Naim said.

The team plans to sell DuoLife directly to larger industries and their consumers. In addition to the wind energy industry, they are looking into multiple markets, including the used car industry. Their goal is to collaborate with business-to-business supply stores and mechanics who can then sell DuoLife to their clients.

Visit tribotex.com to learn more about TriboTEX or watch a video about their product at go.wsu.edu/tribotex.



TriboTEX members from left: Qassem Naim, Pavlo Rudenko, Matt Hanley, and Thomas Gualtieri.

Surfacide Solutions [Cu]poxy to Transform the Way

We Combat Infectious Diseases **By Andrea Verner**

According to the Centers for Disease Control and Prevention (CDC), there were approximately 722,000 cases of Healthcare Associated Infections (HAI) in the United States in 2011, and about 75,000 of those hospital patients died as a result.

In response to this staggering figure, Surfacide Solutions is working to develop a product that uses an antimicrobial coating to harness the natural antimicrobial properties of copper to proactively and continuously protect against bacteria and virus transmission from high touch surfaces. The product is called [Cu]poxy.

"Infections are a global problem," said Sam Robertson, founder and CEO of Surfacide Solutions. "With a little bit of help, we can make the world a safer, healthier place."

The Surfacide Solutions team consists of four WSU student bioengineers: Sam Robertson (CEO), Kristin Bryant (COO), Christina Crow (CTO), and Brian Gabriel (VP processing) and an entrepreneurial partner, Connor Harber (VP sales and marketing). This multidisciplinary combination brings together business

insight with technical expertise. The team is experienced in cellular biology, chemistry, engineering design, and business finance and won fourth place in the WSU Business Plan Competition.

Easily applied copper solution tough on germs

[Cu]poxy has a simple paint-on application process that dries quickly. Once dried, [Cu]poxy is resistant to water and common cleaning chemicals as well as abrasion and wear, creating a long-lasting coating. This allows for the product to be easily incorporated into facilities without needing to replace equipment, door handles, or other surfaces. The application lasts roughly three years and uses less copper [Cu] than copper alloy handles.

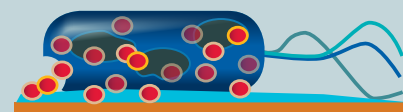
The team initially plans to focus on hospitals, nursing care facilities, retirement communities, and hospice and palliative care centers. As the product develops, there's an opportunity to expand beyond health care facilities and target gyms, schools, daycares, public transportation vehicles, airports, public restrooms, and more.

A shining future

Interviews with potential customers showing interest in [Cu]poxy have provided great insight into market potential. For example, Pullman Regional Hospital (PRH) recently received a \$10,000 grant from the Copper Development Association to replace high-touch surfaces with copper alloys.

Ed Harrich, head of surgery, and Connie Koal, director of employee health and infection control at PRH, both emphasized the growing potential of copper in hospitals, hospices, nursing homes, and other health care facilities. Despite being a small rural hospital with 26 beds, PRH

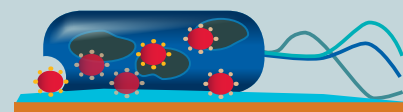
Representation of the tentative events in contact killing.



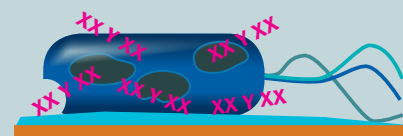
(A) Copper ions dissolved from the copper surface cause cell damage.



(B) The cell membrane ruptures, leading to loss of the cell content.

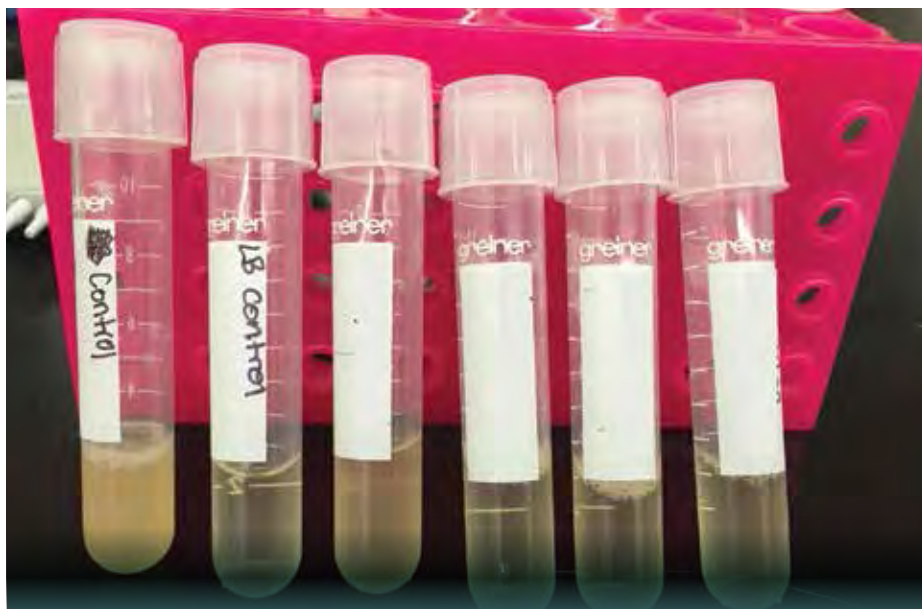


(C) Copper ions lead to the generation of toxic radicals which cause further damage.



(D) DNA becomes degraded and leaves the cell.

Information courtesy of Marc Solioz,
Tomsk State University



Left to right: positive E. Coli bacterial control, negative bacterial control, untreated epoxy surface, and three proprietary [Cu]poxy blends of increasing formulation strength.

From left: Christina Crow, Samuel Robertson, Kristin Bryant, Brian Gabriel, Marie Mayes, director, Center for Entrepreneurial Studies, Connor Harber, Ken Butterfield, chair, Department of Management, Information Systems, and Entrepreneurship, and Dean Chip Hunter.



has pushed to allocate \$5,000 annually for the incorporation of copper surfaces, a true testament to the potential for [Cu]poxy in healthcare settings.

While the team plans to pursue the opportunity to acquire a patent, two of the group members are pursuing doctorates and the others are beginning their industry careers. To move forward with their business concept, the team would need to enter a testing phase to receive FDA and EPA approval and raise approximately \$175,000.

If interested in learning more about Surfacide Solutions LLC or investing in the company, please contact Sam Robertson at sam.robertson@email.wsu.edu.

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Keri Andrews, left, and Alesia Glidewell pitch
You Kick Ass products on *Shark Tank*.

Kicking It on *Shark Tank*

Keri Andrews attributes startup success
to WSU Executive MBA

By Sue McMurray

Photos by Shark Tank/ABC/Michael Desmond



Who's the hero in your life? Now you can embrace yours by turning friends, family, employees, or even yourself into a personalized action figure thanks to You Kick Ass, a Seattle startup company founded by Keri Andrews ('97, '14) and close friends Alesia Glidewell and Douglas Jordan.

The company uses 3D printing to allow customers to create personalized action figures.

The friends conceived the business idea of allowing anyone to create their own action figure after Glidewell had modeled for "Chell," the 3D hero of Valve Software's popular *Portal* game series, and Valve licensed an official Chell action figure.

But none of them had background in creating physical products.

"We didn't know the first thing about how to execute it as a business concept,"

says Andrews, a former Microsoft vertical manager of Bing search advertising.

Executive MBA training transfers to real-world business success

That all changed when Andrews enrolled in the WSU Executive MBA Online (EMBA) program a year later. She had always wanted her MBA and had several years' experience working in the business sector. The EMBA provided a perfect environment to advance her technology and business skills and get her closer to her dream of starting the action figure company.

For her capstone project, Andrews pitched the business plan for You Kick Ass. Class research and a feasibility report proved to her it was a valuable business idea. She ended up quitting her job at Microsoft to focus on developing it.

"I'm so glad I completed the EMBA program. It guided me on what questions to ask consumers to determine what resonates with them," says Andrews. "I learned that you can't make assumptions. The key to business success is research, asking questions, and interpreting answers correctly."

For example, Andrews says her customers didn't want to buy action figures for their kids, which was one of the company's original goals. To understand



From left: Sharks Mark Cuban,
Barbara Corcoran, and Kevin O'Leary.

why, she realized she had to alter her market research questions. By just changing the wording of her survey, she was able to determine that customers would buy figures of their kids, as a way to celebrate them as heroes.

Her research also revealed the product appeals more to adults than children, and that people in the target market love the moniker “You Kick Ass.”

“Our name stems from our initial concept that there are many ways to ‘kick ass’ in your life, for example by being an athlete, a great mom, a fire fighter, or other scenarios where you are a hero,” Andrews says.

The making of a hero

Product tests showed people gravitated toward being an original hero, Andrews says. She developed software that lets anyone map their face to a 3D-shaped head by uploading a photo. Customers can personalize their action figure by choosing a body style, coloring, and super power. The company plugs that information into a comic template, so each figure comes with a customized story. Two 3D Zcorp printers can each print 40 full-color heads at a time, taking

five hours for each batch. Andrews manages the manufacturing of the heads, and the bodies are premade in China. Each figure costs \$60 and is ready to ship in four weeks.

.....
“I learned that you can’t make assumptions. The key to business success is research, asking questions, and interpreting answers correctly.”

Swimming with the sharks

Before launching the business, the team conducted a Kickstarter campaign in 2014 that raised \$46,603. That got the attention of a producer of the television show *Shark Tank*, who invited Andrews and Glide-well to audition, and they were asked to appear on the show. Filming occurred in September 2014, and the episode aired May 8, 2015.

Andrews says the scariest moment during the whole experience was walking down the hallway toward the stage: she literally wanted to turn around and run away.

“It’s called *Shark Tank* for a reason,” says Andrews. “We’d seen them tear apart so many entrepreneurs on the show, so we did a lot of research beforehand, anticipating questions they would ask, and role playing.”

It turns out they had nothing to fear. Three sharks made investment offers, and the team walked away with a deal from Mark Cuban, who invested \$100,000 in exchange for a 10 percent stake in the company.

A forward-facing future

Andrews says Cuban is a good fit because even though the company is currently focusing on manufacturing, its long-term vision is to improve technology and the product. Since taping the show, Andrews says the skin tone color has been improved to match the figures’ necks and heads better, neckline adjustments have minimized the appearance of the seam, and facial features are more recognizable. Additionally, designs are in the works to release new action figure heroes in the next year.

To learn more about You Kick Ass, visit youkickass.com.



Robert Herjavec with his custom action hero.
 You Kick Ass created action heroes for each investor on *Shark Tank*.



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IN OUR FOR THE
STUDENTS CULTURAL
AND SOCIAL
DIMENSIONS OF THE
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ENVIRONMENT

Learning the business abroad

MBA students explore culture and commerce in central Europe

By Meredith Metsker

On a sunny May afternoon, 23 Washington State University students in the One Year Data Analytics MBA program conducted a scavenger hunt in the historic city of Prague. Separated into teams, the students worked together to decipher clues and find landmarks. The hunt was in lieu of a traditional guided tour. It encouraged teamwork and gave students an unforgettable mental map of the Czech Republic's capital city.

The rest of their nine-day trip in Europe followed a similar pattern of collaboration and active learning. From May 12 to 21, the students took a cultural trip to Helsinki, Finland and Tallinn, the capital of Estonia. Caught up in a whirlwind of company tours and networking, the students got a first-hand look at how business is done in central Europe.

"Once the students learn more about business environments in the United States and abroad, they can see where they fit in," said Program Director Mauricio Featherman, who traveled with the students. "Everything they've learned in class becomes real."

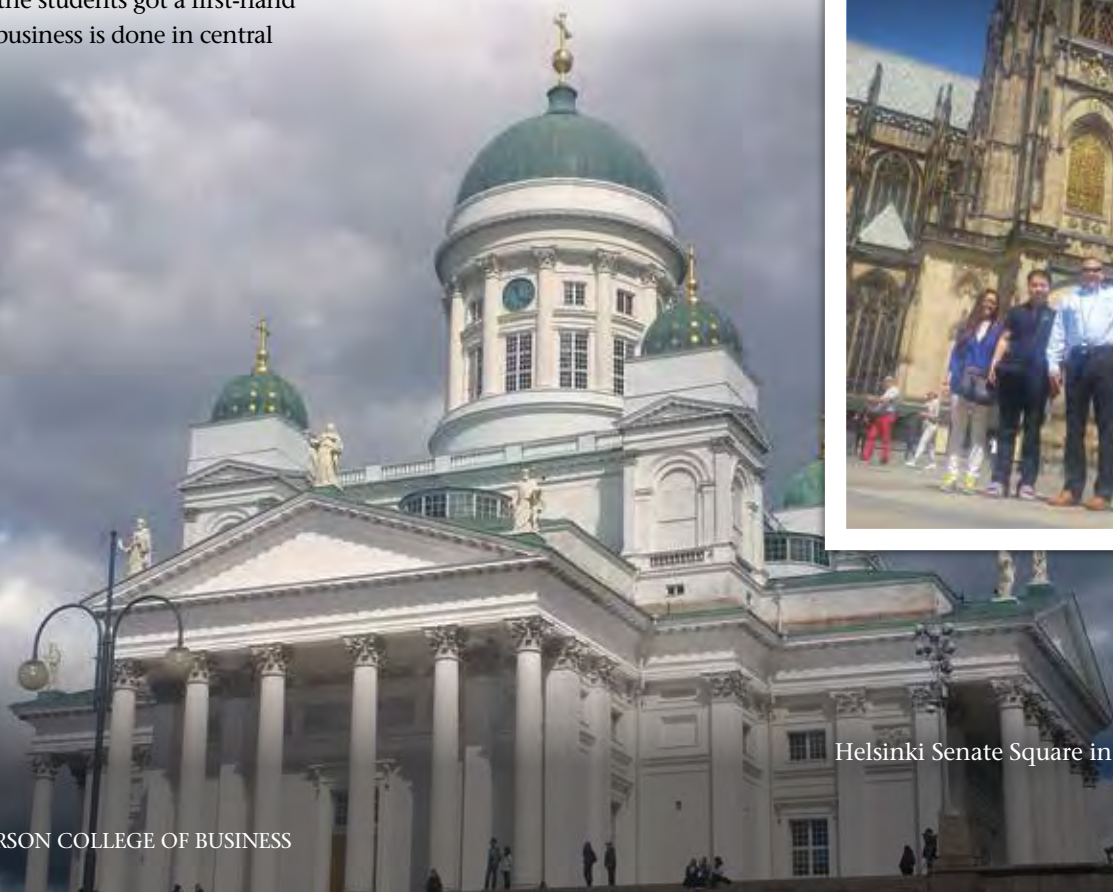
Each day, the students visited two or three companies. They toured facilities, learned about products and business philosophy, and saw how business practices compared to those of the United States. Industries of the companies visited varied widely. They included communications technology, auto manufacturing, border security, banking, software security, and more.

Avast, an antivirus software company based in Prague, was among the students' favorite visits. MBA student Mark Crabtree said he enjoyed learning about Avast's "freemium" business plan. The base antivirus product is free, and customers can pay to upgrade to access more services and features.

In Estonia—a young country that earned its independence from Russia in 1991—many of the companies visited were start-ups. Estonia has become a world-renowned high-tech hub that some call the "next Silicon Valley."



St. Vitus Cathedral in Prague, Czech Republic.



Helsinki Senate Square in Finland.

Students en route to Prague scavenger hunt and historical tour.

In fact, the telecommunications company Skype was developed in Tallinn before Microsoft purchased it.

"It just inspires your entrepreneurial spirit," said MBA student Mitch Peterson after visiting new business ventures in Estonia.

Many entrepreneurs are attracted to Estonia in part because of a new government initiative that makes it easy to start and conduct business. Called e-Estonia, it enables online management of most government services: health records, school grades, banking, legal and tax information, business registry, voting, car registration, and much more.

"It was cool to see a country that lives in the shadow of Russia embracing technology and creating something that no one else in the world has," Crabtree said.

Crabtree and Peterson both studied abroad in Spain as undergraduates. Now they have seen how business is conducted in central Europe as well. It gives them a distinct advantage as they prepare to enter the workforce.

.....

"If you don't have an understanding of how different countries do business, you're going to be left behind."

.....

"If you don't have an understanding of how different countries do business, you're going to be left behind," Crabtree said. "You can read all the books and articles you want, but at the end of the day, being there talking to people who are living it is the best way to get that experience."

For more information about the One Year Data Analytics MBA, visit mba.wsu.edu.



Ericsson manufacturing plant presentation and tour in Estonia.



ABB company visit and plant tour in Estonia.

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The Perfect Pair

By Emily Smudde
Photos by Jeff Pilcher and Dave Furano

While there are plenty of books on Italian food and wine, nothing beats experiencing the country first-hand. Thanks to the WSU Carson College of Business and a group of generous donors, a group of WSU students were able to do just that.



This past spring, a group of 21 business students traveled to Italy with Executive Chef Jamie Callison and Director of Development Jeff Pilcher as part of the Food and Wine Tour of Italy, a program designed to immerse students in Italian culture. While in Italy, students lived in their own apartments in Florence, took culinary classes at the Apicius International School of Hospitality, went on walking tours of the nearby towns, and learned more about the food and wine of Italy.

"The students get to be a part of the society, which is more important than just learning about food," Callison explained. "The true benefit of this trip is cultural immersion."

As for the donors, their part in this story doesn't end with a donation. For the last four years, the Carson College of Business has invited donors to travel to Italy with the students. The donors pay \$10,000 to participate in the program, and \$1,000 of that goes directly to a student in the program.

"We wanted to show our donors what our students are doing overseas," Pilcher explained. "It's easier to get people to support our students if they're directly involved with the student."

What makes this year unique was that for the first time students were accompanied by non-alumni, including musicians, engineers, real estate developers, and winemakers.

The group included Donald and Joan Gooden, Pat and Diana Piermattei, Dave and Sandy Furano, and longtime WSU supporters Brion Wise

and Ronda West. Wise, a WSU alumnus and member of the Voiland College of Engineering and Architecture Executive Leadership Board, owns B Wise Vineyards in Sonoma Valley. For the past two years he has invited Callison and eight hospitality students to his vineyard to cater an event for his wine club.

For Wise and West, this trip to Italy was another opportunity to help students.

"I was inspired to go on this trip because I love Italy and thought it would be wonderful to hang out with our friends and with the students," West said. "Helping a student with their trip cost was an added bonus."

Wise and West decided to invite their friends to join them and told them all about the program.

"We've been to Italy before," Gooden said. "This time we went solely because we'd be helping and spending time with students."

During the program, the couples were invited to attend the same courses and tours the students attended. They spent the trip side-by-side with the students, seeing how their donations impacted a student's experience.

"I loved getting to know the students," Gooden said. "My student was polite and respectful and told us he couldn't have come on this trip without us."

And for Wise, this trip increased his respect for WSU students. Wise takes pride in helping students learn and grow and opens his winery often to young people, even going so far as to take on a WSU hospitality student as an intern this past summer. This trip to Italy just reaffirmed that it's all worth it, he said.

"I enjoyed seeing the smiles from the students and the fun they were having in the cooking classes," Wise said. "I really enjoyed seeing how much Italy is going to positively impact their lives."



Ph.D. Graduates' Professional Career Placements



Tanya Beaulieu
Management Information Systems
 B.S. Utah State University
 MBA Westminster College
 Dissertation: Illuminating Crowdfunding:
 A Multi-Method Investigation
 Major Advisor: **Suprateek Sarker**
 Placement: Utah State University



Jonathan Jackson
Operations and Management Science
 B.S. Washington State University
 Dissertation: Quantity Discounts, Capacity
 Decisions, and Channel Structure Choices
 in Supply Chains
 Major Advisor: **Chuck Munson**
 Placement: Providence College



Brett W. Josephson
Marketing and International Business
 B.S. University of Idaho
 M.S. University of Idaho
 Dissertation: The Effect of Marketing Strategy
 on Firm Financial Performance
 Major Advisor: **Jean L. Johnson**
 Placement: George Mason University



Todd (Sakdipon) Juasrikul
Management
 B.A. Thammasat University, Thailand
 MBA Chiang Mai University, Thailand
 Dissertation: Cultural and Institutional Context,
 Entrepreneurship, and International Venturing
 Major advisor: **Arvin Sahaym**
 Placement: University of Thai Chamber
 of Commerce



Sang-Youn (Youn) Lee
Management
 B.S. Korea University
 M.S. Korea Advanced Institute of Science
 & Technology
 Dissertation: Three Essays on Foreign Firms' Capital
 Raising and Their Survivability in USA
 Major Advisor: **John Cullen**
 Placement: The State University of New York at
 New Paltz



Chang Liu
Finance
 B.A. Hunan University
 M.S. Washington State University
 Dissertation: Essays on the Monitoring Role of
 Corporate Boards
 Major advisors: **George Jiang** and
Donna Paul
 Placement: Hawaiian Pacific University

Not pictured: **Christopher B. Califf**
Management Information Systems
 Major Advisor: **Saonee Sarker**
 Placement: Western Washington University



Richie L. Liu
Marketing
 B.S. Santa Clara University
 MBA Gonzaga University
 Dissertation: Rebranding: Two Essays
 Major Advisors: **David Sprott** and
Eric Spangenberg
 Placement: Oklahoma State University



Tyler Stumpf
Hospitality Business Management
 B.A. North Dakota State University
 M.S. Gonzaga University
 Dissertation: Navigating the Elusive Industry: A
 Grounded Investigation into Hotel
 Business Management in a Developing
 Pacific Island Country
 Major Advisor: **Nancy Swanger**
 Placement: Humboldt State University



Na Su
Hospitality Business Management
 B.A. Beijing Jiaotong University
 M.S. Beijing International Studies University
 Dissertation: U.S.-Based Hotel
 Brand Personality
 Major Advisor: **Dennis Reynolds**
 Placement: China Tourism Academy



Xun Xu
Operations and Management Science
 B.S. Fudan University
 M.S. Renmin University of China
 Dissertation: Supply Chain Insights for Hospitality
 and E-commerce
 Major advisor: **Chuck Munson**
 Placement: California State University, Stanislaus



Sean (Hyunsoon) Yim
Marketing and International Business
 B.E. Industrial Engineering,
 Dongguk University
 MBA Purdue University
 Dissertation: The Role of Corporate Social
 Responsibility to Gain Sustainable Competitive
 Advantage: Three Essays
 Major advisor: **Uchila Umesh**
 Placement: Pennsylvania State University



Gulnara Zaynutdinova
Finance
 B.S. Omsk State University, Russia
 M.S. Washington State University
 Dissertation: Essays on Mutual Fund Performance:
 The Effects of Liquidity Service Provision, Active
 Management and Alpha-Opportunity Timing
 Major Advisor: **George Jiang**
 Placement: West Virginia University

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Sisters at Arms:

Examining Perceptions of Women's Workplace Conflict

By Sue McMurray

Picture two women coworkers having a private, friendly conversation in the hall, when a male coworker walks by and says “Eweee, cat fight!” The male’s knee-jerk assumption that the women were having interpersonal strife is the subject of a new paper by a Washington State University researcher that examines the root of negative perceptions about female same-sex conflict in the workplace.

Writing in the *Journal of Management*, WSU management information researcher Leah Sheppard and coauthor Karl Aquino, professor at the University of British Columbia’s Sauder School of Business, are the first to theorize about how workplace conflict is produced, perceived, and shaped as a function of the gender of the individuals involved.

Their paper, “Sisters at Arms: A Theory of Female Same-Sex Conflict and Its Problematicization in Organizations,” proposes a two-stage theory to shed light on this phenomenon.

“The notion that women have unique same-sex difficulties at work could be a dangerous one if perpetuated without critical examination,” says Sheppard. “This assumption could legitimize identifying the source of gender inequality in women’s own behavior rather than in a broader social system that creates structural disadvantages within organizations.”

Breaking prescriptive stereotypes leads to backlash

In the first stage of the theory, the researchers suggest several reasons why women’s conflict at work may occur more frequently than men’s. One is that negative evaluations occur when women violate prescriptive stereotypes that deem how they ought to behave.



For example, a woman might be expected to be concerned for the welfare of others, cooperative, and helpful, while a man might be expected to be competitive or self-promoting, independent, and assertive. Assertive women are often targets of a backlash effect that paints them as cold and unlikeable. Sheppard says this might be especially pronounced when they interact with other women because they are perceived as violating an expectation for female solidarity or sisterhood.

“Research shows that if a woman is very assertive during negotiating—but she’s trying to help someone else get a job—then she doesn’t get backlash,” says Sheppard.

“Competitiveness and conflict between men is often dismissed as ‘boys being boys,’ whereas the same behavior among women is seen as dysfunctional,” says Sheppard. “However, the depiction of women as conniving, unsupportive, and backstabbing contrasts sharply with research demonstrating that men and women do not differ significantly in their use of indirect aggression in organizations.”

She and Aquino also say that women who strongly identify with their gender will perceive assertive female behavior as more threatening. As a result of heightened feelings of competitive and/or collective threat, female same-sex conflict will likely occur more frequently than conflict between two men and or a man and a woman.

What third parties think about same-sex conflict

In the second stage of their theory, the researchers argue that regardless of actual gender differences in frequency, third parties—anyone who observes or is aware of workplace conflict but is not directly involved—perceive female same-sex conflict as more frequent and problematic than male same-sex conflict.

Their position is based in part on a study that demonstrated that when a woman displays anger in organizational contexts—an emotion that violates the “ideal” female—she is perceived as being an “angry woman.” The same study found that third parties were more likely to attribute men’s displays of anger at work to situational factors (Brescoll and Uhlmann, 2008).

Further, Sheppard and Aquino propose that third parties will often say female same-sex conflict stems from mutual dislike, mismatched personalities, or envy rather than from job performance issues; conversely, male same-sex conflict will typically be interpreted as related to job performance or a situation. The researchers also suggest third parties are more likely to attribute relational reasons for female same-sex conflict when the women involved are both known to have been unsupportive to female colleagues in the past.



Leah Sheppard

What does all this mean for women and leadership?

"When third parties conclude that women tend to 'derail' each other at work or that they find it difficult to work together effectively, it suggests that women are somehow less capable than men of dealing with the challenges of organizational life," says Sheppard. "This can ultimately reinforce the belief that women will not be as effective in leadership roles."

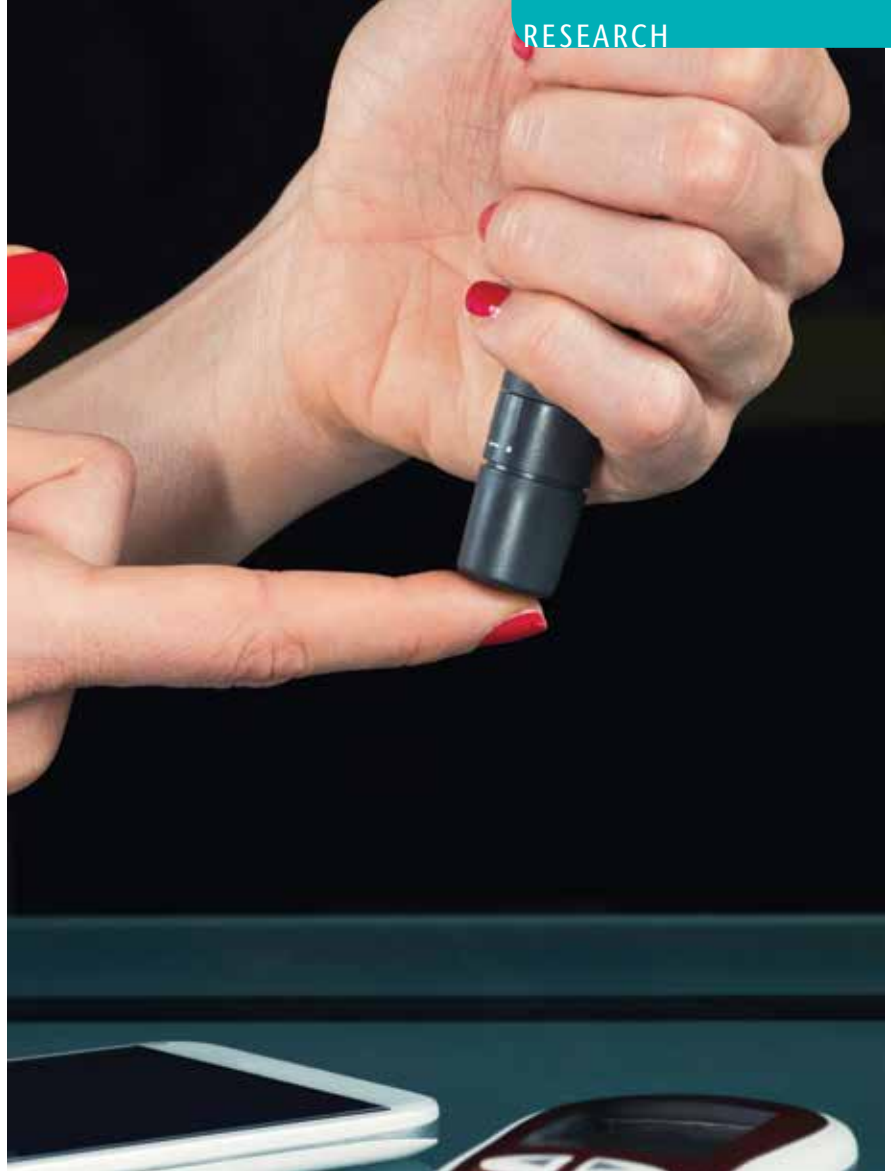
Implications for researchers and managers

Sheppard and Aquino suggest future research would be especially fruitful if researchers consider the perceptions of both the first and third parties associated with any given workplace conflict in order to determine whether third parties are exaggerating or underestimating the severity of the conflict as a function of the gender of those involved. For example, researchers might work with firms to collect daily diaries that would allow employees to provide detailed and in-the-moment documentation of conflict at work.

As for managers, Sheppard and Aquino suggest they become more aware of gender stereotypes within their organizations and take steps to manage them, such as providing conflict resolution training and conflict protocols.

"Ultimately, firms should accept that conflicts occur between all human beings," she says. "We hope this article will contribute to the broader literature on the role of gender and stereotypes on producing and shaping perceptions of workplace conflict."

The article is available online at go.wsu.edu/sheppard.



Patients Empowered

Study Examines Technology Needs of Chronic Disease Patients

By Sue McMurray

Painful finger pricks, shortness of breath, and chest pain may be daily disruptions in the lives of people suffering from chronic diseases such as diabetes, asthma, or heart disease. While medical devices, web solutions, and mobile apps have empowered patients to manage their conditions, little is known about how their personal values are supported or constrained by these technologies.

Majid Dadgar, a management and information systems doctoral candidate, aims to find out just what is important to patients who use self-management (SM) technology to manage their conditions, in order to help designers make it easier for them.

His research contributes to a rising awareness within health care of the importance of considering human values in the design, development, and use of information technology and systems.

“Chronic disease patients are in high need of technology systems that will more effectively help them deal with intrusive health problems,” he says. “With computing prices going down, health care technology is more available than ever to chronic disease patients and presents an opportunity where we can make a positive impact in their management processes without interfering in their lives—it’s not just about making a profit.”

Dadgar’s research dissertation, under the guidance of Professor K. D. Joshi, includes a literature review, a study testing mobile applications for diabetes patients, and a report containing recommendations and guidelines for designers to build SM systems that account for values important to chronic-disease patients.

He and Joshi completed the literature review and presented “ICT-enabled Self-management of Chronic Diseases: Literature Review and Analysis Using Value-Sensitive Design,” at the 2015 48th Hawaii International Conference on System Sciences. The paper discusses six universal values within self-management systems: hope, human welfare, universal usability, trust, privacy, and autonomy. For example, the value of autonomy may be seen in a phone-based diary that enables patients to input additional information while self-managing their glucose levels, and empowers them to customize their routines and be more autonomous.

Though he says it’s very challenging to translate individuals’ values into tangible concepts, Dadgar’s analysis revealed that the value of hope is very important to the needs and desires of patients. He said studies show that patients with immediate access to web-based resources or mobile phone technology that connects them



immediately to nurses hold higher hope about managing their chronic conditions.

He also concludes systems designed to enhance communication between chronic disease patients and health care professionals while accommodating patients’ privacy and security concerns can improve trust in the self-management process.

Now that the literature review is complete, Dadgar’s next step is to collect data from people coping with chronic diseases. During the summer, his subjects downloaded “Glucose Buddy,” a free mobile app commonly used by diabetes patients. He conducted an hour-long training session with participants, who then used the app on their own for a week while keeping diaries on its performance. When the week was up, Dadgar interviewed the participants to obtain feedback.

“We examined what we found from the literature review and tested the findings of human values to see to what extent they match—was it actually what individuals wanted?” he says.

Once the surveys are completed, he will draw on his background in industrial and product design and software engineering to develop new applications and design guidelines that are sensitive to the values that are important to individuals with chronic diseases. Eventually, he would like to teach in the realm of health care informatics, an interface between medicine and information systems, and he would like to own and operate his own design firm to improve health care products.

“I have always been interested in health care,” he says. “I strongly believe we can make better information systems and technology to help people with chronic diseases. The smile on a patient’s face is priceless to me.”

His paper, “ICT-Enabled Self-Management of Chronic Diseases: Literature Review and Analysis Using Value-Sensitive Design,” is available online at go.wsu.edu/dadgar.



Majid Dadgar



From left: Chairman Chris Burdett, Dean Chip Hunter, former NBoA Chair Mark C. Hansen.

It is truly an honor to be part of such a team of dedicated professionals with one clear goal: to enrich the life of each student by providing the experiences necessary to succeed and excel in their professional endeavors.

—Chris Burdett



A Message from Chris Burdett

Senior Vice President, CBRE Hotels
Chair, National Board of Advisors

It has been over a decade since I was asked to join the WSU Hospitality Advisory Board, and what an experience it has been. Since then, I've been involved with WSU in one capacity or another, including three years as the chair of the HBM board, multiple steering committees, and current chair of the Carson College of Business National Board of Advisors. It is truly an honor to be part of such a team of dedicated professionals with one clear goal: to enrich the life of each student by providing the experiences necessary to succeed and excel in their professional endeavors.

During this time, I've traveled with WSU students globally and around the state of Washington. I have experienced firsthand the opportunities and successes Carson College students enjoy. As I approach being "off-campus" for close to 25 years, I realize how strongly those campus connections and encounters I had impact my daily life. I vividly recall my "introduction to hospitality" class taught by Coach Don Smith. I attribute much of my success to that single WSU class and professor. You can learn more about Don's legacy at go.wsu.edu/DonSmith.

My experience as a student on the Pullman campus as well as at an urban campus is the reason I volunteer today. I've had the privilege of enjoying many meals at our Marriott Foundation Hospitality Teaching Center under the leadership of Chef Jamie Callison and his exceptionally talented crew of students. When hospitality students introduce themselves before dining begins, I am always in awe of their confidence and professionalism. From freshmen to seniors, hospitality students to accounting majors, the incredible list of scholarships and internships received are shining examples of how important contributions from alumni and friends are to the success of our students.

During these past several years, there have been many changes at WSU. We've expanded our state footprint under our land-grant mission in both Everett and the Tri-Cities, as well as increasing opportunities for study abroad and online education, further enriching our student experience. We've named the Carson College of Business after a great business leader and life-long learner, and we have engaged with the WSU Office of the President in initial discussions of a dedicated building for the college in Pullman. Most importantly, we successfully recruited Chip Hunter as the new dean. I expect Dean Hunter will further enhance our student experience opportunities and continue to build upon our success through the engagement and expansion of the college. WSU means many different things to each of us, but I believe we can all agree that the university continues to offer amazing experiences that develop outstanding business leaders. I am honored to be part of WSU and the Carson College and look forward to working with alumni, faculty, staff, community advisors, and, most importantly, students, over the next two years.

—Chris Burdett

'90 Hospitality Business Management

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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President and CEO,
Commercial Airplane
Group (Retired), The Boeing
Company

Philip Harris
Executive Director (Retired),
The Boeing Company

George Hubman
Vice President, Sales and
Marketing (Retired),
WRQ Inc.

Koichiro Iwasaki
President, MRL Co. Ltd.,
Iwasaki Group
of Companies

Brad Jackson
CEO, Slalom LLC

David Knowles
Owner/Operator, Business
Consulting Service

Lynn Manley
Consultant,
The Leora Group

John R. Miller
Managing Director, CBRE

Michael Morgan
Vice President Finance,
T-Mobile USA

Larry Ogg
President and CEO (Retired),
Commerce Bank of Oregon

Gregory Porter
President of Wealth
Management and
Consulting, Berntson
Porter & Company PLLC

John Rindlaub
Regional President,
Asia Pacific Region,
Wells Fargo

Joe Sims
Lead Partner,
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Patricia Ward
Senior Vice President (Retired),
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Kevin Bouchillion
Partner, Assurance, PwC

Paul Bridge
Partner, BDO

Bob Cole
Controller,
Morgan Murphy Media

Steve Conforti
Director, Corporate Accounting
and Consolidations,
The Boeing Company

Ray DiGiovanni
Partner, KPMG

Randall J. Fenich
Office Managing Partner, Moss
Adams LLP

Shelley Gerrits
Financial Reporting Director,
Davita

Jim Hooper
Assurance Senior Manager,
PwC

Jennifer Kortom
Partner, Kubo Kortom PLLC

Craig Looper
Partner, Sweeney Conrad P.S.

Carl Mackleit
Partner, Tax Services,
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Mark Malbon
Chief Financial Officer,
Talley Inc.

Emily Muratalla
Director, Finance,
F5 Networks Inc.

Clair Neevel
Senior Manager,
The Boeing Company

Frances A. Olson
Manager, Tax, Clark Nuber

John Panisko
Sr. Manager, Deloitte

Jared Theis
Audit Manager, KPMG

Michael Thronson
Partner, Moss Adams LLP

Entrepreneurship

Cheryl Cejka, Chair
Director of Technology
Deployment and Outreach,
Battelle

Duane Brelsford
President, Corporate Pointe

Dan Castles
President/CEO,
Telestream Inc.

John Gibson
Executive Vice President,
IntheWorks Inc.

John Glass
Partner, Gatti Group

Brandon Haakenson
Director, Business Process
Management, Matisia

Dave Hunt
Partner, Assured
Independence

Tamsin Jolley
President, Decagon Devices

Lewis Lee
Partner, Lee & Hayes PLLC

Bill Maynard
CEO (retired),
The Effectiveness Institute

Patrick Murphy
CEO, Vega Performance
Marketing Inc.

Paul Pennington
Managing Director, VIQ
Development

Chhe Taing
CEO and Founder,
VentureLeap

Denny Thostrud
President, American Floors
and Blinds

Mike Tompkins
Director, Hitachi Consulting

John Trobough
President, Narus

Bill Ward
President, Micro-Rent
Corporation

Kim Zentz
CEO, Innovate Washington

Finance

James Oster, Chair
Senior Vice President,
Key Bank

Harrell Beck
Partner, Catalyst Storage
Partners LLC

William (Bill) Brady
Managing Director,
Brady & Company

Rob Harris
Director, Business
Operations and Pricing,
EMC

John Jakotich
Key Account Manager,
Keynote SIGOS

John A. Kilpatrick
CEO, Greenfield Advisors LLC

Niki Koubourlis

Kristi Lord
COO, Chinus Asset
Management

Emilly Muratalla
Director, Finance, F5
Networks Inc.

Laurie Nichols
CEO, C2C Coaching
and Training

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Private Wealth Advisor,
AGP Wealth Advisors,
Ameriprise Financial
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Ken Roberts
Ken Roberts Investment
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Richard McKinney
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Brooke Randall
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Equilibrium Capital
Group LLC

Orlin Reinbold
Owner, Landmark Native
Seed Company

Kelsey Schreck
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Silver Creek Capital
Management

Robert Wolfe
Owner, Windy Point LLC

Marketing

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Federal Account Manager,
Microsoft Corporation

Gregg Anderson
Branch Manager,
Cobalt Mortgage

Jeff Baker
Partner, Hornall Anderson
Design Works

Jenifer Carter
Marketing Manager,
Kibble & Prentice

Mike Flood
Vice President, Community
Relations, Seattle
Seahawks and Sounders FC

Dave Gregory
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Crossings TV

John Hale
VP of Sales, Preferred
Business Solutions

Melanie Hess
Global Product Marketing,
Microsoft Corporation

Lyndee Kemp
Senior Account Executive,
Hall & Partners

Ann Liberato
Area Manager,
Primary Residential
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Ryan Lockwood
Director, Knowledge
Management & Sales
Excellence, AT&T

JT Marquart
Program Manager,
Dell/Intel Innovation
Center

Ryan McCallen
Director, Jackson Dean
Construction

Stacy McCannon
Partner, JeffreyM
Consulting

Terri Orr
Executive Publishing
Representative, Pearson

Brea Starmer
General Manager,
Porch

Jennifer Yust
Senior Marketing
Manager, Microsoft
Corporation

Erin Zefkeles
Vertical Specialist,
Microsoft Corporation

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Director, New Business and
Materials Planning, Intel

James Mooney
Corporate Manager,
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Rich Biggs
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Biggs Insurance Services

Alex Bogaard
Executive VP,
Brown & Brown of
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Tim Ekberg
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Dave Haldi
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Erik Johansson
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Lori Reed
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Insurance Consultant

Amy Swailes
Global Claims and
Insurance Risk
Management Analyst,
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Online Programs
877-362-2638 Ext. 4611
jmontalto@wsumba.com

Cheryl Oliver
Assistant Dean,
Online and Graduate Programs
509-335-3596
cheryl.oliver@wsu.edu

Alumni Notes

Share your Cougar accomplishments, news, and photos



1950s

Donald Morris Newbold ('50 Business) passed away April 11, 2015. He was born December 24, 1925, in Lebam, Washington, and grew up in Willapa Valley. He graduated from Willapa Valley High School in 1943, where he enjoyed playing sax in a jazz band called "Sienko's Syncopating Six." He enlisted in the U.S. Marine Corps and worked in the Kaiser shipyard in Vancouver, Washington, helping build "Baby Flat Tops" aircraft carriers, awaiting his call to serve in WWII.

Newbold became part of the 5th Marine Division that trained in Hawaii in 1944 and early 1945 and served in the 26th Regiment, 3rd Battalion as a radio operator on a Naval Fire Advance Team on Iwo Jima, and was a part of the occupation forces in Japan.

After WWII, he earned his bachelor's degree from WSU through the GI Bill of Rights. He was a loyal Cougar. After graduating, Don returned to the Willapa Harbor area to start a career in insurance, which led him to opportunities in Tacoma, Portland, and ultimately Olympia, where he purchased an insurance agency.

Don is survived by his wife of 65 years, Christine Newbold, of Spokane Valley, sons Mark and Matt, five grandchildren, and four great grandchildren.

Memorials can be given in Don's memory to Christ Clinic, PO Box 28235, Spokane, WA 99228 or the Donald M. Newbold Scholarship Fund in Insurance, c/o Dr. Mike McNamara, Department of Finance and Management Science, Washington State University, PO Box 644746, Pullman, WA 99164-4746.

1990s

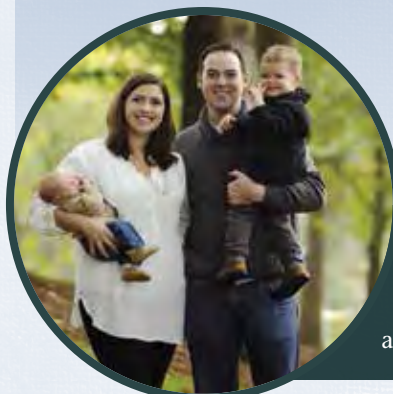


Andy Barrett ('90 Business), executive director of Berg Companies, and Tom Simpson, co-founder and chairman of etailz, have partnered to launch Toolbox, a manufacturing startup incubator in Spokane's University District. Toolbox is located in a portion of the former Habitat for Humanity ReStore building at 840 E. Spokane Falls Blvd., near the McKinney Innovation

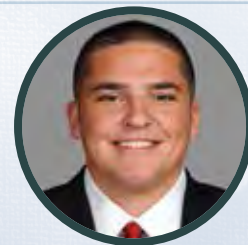
Center. It is intended to serve as a collaborative space where established companies and business mentors will share expertise, ideas, tools, and equipment with manufacturing startups and entrepreneurs. "Companies have access to equipment for rapid prototyping, like sewing machines, welders, and a 3-D printer," says Barrett. He and Simpson will help companies secure funding through their network of investors, and companies will not pay rent until they are launched, meaning they have a working prototype, business leader, business plan, and funding. For more information, visit toolboxnw.com.

2000s

Shelby Jurgensen ('06 International Business) and husband **Curtis Jurgensen** ('05 Fine Arts) had their second son, Cole Patrick, on September 15, 2014. Shelby is a finance manager at Microsoft in Redmond, and Curtis is a senior web developer at Eddie Bauer in Bellevue. After graduating from WSU, Shelby worked at Boeing from 2006 to 2012 in finance, earned her MBA from Seattle University in 2011, and has been at Microsoft since January 2012.



From left: Shelby and Cole, Curtis, and Ethan



Andrew Furney ('14 Marketing) launched Brought To You Beauty, a mobile salon to bring beauty services to people with special needs in residential facilities in the Snohomish County region and beyond. The service offers colors, sets, pedicures, manicures, perms, scalp massages, facials, and basic skin care. Salon services range from \$15 to \$95, with discounts for groups. The launch was a rebranding of his mother's beautician business, and he serves as chief financial officer. Learn more at go.wsu.edu/furney.

Year in Review

Dean's Leadership Celebration

Photos by Bob Hubner, WSU Photo Services



Steve Tarr (left) and Jeff Pilcher at the live auction.

Power Breakfast 2014

John McAdam, president, chief executive officer, and director of FS Networks, delivers the Power Breakfast keynote address.

Photos by Bob Hubner, WSU Photo Services



David Whidbee (left) recognizes John McAdam with an appreciation gift.



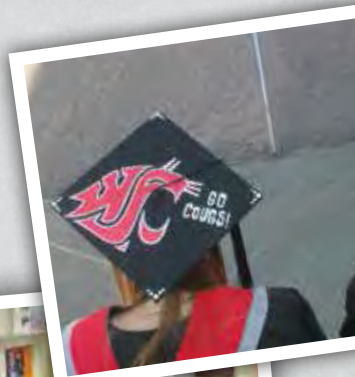
Ben Roberts (left) and John Miller converse at the Power Breakfast.

Student Life

Recipients of the Carson Family Endowed Scholarship (left to right): Jesus Barragan-Chacon, Kathrine Hagen, WSU Regent Scott Carson, and Michelle Collison.



Cannan Fernandez, front center, a seventh grader at Arcohe Elementary School, a Title 1 school in Herald, California, wrote to the Carson College for an assignment to contact his favorite university. The CCB sent a box of Cougar swag for the whole class.



Carson College alumni and friends gathered for a fun evening of socializing and reminiscing at the 4th Annual MIS Wine and Networking Event at EFESTÉ Winery in Woodinville, Washington.



Alumni

Class of 1954 Diamond Graduates.
From left: Morrie Tugby, Marian (Baldy) Kenedy, and Larry Van Sickle.



Class of 1964 Golden Graduates.
Back row from left: Terry Dobson, Darrell Russell, and Mike Jones. Middle row: Jeanne (Dixon) Keatts, Shirley (Thomassen) Sagerser, and Linda Powell Jensen. Front row: Judy Dobson (Terry's wife) and Carol Ann (Calhoun) Cavanaugh.

Teams from China, Switzerland, and Tanzania competed at the Pullman Business Plan Competition.



Beta Alpha Psi 2014-2015 officers.



Back row (left to right): Ian Cox, Samantha Ghosn, Christine Nordlie, Courtney Larson, Scott Turner, and Bruce Jones. Front row: Annemarie Chidiac and Carly Engstrom.

From left: Hospitality student Tyler Duringer, alumnus Jim Oster ('81), and hospitality student Samantha Schwartz at the Taste of Washington event.



Cougs on Wall Street (left to right): Kristin Paulson, Ian Cox, Caroline Yapp, Catherin Duback, and Emily Rose Rodgers.



Carson College of Business Awards

David A. Whidbee honored outstanding faculty, staff, and students at the Carson College of Business annual awards event held April 30.



MBA Professor of the Year
Andrew Perkins,
Department of Marketing
and International Business



Outstanding Graduate Student Teaching Award
Phillip Witt,
Department of Finance and
Management Science



Outstanding Graduate Student Research Award
TJ Weber,
Department of Marketing
and International Business



Outstanding Faculty Teaching Award
Charles Munson,
Department of Finance and
Management Science



Outstanding Faculty Service Award
Jeff Joireman,
Department of Marketing
and International Business

Delta Sigma Pi Business Fraternity Scholarship Key Recipients

Yujing He
Finance

Alexander James-Kai Schulz
Accounting

Anh Tang
Hospitality Business Management

Dean's Excellence Fellows

Department of Accounting

Jane Cote (Vancouver)
Claire Latham (Vancouver)



Department of Finance and Management Science

George Jiang, Gene Lai, and Charles Munson



Department of Management, Information Systems, and Entrepreneurship

Ken Butterfield, Jerry Goodstein (Vancouver), Kristine Kuhn, Arvin Sahaym, Tom Tripp (Vancouver)



Department of Marketing and International Business

Babu John Mariadoss, Darrel Muehling, Jeff Joireman, John Kalu Osiri,
Andrew Perkins, Alberto Sa Vinhas (Vancouver)



School of Hospitality Business Management

Dogan Gursoy, Jenny Kim



Outstanding Staff Service Award
Mitch Swanger,
Office of Graduate
Programs



Outstanding Clinical or Non-Tenure Track Faculty Award
Ron Pimentel,
Department of Marketing and
International Business (Vancouver)



Val Miskin Distinguished Scholar Award for the One Year Data Analytics MBA
Indhu Imayavaramban

Summer Research Grant Awards

Department of Accounting



Kim Houser



Bernard
Wong-On-Wing

Department of Finance and Management Science



Sung Ahn



Stergios Fotopoulos



Gene Lai



Sheen Liu (Tri-Cities)



Brian McTier



Chuck Munson

Department of Management, Information Systems, and Entrepreneurship



Jesus Bravo
(Tri-Cities)



Ken Butterfield



John Cullen



Jerry Goodstein
(Vancouver)



KD Joshi



Kristine Kuhn



Arvin Sahaym



Paul Skilton
(Tri-Cities)

Department of Marketing and International Business



Babu John
Mariadoss



Jean Johnson



Darrel Muehling



Andrew Perkins



Alberto Sa Vinhas
(Vancouver)

School of Hospitality Business Management Academic Awards



Anh Tang,
outstanding
academic
award



Kate Stewart,
outstanding
senior award

School of Hospitality Business Management



Christina Chi



Dogan Gursoy



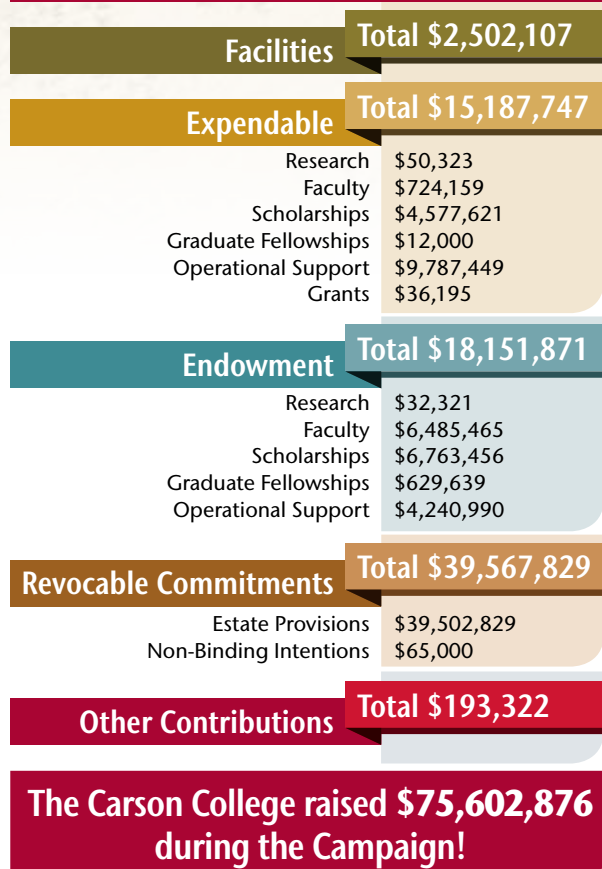
Jenny Kim



Nancy Swanger

Philanthropy Matters

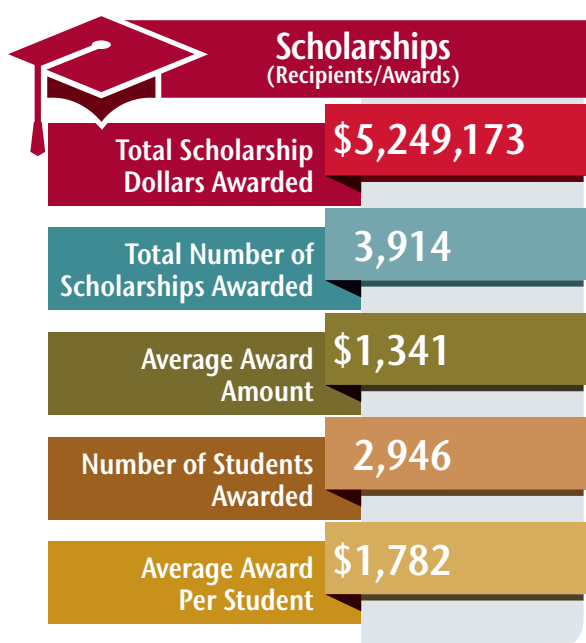
Campaign to Date • Face Value



Campaign update

Since *The Campaign for Washington State University: Because the World Needs Big Ideas* began, more than 206,000 generous donors made nearly 820,000 gifts, grants, and revocable and other commitments totaling \$1,065,091,919 in support of students, faculty, research, and service University-wide. The Carson College of Business thanks countless donors, volunteers, supporters, and stakeholders who have helped achieve our \$75 million goal. Such generosity has positively impacted Carson College students for the past seven years and will continue well into the future. Thank you!

Every act of philanthropy, whether time, talent, or treasure, matters. There are numerous ways to give, and every gift—large and small—sends a clear signal that the excellence of the Carson College reaches well past graduation day and empowers WSU to further leverage its local, regional, and global impact. In the last year, various forms of philanthropy supported the college's top initiatives, as seen in the infographics.



CCB Students Study Abroad

Study Abroad Countries



Total study abroad students during Campaign 2,904



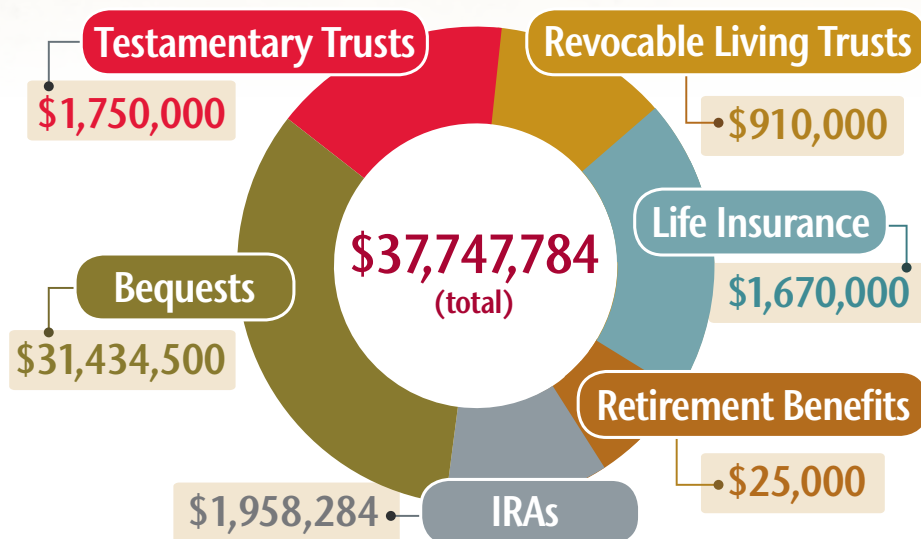
Jeff Pilcher

Change in leadership

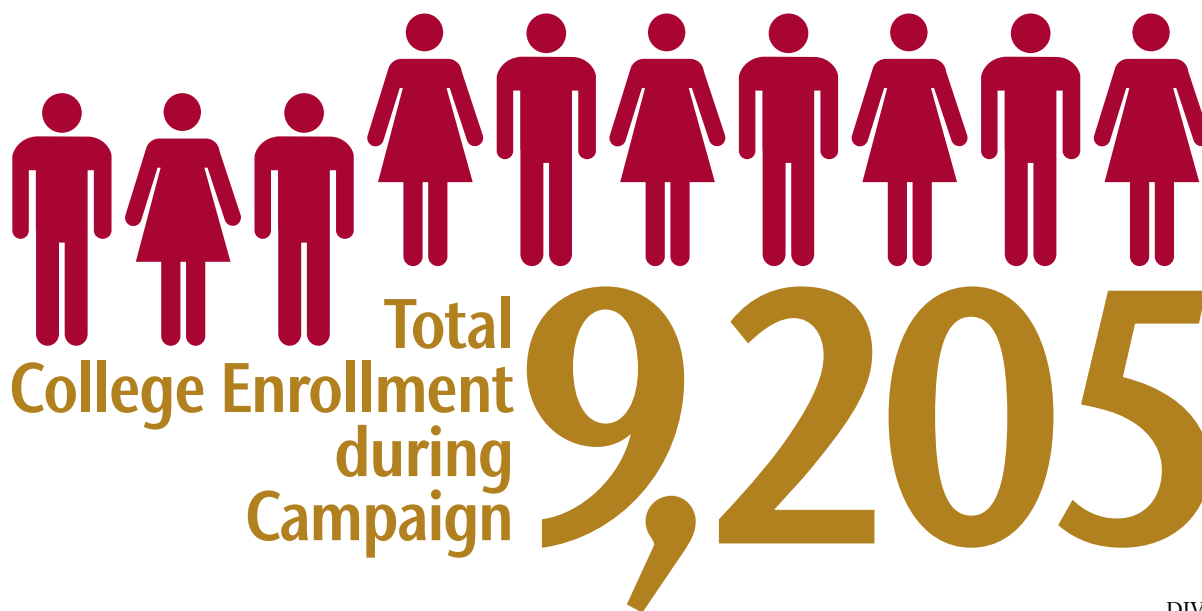
The college also thanks Justin Marquart, former chief development officer, for leading efforts to reach the Carson College campaign milestone and for his years of service. He has taken a new position as director of philanthropic gifts at Fred Hutchinson Cancer Research Center.

Jeff Pilcher, director of development, will work with the college's Office of Development team and Dean Chip Hunter to build upon the pillars of strength established in innovation, global outlook, professional perspectives, and research. Strategic collaboration with colleagues on the Pullman campus as well as with growing urban campuses across the state will help grow and positively impact these areas. Continued collaboration with industry leaders poses an additional opportunity to better prepare students for the workplace and solve some of the problems facing businesses today.

Legacy Associates



Legacy Associates are those individuals who have included Washington State University and the Carson College of Business in their estate plans, thus planning to leave a legacy for future generations. During the Campaign, Carson College of Business alumni and friends committed over \$37,000,000 to help future generations of Cougs! You can plan a gift to benefit the Carson College today or after your lifetime, often with tax benefits for you. To learn more about becoming a Legacy Associate, please contact Raegan Harvey at 509-335-9448 or raegan.harvey@wsu.edu.



Ways to Give

Your support is key to our students' continued success.

Gifts of all sizes are important to the college's ability to provide students with a quality educational experience and to enable faculty to pursue cutting-edge research opportunities.

There are many ways you can support the Washington State University Carson College of Business, including:

- Cash Gifts (cash, check, credit card, electronic funds transfers, wire transfers)
- Non-Cash Assets (stock, real estate, life insurance)
- Corporate Matching Gifts
- Bequests

Visit foundation.wsu.edu to see other giving options.

For more information about how to give to the Carson College of Business, contact Raegan Harvey at 509-335-9448 or raegan.harvey@wsu.edu.

Matching Gifts



Total
corporate
matching
gift amounts
\$686,378



Total #
of corporate
matching
gifts
1,818

Companies and
foundations who
participated

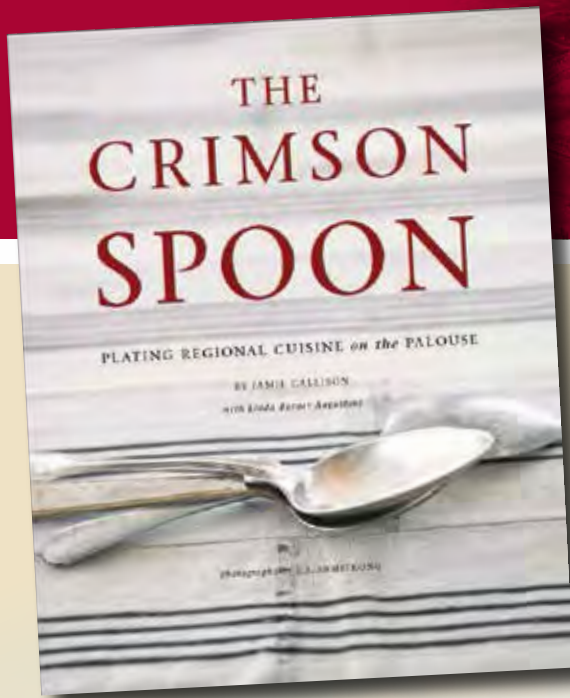
169



To find out if **YOUR** current or former employer has a matching gift policy, please visit foundation.wsu.edu/ways-to-give/matching-gifts.

All corporate matching gifts will be designated to the area to which the donor originally contributed a gift.

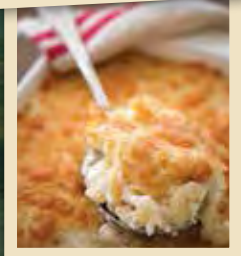




“I know how fortunate I am to have an ‘edible backyard’ right on campus, elevating sustainability practices to a whole new level.”

—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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Proud Alumnus

**Fondly Remembered
by Family** By Linda Infranco

Born in 1912 to Paul and Marie Jandl, Rudolph "Rudy" Jandl grew up in Spokane and was actively engaged in tennis and city orchestra. He attended Washington State College and graduated in 1934 with a business degree in accounting. He and his wife, Dorothy, had six children and resided on Queen Anne Hill in Seattle.

"WSC helped Dad become an all-around person with his many activities in Stimson Hall, on the tennis courts, and in the curriculum he studied. He never ceased being a Cougar in all his professional and private life," says daughter Geri Johnson ('65 Liberal Arts/English).

Jandl was an entrepreneur. He and a partner started Jandl and Pierce, a certified public accounting firm in Seattle. The practice was maintained for 60 years. Throughout his career, Jandl freely gave tax advice and always kept current on the financial market and stock activity. As a young man growing up in the Depression, Jandl was a frugal yet thoughtful family man who always tried to save a dollar or two.

"Dad was a professional accountant in every aspect of the word," says Johnson. "He treated all his clients with respect and an understanding that came from an appreciation of the help and acceptance he received from family, friends, colleagues, and professors at WSC."

In 2007, Jandl passed away at the age of 95. His legacy as a smart and humble businessman and proud Cougar now remains in the Carson College of Business through an endowed scholarship established by his children.



Rudy Jandl in front of Stimson Hall, 1933.
Photo courtesy Bill Jandl

The Jandl Memorial Scholarship Fund defines Jandl's character: a devoted father and husband, business professional with a great attitude and wholehearted spirit, and proud alumnus. The scholarship supports an undergraduate certified student with demonstrated financial need. The award is renewable until graduation or for three years, whichever comes first.

"Future recipients of the Jandl Memorial Scholarship will remember and appreciate their years at WSU as they embark on careers in business. Wherever they go, they will always be Cougars, proud alumni of a university that helped them reach their goals for a professional life of work they can be successful at and will enjoy," says Johnson.

Guiding Students to Success through Hands-On Experiences

By Linda Infranco

In an effort to create meaningful hands-on learning opportunities for business students, the Carson College of Business builds connections with leading industry professionals across all disciplines and cultivates those engagements so that students gain confidence in the professional world and first-hand business knowledge.

Last winter, several students from the Carson College of Business and Murrow College of Communication visited finance industries in Seattle to network and inquire about exciting careers as financial advisors, analysts, human resource executives, and risk officers.

Life as a finance professional

Leaders from Edward Jones and Morgan Stanley spent several hours engaging with students and sharing their own professional journeys that brought them success. At Edward Jones, Debbi Vanselow

(’82 Communication), along with team members David Johnson (’00 Business) and Matthew Charbonneau (’07 Business), greeted students for breakfast at the Portage Bay Café and then escorted them to the Edward Jones office at Northgate to give them an insider’s view of life as a finance professional.

“Being able to speak with the professionals at Edward Jones and Morgan Stanley has helped me obtain a better grasp of where I would like to orient my job search,” says Beau Bowman, a senior business student majoring in finance.

At the Morgan Stanley offices in downtown Seattle, several members of the Morgan Stanley team, including Senior Vice President Mike Booth (’77 Business), provided

a detailed overview of the global investment firm and encouraged students to take advantage of the Cougar alumni connection. WSU alumni embrace the value of mentoring students and offering them guidance as they navigate through the complexities of a competitive job market.

“This trip exposed me to students who are pursuing similar professions and who are motivated to be very successful. It was a great experience as we were able to network with students, WSU staff, Cougar alumni, and other very successful individuals. I truly enjoyed the trip as it helped me solidify my career goals and encouraged me to pursue them wholeheartedly,” says finance and marketing major Sydney Steele.



From left: Beau Bowman, Wade Rogerson, Caroline Yapp, Sydney Steele, and Michael Retallic.

Cougs on Wall Street

David Whidbee and George Jiang, finance professors, accompanied students on the annual Cougs on Wall Street learning experience, visiting several financial institutions. Nora Hendrycks, vice president of American Express, met with Carson College students Emily Rose Rodgers, Caroline Yapp, John Funnell, Catherine Duback, Kristin Paulson, Michael Retallick, Steven McCutcheon, and Ian Cox, who toured the American Express Tower. A train ride transported students to 5th Avenue, where they met with JP Morgan Chase employees Scott Burleigh ('83 MBA) and Melissa Merkley ('98 Finance) and Viacom Cablevision's vice president of finance and assistant treasurer Lou Converse ('83 Business Administration).



Displaying Cougar pride on Wall Street.



Networking opportunities continued for the students as they were united with members of the WSU Alumni Association's New York Chapter for an evening reception at John's Pizzeria of Times Square. Bob McMillan ('71 Business) hosted the Carson College team at the New York Athletic Club, where they interacted with local business professionals and engaged in casual discussion about career goals and aspirations.

Later in the week, students participated in the Quinnipiac Global Asset Management Education Forum at the Sheraton New York Times Square Hotel. The international forum brings financial market experts and college students together to strengthen the connection between industry practices and what students are learning in the classroom. Industry experts provide insights into pressing issues facing investment professionals in global financial markets and share best practices in investment management. Students attended a variety of breakout sessions on standard investment strategies, professional designations in the industry, analysis of specific asset types, and career topics.

From left: Kelli Tolf, Catherine Duback, Linda Infranco, Emily Rose Rodgers, David Whidbee, Lou Converse, Michael Retallic, Steven McCutcheon, Ian Cox, Kristin Paulson, John Funnell, and George Jiang.



Bridging the students' classroom and on-campus experiences with practical, real-world career preparation through industry visits and mentorships contributes significantly to their overall success and adds value to businesses in Washington state and beyond.

From left: George Jiang, John Funnell, Kristin Paulson, Emily Rose Rodgers, Caroline Yapp, Catherin Duback, Ian Cox, Michael Retallic, and Steven McCutcheon as the Quinnipiac Global Asset Management Education Forum.



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CARSON COLLEGE OF BUSINESS Calendar of Events 2015–2016

2015

2016

October

- 16 Feast of the Arts, featuring L'Ecole Winery, WSU Campus, Pullman
- 29–31 WSU ReYOUNion 2015, with a special invitation to the class of 1965 Golden Grads and the class of 1955 Diamond Grads, WSU Campus, Pullman
- 30 Feast of the Arts, featuring Maryhill Winery, WSU Campus, Pullman

November

- 6 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
- 6 Feast of the Arts, featuring Chateau Ste. Michelle Winery, WSU Campus, Pullman
- 16–20 Global Entrepreneurship Week, hosted by the Department of Management, Information Sciences, and Entrepreneurship
- 20 Feast of the Arts, featuring Mercer Wine Estates Winery, WSU Campus, Pullman
- 23 7th Annual Carson College of Business Dean's Leadership Celebration, Four Seasons Hotel, Seattle
Register at go.wsu.edu/DLC

December

- 12 Fall Commencement, Beasley Coliseum, WSU Campus, Pullman

*For more information about Carson College of Business events, please contact **Raegan Harvey** at raegan.harvey@wsu.edu or 509-335-9448.*

*Dean's Leadership
Celebration*

**Save the Date
November 23**

FEAST of the ARTS



February

- 1 Career Networking Night, hosted by the Carson Center for Student Success, Time TBD, CUB Senior Ballroom, Pullman

March

- 1 Burtenshaw Hospitality Career Night, hosted by the School of Hospitality Business Management, 4:30–7:00 p.m., CUB Senior Ballroom, Pullman
- 11 4th Annual MIS Alumni Networking Event, hosted by the Department of Management, Information Systems, and Entrepreneurship, EFESTE Winery, Woodinville
- 21 Gary P. Brinson Distinguished Lecture Series, hosted by the Department of Finance and Management Science, WSU Campus, Pullman

April

- 8 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
- 20 Burtenshaw Distinguished Lecture Series, CUB Auditorium, Pullman
- 22 Spring Meeting of the National Board of Advisors, Pullman
- 22–23 Business Plan Competition, hosted by the Center for Entrepreneurial Studies, Todd Hall, Pullman
- TBD Beta Alpha Psi Banquet, hosted by the Department of Accounting, WSU Campus, Pullman

May

- 6 Carson College of Business Graduation Celebration, Todd Hall, Pullman
- 7 Carson College of Business MBA programs graduation reception, WSU Campus, Pullman
- 7 Spring Commencement, Beasley Coliseum, WSU Campus, Pullman



7th Annual Dean's Leadership Celebration

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

Monday, November 23, 2015

5:30 p.m.
Reception and silent auction

Four Seasons Hotel
Seattle, Washington

6:30 p.m.
Dinner, program, and live auction

Register at go.wsu.edu/DLC
Business attire

