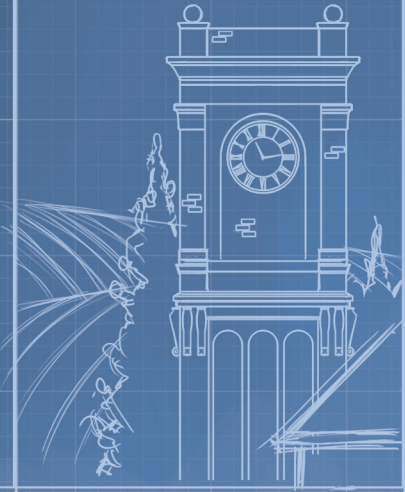


DIVIDEND

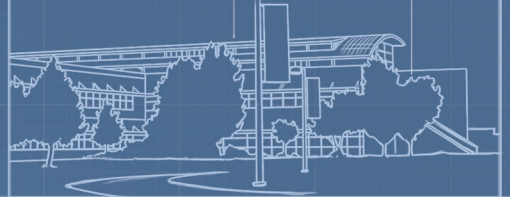
BUSINESS (SCHOOL) PLAN

WSU PULLMAN



LET'S BE THE MODEL FOR
BUSINESS SCHOOLS IN PUBLIC
UNIVERSITIES - THE FIRST
CHOICE FOR STUDENTS IN
THE PACIFIC NORTHWEST.

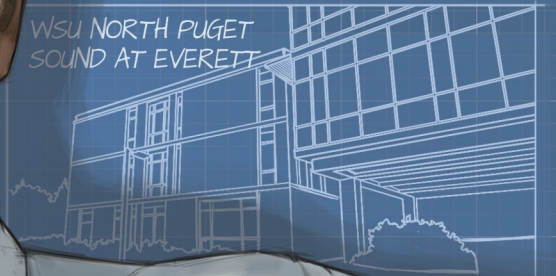
WSU TRI-CITIES



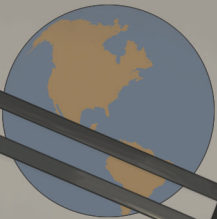
WSU VANCOUVER



WSU NORTH PUGET
SOUND AT EVERETT



GLOBAL CAMPUS



Key Strategic Goals

Global market fillet mignon shoulder alouza brisket spare ribs
ry chicken drumstick beef ribs jowl cow oxtail beef. Pro-
fisher shankle jowl salami. Drumstick shankle boudin, doner
sausage short ribs tri-tip beef ribs shoulder. Venison short ribs
key. Hamburger meatball pork loin bresaola.

Well pig, flank salami picanada brisket bacon hilton pork loin
meatloaf beef pork chop chuck. Hamburger swine h Levin
meatloaf. Chuck brisket salami swine, half tip short ribs
 Kielbasa hilton cow bresaola landjaeger. Jowl
fillet mignon ground round. Tenderloin.

Legion andouille fatback ch
fillet round picanada shoulder
meatball. Tail Kielbasa half
of ribs meatloaf shankle
salami chobey tenderloin
sausage pancetta pork
pork bacon, duck
brisket jowl fat
chicken, beef, pork. Brisket meat
fillet mignon chuck tenderloin. Pork chop
cupin spare ribs bacon ramp salami.

Cupinola pork chicken shankle sh
shankle, drumstick, meatball land
Ramp meatball corned beef h
erkas tenderloin shankle
er prosciutto.



A Message

FROM THE DEAN



My Fellow Carson Cougs,

I've had an amazing first year as your dean. As we got to know each other, it became clear to me that our Cougar Nation's passion and commitment will allow us to set our sights high: the Carson College can become the business school that every state and every public university wishes it had. I am thrilled to work with our new WSU president, Kirk Schulz, featured on page four of this issue, to make this vision a reality.

President Schulz will be laying out ambitious goals for WSU this year. In the college, we've set goals too. At the head of the list: we aim to be the school of choice for undergraduates studying business in the Pacific Northwest. Even at the top, we will remain accessible to qualified students who will roll up their sleeves and work—whether they are the first in their family to attend college, or third-generation Cougs. This issue's special focus on undergraduate internships and placement after graduation shows us at our best, with student success stories across all WSU campuses.

Our goals go beyond our college walls: we want to have impact on more students' careers and lives by extending business education across WSU. We aim to do more in this area than we see in any of our peers, overcoming bureaucratic obstacles and drawing on the breadth and strength of WSU. Working with other WSU colleges to help all Cougs learn, we'll be an engine of success for the state of Washington.

Our innovative online programs, for students who can't get to a WSU campus, have come a long way in a short time.

Here, we expect to continue to lead the Northwest and to attract students worldwide. Industry employers and the U.S. Military are delighted by what online MBA and Executive MBA students are contributing to their organizations. Don't miss the feature in this issue on Executive MBA graduate Raquel Bono, whom the U.S. Navy recently promoted to vice admiral and named director of the Defense Health Agency.

College faculty support the WSU mission: transformative student experiences and advancement of the frontiers of knowledge. If we do our part, Carson College scholars should be recognized by the business community of the Pacific Northwest as the number one source for research-based insights on markets, organizations, and policy. Take a look in this issue at our new faculty and where they were trained; we are serious about joining the top tier of American public universities.

These are big goals. In the Carson College we are determined to exemplify the best of American higher education. We will need your help to live up to the responsibility we've taken on. I look forward to meeting many more of you on our path to success. Follow me on Twitter: @ChipHunterWSU.

Go Cougs!

Chip Hunter

DEAN:

Chip Hunter

SENIOR ASSOCIATE DEAN:

David Sprott

Faculty, Research & International Programs

ASSOCIATE DEAN:

Thomas Tripp

Academic Programs

ASSOCIATE DEAN:

Nancy Swanger

*Director, School of Hospitality
Business Management*

ASSISTANT DEAN:

Cheryl Oliver

Online and Graduate Programs

CHIEF FINANCIAL OFFICER:

Lisa Hall

DIRECTOR OF DEVELOPMENT:

Jeff Pilcher

DIRECTOR OF STRATEGIC MARKETING
AND COMMUNICATIONS:

Sarah Druffel

EXECUTIVE WRITER AND EDITOR:

Sue McMurray

Dividend

2016, Vol. 30

CONTRIBUTING WRITERS:

Randy Bolerjack, Chris Burdett,
Raegan Harvey, Chip Hunter,
Linda Infranco, Tallie Kuraspediani,
Meredith Metsker, Maegan Murray,
Steve Nakata, Juliann Smith,
Emily Smudde, Rachel Webber

CONTRIBUTING PHOTOGRAPHERS:

Randy Bolerjack, Debbie Compeau,
Bob Hubner, Taylor Jones,
Tallie Kuraspediani, Maegan Murray,
Taylor Whitcomb

Cover and illustrations by Noah Kroese

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.

Copyright October 2016,
Washington State University.
All rights reserved.

Admission to Washington State University is granted
without regard to race/ethnicity, color, creed, religion,
national origin, gender, sexual orientation, age, marital
status, disabled veteran or Vietnam-era veteran status,
disability, or use of a service animal.

INSIDE DIVIDEND

Meet President Schulz	4
New Cultural Center Supports Student Diversity	6
Beta Alpha Psi Boosts Job Preparedness and Placement	8
A Match with Moss Adams	10
Finance Grad's Education Fuels America's Energy Industry	11
WSU Vancouver Students Stand Out with Consultancy Experience	12
WSU Vancouver Community Creates Path to Career Success	14
Business Graduate Lands Dream Internship at PNNL	15
WSU's New Online Wine Business Certificate Program Unique to Burgeoning Washington Industry	16
Anna Carlson: A Hands-on Approach to Hospitality, Leadership	18
From Selfie to Savvy	20
New MIS Elective Cultivates Critical Thinking	21
Ask Dr. Universe	22
It's All About 'Me'	23
Cumulative Experiences Help Black Men Succeed in IT Careers	24
Measuring the ROI of an Online MBA	26
Hospitality Beyond the Cup	28
An Applicable Real-World Education	29
A Chance Meeting at LAX	30
Ph.D. Roster	31
Carson College of Business Annual Awards	32
New Ambassador Program: Cougs Helping Cougs	34
Dean's Leadership Award: Mark and Laura Hansen	35
Year in Review	36
A Message from Chris Burdett	40
Making an Impact with Our Students	41
Meet Members of the NBOA	42
The Impact of Your Corporate Matching Gifts	44
Making an Impact with Scholarships	45
Invest in the Carson College	46
Stay Connected	47



Meet President Kirk



Education

Ph.D. Virginia Tech, 1991
Chemical Engineering

Professional Experience:

University of North Dakota, 1991-1995
Michigan Technical University, 1995-2001
Mississippi State University, 2001-2009
Kansas State University, 2009-2016
Became WSU President, June 13, 2016



Teaching Excellence Awards:
1987-1991, 1992-1993,
1998, 1999, 2002

Recognition for service
and patriotism, Topeka
Military Order of World
Wars

Recognition for university
contributions to the Konza
Prairie, Friend of the Flint
Hills, Flint Hills Discovery
Center Foundation

Chief Executive Leadership
Award, Council for the
Advancement and Support
of Education

Distinguished Eagle Scout,
2013



Favorite foods:
Donuts, pizza,
and cheese.



4
Re
RESEARCH
2015



Led Kansas State University to
a reclassification in 2015 as an
institution with the highest
research activity by the Carnegie
Foundation for the Advancement
of Teaching.



Secured funding for the construction
of the National Bio and Agro-defense
Facility, or NBAF, working with the
Kansas congressional delegation,
office of the governor, and Kansas
legislature.

Schulz



Family

Married in 1987 to Dr. Noel N. Schulz, professor, electrical engineering, WSU Voiland College of Engineering and Architecture. Two sons, Tim and Andrew.



Would like to own a Porsche and drive with the top down.



Be Mine

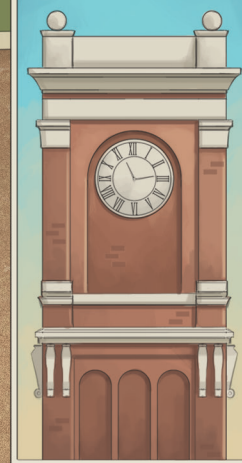
Aspirations

Elevate WSU brand nationally in the next five years to reflect faculty, staff, and student excellence.

Deepen long-standing corporate partnerships with Washington's key industries.

Continue commitment to accessible higher education.

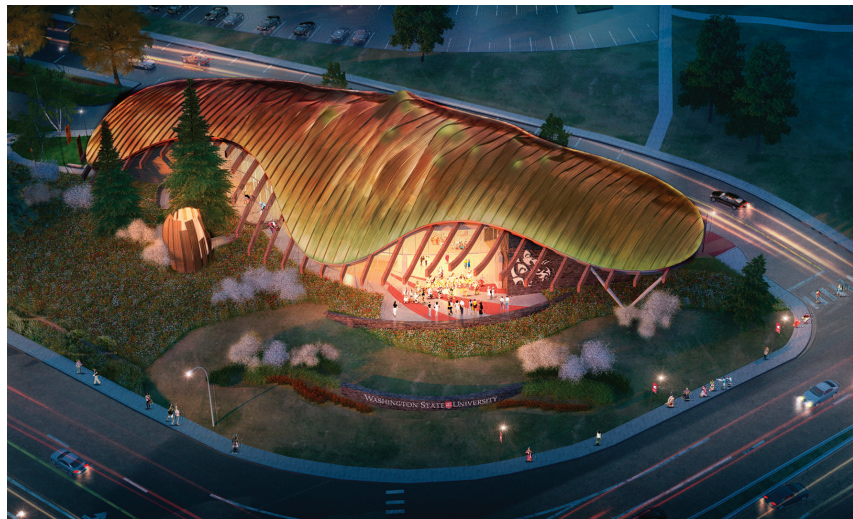
Elevate WSU to top 25 public research universities.



Follow President Schulz on Twitter @ [WSU_Cougar_Pres](#)



**“IT REALLY
REFLECTS A LOT OF
WHAT ELSON FLOYD
STOOD FOR AS
PRESIDENT AND AS
A HUMAN BEING.”**





NEW CULTURAL CENTER SUPPORTS STUDENT DIVERSITY

Original story by Steve Nakata

A new WSU student cultural center will welcome and serve a diverse student population and prepare them to be well-rounded and engaged citizens.

The late President Floyd, along with the project steering committee, established a clear vision for the new center as an iconic symbol and gateway to campus. It is intended to encourage people of diverse identities to connect, collaborate, and experience “Cougar” culture.

“The Elson S. Floyd Cultural Center is an innovative space that reflects the culture and character of Washington State University while acknowledging students the opportunity to share diverse experiences and the opportunity to expand their global knowledge,” says Maria de Jesus Dixon, who will manage the center.

Dixon says goals for the center include hosting the first national conference on diversity education; cultural celebrations, such as powwows, Dia de los Muertos, Juneteenth, Chinese New Year, etc.; the Washington State Commission Summit; monthly cooking demonstrations; and an annual fundraising event celebrating Dr. Floyd’s legacy.

CENTER COMMUNICATES COMMITMENT TO DIVERSITY

Construction of the 16,000-square-foot building, near the intersection of NE Stadium Way and SE Spokane Street, is underway and planned to be completed by summer 2017. The center will house the staff of the Office of Equity and Diversity, which oversees diversity education programs and the Culture and Heritage Houses at WSU. The Office of Multicultural Student Services will remain in the CUB.

At the hub of the design is an indoor living room, a large, open space where

gatherings and performances can take place. Connected to the living room will be four knowledge rooms devoted to transmitting knowledge and preserving history. This will take place in a myriad of approaches, Dixon says, including visiting scholar presentations, diversity trainings, student-led activities and meetings, alumni meetings and events, professional development, workshops, and faculty presentations. Rounding out the plan is a large kitchen, a gallery, a meditation pavilion, and offices.

“President Floyd wanted a state-of-the-art building different from others that clearly communicates that WSU embraces diversity in a serious way,” says J. Manuel Acevedo, director of the WSU Office of Multicultural Student Services.

“It really reflects a lot of what Elson Floyd stood for as president and as a human being,” says WSU Provost Dan Bernardo.

DESIGN BUILDS ON PAST, EMBRACES FUTURE

“Not only is the building a lens of how to review the past, it also signals to WSU students how they can leverage their education to create dynamic change for a promising future,” says Lucila Loera, steering committee member and associate vice president for the Office of Access, Equity, and Achievement.

Others on the project steering committee include Acevedo, Barbara Aston, director and special assistant to the provost/tribal liaison; Jeff Guillory, director of the Office of Equity and Diversity; and Paula Groves-Price, associate dean for diversity and international programs in the College of Education.

BETA ALPHA PSI BOOSTS JOB PREPAREDNESS AND PLACEMENT

By Sue McMurray

In an era where there are numerous university opportunities for social interaction, community service, and leadership, students are becoming more independent than ever before. Most are technologically savvy, some have studied abroad, and many achieve good grades while working part- or full-time jobs. Yet a recent study by the Association of American Colleges & Universities reports that just 23 percent of employers say recent college graduates are well prepared when it comes to having the ability to apply knowledge and skills in real-world settings.

The study also found that college students are notably out of sync with employers' perceptions of their preparedness on a wide range of skills and knowledge areas. Students express much greater confidence in their level of preparedness in all areas than employers indicate they see demonstrated.

Industry professionals from national and corporate business firms are doing their best to ensure this isn't the case with Carson College of Business students. By engaging with the WSU Delta Epsilon chapter of Beta Alpha Psi (BAP), an international honor organization for financial information students and professionals, they form a supportive community that respects students' growing sense of independence yet offers them the mentorship and critical job skills training they still need.

MENTORING LEADS TO INTERNSHIPS

The key to WSU accounting students' success, and a top reason they have such high placement rates, is the close mentorship they experience in the BAP organization, according to Nori Pearson, chapter advisor.

Piloted three years ago, the mentorship program was originally based on a three-tier system with a student mentee (typically a junior), a student mentor (typically a senior), and a professional mentor. Due to the program's success, BAP leaders added an extension. The mentorship program extension bridges the gap for incoming freshmen and transfer students by incorporating community colleges and high school students into the program.

"By connecting with students at an earlier age, our goal is to increase the number of competent candidates graduating from our University and ultimately grow our job placement percentage and provide value to the state of Washington," says Sue Gill, chair of the Department of Accounting.

"BAP often functions as a two-way communication tool," says Pearson. "Students and firms become familiar

with each other at our networking events, but firms who aren't able to travel to Pullman use BAP to announce internships and jobs," she says.

INTERNSHIPS LEAD TO REWARDING CAREERS

The study also notes large majorities of employers say they are more likely to consider a job candidate who has participated in an internship, a senior project, a collaborative research project, a field-based project in a diverse community setting with people from different backgrounds, or a community-based project.

This year, 36 BAP members were placed in internships with corporate industry leaders including Amazon, Costco, Moss Adams LLP, Deloitte, KPMG, and many other firms. Students gain a wealth of real-world experience as tax accountants, auditors, industry and governmental accountants, and more in positions ranging from three months to a year. In addition to the students who received full-time offers after completing internships, 14 BAP seniors received full-time job offers.

BETA ALPHA PSI BENEFITS

BAP membership also requires regular service hours to be completed each semester, and members may also participate in external community service, sometimes with the firms that recruit on campus. Last year, BAP partnered with Moss Adams LLP to assemble fleece tied blankets donated to an African orphanage.

BAP offers students a multitude of other benefits, including weekly interaction with accounting professionals, exposure to internships and careers in accounting, mock interviews, résumé and cover letter preparation, dressing for success and professional etiquette, and networking.

"The written and oral skills students obtain from résumé and interview workshops are invaluable," says Pearson. "But sometimes students still need basic advice, such as 'don't look at your phone during an interview.'"

BAP's professional activities keep within the accounting program's mission to provide excellent accounting education and prepare students for successful and rewarding careers in accounting and business. The WSU chapter has earned the Superior Chapter status, one of the organization's highest awards recognizing academics, professionalism, and leadership excellence, for 15 consecutive years.



BOB BOWMAN ('00 Accounting)

Principal, Peterson Sullivan LLP

Former BAP member, Accounting Advisory Board member

We connect with BAP by presenting at on-campus chapter meetings, networking, and participating in hosted events such as banquet and recognition dinners, and office visits. Being involved with BAP is a great way for students to stay informed and prepare for the recruiting process. Based on feedback from BAP members, Peterson Sullivan offered a blended internship in the summer of 2016. Blended interns experience both the audit and tax compliance areas to better understand what it will be like to be an auditor or tax accountant before more fully committing to one of these career paths. Additionally, we hire fellow Cougs not only because of their great enthusiasm and commitment in the workplace—they also enhance our recruiting efforts.

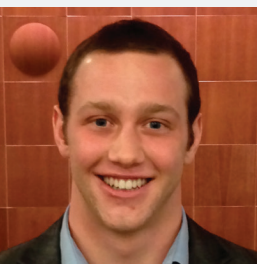


JOSEPH O'MEARA ('10 Accounting, '11 MAcc)

Audit Senior, Clark Nuber

Former BAP member

BAP is an excellent resource for firms and professionals to connect with WSU students and mutually determine what is a good fit career-wise. When I was at WSU, I wasn't a 4.0 student, and the recruiting process really intimidated me. I want to be there for students like me who will be successful professionals but don't always fit the mold of an ideal student applicant. I love being able to give back to the college that made me the professional I am today. Besides recruiting, I am a professional mentor to BAP students. One thing about WSU students is their ability to socialize. Much of public accounting is client service oriented, and the ability to carry on a conversation with a client you don't have much in common with is a hard skill to teach. Something about the culture of WSU fosters that in students and helps them succeed at Clark Nuber and other firms. You can quickly tell if students have been an active member of BAP based on the way they carry themselves around professionals. BAP is a great organization that truly helps set up our students for a smooth, successful transition into the working world.



DEVIN OSSMAN ('13 Accounting, '14 MAcc)

Audit Senior Assistant, Deloitte & Touche LLP

Founder, BAP Mentorship Program

What really makes the BAP program special is the alumni involvement. When I started at Deloitte, I could count on one hand the number of WSU alumni at our firm. Over the past few years, Deloitte has become increasingly involved with WSU due to high talent levels and reputation of a strong work ethic, largely attributed to the continuous growth and mentoring within BAP. The chapter exposes students to professional services firms and companies throughout the Pacific Northwest. Over the past three years, Deloitte expanded alumni participation in the BAP mentor program and added recruiting visits to campus. As a result, we have successfully grown the Cougar presence at the firm; last year we hired 12 WSU graduates. I fully expect BAP to continue to grow the number of Cougs in the accounting industry, and I look forward to my continued involvement with the program.



MINAE LEE ('15 Accounting)

Intern, Deloitte

Former Vice President, BAP Mentor Program

WSU offers a variety of resources to help students achieve their goals. That resource for me was Beta Alpha Psi. BAP is different from other clubs. Students attend weekly, face-to-face meetings with different regional accounting and private industry firms. Advisors are always present to guide students through the process. BAP was a tremendous support in my academic endeavor and prepared me with the knowledge I needed for my career. It also taught me to develop my networking skills with other students and professionals. Most importantly, I met many amazing individuals who learned and grew with me over the past few years. I learned many important interview skills and ultimately had an opportunity for several internships. I accepted an internship with Deloitte and believe that without BAP, it would have been a much greater challenge.



COOPER BRANDT ('16 Accounting)

Intern, Deloitte

Former Vice President, BAP Mentor Program

Being a student at WSU is all about expanding one's network and taking advantage of the countless opportunities available to students. I chose to participate in Beta Alpha Psi. This organization is committed to developing students into professionals who will contribute to the workforce in a big way. Some of the skills I gained as a member and officer include interview experience, résumé and cover letter preparation, and most of all, the ability to network with accounting professionals. With the help of BAP, I feel confident and prepared to begin my career in public accounting. I recommend joining BAP to anyone interested in a career in accounting, both public and private. Participating in an organization that promotes constant improvement is incredible and one of the best decisions a student can make while attending WSU.

A MATCH WITH MOSS ADAMS

ACCOUNTING INTERNSHIP AND INTERNATIONAL STUDY LEAD TO CAREER PLACEMENT

By Sue McMurray



The intense focus required in the career of an accounting auditor may seem like a mismatch for a woman with wanderlust. But Cassie Johnson ('15 Accounting, '16 MAcc) already knows her passions for international travel and technical financial analysis are complementary after completing a WSU study abroad program and an internship with Moss Adams LLP, a national accounting firm.

As an undergraduate, Johnson delved into activities that appealed to her love of accounting. She served as the director of finance for her sorority Alpha Phi and also served as alumni relations chair. She joined Beta Alpha Psi, a national accounting society, and became the vice president of public relations, learning the nuances of proper business communication. She also interned for a year in WSU's Office of Internal Audit.

STUDY ABROAD CREATES WANDERLUST

Studying abroad in Spain challenged Johnson to step out of her comfort zone. She spent six weeks immersed in European culture, learning to form relationships with international peers. The experience proved to be a turning point in her focus.

"In addition to living and studying in Valencia, we visited Barcelona, Madrid, and Paris. The experience not only educated me about global business but also gave me wanderlust," she says. "I realized I wanted a career traveling the globe and working with international clients."

The following spring, Moss Adams LLP recruited WSU accounting students to attend its local and national leadership conferences. Johnson's international experience helped her stand out. She was invited to a national leadership conference in San Diego and was

among only 60 college juniors selected for the firm's three-day program, a precursor to a summer internship the following year.

"We recruit WSU business students because they're bright, collaborative, and have a genuine enthusiasm for the public accounting profession," says Kelli Cline, Moss Adam's Puget Sound regional campus recruiting senior manager. "We want them on our team."

INTERNSHIP DEVELOPS JOB-READY SKILLS

In her senior year, Johnson took advantage of the WSU master of accounting program's early admit option, earning valuable graduate credit hours while still an undergraduate student. She also began a paid summer internship with Moss Adams LLP, working full-time in Seattle as an assurance specialist.

Technical accounting and building client relationships were the most valuable skills she learned.

"Knowing your audience is key to learning how to communicate on a professional level," she says.

The Spokane native believes her hard work, networking experience, and doing as many extra projects as possible led to a job offer at the end of her internship.

She passed the REG section of the CPA exam before graduating in May with a master of accounting, has since passed both the BEC and FAR sections, and recently began her position as a Moss Adams assurance staff professional.

Beyond the Seattle skyline, Johnson's vision of working internationally is within reach. The firm serves over 2,300 companies in more than 102 countries and territories—a perfect opportunity for a woman with wanderlust.

A portrait of Steven McCutcheon, a young man with short brown hair, smiling and wearing a dark suit, white shirt, and dark tie. He is standing in front of a red brick wall.

FINANCE GRAD'S EDUCATION FUELS AMERICA'S ENERGY INDUSTRY

By Sue McMurray

For someone who never planned to major in business, Steven McCutcheon ('16 Finance, Bioengineering) struck oil when he signed up for an accounting class and discovered an underlying passion for the finance industry.

Learning how the business world works, along with having an entrepreneurial spirit, "was something I couldn't ignore," the Wenatchee native says. He read his accounting book cover to cover and says something just clicked. He decided to major in finance as well as in bioengineering, with minors in Spanish and math.

"Although no program can teach you all the technical skills you might need in industry, the finance curriculum and upper-level business electives in financial and spreadsheet modeling gave me a solid foundation for success," he says.

Through the Harold Frank Scholars program, he toured Silicon Valley businesses for a week and networked with successful Cougar alumni and other entrepreneurs. He also went to New York with the Carson College's Cougs on Wall Street program and gained an inside view of some of the most powerful financial institutions in the world. He joined the Delta Chi fraternity, eventually becoming president; served on the ASWSU senate for a semester as the Honors College delegate; and studied abroad in Spain.

GLOBAL BUSINESS PERSPECTIVE, FINANCIAL SKILLS IMPRESS BP RECRUITERS

Equipped with a global perspective and a repertoire of financial management skills, McCutcheon was poised for success when he attended the WSU Career Fair and met a recruiter from BP, the largest producer of natural gas and oil in North America. He interviewed and was offered an internship at BP's refinery in Cherry Point.

Situated on 3,300 acres and employing about 900 employees, the refinery processes more than 9 million gallons of crude oil a day, primarily transportation fuels. It provides about 20 percent of the gasoline market in Washington and Oregon; the majority of jet fuel for Seattle, Portland, and Vancouver, BC international airports; and is the largest west coast supplier of jet fuel to the U.S. military.

McCutcheon worked with the refinery's crude oil supply team developing Excel models and visualization tools to help improve purchase decisions and handle large amounts of data. He says he worked hard, asked lots of questions, and pushed through challenges when they appeared.

COMMUNICATION KEY TO JOB SUCCESS

"The most valuable thing I learned is the importance of communication," he says. "It's probably the number one skill lacking in college graduates, and it's also one of the most important for success as a business professional."

BP offered McCutcheon a job after he successfully completed his internship. In June, he began working in BP's Challenge Program, a three-year rotational experience that allows new employees to gain exposure to multiple business segments and disciplines. He is also a chartered financial analyst candidate and is focusing on areas of investment management and corporate finance with the goal of becoming a charter holder.

"To be successful within our location of BP, you must possess a strong business skillset and be adept in technical work. WSU graduates have a unique balance of both these aspects, along with a strong work ethic," says Anthony Wells, BP mid-term asset economist. "Steve exhibited these traits, and his ability to handle tasks was very impressive. He became a technical expert in his area within a short time. We look forward to seeing what more he will bring to BP."

McCutcheon credits the WSU Career Fair as a key factor in landing an internship and a job.

"I've submitted dozens of résumés online and gotten nothing but rejection emails from robots. It can be very disheartening," he says. "When you have the chance to stand in front of a recruiter and show your presence and enthusiasm, it makes all the difference."

WSU VANCOUVER STUDENTS STAND OUT WITH **CONSULTANCY EXPERIENCE**

By Tallie Kuraspediani

Entering the workforce after graduation can be nerve-racking—even with a job lined up. But students of Washington State University Vancouver's Business Growth Mentor & Analysis Program can breathe easier as they near commencement and pursue their careers. Students enrolled in this capstone course get a leg up on their job-seeking competition by putting into practice what they've learned in the classroom.

With the help of volunteer business mentors and guidance from their professor, teams of students consult on challenges presented to them by small businesses. By the end of the semester, students have gained valuable experience they use for résumés, LinkedIn, job interviews, and networking.

This experience led to a job for 2016 management information systems graduate Caleb Steinborn.

IT STARTED AS A CLASS ASSIGNMENT

Drake Striping & Painting, a Vancouver pavement marking company, was experiencing growing pains and needed help assessing the situation. Steinborn's Business Growth MAP team, which included students from different majors—accounting, finance, and management information systems—was assigned the task. Together, the team had one goal: Find real solutions for their business.

"Understanding this was liberating," Steinborn says. "The drive to do well was not for the sake of a good grade, but for the sake of the client because we were impacting its livelihood. That was exciting."

The students analyzed the client's business functions and recommended the company implement Microsoft Surface Pros, purchase Microsoft Office 365, buy a website domain, build

a website, and create professional email addresses, among other ideas.

The team's recommendations were on point. "We started pursuing the students' ideas before they were typed," says Nathan Drake, owner of Drake Striping & Painting.

Today the company can be run from outside the office, and it can communicate with workers in the field. "Every project manager now has a Surface Pro," says Drake. "We can type job orders and update them in the field."

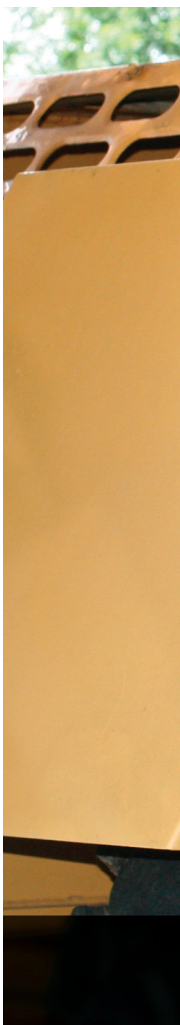
SOLID WORK PAYS OFF

While fulfilling the project manager role on the Drake Striping & Painting project, the team's business mentor, Zack Parnell, took notice of Steinborn. Parnell is president of Industrial Training International, a company that provides crane, rigging, load-handling training, and consulting to corporate clients and individuals. Impressed with Steinborn's alignment of skills and attitude, Parnell offered him an internship.

"During his internship, Caleb was in the office every Friday working with our team," Parnell says. "We quickly determined he was a good fit." By the end of the semester, Steinborn was offered a full-time position as ITI's e-learning specialist.

BUILDING LOCAL TALENT AND BUSINESSES

Ninety-three percent of WSU Vancouver students stay in the region after graduation. With a focus on using skills already learned, the Business Growth MAP supplies well-trained talent to the southwest Washington/Portland metropolitan area. Since 2011, Business Growth MAP has consulted with 172 businesses and given more than 950 students the opportunity to do at least one project.



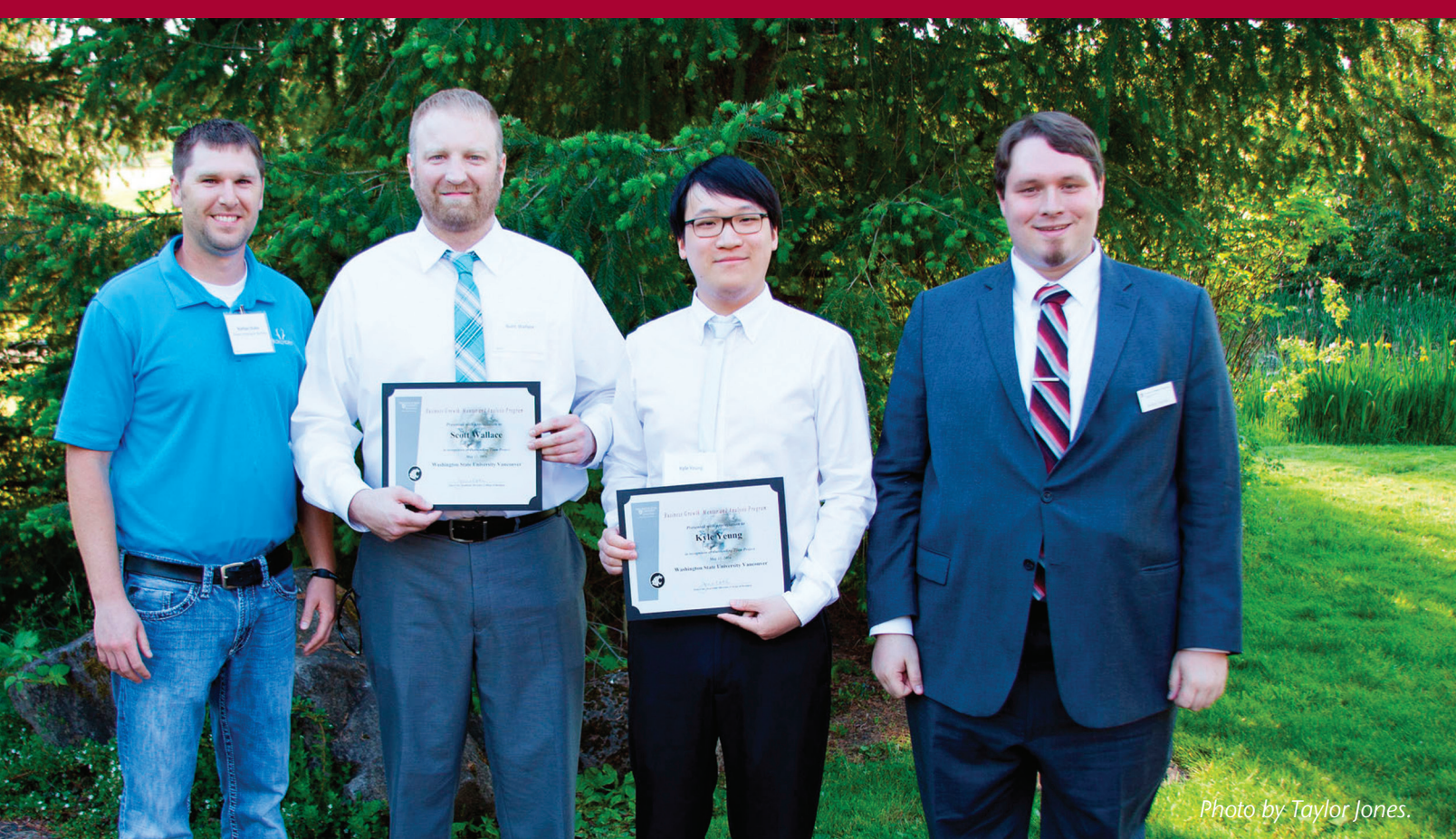


Photo by Taylor Jones.

From left to right: Nathan Drake (client), Scott Wallace (student), Kyle Yeung (student), Rohny Saylors (professor).



Photo by Tallie Kuraspediani.

From left to right: Zack Parnell (mentor) and Caleb Steinborn (student).



WSU VANCOUVER COMMUNITY CREATES PATH TO CAREER SUCCESS

By Sue McMurray

Before Peter Collier ('16 Marketing) accepted an internship with SafeTec, a chemical compliance company, he was blown away by the opportunities afforded him by the WSU Vancouver Carson College of Business.

Faculty members Jane Cote, Tom Tripp, and Ron Pimental made him feel a part of the college before he was even admitted. Before school started, Pimental helped Collier get a summer internship selling life insurance with Northwestern Mutual. Additionally, Tripp gave him honest feedback on what schools are best suited for different kinds of learners, which made Collier aware of the college's integrity and dedication to empowering students.

"I toured countless universities and sat in classes, but in comparison to other schools, WSU Vancouver has a community," says Collier. "That's what drew me in, along with the Carson College's integration into the business community."

MAP PROGRAM BOOSTS CONFIDENCE

As a freshman, he was able to talk with graduating seniors who had participated in the Business Growth Mentor and Analysis Program (MAP), a student-led consultancy that gives students real-world experience and helps develop small businesses. He had never heard about college students having the opportunity to influence their community in a way the MAP program does.

He says he learned more in the MAP program than in any of his other courses combined because instructors do not provide students with a linear approach to business problems or opportunities. He admits this creates frustration, but rarely does a business situation have a clear answer or goal. MAP "provides students the opportunity to truly understand how dynamic we need to be to have success," he says.

After an instructor declined to provide insights on how to move forward with a client, Collier realized that he and his team already had the expertise to make a difference for clients.

"From that point, my confidence skyrocketed," says Collier. "From client meetings to financial analysis, I knew I had the tools to be a business leader."

ANALYTICAL TALENT LEADS TO INTERNSHIP, THEN CAREER

His confidence and hands-on experience paid off when Cote called him to meet with SafeTec recruiters on their visit to campus that same day. With no time to prepare, he had to describe what he knew about SafeTec and make a pitch on why his talents would be a good fit for the company.

Two weeks later, he was invited for a formal interview, and the company decided to create a position for him as a marketing research analyst. During his year-long internship, Collier was the primary researcher for a go-to-market software product. Over time, he began to lead more projects, including vertical micro-sites, a tool to analyze the movement of industry customers throughout SafeTec's website. He built 10 micro-sites for each industry served, giving SafeTec the capability to understand what variables would have the strongest conversion into sales.

In January 2016, the Health and Safety Institute acquired SafeTec as one of its brands. Before completing his internship, SafeTec's Vice President of Marketing Christie Perrott offered him a position as a market research analyst under the new leadership.

"Peter is truly an exceptional talent. He's creative, intelligent, insightful, and curious," says Perrott. "Since joining SafeTec in 2015, he quickly became an indispensable team member—not only to the marketing department, but across the entire organization."

Collier began his new position in June 2016. He is responsible for participating in marketing and launch planning, data analysis and reporting, market size quantification, and customer segmentations, among other things.

Collier was once told he would never run again after breaking his neck in an accident five years ago. Today, he not only competes in marathons but is running toward his future as a creative, analytical business leader who helps communities protect and save lives.



THROUGH OPPORTUNITIES AT WSU TRI-CITIES, **BUSINESS GRADUATE LANDS DREAM INTERNSHIP AT PNNL**

By Maegan Murray

After unexpectedly losing her job at a construction company four years ago, Danelle Herr decided to go back to school to pursue a bachelor's degree in business at Washington State University Tri-Cities.

Little did she know that her decision to return to academics would amount to more than receiving proof of a degree on paper. Her experience earning a degree through WSU's Carson College of Business at WSU Tri-Cities would help her land an internship that began in May at her dream employer: Pacific Northwest National Laboratory.

"I've applied for probably a dozen jobs over the years at PNNL, and I've only gotten one other interview," says Herr. "Because I'm a WSU Tri-Cities student, I've been able to apply for internships. With an internship, there is a possibility of getting hired on full-time, which is my ultimate goal."

Herr says because WSU Tri-Cities is right next to PNNL, Energy Northwest, a variety of Hanford Site contractors, and other world-class organizations and government agencies, there are many great opportunities for students who want to pursue internships to supplement their educational experience.

Throughout her time at WSU Tri-Cities, Herr completed business

courses while interning just up the road. Through an internship at Energy Northwest, she did special projects for the strategic planning and risk management department.

"I've assisted with the development and implementation of their first annual insurance report," she says. "I helped the business planning department identify the key performance indicators frequently referenced in sustainability reports for comparable companies. I also conducted research and wrote a process document on how to implement scenario planning in the future. It was a great experience."

Herr then transitioned to a different internship in October 2015, serving in the production planning and component procurement department at AREVA.

"I helped establish a safety stock procedure for the department," she says. "I also did a large storage capacity status report to help them determine whether or not they were going to run out of storage space during their high volume periods over the summer."

In spring 2016, she worked in the buyer area where she helped purchase raw materials and nuclear components for the company, in addition to working with vendors.

"AREVA has been so good to me," she says. "I've really enjoyed my experience with the company,

and I feel that I've gained so much from that position."

Herr says while taking classes full-time, she worked an average of 30 to 35 hours per week between her two internships.

"It was pretty intense at times, but it has been a great learning experience," she says.

Now with her internship at PNNL on the project controls team for the Energy and Environmental Directorate, she works with the team to help ensure projects stay on schedule and within budget.

"I think a lot of my accounting and operations management classes will come in handy," she says. "There are lots of spreadsheets, schedules, budgets, and details that need to be tracked—essentially lots to juggle. It's fun."

Herr says she is grateful for the connections she's made and professional relationships she's gained with professors, fellow students, and professional industry members as a result of her experience at WSU Tri-Cities.

"It has been life changing, for sure," she says. "I've wanted to work for PNNL for a decade. I'm excited to finally get the opportunity to get out there and show them what I've got."

WSU NEW ONLINE **WINE BUSINESS MANAGEMENT CERTIFICATE PROGRAM** UNIQUE TO BURGEONING WASHINGTON INDUSTRY

Story and photos by Maegan Murray



Regardless of previous business experience or professional level, participants of all types will gain from the WSU School of Hospitality Business Management's new online certificate in wine business management, which is unique to Washington state's flourishing wine industry.

Beginning in January 2017, the new noncredit certificate program will be offered in six modules developed and taught by WSU business faculty with interests in wine business, as well as industry professionals with unique expertise in wine business marketing; financial management; and specific legal, compliance, and trademark issues.

In addition to the online classes, the program requires two weekend experiences in the Tri-Cities' wine country. The experiences provide students with opportunities to network and learn from wine industry professionals with comprehensive knowledge and success in the Washington wine industry, in addition to WSU Tri-Cities' world-class faculty and fellow students on the business of wine. Students will be responsible for their own travel and lodging while attending the two weekend experiences.

"Throughout the program, participants will be developing a business plan, or a strategic plan, looking at a wine or related business," says Robert Harrington, WSU Tri-Cities professor of hospitality and wine business management.

Harrington, who leads the program at the WSU Tri-Cities campus, says students

have the flexibility to focus on a potential business they are thinking about or are currently developing and want to refine their ideas. He says participants could also already have a business. In that case, they could take what they learn through the program and apply it to a particular project. The weekend experiences, he says, will provide participants with the hands-on, practical components to pull everything together.

"Objectives of the residential weekends will be multifaceted," Harrington says. "It will give an opportunity for students to interact with their peers in the program while meeting and interacting with WSU faculty and winery owners. It will also include wine tours, wine tastings, and networking opportunities, just to name a few."

The six modules in the program include:

- Wine business strategic planning
- Wine business marketing management
- Financial management
- Legal, compliance, and trademark issues
- Small business management
- Wine tourism management

Developed in coordination with the viticulture and enology certificate programs already offered through WSU, the program is offered through WSU's School of Hospitality Business Management, which is housed in the WSU Carson College of Business. Harrington



Robert Harrington, WSU Tri-Cities professor of hospitality and wine business management (right), presents during the WSU Tri-Cities convocation ceremony for graduating students in the Carson College of Business.

says the pairing of hospitality business management and wine business into one program is uncommon.

"There are very few wine business-focused certificates in the United States," Harrington says. "On the same token, having a wine business program and a wine science program together on one campus is also very unique. Typically, university programs are focused on one or the other."

Thomas Henick-Kling, WSU director of viticulture and enology, says he is excited that WSU now offers three certificate programs for the wine industry, of which include viticulture, enology, and wine business.

"Together, the three programs offer a strong and unique education option," he says.

Ted Baseler, president and chief executive officer of Ste. Michelle Wine Estates, says the new wine business management certificate program "provides wine professionals with a solid understanding of the wine industry."

The cost of the certificate program is \$4,995. Participants may also take individual modules at a rate of \$995 per module.

Harrington says while the new certificate program is focused on wine business, the skills set participants will gain extend beyond the wine world.

"The skills set students gain will be applicable to other business sets," he says. "Participants are learning skills that will be beneficial in most business aspects, regardless of type."

NEW SENIOR LIVING MANAGEMENT ONLINE CERTIFICATE TO LAUNCH IN 2017

As baby boomers head into their later years, the senior housing industry will need to train and recruit over 1.2 million new staff members by 2025.

To prepare future senior living business professionals in the Pacific Northwest, nationally and internationally, the WSU School of Hospitality Business Management (HBM) will launch a new online professional certificate program in senior living management geared toward nondegree seeking professionals, some of which may already be working in senior living industries.

The certificate will give students a well-rounded background in many managerial aspects of the senior living space, such as care services, lifestyle, operations management, sales and marketing, risk management, and many other facets of the business. Students will also develop hard skills, such as knowledge of practices unique to developing senior living communities, as well as soft skills, such as the emotional intelligence required to successfully manage in the senior living environment. The program will also delve into a deeper understanding of the unique needs of the generations requiring senior living services.

SCOTT ECKSTEIN

"The certificate is a great opportunity for people from different industries seeking a career change, for example, a nurse who wants to switch from hospital services to more of a wellness management focus in assisted living, or a property or club manager interested in more career options," says Scott Eckstein, the new senior living executive in residence for the HBM program at WSU North Puget Sound at Everett. "We are all potential future clients. Ensuring that our unique, hybrid business of care, hospitality, real estate, and technology has a highly educated and prepared workforce is paramount."



FOR MORE INFORMATION ON THE
CERTIFICATE PROGRAM, VISIT
GO.WSU.EDU/WBMCERTIFICATE



ANNA CARLSON:

A HANDS-ON APPROACH TO HOSPITALITY, LEADERSHIP

Story and photo by Randy Bolerjack

After mere months, WSU North Puget Sound at Everett's first hospitality business management graduate is already making a splash with restaurant industry leader Red Robin.

Anna Carlson began her career with a dream: "I've wanted to own my own restaurant since I came up with a concept in seventh grade," she says.

Carlson, 23, began working at Red Robin near Bellevue right after completing her associate's degree at Bellevue College, before becoming the very first transfer student to complete a degree in hospitality business management at WSU North Puget Sound at Everett. She worked her way through college, starting as a host.

"I wanted to learn every single position and aspect of the restaurant industry because this is what I want to do for the rest of my life," Carlson says. "I want to be the leader in the industry."

After three weeks as host, she was promoted to host trainer. After three months, she was promoted to server. After a few more weeks, she was training the servers. Not long after that, she was promoted to lead certified learning coach for her Red Robin location and named the 2014 Team Member of the Year. The first summer she worked double shifts five days a week. In eight months, she worked more than 1,010 hours.

"Sleep? I didn't even know what it was," she says.

During that time, she handled additional duties well above her pay grade. Her manager taught her about liquor inventory while her general manager taught her about profit and loss statements and other important financial aspects of the business.

Those managers, knowing that she was studying hospitality business management at WSU, put her on a path toward management. "They really took an interest in my ongoing development," she says.

ENGAGING IN DIVERSE EDUCATIONAL EXPERIENCES

Carlson took advantage of an array of opportunities afforded to her through her WSU education.

In summer 2015, she traveled to the Apicius International School of Hospitality in Florence, Italy as part of a study abroad program led by Jamie Callison, executive chef in the WSU School of Hospitality Business Management.

Based on her performance observed by the Apicius chefs, Carlson was asked to join an international team preparing meals for an event at the James Beard House through TuttoToscana, a three-week program in Florence that transfers to New York City for a week of real life events at prestigious locations.

"That was a once-in-a-lifetime opportunity," Carlson says.

"Traveling to New York City for the first time and enduring long hours in the kitchen while keeping up with assignments pushed Anna to new levels of resilience and achievement," says Mark Beattie, clinical assistant professor at WSU North Puget Sound at Everett. "She will draw strength from the experience throughout her career."

THE WSU NORTH PUGET SOUND AT EVERETT ADVANTAGE

"Every WSU professor I had cared about my development and learning. Mark Beattie and Nancy Swanger, in particular, are rock stars," Carlson says. "That's something that sets WSU apart from other universities."

There is more that sets WSU apart, according to Carlson. "There is no other university that allows these real experiences with real businesses and the study abroad programs," she says. "Without WSU, I wouldn't have been able to negotiate as well as I did and move up to management as fast as I did. The things I was able to learn and do at WSU set me apart from other candidates."

After graduation, she was offered a path to management through an eight-week training program at the Northgate Seattle Red Robin location. She completed the program and is an assistant manager at the Red Robin in Factoria, a neighborhood of Bellevue near her home.



FROM SELFIE TO SAVVY

INTERNET MARKETING CLASS BENEFITS STUDENTS AND FIRMS

By Sue McMurray • Photo by Bob Hubner

Andrew Perkins knows that learning exclusively from textbooks and lectures in a traditional classroom setting is no longer enough to properly prepare students with the skills required by modern workplaces.

“Covering the fundamentals of business concepts is no longer sufficient, and it’s the responsibility of educators to provide students with skills across a range of areas,” says the WSU associate professor of marketing.

He recognized a need for online and social media marketing instruction that would complement his brand management course.

What’s more, students were asking for it.

“Social media plays a major role in people’s lives— young and old—and it’s here to stay,” says Ian Hess-Baxter, a marketing major. “As business students, it is important we understand its social and advertising functions so we can use it to our advantage.”

CLOSING THE GAP BETWEEN THEORY AND PRACTICE

Perkins’ Internet Marketing course flips the traditional classroom format by delivering instructional content outside of class, leaving class time for interactive activities. Case studies supplement hands-on learning and close the gap between Internet marketing theory and practice, says Perkins.

Student teams create comprehensive online marketing plans for real businesses. Perkins develops a new client list each term, but students are able to pitch a particular client or firm to him. To qualify, firms must be local and willing to work with students.

Tyler Nash, owner of the White Pine Gear Exchange and Fly Shop in Moscow, Idaho, partnered with a team to help brand his outdoor sports gear and clothing consignment store.

Using Google Analytics, students found numerous problems with his website. “The website was bare bones and not attractive,” says team member Addison Attar. “It needed more photos and less writing, social media links, contact information, and a new domain name.”

The team designed a new website that portrays the essence of Nash’s “anyone can afford to recreate and enjoy nature” brand. Other deliverables included a Facebook advertising campaign that improved traffic in less than a week. They also created an improved mission statement, an ecommerce store, and a blog.



White Pine team, from left: Addison Attar, Tiffany Browning, Micaela Parkins, Isaac Dotson (back), Dominique Perry (front), Joe Reines.

“The students were phenomenal in figuring out how to push products through social media,” says Nash. “The online store has made business more accessible and improved cash flow. We hope to continue a relationship with the class to develop further publicity.”

BETTER BRANDING PRACTICES BUILD RICO’S BUSINESS

Some participating clients may already have strong social media presences but desire brand-consistent content that will promote web traffic, as was the case with Rico’s, a Pullman public house offering food, craft beer, music, and events.

Most of Rico’s customers come from the WSU community and are 25-years-old and older. After an online analysis, the student team found Rico’s website was not appealing to the unique culture of Pullman’s “town and gown” market segment.

“The old website had no clickable links to social media, and mobile viewing was a problem,” says D’onna Barton. “We made the new site consistent across mobile platforms and added new photos and videos to capture what Rico’s brand is really about.”

The team also developed several visual Facebook ads to promote special events and a buy one get one breakfast special. All posts resulted in increased page likes.

“Students know best branding practices, and I’ve studied social media plus have photography skills. The best thing is that we learn from each other,” says Gary Marinin, Rico’s general manager.

Besides helping businesses, students also create their own professional social media profiles that become part of their real-world résumés. The whole experience gives them a unique advantage that will open doors to the careers they desire, says Perkins.

IF INTERESTED IN BECOMING A
CLIENT FOR PERKINS’ CLASS, PLEASE
CONTACT **A.PERKINS@WSU.EDU** OR
CALL **509-335-0924**.

NEW MIS ELECTIVE CULTIVATES CRITICAL THINKING, CASE BY CASE

By Sue McMurray • Photos by Debbie Compeau



From left, Ashley Ostrand, Lauren Benveniste, Madison Dutro, Edison (Eddie) Dorland.

“What would you do?”

That is a loaded question if you are a student in Professor Debbie Compeau's Leveraging Information Technology class, a new management information systems (MIS) elective that helps students develop managerial judgment.



From left, Aaron Fisher, Derek Askham, Joan Qafoku.

FLIPPED CLASSROOM CULTIVATES CRITICAL THINKING

Her teaching approach, a form of the “flipped classroom” model, relies heavily on active learning through a broad range of published case studies that students purchase online. Students thoroughly familiarize themselves with the details of the case prior to class so that scheduled time is spent discussing the case and generating a solution. Students are assessed on the quality of their critical thinking.

Compeau's approach is novel to WSU and a draw for any business major. She says the class builds on what students have learned across all of their business courses and teaches them to make decisions under uncertainty.

Its integration into the MIS curriculum is timely as the intensifying focus on the development of “employability skills” is challenging many institutions to question the efficacy of their approaches to teaching, learning, and assessment.

“Many employers conduct case-based interviews,” Compeau says. “They expect prospective employees to possess several soft skills such as critical thinking, problem solving, and time management to help them keep pace with changes across the business industry.”

“The title of the class really caught my eye because there is so much new technology happening so fast,” says Aaron Fisher, one of Compeau's students. “The most important thing I learned was that communication and clear expectations are vital for all parties involved with a large tech company.”

THE VALUE OF CASE STUDIES

Compeau says students won't find a lot of “right answers” in the cases they study in her class, and they often have to draw their own conclusions about whether their analyses were sound or flawed.

“That's a little bit scary for many students,” she says. “But the capabilities they develop for applying theory, for arguing their point of view, for self-reflection, and evaluation are critical to developing managerial judgment. It prepares them to hit the ground running in their first jobs after graduating.”

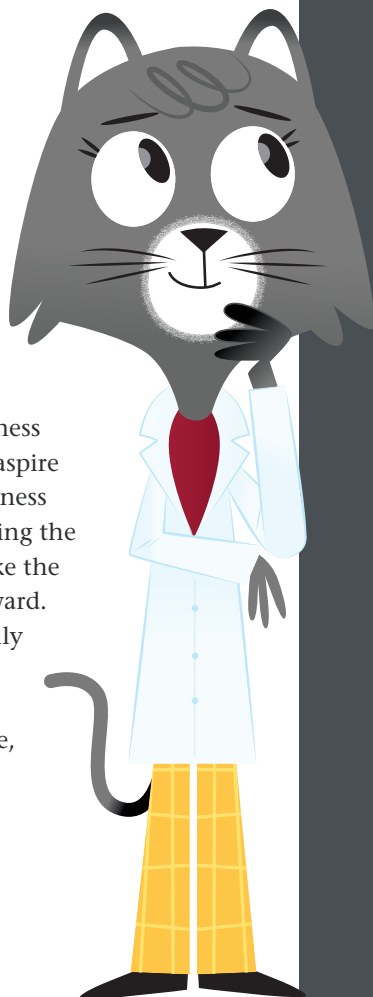
Compeau assigns one case per each 80-minute class session, ultimately exposing her class to 20 cases over the course of the semester. Students must be able to articulate whether the case's issue is a problem and if so, how serious. They analyze options for a solution, propose a management decision, and describe the steps to implement it. By working on cases from different countries, students gain exposure to global business problems.

Compeau says she and Andrew Perkins, associate professor of marketing, learned the approach before they came to WSU when they were both faculty members at Western University's Ivey Business School in Ontario, Canada.

“I feel very strongly about the value of case-based teaching in undergraduate education. I've taught workshops in several countries to promote case teaching and learning, and I was really excited to bring it into the MIS program,” she says.

ASK DR. UNIVERSE

The WSU Carson College of Business fosters a spirit of entrepreneurialism, drawing on the real innovations that are the hallmark of public land-grant universities like Washington State. It is our privilege and responsibility to share our discoveries, research expertise, and teaching to help others shape their business management practices and pursue economic growth through sound principles and practices. Our faculty continually push the frontier of knowledge by providing outreach to worldwide communities who seek innovative and effective business insights. The following story highlights how faculty member Marie Mayes, director of the WSU Center for Entrepreneurial Studies, supports this mission by offering business advice scaled to meet the entrepreneurial needs of a youth living in Ireland. By providing global business education to all who aspire to become future business leaders, we are preparing the next generation to take the world's economy forward. The story was originally published on the Ask Dr. Universe website, go.wsu.edu/druniverse, a science-education project based out of WSU's University Communications.



DR. UNIVERSE, HOW DO YOU HAVE A BAKE SALE?

—Aoife, 7, Omagh, Ireland

Dear Aoife,

It took more than a hundred bakers to pull off the biggest bake sale in history. They made 14,534 cakes, sold out their supply in eight hours, and made it into the Guinness World Records.

No matter how big or how small, a successful bake sale can be more than just baking and selling treats. Still, just thinking about bake sales makes me hungry for catnip cupcakes with fish-flavored frosting.

We might just have different tastes, though. Actually, my friend Marie Mayes said this is one important factor to think about when you are getting ready for a bake sale. You've got to know your customer.

Mayes is the director of the Center for Entrepreneurial Studies at Washington State University. She helps people with brilliant inventions and business ideas find their way to sweet success. Before buying all your materials and setting up shop, Mayes has a few pieces of advice. It involves one my favorite things: research.

"Think about those customers," Mayes said. "Where are they going? Where have they just been? Are they hungry? What time of the day is it? Are they on their way somewhere?"

If your customers are out and about, they might want a baked good that's packaged or doesn't leave crumbs behind. But if they are in a place where they can sit and enjoy their treat for a few minutes, you might consider more possibilities like big pieces of cake or sticky cinnamon rolls.

Once you've answered a few questions about your customers and what they like, you will be ready to create your first product, or prototype. You'll probably want to sample it, too.

"You can ask yourself what you like about it and what you might want to change," Mayes said.

This is part of a technique some engineers actually use when they are making something. A person or a team will design their project, build it, or in your case bake it, change it a few times, and adjust different parts until it's ready to go. They aren't afraid of failure because they know it will help them get it just right.

Bringing together a team of people with lots of different skills is another important part of having a successful bake sale, Mayes explained.

"Maybe you have a friend who is great at math and can handle the money," she said. "Or maybe someone's parent makes a really good chocolate chip cookie."

Perhaps you have a friend who is an artist and can make eye-catching signs. A good bake sale team can help bring in a lot of dough, too. You could donate to charity or use your profits to power your next big idea. Here's one more thing to help you with your bake sale. My friends at WSU Food \$ense have recipes for everything from apple pie and bars to soft pretzels and sugar cookies. You can search for recipes at go.wsu.edu/recipes.

Sincerely,
Dr. Universe

IT'S ALL ABOUT 'ME'

THE INFLUENCE OF NARCISSISM ON MASS-CUSTOMIZED PRODUCTS

By Sue McMurray

A rising trend in narcissism is cause for retailing and manufacturing firms offering customizable products to rethink their marketing strategies.

Writing in the *Journal of Retailing*, marketing and psychology researchers from the University of St. Gallen, Washington State University, and Ruhr University Bochum offer insights into how firms can increase the uniqueness of self-designed products by examining consumers' narcissistic behavior.

"An increasing number of retailers and manufacturers provide their customers with the opportunity to create individualized, unique products," says David Sprott, WSU marketing professor and coauthor of the study. "Our research suggests that firms should consider customers' narcissistic tendencies, as well as the ability to influence their current states of mind to exploit the largely untapped potential of mass customization systems."

DRIVING CONSUMERS TOWARD SELF-DESIGN OPTIONS

The researchers focused on the automobile industry to demonstrate how narcissism can be used to enhance marketing strategies. In this industry, firms offer a wide range of options that allow customers to self-design truly unique products.

Yet field evidence indicates that few shoppers fully use these systems. For example, most consumers select standard colors (black or white) rather than customize a car with a unique paint treatment (like volcano red).

The researchers conducted four studies showing how narcissism can lead consumers to desire and purchase uniquely designed products. One study established that actual car buyers self-designed more unique cars if they scored higher on narcissism.

Another study demonstrated that firms can put consumers into a temporary narcissistic state of mind with marketing techniques. For example, customers were shown an automobile advertisement with the slogan, "You impress. Like the new Audi A6," that capitalized on their desire for admiration.

Overall, the results showed car buyers with higher levels of narcissism selected significantly more unique and expensive cars, as did consumers in a state of narcissism.



IMPLICATIONS FOR RETAILERS AND MANUFACTURERS

The researchers demonstrate the importance of offering a variety of customizable attributes for markets where narcissists are likely to exist. They suggest firms need to consider the nature of key market segments when designing mass customization systems.

They say attributes should contain both mainstream options, as well as more unusual, unique options. Firms may also benefit by indicating product uniqueness, such as percentage shares indicating how frequently an option is selected by other consumers.

The research also implies that firms need not increase customer share of true narcissists in order to enhance product uniqueness. Rather, a firm can realize similar benefits by creating narcissistic states.

"A Nike tagline 'my mass-customized Nike shoes look amazing,' could be changed to 'my mass-customized Nike shoes impress,' to induce a narcissistic state that encourages a consumer to self-design a unique product," says Sprott.

NARCISSISM ON THE UPSWING

The study coincides with what researchers refer to as a narcissism epidemic. Studies show narcissism has increased 30 percent between 1979 and 2006 and is likely to continue with the rise of social media and self-promoting trends.

Additionally, data shows narcissists rate customizable and personalizable products more favorably and are willing to pay more for them.

Thus, the implications of this research could be relevant for a large number of firms.

THE ARTICLE IS AVAILABLE ONLINE AT
GO.WSU.EDU/NARCISSISM



Professor K.D. Joshi

“The broader impacts of our study include helping policy makers create innovative interventions revealing how and which social structures enable or constrain black men’s IT-related career choices.”

CUMULATIVE EXPERIENCES HELP BLACK MEN SUCCEED IN IT CAREERS

By Sue McMurray

Expanding the range of black men’s career options in an increasingly technology-oriented world will help alleviate high unemployment and poverty they often experience, according to a study examining the career paths of successful black men in college.

The study comes at a time when minority college students who take STEM (science, technology, engineering, mathematics) jobs may earn at least 50 percent more than their peers studying humanities or education, yet black men comprise only 2.2 percent of those working in information technology (IT) occupations.

Funded by the National Science Foundation, researchers from Washington State University and Pennsylvania State University studied undergraduate black men enrolled in IT disciplines in four historically black colleges and universities to see what motivated them to achieve academically, attend college, and pursue IT careers. Participants were also asked to reflect upon how their gender and ethnicity shaped their educational experiences and career choices.

MOTIVES FOR IT ACADEMIC AND CAREER SUCCESS

The researchers found that an accumulation of experiences over time motivated black men to develop skills, such as resilience, that are valuable in IT careers. The researchers refer to these experiences as giving black men a type of capital that is often less available to black women and other ethnic males. Skills may be learned from parents or through social conditioning, are long-lasting, and transferable to other fields besides IT, the researchers say.

As an example, one participant said growing up in a manufacturing town influenced his pursuit of an IT career. That environment gave him perspective about how things should work, which fueled his interest in the technology behind the manufacturing.

Others credited their IT career success to technical, leadership, and problem-solving skills instilled in them by their families, college professors, military colleagues, and sports activities.



Photo by PeopleImages at iStock.com

MANHOOD TRAINING AND BLACK EXPERIENCE

“One very interesting skill emerged that we refer to as ‘manhood training,’ or skills that endure through the life history of the individual,” says author K.D. Joshi, a WSU management, information systems, and entrepreneurship professor. “This is a critical learning experience that is important in building any career, not just an IT career.”

She says the positive effects of manhood training were evident when participants commented about how much they valued their grandfathers’ influence in helping them develop a strong work ethic and financial skills at an early age.

The researchers said another important discovery was the participants’ resistance to the negative effects of the “black experience” on their lives and careers. The black experience includes negative experiences, such as frequent encounters with police or gang activity, as well as positive experiences, such as having more opportunities because of their underrepresentation in IT.

“The men in our study acknowledged the presence of the black experience as something powerful and unique, but frequently dismissed or rejected its effects on their lives and careers,” says Joshi. “These young black men’s ability to embrace these experiences to generate a more positive outlook was remarkable.”

IMPLICATIONS FOR EDUCATORS

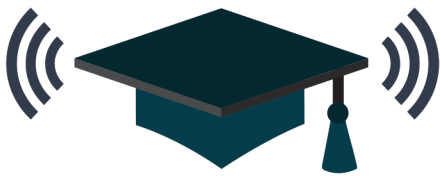
“The broader impacts of our study include helping policy makers create innovative interventions revealing how and which social structures enable or constrain black men’s IT-related career choices,” says Joshi. “This research may also be used to sensitize teachers and school counselors to the unique career development needs experienced by black men that can help their recruitment into STEM related careers.”

Ultimately, the study’s findings may increase the much needed STEM workforce while expanding career options for black men who are disproportionately affected by economic downturn.

Coauthors include Lynette Kvasny, associate professor of information sciences and technology, Pennsylvania State University; P. Unnikrishnan, doctoral student, WSU; and Eileen Trauth, professor of information sciences and technology, Pennsylvania State University.

The article “How Do Black Men Succeed in IT Careers: The Effects of Capital” is published online by the Hawaii International Conference on Systems Sciences.

THE ARTICLE IS AVAILABLE AT
GO.WSU.EDU/BLACKMENINIT



Measuring the ROI of an Online MBA

Earning an MBA could cost you \$25,000 to \$94,000, or higher if you factor in lost salary for programs that don't fit a full-time working professional. You can calculate the possible ROI to make sure the time and tuition are worth it.

2016 Post-MBA Average Salary of Workers

BY JOB TITLE:



BY CITY:



finance.yahoo.com/news/is-business-school-worth-it-143017105.html
 payscale.com/research/US/Degree=Master_of_Business_Administration_(MBA)/Salary#by_Job
 allbusinessschools.com/business-careers/mba/online-mba-programs/
 cashmoneylife.com/mba-options-part-6-return-on-investment/
 onlinemba.com/the-value-of-an-mba-degree/
 forbes.com/sites/ronaldyeaple/2014/03/17/mba-alumni-profile-2/#1f7bbbc2503e
 ft.com/cms/s/2/f6696828-be05-11e5-846f-79b0e3d20eaf.html#axzz40Kb0FXq
 usnews.com/education/online-education/the-short-list-online-programs/articles/2015/02/03/10-most-expensive-public-online-mba-programs
 payscale.com/research/US/Degree=Master_of_Business_Administration_(MBA)/Salary#by_City
 bostonglobe.com/business/2013/05/18/hybrid-degree-programs-can-provide-best-both-worlds/C4HzPctO25DshB2BIQUayK/story.html
 collegeaffordabilityguide.org/subjects/mba-programs/

The Typical ROI for MBA Graduates



The Economist conducted a study and found out that:

The ROI of a typical brick and mortar school runs between 6.3% and 20.8%.

Loss of salary is the main reason for a low ROI since most students can't work while attending full-time studies.

Data sources continue to develop for online MBA programs. At present, the ROI of an online MBA program is often more favorable as students don't have to stop working.

In 2015, the Graduate Management Admission Council, a nonprofit organization, surveyed business school alumni from various programs, including on-campus, online, part-time, and full-time, and found:



90%

of the respondents reported their graduate business education increased their earnings potential



95%

of alumni rated their business education value as ranking from good to outstanding



93%

said they have and would continue to encourage others to attend their business school

What MBA Graduates Have to Say

The GMAC 2015 Alumni Perspectives Survey of 12,000 MBA graduates revealed:



79% said they received a highly-competitive salary

90% reported their degree boosted their earnings potential significantly

According to a Forbes survey, MBA graduates reported their salaries increased by 50% compared to their pre-MBA salaries





Crunching the Numbers

Calculating Your MBA Program's ROI

To best determine the ROI of your MBA program, look at three things:

MBA PROGRAM COSTS:

Depending on which program you plan to complete, you can get a close estimate of how much it will cost.

OPPORTUNITY COSTS:

Take into account the salary you will miss out on while completing your MBA program, which is usually zero for online students.

POST-MBA EARNINGS:

Most MBA programs keep track of alumni earnings information for potential students.

Using the above information, ask yourself the following questions:

How much do you earn per year?

How much in earnings will you lose by attending your MBA program?

How much does your MBA program cost per year?

How many years does your MBA program run?

STEP

1

Calculate Your Total Program Costs (Example)

Know Your Options:

The Three Main Types of MBA Programs

ONLINE MBA:

2-3 YEARS

Study at the school of your choice, without location barriers.

Saves you time by not having to commute or rush to class.

Allows flexibility to fit your coursework with your schedule.

Expands your professional network with U.S. and global colleagues.

Allows you to work and earn a salary and directly apply what you are learning.

Some online programs offer face-to-face connection through optional residencies or international study trips.



BRICK-AND-MORTAR:

2-5 YEARS

Traditional on-campus classes.

May have study abroad options with partner schools.

Evening or intensive weekend classes may offer greater flexibility, faster completion times.

Allows for face-to-face networking.



HYBRID MBA:

3-5 YEARS

On-campus requirements complement the virtual classroom, often on the first or last week of each semester.

Provides online degree flexibility with personal connection of on-campus program.

The campus portion allows regular networking between classmates and faculty.

STEP

2

Determine Post-MBA Earnings

Total Post-MBA Earnings Per Year = \$60,000 or a \$20,000 increase

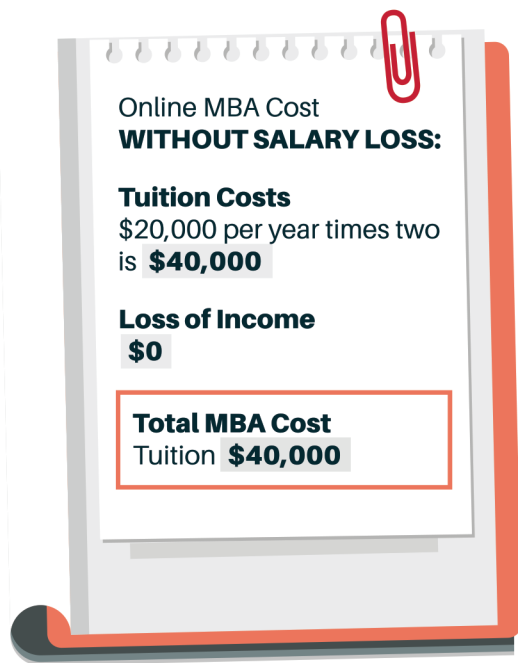
On-Campus: 6 Years

Online: 4 Years



Every Dollar Earned After Tuition is Your ROI:

If you received a \$20,000 increase in your yearly salary after graduation, your ROI would be \$20,000 for every year you work after your tuition costs are paid in full.



Online MBA Cost
WITHOUT SALARY LOSS:

Tuition Costs

\$20,000 per year times two is **\$40,000**

Loss of Income

\$0

Total MBA Cost

Tuition **\$40,000**

HOSPITALITY **BEYOND THE CUP**

COFFEE ENTREPRENEUR POURS LOVE INTO SPOKANE COMMUNITIES

By Sue McMurray

Seven years ago when Bobby Enslow ('06 Finance, '08 MBA) moved to the West Central neighborhood of Spokane and saw the lack of welcoming gathering spaces, an idea began to brew in his mind about how he could transform one of the state's poorest communities. Equipped with a solid WSU undergraduate foundation in finance and an MBA, he immediately recognized a niche in the high end coffee market, which was virtually untapped in the area.

He founded Indaba Coffee, a shop that has grown from a coffee bar to a micro-roasting company that ships nationwide and serves customers who drive from as far away as Canada to sip the specialty roasts. The company sells bags of eight different varieties online, roasting on Mondays and shipping on Wednesdays to ensure freshness.

While one might expect that a Carson College of Business graduate considering launching a business in the food and beverage industry would have hospitality credentials, Enslow says his business studies gave him a well-rounded understanding of all aspects of business.

"My studies at WSU were of great benefit to what I do now in the coffee industry," he says. "I wear many hats and know how to perform under different circumstances and think strategically and holistically when it comes to the brand and ethos of my business."

HOSPITALITY BEYOND THE CUP

He operates two stores, Indaba Coffee West Central and Indaba Coffee Downtown, and is considering opening a third location. While he keeps a close eye on logistics and efficiency, Enslow's business philosophy is grounded in his Christian faith and something he refers to as "beyond-the-cup hospitality."

"WSU taught me to connect and care about more than the bottom line," he says. "The ultimate act of hospitality for me is being able to put myself into another person's shoes, anticipate their needs before they do, and humbly serve them with a smile."

Through a partnership with the Second Harvest Food Bank of the Inland Northwest, Indaba provides one meal to someone in need with every bag of coffee sold. The food bank prepares and distributes the meals to community kitchens and drop in centers. Since Indaba began roasting in 2014, 6,500 meals have nourished members of the community.

BECOMING GROUNDED THROUGH INDABA

Enslow says he is most proud of Indaba's recent efforts to provide supportive employment for folks who may not otherwise get a chance. One employee struggled with addiction for 20 years, but since working at Indaba, he has been able to open his first-ever bank account, rent an apartment, and even start his own art business. Now that she has a job, another Indaba employee with a learning disability has been able to live independently in her own apartment, Enslow says.

Indaba also provides on-the-job training for youth through its barista academy. Enslow recently partnered with Project HOPE and the Union Gospel Mission to create a six-week course for 16- to 20-year-olds. Students are paired with an adult mentor while learning professional barista skills and job shadowing.

COFFEE IS CATALYST FOR POSITIVE CHANGE

"I aspire to make Indaba Coffee a catalyst for positive change in the Spokane business community," he says. "I want to see other companies challenging the norms of what it means to make a profit and pursue a triple bottom line that positively affects people, places, and profits."

Enslow says he would love to someday become more involved with empowering the next generation to change the world, but for now, he's out there doing his best to do that very thing.

ENSLow'S TOP FIVE TIPS HE WOULD GIVE TO YOUNG ENTREPRENEURS:

1. Don't do it for the money
2. Expect change and embrace it
3. Find a mentor
4. Network, network, network
5. Persevere and believe in what you're doing!



AN APPLICABLE REAL-WORLD EDUCATION

By Meredith Metsker



FLEXIBILITY. ADAPTABILITY. APPLICABILITY.

When Vice Admiral Raquel C. Bono first began looking at master of business administration programs, she knew she needed a program with those key elements.

“As a professional working in the health care field, I recognized that there’s a lot of dynamic change going on with health care, not only on the national level, but certainly in the military. In order to respond to some of the challenges in a very agile and informed way, I knew I needed to find a program that would give me that knowledge and access to people who were experts in the business field,” Bono says.

The three-star admiral found that in Washington State University’s Executive MBA program. Nationally ranked and AACSB accredited, the EMBA program is 100 percent online and educates professionals across multiple industries and time zones. WSU is recognized as a military friendly school by Victory Media and as Best for Vets Colleges by Military Times.

“Not only was I able to apply what I was learning in the EMBA

program right away, it also helped me frame some of the challenges I knew I was going to experience down the road,” says Bono, who graduated in 2015. “I still continue to apply that. Even today when I’m assessing something, I still reach out to some of the professors I worked with.”

Before she began the EMBA program, Bono had already built a successful career in the U.S. Navy Medical Corps. She was commissioned in 1979 and earned her bachelor’s degree from the University of Texas in Austin. She attended medical school at Texas Tech University and completed her surgical internship and general surgery residency at the Naval Medical Center in Portsmouth.

In the early 1990s, Bono served in Operations Desert Shield and Desert Storm as head of Casualty Receiving in Fleet Hospital Five in Saudi Arabia. When she returned to the United States, she continued to work as a Naval surgeon and hold a variety of leadership roles within the health care field.

In September 2015, Bono, who had just completed her EMBA, was promoted to vice admiral and named director of the Defense Health Agency, part of a \$50 billion health care system with national

and international operations.

“Professional development education is a part of every officer’s career,” Bono says. “My Executive MBA education was transformative in terms of giving me the business knowledge and additional leadership skills necessary to transcend the geographic and cultural boundaries I encounter every day in my career.”

Bono cites accessibility as a key reason she found success in WSU’s EMBA program. Classes were small, lectures and other materials were readily available, and professors were responsive and happy to help. Like many of her classmates, Bono often traveled for work and appreciated being able to tune in for weekly lectures during the scheduled time or watch the recording later.

To this day, Bono still keeps in contact with her classmates on LinkedIn. After learning from each other through the EMBA program, several of them have made plans to meet in different cities when they’re on business trips.

“We relied so heavily on technology during the program, and our ability to create those relationships and build those connections was really remarkable,” Bono says.

A CHANCE MEETING AT LAX

By Emily Smudde



Boarding pass in hand, she stood in the security check-in line at Los Angeles International Airport, anxious to board her flight to Sacramento. Kristin Minetti, a business partner with Target Corporation at the time, had a lot on her mind as she waited.

Since she was young, Minetti had an interest in being a teacher. Her mother was an elementary school teacher, and Minetti wanted to follow in her footsteps and become a high school history teacher. But when she arrived at California State University, Chico in 2004 to begin her undergraduate degree, she decided becoming a history teacher wasn't for her. Minetti decided to switch her major to business.

The community she found in the Chico State College of Business was wonderful. She decided she did want to teach, but only if she could teach at the college level, ideally at her alma mater.

"I asked my professors what it would take to teach college-level business," she said. "They all said the same thing: go out into the workforce and gain some solid work experience and then get my MBA."

After graduating from Chico State, Minetti went to work for Target Corporation and started thinking about her next steps.

"I thought about pursuing my MBA at California State University, Chico, but I wanted to be more well-rounded," she said.

So Minetti turned her eyes out of California. She had a few requirements for the school, including AACSB accreditation and schedule flexibility so she could continue to work.

This was on her mind when she stepped up to the checkpoint at LAX. She picked up a plastic bin and was about to drop her shoes in when she noticed an ad on the bottom of the bin. It was an advertisement for Washington State University's online MBA program.

It was fate.

"I had lived in Seattle for a few months and liked it, so Washington State was already on my short-list for possible out-of-

state schools," Minetti said.

Minetti went home and dug deeper. She found out that the WSU online MBA program had great reviews and reliable tech support, which helped assuage her fears of online classes. Enrollment was also a breeze, she said, and despite being online, she joined another great community.

"There is a great community feel, even in the online program," she said. "You get a high quality education and a great experience."

Minetti graduated with her MBA in 2015 after two years of hard work. Mere months later, she landed her dream job at Chico State. Now, Minetti is a business instructor and every day gets to experience the joy of working with students.

"I still can't believe this is my life," she said.

Minetti teaches sophomores through seniors and mentors business students. She also acts as an ambassador for the WSU online MBA program, giving presentations and speaking to new students about her experiences at WSU. Now, thanks to the WSU online MBA program, Minetti is paying it forward as she helps students find their own way to their dreams.





YINFEI CHEN

Finance
B.S. Guangdong University of Foreign Studies
M.S. University of Denver
M.S. Temple University
Dissertation: Net Share Issuance, Institutional Trading, and Stock Market Returns
Major Advisor: George J. Jiang
Placement: California State University, Chico



VICTOR PIMENTEL

Operations and Management Science
B.S. University of Texas at El Paso
Dissertation: Hotel Revenue Management: Simultaneous Overbooking-Allocation, Dynamic Pricing, and Key Forecasting Parameters
Major Advisor: Tim Baker
Placement: Niagara University



MAJID DADGAR

Management Information Systems
B.A. University of Tehran
M.A. The Ohio State University
Dissertation: ICT-enabled Self-management of Chronic Diseases and Conditions Through Value-sensitive Design
Major Advisor: K.D. Joshi
Placement: University of San Francisco



BAHAE SAMHAN

Information Systems
B.S. Applied Science University
M.S. Florida International University
Dissertation: Why Do People Resist Health IT? Literature Analysis, Model Testing, and Refinement
Major Advisor: K.D. Joshi
Placement: Illinois State University



LU LU

Hospitality Business Management
B.A. Southwest University for Nationalities
M.S. Washington State University
Dissertation: The Impact of Sustainable Food on Restaurant Customers' Experience and Decision-making
Major Advisors: Dogan Gursoy, Christina G. Chi
Placement: Temple University



JOSEPH TAYLOR

Management Information Systems
B.A. Brigham Young University
M.B.A. Thunderbird School of International Management
Dissertation: Crowdsourcing IT Work: A Three-Fold Perspective from the Workers, Buyers, and Platform Providers
Major Advisor: K.D. Joshi
Placement: Sacramento State University



NARI KIM

Management, Information Systems, and Entrepreneurship
BBA: Kyungpook National University
MA: State University of New York at Albany
Dissertation: The Antecedents, Consequences, and Remedies of Corporate Financial Wrongs
Major Advisor: John Cullen
Placement: Post doctoral position, UC Irvine



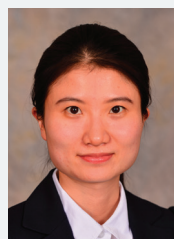
PHILLIP WITT

Operations and Management Science
B.S. Brigham Young University
MBA Utah State University
Dissertation: Success Factors in Six Sigma Project Performance
Major Advisor: Tim Baker
Placement: University of Nebraska-Omaha



ZIHUI MA

Hospitality Business Management
B.A. Beijing University of Posts and Telecommunications
M.S. Virginia Tech
Dissertation: Successful Aging: Decision-making Process of Moving into a Senior Living Community
Major Advisor: Jenny Kim
Placement: University of Nevada, Las Vegas



QIONGQI XIAO

Finance and Insurance
Dissertation: The Audit Committee, Insolvency, Transparency, and Cost of Equity: Evidence from U.S. Property-Liability Insurance Companies
Major Advisor: Gene Lai
Placement: Metropolitan State University of Denver



SKYLER KING

Marketing and International Business
B.S. Weber State University
Dissertation: Product Recalls Conceptualized as a Social Dilemma
Major Advisor: Jeff Joireman
Placement: Weber State University

CARSON COLLEGE OF BUSINESS ANNUAL AWARDS



OUTSTANDING PULLMAN MBA FACULTY OF THE YEAR:

ARVIN SAHAYM, Department of Management, Information Systems, and Entrepreneurship, blends humor with acumen to capture students' attention in class, encourages them to delve deeper, and generates dialogue about real-world cases and companies.



OUTSTANDING GRADUATE STUDENT SERVICE AWARD:

WARREN COOK, Department of Management, Information Systems, and Entrepreneurship, is a teaching assistant who positively affects students by gaining their trust and enhancing their writing, critical thinking skills, and overall learning experience.



OUTSTANDING ONLINE MBA FACULTY OF THE YEAR AWARD:

JOHN BECKER-BLEASE, Department of Business, Oregon State University, teaches courses in corporate finance and financial institutions at both the graduate and undergraduate levels. Online MBA students recognize his scholarly and teaching efforts in corporate social responsibility and curriculum reform.



OUTSTANDING STAFF AWARD:

MISTIE JOSEPHSON, Business Growth Mentor and Analysis, WSU Vancouver, consistently garners support for the program, connects with potential clients and mentors for students, and fosters business relationships. She ensures every business student has opportunity to gain real-world experience.



OUTSTANDING EXECUTIVE MBA FACULTY OF THE YEAR AWARD:

FRED PETERSON, Leadership and Professional Studies, WSU Spokane, applies a student-centered approach, helping Executive MBA students understand the roots of leadership theory and compose a leadership philosophy. He also participates in the Executive MBA study abroad program to Asia.



OUTSTANDING STAFF AWARD:

LAEL GRAY, Department of Management, Information Systems, and Entrepreneurship, balances a high workload as the principal assistant of the largest unit in the Carson College of Business. In addition to assisting the department chair, faculty, and doctoral students, she supports the Center for Entrepreneurial Studies, which includes helping with the Business Plan Competition.



OUTSTANDING GRADUATE STUDENT RESEARCH AWARD:

LU LU, Department of Hospitality Business Management, has published 11 research publications in leading journals and, in 2015, received the Best Conference Paper Award at the 21st Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. She also received the 2015 Chinese Government Award for Outstanding Self-Financed Students Abroad.



OUTSTANDING CLINICAL FACULTY OR NON-TENURE TRACK FACULTY AWARD:

KIM HOUSER, Department of Accounting, is the only Carson College member of a multidisciplinary team awarded a seed grant related to the Grand Research Challenges. She publishes in high level law reviews and ranked tax journals and has two papers in progress. She taught approximately 400 students spring semester and is teaching an online law course.



OUTSTANDING GRADUATE STUDENT TEACHING AWARD:

MAJID DADGAR, Department of Management, Information Systems, and Entrepreneurship, has taught five courses multiple times and designed three new courses. He is dedicated to students and excels at actively engaging them in the teaching and learning process.



OUTSTANDING FACULTY SCHOLARSHIP & RESEARCH AWARD:

JOE COTE, Department of Marketing and International Business, WSU Vancouver, has published over 30 publications in peer reviewed journals. Two publications were accepted into the marketing canon. He excels at mentoring and has been recognized for service to several prominent editorial boards.



OUTSTANDING FACULTY SERVICE AWARD:

BABU JOHN MARIADOSS,

Department of Marketing and International Business, served on eight University committees this year, chaired the International Business Institute Fellows group, and was instrumental in making significant changes to the International Learning Agreement.



OUTSTANDING FACULTY TEACHING AWARD:

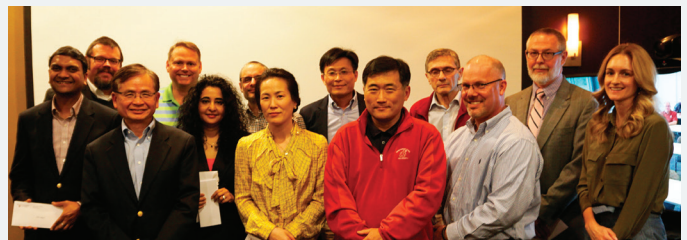
DARREL MUEHLING,

Department of Marketing and International Business, has demonstrated high quality teaching across undergraduate, master's, and doctoral levels; in the online MBA program; and in the faculty-led summer study abroad program in Spain. His teaching evaluation scores are consistently high, and he is respected and praised by students.



DEAN'S EXCELLENCE FELLOWS AWARD RECIPIENTS,

from left: Dean Chip Hunter, Ken Butterfield, Chuck Munson, Arvin Sahaym, K.D. Joshi, Sue Gill, Kim Houser, George Jiang, Jeff Joireman, Jenny Kim, Tom Tripp (on screen), Leah Sheppard.



SUMMER RESEARCH GRANT RECIPIENTS,

from left—front row: Arvin Sahaym, Gene Lai, K.D. Joshi, Jenny Kim, Sung Ahn, Ken Butterfield. Back row: David Sprott, Chuck Munson, Jeff Joireman, Ming-Hsiang Chen, Stergios Fotopoulos, Darrel Muehling, Leah Sheppard.

CARSON COLLEGE OF BUSINESS DEAN'S EXCELLENCE FELLOWS

This award recognizes outstanding performance by faculty in teaching, research, and service. Recipients include faculty from the following departments:

Department of Accounting:

Sue Gill, chair and associate professor; Kim Houser, clinical associate professor; Debra Sanders, professor and associate academic director, WSU Vancouver;

Department of Finance and Management Science:

George Jiang, professor and Gary P. Brinson Chair of Investment Management; Charles Munson, professor;

Department of Management, Information Systems, and Entrepreneurship:

Thomas Allison, assistant professor; Ken Butterfield, chair and associate professor; Deborah Compeau, Hubman Distinguished Professor of Information Systems; K.D. Joshi, Philip L. Kays Distinguished Professor of Information Systems; Kristine Kuhn, associate professor; Arvin Sahaym, associate professor; Leah Sheppard, assistant professor; Tom Tripp, professor and associate dean of undergraduate programs, WSU Vancouver;

Department of Marketing and International Business:

Jean Johnson, professor; Jeff Joireman, associate professor; Babu John Mariadoss, associate professor and International Business Institute fellow;

School of Hospitality Business Management:

Jenny Kim, associate professor and Craig Shafer Fellow;

SUMMER RESEARCH GRANT AWARDS

Recipients include faculty from the following:

Department of Accounting:

Li Xu, assistant professor, WSU Vancouver; Bernard Wong-On-Wing, professor;

Department of Finance and Management Science:

Sung Ahn, professor; Stergios Fotopoulos, professor; Gene Lai, chair and professor; Sheen Liu, associate professor, WSU Tri-Cities; Charles Munson, professor;

Department of Management, Information Systems, and Entrepreneurship:

Ken Butterfield, chair and associate professor; Jerry Goodstein, professor, WSU Vancouver; K.D. Joshi, Philip L. Kays Distinguished Professor of Information Systems; Kristine Kuhn, associate professor; Arvin Sahaym, associate professor; Leah Sheppard, assistant professor; Paul Skilton, assistant professor, WSU Tri-Cities;

Department of Marketing and International Business:

Jeff Joireman, associate professor; Babu John Mariadoss, associate professor and International Business Institute Fellow; Darrel Muehling, chair and professor; Andrew Perkins, associate professor; Alberto Sa Vinhas, associate professor, WSU Vancouver;

School of Hospitality Business Management:

Ming-Hsiang Chen, associate professor; Christina Chi, associate professor; Dogan Gursoy, professor; Jenny Kim, associate professor and Craig Shafer Fellow; Nancy Swanger, director, associate dean of strategic initiatives; Iis Tussyadiah, associate clinical professor, WSU Vancouver.

NEW AMBASSADOR PROGRAM: COUGS HELPING COUGS

By Sue McMurray

Prospective students who feel pressured by the choice of majors and career paths may feel less overwhelmed after talking to a unique group of student leaders comprising the Carson Center for Student Success's new ambassador program.

Piloted in 2015, the five-member group is carefully chosen to showcase Carson College programs to campus recruiters, guests, and visitors, as well as prospective students and their parents. Ambassadors develop public speaking skills, confidence, and professionalism as they help promote Carson College initiatives and attend external events, among other duties. Contact Danielle Buckner at danielle.buckner@wsu.edu for information about this leadership program in the Carson College of Business.



NONOY FIGUEROA, a finance and marketing major, served as an ambassador during 2015-2016. A self-described social and creative thinker, he loves how the program has challenged him to step outside the box of a student and into the role of a professional representative.

"Because I have to talk to parents and college dignitaries and build relationships with students, I understand how to be the face of the college," he says. "Anyone can read a textbook, but students also need to be encouraged to interact socially and build connections to be successful in business."

PUTTING A FACE ON STUDY ABROAD

Promoting the study abroad program through class presentations and participating in the annual World Tour event hosted by the Carson Center is an important function of the ambassadors.

Figueroa is currently studying at Cèsar Ritz Colleges in Switzerland and also studied abroad at the Southwestern University of Finance and Economics in China in 2015 (both faculty-led programs). It was the Seattle native's first time out of the country. He says while his experience in China made him more independent and self-aware, his favorite thing was creating new friendships with other international students studying there. He became an ambassador when he returned to the Pullman campus.

"I give the 'real deal' to students interested in studying in China's faculty-led program," he says. "I can tell them from personal experience it's to their advantage to get involved. For me, the ambassador program is Cougs helping Cougs."



FELISHA SEBETICH says she became an ambassador in 2015 to pass on to others why WSU is the best opportunity for an undergraduate business education. She enjoys talking to prospective students and sharing her passion for the Carson Center, where she feels a strong sense of belonging.

WALKING THE TALK

"I love telling people about opportunities and benefits in the Carson Center. I want to see the ambassador program grow and become a legacy," she says.

Growing up in Olympia, she knew she wanted to go to college in-state and study law. After visiting WSU on a destination tour, she immediately felt a sense of community in the mix of historic and modern facilities that were similar to her hometown.

"I thought I wanted to be a lawyer, but it really wasn't for me," she says. "After dabbling in accounting, I discovered finance and that I liked the analytical side of it. It was more relevant to my lifestyle. Without the Carson College, I wouldn't have known what the finance world is like."

In 2015, she studied in the faculty-led program at Korea University in Seoul. Without Internet or GPS, she says her biggest challenges were the language barrier and learning to navigate the city independently. Her biggest reward was gaining a global perspective from meeting and studying with people in a different environment. She is currently studying abroad at Cèsar Ritz Colleges in Switzerland.

"Ambassadors are highly encouraged to study abroad and then share those experiences with prospective students," she said. "You can't talk about something you haven't experienced. People can tell the difference when you are scripted versus having lived it."



DEAN'S LEADERSHIP AWARD: MARK AND LAURA HANSEN

By Sue McMurray • Photo by Bob Hubner

From left, Dean Chip Hunter, Laura Hansen, Mark Hansen, and David Sprott, senior associate dean.

While many people have supported the Carson College of Business over the years, very few can come close to duplicating the commitment of Mark Hansen ('84 Marketing), who has served the college and WSU for the last nine years at both the local and global levels.

While building a successful financial services career, he and his family spent significant time in Japan, where he became an advocate for the benefits of international business and a true believer in the value of international experiences for students.

Several years ago, after meeting David Sprott, senior associate dean, Hansen and his wife Laura ('85 Accounting) formed a close friendship and a connection to the faculty, students, and staff in the Carson College. Mark's passion and experience with international business resulted in him chairing the International Advisory Board for the college's National Board of Advisors (NBoA) and developing students' professional perspectives and global mindsets.

Together, Mark and Laura were awarded the 2015 Dean's Leadership Award, one of the college's highest awards, presented to them at the Dean's Leadership Celebration in November 2015. The award recognizes dedication and leadership in benefiting the college and other service to WSU.

"Not only is Mark a personal friend of mine, he is truly a friend of the college and one we can always count on," said Sprott. "Our undergraduate international business program has ranked in the top 25 nationally for a very long time; there's no doubt in my mind that our success is due to the involvement of committed, caring people such as Mark and Laura," says Sprott.

"Laura and I were surprised and honored to receive

the Dean's Leadership Award," says Hansen. "We never expected to be acknowledged with such a distinguished award for doing what has always felt natural—giving back to the institution that means so much to us. We are humbled by the recognition and appreciate it very much."

In the last year alone, Mark served as the outgoing chair of the NBoA, was a senior member of the college strategic planning committee, a member of the WSU dean's search committee who helped hire Dean Chip Hunter, and a judge for the college's business plan competition in Switzerland, as well as the final competition in Pullman.

When he thinks back to when he was a student at WSU, he says he didn't have a good sense of what he wanted to do once he graduated. He had a difficult time getting started after graduation.

"I eventually landed okay, and the early challenges I faced were largely due to a lack of preparation on my part," he says. "I think all of us that are engaged with the college see a little of ourselves in our students, and we are inspired to help them realize their potential. Education and providing opportunities for students to learn in international environments speak to Laura and me."

He encourages others to invest in a cause they believe in.

"No level of involvement is too small, and once you see the impact you can make, for example by talking to a student about their aspirations and opening your network to them, you will be inspired to do more," he says. "The best thing about being a Cougar is continued optimism for the future."



Dean Chip Hunter presents at the 2015 Power Breakfast.



From left, Diamond Grads (1955): Marlys (Kounkel) Mayer, Dick Mayer, Mary (Ruddell) Morgan, Bob Morgan, Barry Jones.



Online MBA student Kate Bergman at the Galápagos Islands.



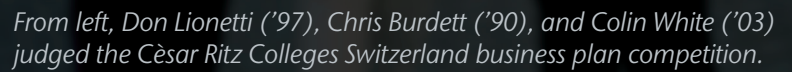
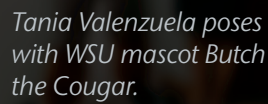
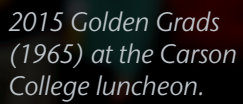
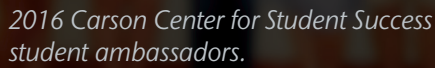
From left, Selali Kalevor ('16 Business Administration), Alex Emerson, finance student, and John Sommer, Hilton Worldwide, meet at the 2016 networking event.



PAWS for People entrepreneurs Brooke Wedelich, left, and Grace Montgomery.



César Ritz Colleges Switzerland students earn their Certificate of Participation for Business Plan Competition, spring 2016.



DISCOVER THE MANY WAYS YOUR ENGAGEMENT

MAKES AN IMPACT WITH STUDENTS IN THE CARSON COLLEGE OF BUSINESS

A MESSAGE FROM
CHRIS BURDETT,
CHAIR OF NBOA

MAKING AN IMPACT WITH
OUR STUDENTS

MEET MEMBERS OF THE
NATIONAL BOARD OF ADVISORS

THE IMPACT OF YOUR
CORPORATE MATCHING GIFTS

MAKING AN IMPACT WITH
SCHOLARSHIPS

INVEST IN THE CARSON COLLEGE

STAY CONNECTED





A MESSAGE FROM **CHRIS BURDETT**

**SENIOR VICE PRESIDENT, CBRE HOTELS
CHAIR, NATIONAL BOARD OF ADVISORS**

As we look back over the last year, there have been significant leadership changes across WSU and the Carson College of Business (CCB). We welcome our new President Kirk Schulz and his wife, Professor Noel Schulz, from Kansas State University. We continue to build a strong platform under the direction of our Dean Chip Hunter and welcome back the stability of Provost Dan Bernardo. We are fortunate to have secured individuals who have a firm understanding of the goals and objectives essential in leading a land-grant university. With this leadership in place, we now have a secure foundation to fulfill those aspirations necessary to be the business school of choice in the Pacific Northwest.

Although we have been persistently moving forward in educating our future business leaders, we have now firmly positioned our strategic initiatives and are accelerating the implementation to achieve maximum results over the next 10 years. Under the leadership of the president, provost, and dean, the CCB will continue to focus on our ultimate aspirations by working thoughtfully and strategically with other WSU colleges to strengthen students' business skills and contribute meaningful research in today's fast moving business climate.

As a hospitality school graduate, I look for passion first among all other traits to achieve great success. I've always felt an earnest desire to make WSU the best place possible for our students, faculty, and staff. After 12 years of working to make a difference, I find the same level of passion and inspiration each time I step foot on any WSU campus. Throughout *Dividend*, you will see evidence of how board members and alumni have focused their passion on supporting the aspirations of the college, sharing best practices, and enhancing student experiences across all WSU campuses. It is critical that we continue these efforts.

I am truly honored and grateful for the support each and every board member and volunteer exemplifies in continuing the mission of WSU and the Carson College of Business. Thank you and Go Cougs!



—Chris Burdett
'90 Hospitality Business Management



MAKING AN IMPACT WITH OUR STUDENTS

SPEED NETWORKING EVENT ENHANCES PROFESSIONAL DEVELOPMENT

By Linda Infranco

Students, alumni, and friends of the WSU Carson College of Business flooded the hallways of the Carson Center for Student Success last April to exchange handshakes, business cards, and engage in 12-minute discussions on career preparation and tips for corporate success.

For students in the Carson College, opportunities to network with industry leaders not only help develop professional skills, but also provide confidence needed to compete in today's complex hiring process. Members of the college's National Board of Advisors joined in the speed networking event to help business students excel in these important areas. Held in conjunction with the advisory board's spring meeting, the event encouraged interaction and brought the students one step closer to perfecting the art of the interview.

"The speed-networking reception was one of the best events I have attended. With just a brief moment to speak to each person, I was able to meet many wonderful people, each with so much wisdom to share. I learned so much from these leaders and am extremely grateful for this experience."

— Haley Smith, ('16 MISE)



*Mark Wuscher ('93), NBoA Finance Board, Haley Smith ('16),
Don Lionetti ('97), NBoA Marketing Board.*

Kari Oswald, vice president of strategic accounts for NuWest Group Holdings, LLC and member of the Entrepreneurship Advisory Board, provided students with valuable advice on propelling their job search and creating professional networking strategies.

"We discussed using the specific situation, task, action, result (STAR) method for answering interview questions and the value of crafting stories that showcase how their education experiences, both inside and outside the classroom, would benefit a future employer," she says.

Tom Tripp, associate dean of undergraduate programs for the Carson College, witnessed the high energy and enthusiasm of the participants.

"Scores of students met dozens of employers and industry experts, and our board members got a great opportunity to meet more of our students," he says.

The board members provided insights on developing viable résumés, including the addition of key words to improve the chances of being noticed by a future employer.

"It was an inviting setting, and we were all completely focused on the students' needs and interests," says Oswald.

The speed networking event proved to be an effective learning experience for business students who are eager and driven to showcase their talents and WSU degree in the corporate world, says Tripp. "The event was a lot of fun. We thank everyone for participating and look forward to doing this again!"

MEET MEMBERS OF THE NATIONAL BOARD OF ADVISORS



JIM OSTER

'81 Business Administration, Accounting
KeyBank, SVP and FX Sales Manager

WHY DO YOU VOLUNTEER YOUR TIME TO BE A MEMBER OF THE NATIONAL BOARD OF ADVISORS?

My reason for participating in the Carson College of Business National Board of Advisors is twofold. First, it is one way of giving back to WSU for the education I received and that has been instrumental in my career advancement and success. Second, it is a way to help students navigate a highly competitive job market so they can successfully start their business careers.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

The students I have mentored and met with have been advised to focus not only on their technical business skills but also on their communication skills. Unfortunately in today's high tech environment, communication is becoming a lost art, especially written communication.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

Next to meeting Cindy, my wife of 35 years, my favorite memory is the family and welcoming feel of WSU.



SHANNON (FRIGON) FLYNN

'95 Business Administration, Human Resources Management
Senior Human Resources Manager, Microsoft

WHY DO YOU VOLUNTEER YOUR TIME TO BE A MEMBER OF THE NATIONAL BOARD OF ADVISORS?

I always feel it is important to give back to the community, and for me, WSU and the business college were instrumental in helping me reach many of my career goals. As I was looking for opportunities to give back, I wanted to do so in a way that would leverage my strengths and also benefit the students. The National Board of Advisors was the perfect opportunity for me to get closer to the college and be able to work directly with the students.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Be confident. You are getting a fantastic education through the Carson College, and employers realize this. I also recommend that you try to look for positions or companies that connect with what you really value in life. And lastly, try to get summer internships in your field, even if you're a freshman. Those kind of experiences can really help prepare you to be job ready after graduation and may help identify what you really want to do (or not).

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

My favorite memories have to do with being part of a group called Crimson Company. This was a show choir (think Glee), and we would put on a two-hour production that was really quite amazing. We were also ambassadors for the University; we would travel throughout Washington state and put on performances and workshops with high school students. I was very proud to be a part of such an amazing group of people, and many of my closest friendships today are with the people from that group.



TAMMY (KILLINGSWORTH) HOSSFELD

'96 Business Administration
Client Service Manager, RGP

WHY DO YOU VOLUNTEER YOUR TIME TO BE A MEMBER OF THE NATIONAL BOARD OF ADVISORS?

I volunteer with the National Board of Advisors because it gives me a tangible way to give back to a place that has afforded me many opportunities throughout my life. My education from the Carson College of Business has served me well through my career and connected me to many successful and selfless alumni. It means a lot to be involved with the board to assist in creating opportunities for our current and future students.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

The best advice I have for students is to take advantage of every opportunity that you can during your time at WSU. Whether it is participating in a foreign study program, being involved in a variety of student organizations, or participating in a sport, future employers desire diverse experiences. While grades are very important, it is valuable to be able to market yourself as a well-rounded potential employee.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

I loved everything about my time in Pullman and continue to love being a part of Cougar Nation. It is the unique family experience that you receive during your time at WSU that will follow you forever. Go Cougs!



DON LIONETTI

'87 Business Administration, Marketing
Microsoft Federal Account Manager

WHY DO YOU VOLUNTEER YOUR TIME TO BE A MEMBER OF THE NATIONAL BOARD OF ADVISORS?

As do most WSU alumni, I feel a deep bond with WSU and truly enjoy the time I get to spend on campus and with students and faculty as a result of serving on the National Board of Advisors. It is extremely fulfilling to get back to campus a few times a year and see the tremendous progress that WSU and the Carson College of Business have made over the last decade. There are wonderful things happening at WSU, and I encourage other alumni to get engaged. There is no better feeling than giving back to the current students and faculty by volunteering your time.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

I am genuinely impressed by the quality of students at WSU who I get to interact with. I encourage business students to get involved in the Carson Center for Student Success as well as the various clubs for their majors. Additionally, go talk to the professors and department heads for your major. Finally, if you have the opportunity, go study abroad through one of the many programs available in the college and expand your résumé. I was fortunate to visit C sar Ritz Colleges, our sister campus in Brig, Switzerland this past March. At the end of their term in Brig, students were able to travel Europe for a month while their fellow Pullman students were still in class!

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

Boy, so many fond memories come to mind! The best memory would have to be the lifelong friends I made at WSU. The world-class academic experience coupled with a social experience created who I am today. It is true that when I travel the country and see a person wearing a WSU hat or shirt, all I need to say is "Go Cougs" to see that Pullman experience in their eyes and know we are connected in a unique way.

THE IMPACT OF YOUR CORPORATE MATCHING GIFTS

ENDOWED ACCOUNTING SCHOLARSHIP OFFERS BALANCE

Original story by Juliann Smitt



Dave Kerslake



Stephen & Carolyn Conforti.

Dave Kerslake ('14 Accounting, '15 MAcc) gained much-needed balance in his life after receiving the Stephen ('84 Business Administration) and Carolyn Conforti Endowed Scholarship in Accounting at Washington State University.

His financial responsibilities became more manageable, and his family's burden in supporting his college career was eased. He achieved a master's degree from WSU "with very minimal financial impact in comparison to other universities' programs," he says.

Kerslake is now an auditor with DeLoitte Managing and Consulting.

Steve Conforti and his wife Carolyn created the scholarship to help accounting students build a solid foundation for future success. They have been WSU President's Associates for eight years.

"We have both enjoyed rewarding careers that started with great college educations," Steve says. "We have also seen the daily investment of faculty, staff, and students in creating a world-class educational experience within the Carson College of Business."

The Confortis also wanted to highlight diverse opportunities available in the accounting profession. "A number of accounting graduates also choose careers as staff accountants, business analysts, accounting managers, controllers, and CFOs," Steve says. "We saw an opportunity to emphasize and support this career path while also providing financial support to high-achieving students."

Through a generous matching gift program from The Boeing Company, the Conforti Endowed Scholarship Fund in Accounting doubled its value. This fund demonstrates the impact corporate matching gifts have on enhancing the total student experience.

"One of the great things about WSU is that we all understand what it means to be a Cougar," Steve says. "We take great pride in our University. Whether it is spending time supporting an event or project, or making a monetary contribution, all of us have the capacity to give back to WSU in some way."

MAKING AN IMPACT WITH MATCHING GIFTS

CARSON COLLEGE OF BUSINESS **MATCHING GIFTS IN 2015**

TOTAL AMOUNT
OF CORPORATE
MATCHING GIFTS

\$64,359



TOTAL EMPLOYERS
WHO PARTICIPATED

40

TOTAL NUMBER
OF CORPORATE
MATCHING GIFTS

234



You could **DOUBLE**, or even **TRIPLE**, your donation through your employer's Matching Gift program!

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

To find out if your current or former employer has a matching gift policy, contact Raegan Harvey at **raegan.harvey@wsu.edu** or **509-335-9448**, or visit **go.wsu.edu/ccbmatchinggifts**.



MAKING AN IMPACT WITH SCHOLARSHIPS

JASMYN HOLMSTROM THANKS DONORS FOR OPPORTUNITIES

By Raegan Harvey

JASMYN HOLMSTROM, senior management information systems major, credits and recognizes her scholarship donors for their support that has allowed her to take full

advantage of all the college has to offer. Clubs, networking events, résumé workshops, mentorships, career fairs, volunteering—the list of her involvement, both within the college and WSU, is not only extensive but impressive.

Holmstrom is a Regents Scholar and recipient of the Cougars of Color Scholarship and the Jaimie Jacobsen Women in MIS Scholarship. She is also the current president of the Student Leaders in Management Systems business club, has interned with Boeing, and participated in career fairs and the National Board of Advisors Student Networking Reception, and many other activities within the college and WSU.

Holmstrom's mentor and chair of the Information Systems Advisory Board, Jaimie Jacobsen, provides her with another level of support in addition to her scholarship.

"I've had the great pleasure of working with Jasmyn on coordinating advisory board/student activities, as well as serving as her mentor. She is proactive, driven, and very professional," says Jacobsen. "She asks great questions, and her ambition is apparent. She is exemplary of the type of student I had in mind when setting up the Women in MIS Scholarship."

"Many other students and I are so grateful for scholarship support that helps relieve our financial burdens in today's economic times," says Holmstrom. "Thank you for giving back and investing in the Cougar community!"

To see the full impact support has on students, whether it is from a donor's time, expertise, or financial support, Holmstrom's advice to all Cougs is to get involved with students through networking, mentoring, and volunteering with the college.

Scholarship support is critical to so many students in today's economy. The collective generosity of alumni, friends, students, and parents each year provides scholarship dollars based on financial need, academic merit, and other designated uses and purposes.

TO LEARN MORE ABOUT HOW YOU CAN INVEST IN THE CARSON COLLEGE OF BUSINESS STUDENT EXPERIENCE, CONTACT RAEGAN HARVEY AT **RAEGAN.HARVEY@WSU.EDU** OR **509-335-9448**, OR VISIT **GO.WSU.EDU/CCBSCHOLARSHIPS**.



CARSON COLLEGE OF BUSINESS SCHOLARSHIPS

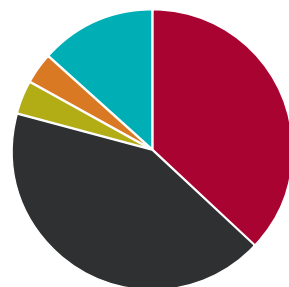
In 2015, total scholarship dollars awarded:
\$705,804

Total number of students receiving scholarship support:
352

Total number of scholarships awarded:
491

Average award amount:
\$1,445

2016-2017 ANNUAL COST OF EDUCATION AT WSU (Washington Resident)



- Tuition **\$9,934**
- Room & Board **\$11,356**
- Mandatory Fees **\$1,050**
- Books & Supplies **\$960**
- Transportation & Misc. Expenses **\$3,542**



INVEST IN THE CARSON COLLEGE

Your investment of time, industry knowledge, and financial support is the key to our students' success.

Whether you mentor our students, offer résumé reviews, participate in networking activities, or make a financial contribution to the Carson College of Business, you are investing in students and their success. Your investment, no matter the size, is vital to the college's ability to be the model for business schools in public universities and the first choice for students in the Pacific Northwest.

INVEST IN THE CARSON COLLEGE OF BUSINESS AND OUR STUDENTS TODAY BY CONTACTING RAEGAN HARVEY AT **RAEGAN.HARVEY@WSU.EDU** OR **509-335-9448**, OR VISIT **GO.WSU.EDU/CCBINVEST**.



STAY CONNECTED

WITH THE CARSON COLLEGE OF BUSINESS

1 JOIN THE CONVERSATION

Follow the Carson College through social media:



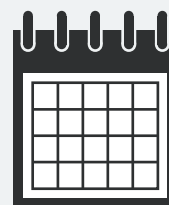
2 INVEST IN THE CARSON COLLEGE

The Carson College of Business owes much of its success to the generosity of our alumni, donors, and friends. Support the efforts of the college with volunteering, financial investment, and so much more. Learn more at go.wsu.edu/ccbinvest.



3 STAY UPDATED ON CARSON COLLEGE EVENTS

Stay updated on the Carson College calendar of events to network with our students and your fellow Cougs, and learn more about the college!



Visit go.wsu.edu/ccbevents.

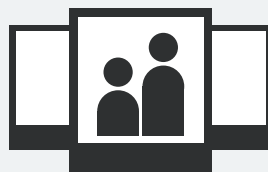
4 UPDATE YOUR COUG ALUMNI PROFILE

Being a member of Cougar Nation is a great way to keep in touch with your WSU friends, colleagues, former classmates, and professors. Anytime you have new contact information, sign in to update your profile online at alumni.wsu.edu!



5 SUBMIT PHOTOS

We want to feature you and your fellow Cougs sharing WSU's spirit and tradition. Submit your photos to ccb.development@wsu.edu.



6 SHARE YOUR IDEAS

Connect with us to:

- Learn More
- Recruit
- Invest



Contact: ccb.development@wsu.edu.

CARSON COLLEGE OF BUSINESS CALENDAR OF EVENTS 2016-2017

NOVEMBER

- 4 10th Annual Brewfest, hosted by Eta Sigma Delta, the 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
- 4 Feast of the Arts featuring Chateau Ste. Michelle Winery, 6:00 p.m. reception, Museum of Art; 7:00 p.m. dinner, Marriott Hospitality Dining Room, Todd Hall 268, Pullman
- 11 Feast of the Arts featuring William Church Winery, 6:00 p.m. reception, Museum of Art; 7:00 p.m. dinner, Marriott Hospitality Dining Room, Todd Hall 268, Pullman
- 14-18 Global Entrepreneurship Week, hosted by the WSU Center for Entrepreneurial Studies.
- 17 Celebrate Carson College! Herban Feast Sodo Park, 3200 1st Avenue South, Seattle

DECEMBER

- 9 Carson College of Business Graduation Celebration, Carson Center for Student Success, Todd Hall 101, Pullman
- 10 Fall Commencement, Beasley Coliseum, Pullman

FEBRUARY

- 6 Career Networking Night, hosted by the Carson Center for Student Success, 5:00–6:30 p.m., CUB Senior Ballroom, Pullman

MARCH

- 23 Burtenshaw Hospitality Career Night, hosted by the School of Hospitality Business Management, 4:300–6:30 p.m., CUB Senior Ballroom, Pullman
- 24 Burtenshaw Distinguished Lecture Series, hosted by the School of Hospitality Business Management, 11:00 a.m.–noon, CUB Auditorium, Pullman
- 24 School of Hospitality Business Management 85th Anniversary Gala, CUB Senior Ballroom, Pullman; Gary P. Brinson Distinguished Lecture Series, hosted by the Department of Finance and Management Science, Pullman; 4th Annual MIS Alumni Networking Event, hosted by the Department of Management, Information Systems, and Entrepreneurship, EFESTE Winery, Woodinville

APRIL

- 7 32nd Annual Winefest, hosted by Eta Sigma Delta, the student organization of the School of Hospitality Business Management, 5:00–7:00 p.m., Marriott Foundation Hospitality Teaching Center, Todd Hall 268, Pullman
- 21 Spring meeting of the National Board of Advisors, Pullman
- 21 NBoA Speed Networking Event, 5:00–6:00 p.m., Carson Center for Student Success, Todd Hall 101, Pullman
- 21 Beta Alpha Psi Banquet, hosted by the Department of Accounting, Schweitzer Events Center, Pullman
- 21-22 Business Plan Competition, hosted by the Center for Entrepreneurial studies, Todd Hall, Pullman

MAY

- 5 Carson College of Business Graduation Celebration, Carson Center for Student Success, Todd Hall 101, Pullman
- 5 Carson College of Business MBA Graduation Reception, Carson Center for Student Success, Todd Hall 101, Pullman
- 6 Spring Commencement, Beasley Coliseum, WSU Campus, Pullman