

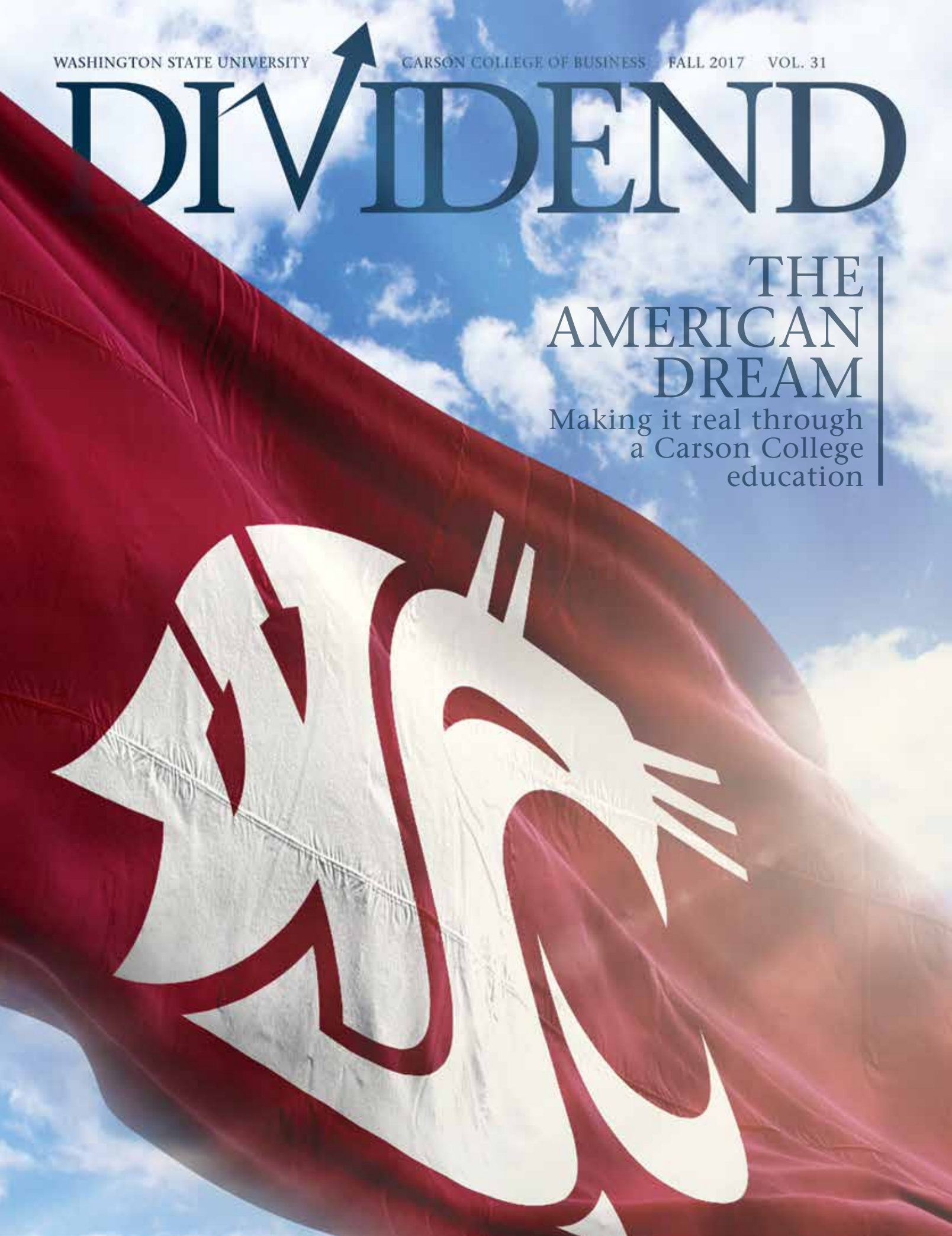
WASHINGTON STATE UNIVERSITY

CARSON COLLEGE OF BUSINESS

FALL 2017

VOL. 31

DIVIDEND



THE AMERICAN DREAM

Making it real through
a Carson College
education

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

2017, Vol. 31

CONTRIBUTING WRITERS:

Randy Bolerjack, Brian Clark,
Meagan Garrett, Chip Hunter,
Sylvia Lindman, Don Lionetti,
Meredith Metsker, Maegan Murray

CONTRIBUTING PHOTOGRAPHERS:

Randy Bolerjack, Victor Charoonsophonsaki,
Kristi Gutierrez, Shelly Hanks, Bob Hubner,
Sylvia Lindman, Marie Mayes,
Sue McMurray, Annalise Miller,
Maegan Murray

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 2017,
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

University Update	4
CougsFirst!: A Conduit to Career Success	6
Three Suitcases and a Dream	8
Wanderlust: How WSU's Center for Entrepreneurial Studies Helped Annalise Miller Realize Her Dream of Seeing and Saving the World	10
Katie Brauti: Reaching for the Future	12
Carson College Resources Support Discovery of a Dream	13
From Saigon to Puget Sound, Quan Vu Is Setting Goals for his American Dream	14
WSU Tri-Cities Student Uses CUBS Mentoring Program to Prepare for Dream of Owning A Business	15
Perseverance and Focus Account for Success	16
Seizing the Golden Ticket	17
Tri-Cities Tech Company elevate Saw Beginnings in WSU Tri-Cities MBA Program	18
Enhancing Leadership Through Education	20
Living the Dream on the Cayman Islands	22
Driving Global Change	24
Rucksacks to Backpacks to Boardroom	26
Giving Voice to Crowd Workers	28
ESL Preparation Study Speaks to Hospitality Industry Leaders	30
2017 Ph.D. Graduates	31
Carson College of Business Annual Awards	32
School of Hospitality Business Management Celebrates 85 Years	34
Year in Review	36
Scott Carson Earns Gibson Award for Volunteer Service	38
Calendar of Events	39
A Message from Don Lionetti	41
Meet Members of the National Board of Advisors	42
Making an Impact with Our Students	44
The Impact of Your Corporate Matching Gifts	48
Making an Impact with Scholarships	50
Invest in the College	54
Stay Connected	55



A Message

FROM THE DEAN



Photo by Bob Hubner

My fellow Carson Cougs,

The American Dream—the special focus of this issue—strikes a universal chord. Even skeptics understand the power of the idea that everyone should have a fair shot at a good life. The American Dream is really a gift, given by our society through opportunity. And in an increasingly complex world, higher education should be an especially powerful provider of opportunity.

Some might wonder whether college and the American Dream are still connected. In recent decades, the share of Americans moving up the income ladder over time has declined, giving ammunition to those who would say the Dream is fading. And public confidence in higher education is also waning. Our students and their families are struggling with tuition costs and debt. State funding for our public universities has declined drastically.

These challenges make our work at WSU even more important for the state of Washington. In the Carson College, we strive to make the American Dream real by bringing world-class business education to a wide range of students: we embrace our third- and fourth-generation Cougar alumni, we welcome and learn from our international students, and we are proud of the one-third of our students who are the first in their families to graduate from college. We inspire these business leaders of the future to achieve success in their careers, and through their success, to create opportunities for others.

Delivering on the Dream requires us to challenge students, to dismantle barriers to advancement, and to provide chances to recover for those who stumble. Many features

throughout this issue illustrate how our students and graduates across campuses are working hard, overcoming obstacles, and showing integrity on the path toward achieving their aspirations—whether starting their own businesses, moving ahead in their careers, or returning for more education to make career changes possible. As you read, you'll also discover how our faculty provide insights and critical thinking about workforce development in key sectors of our twenty-first century economy.

Being the dean of the Carson College of Business is an amazing opportunity. I am charged with ensuring that business education matters, with demonstrating its personal and societal impacts, and with making the case that we are uniquely positioned to deliver opportunities to achieve the American Dream to anyone willing to reach for it. I can't do this alone.

Working together, we can innovate, create insight, and keep the gift of opportunity open and affordable. You can help. Tell everyone about where we're heading, share your experience with our students and other alumni, and invest in us. Together, we will see Carson College students become the global leaders that repay the gift of the American Dream to others.

Go Cougs!

A handwritten signature in black ink, reading "Chip Hunter". The signature is stylized and fluid.

Chip Hunter
@ChipHunterWSU

UNIVERSITY



From left, Chip Hunter, Carson College of Business Dean and Kirk Schulz, WSU President.
Photo by Bob Hubner

Q: You're beginning your second academic year as WSU's president. What was the most important thing you learned about the University during your first year?

Kirk Schulz: I knew that the Cougar community was extremely passionate about the University even before I took the job. But I probably underestimated the depth of Cougar pride. It's been eye opening—and inspiring—to experience this unwavering support for WSU from our alumni and friends. And it's not just athletics. It shows up in nearly every aspect of life across our state. It's an incredible asset as we look to the future.

Q: What are your dreams for WSU?

Kirk Schulz: One of my biggest dreams is to elevate the stature of the University to the place it deserves. The talented women and men at Washington State—as well as our alumni—are doing great things to transform lives and better our society. When people talk about the top public research universities in our country, our faculty, staff, and students absolutely should be included in that conversation. I consider building our reputation one of my top personal priorities.

Q: That sounds like an ambitious dream. How do you plan to turn it into reality?

Kirk Schulz: Last year we launched the Drive to 25, an institution-wide initiative to elevate WSU to recognized status as one of the nation's top 25 public research universities—preeminent in research and discovery, teaching, and engagement—by 2030. We're focused on two major goals: accelerating the development of our research portfolio, and enriching the WSU student experience, making it truly transformative. Last year we involved the entire WSU statewide enterprise in identifying our strengths and establishing metrics to measure our progress in the initiative.

Q: Why is the Drive to 25 so important?

Kirk Schulz: State funding for public higher education across our country has dropped precipitously over the last 10 to 20 years. So public universities have had to be creative in finding other revenue streams to fulfill their missions. Achieving top 25 status nationally will bring about a number of outcomes that ensure a vibrant future for the University: growth in our enrollment, expanded external research funding opportunities, and the creation of new partnerships with private and public organizations, locally, nationally, and globally.

UPDATE

Q: How does the Drive to 25 support students and their ambitions?

Kirk Schulz: There's kind of a domino effect. As we succeed in this initiative, we'll boost WSU's reputation, which will attract additional financial resources. Garnering additional funds will enable us to provide the resources faculty need to excel in scholarship and teaching, which will enhance the educational experience of our students. As the educational experience is enhanced, it will help us achieve our student recruitment objectives. As our research portfolio grows and enhances our reputation further, it will in turn attract more research investment. Equally important, success in the Drive to 25 means our alumni benefit too—a WSU degree will be worth more in the marketplace.

Q: What is the role of the Carson College of Business in advancing the Drive to 25?

Kirk Schulz: The Carson College has a critical role to play. The college already is well on its way to becoming the first choice for students seeking a business education from a Pacific Northwest university. The college has earned numerous accolades in recent years that recognize the quality of its programs. Business and policy communities of the Northwest are increasingly recognizing the college as the leading source of research-based insights and critical thinking about business. We have enthusiastic, loyal alumni helping chart the college's future course.

To succeed in the Drive to 25, we need to continue enhancing and refining our current efforts. We must persist in our efforts to deliver innovative academic programming and career preparation that ensure career and life success for our graduates. And we must invite and embrace the wisdom and insights of our alumni and friends, who know better than anyone about the essential knowledge and traits needed to succeed in business in the twenty-first century.

Q: What else does the University do to help students achieve their dreams?

Kirk Schulz: One of the really compelling things we do at Washington State is to give students access to higher education—a gift whose benefits last a lifetime. I love the role of land-grant universities, the idea that a lot of land-grants are easy to get into and hard to get out of. We give students a shot; they have to work really hard, and we support them along the way with a variety of resources. Part of that support means we must hire top-notch faculty and staff, provide modern facilities and technical capabilities, and prepare our students to appreciate and embrace the diversity and interconnectedness of the world as they prepare to become our future leaders.

Q: What's the most important thing WSU alumni, donors, and friends can do to boost the dreams of our students?

Kirk Schulz: There are a couple of things that come to mind immediately. One, consider giving of your time, talent, or treasure to the University. I know it sounds cliché, but it will make a tremendous difference. We enroll a lot of incredible students, talented, motivated students—many of them first-generation college students—who are going to change the world in medicine, in business, in architecture. The list goes on. Once you get to know these students, you'll want to boost them toward their dreams. Second, tell your friends, family, and colleagues about the fantastic experiences and opportunities WSU provides and the benefits we deliver to the state. As I said earlier, not enough of the country knows what a powerhouse our University is.



COUGSFIRST!: A CONDUIT TO CAREER SUCCESS

Story and photos by Sue McMurray

The degree of passion and loyalty of WSU alumni doesn't happen at every university. Nowhere else is this more evident than at the annual CougsFirst! show and after party, where over 2,000 WSU alumni and friends gather to reconnect and network.

Founded in 2011 by Glenn Osterhout ('82 Mktg.), Jack Thompson ('84 Bus. Admin.), Rob Tobeck ('94 Phys. Ed.), Mike Bernard ('84 Bus. Admin.), Paul Dent ('83 Fin.), and Mike Politeo ('79 Econ., Pol. Sci.), CougsFirst! is a business network encouraging WSU alumni and friends to utilize Cougar owned and managed businesses throughout the country for their products and services.

PANELISTS SHARE TIPS FOR SUCCESS

This year, 38 Carson College undergraduates attended CougsFirst! to meet alumni and learn more about Cougar owned businesses. Prior to the show and after party, the Carson Center for Student Success teamed with Osterhout to convene a panel of speakers, who shared tips on successfully navigating their upcoming careers.

"It was so exciting to go to Seattle and listen to successful business professionals give us advice on how to navigate our own career path," said Alayna Piwonski, a human resources major. "I am so thankful for all of the opportunities the Carson College of Business has given me."

Panelist Sarah Coke ('11 Psych.), Concur Technologies

Inc.'s global internship lead, suggested tailoring résumés to highlight technical skills, including expertise gained by watching YouTube or online forums. "It shows you can learn in different ways," she said.

While a student, Coke took a paid internship at Concur to pay for studying abroad. She loved the company so much, she took a human resources job after graduation, and because of her global experience, was soon offered a global onboarding position. Now in her "dream job," she manages five internship programs in nine global locations.

IMPRESSING BEYOND THE RÉSUMÉ

Coke and Jen Dynes ('92 Psych.), Tableau Software's campus recruiting manager, recommended students showcase who they are as individuals—something not on their résumés. Activities such as taking a leadership role on campus or in a fraternity or sorority, playing an instrument, speaking a foreign language, playing or coaching team sports, or participating in student clubs and events like CougsFirst! may all illustrate transferable skills employers want, they said.

Shannon Flynn ('95 Bus. Admin., HR), Microsoft's senior human resource manager, and Amelia Ransom, Nordstrom's director of talent, spoke about the importance of being a constant learner and providing value to the

company. “You influence others through respectful communication, honesty, and tenacity,” said Flynn. “Being honest about your strengths will take you further than anything else.”

Flynn said her HR career started at WSU as a computing services lab monitor, when she noticed there were no written staffing processes or promotion philosophy, so she created them. “Look for opportunities, be flexible, and take risks,” she said, “but don’t oversell yourself.”

Ransom said knowing when to lead and when to follow is an important workplace skill that sets one up for success. “I wish I had known I didn’t have to have it all figured out,” she said. “I have my own personal board of directors—my truth tellers. For you, this may be your parents. At work, you have to invite people to tell you the truth that will help you become better at your job.”

Osterhout advised students to constantly think about networking and to proactively seek connections. “Introduce yourself, invite people to coffee, and connect through LinkedIn,” he said. “Perseverance will make you successful. Employers hire Cougs because they get the job done.”

NORDSTROM, TABLEAU SOFTWARE HOST STUDENT NETWORKING OPPORTUNITIES

As part of the CougsFirst! experience, Carson students visited Nordstrom and Tableau Software headquarters. Shandace Robertson, Nordstrom recruiting analyst, explained internships are available in many of Nordstrom’s sectors, from finance and economics to merchandising and retail. Interns are immediately immersed in learning the art and science of buying, she said.

Jason Gowans, Nordstrom vice president of marketing analytics and technology, discussed the balance between data-driven marketing and maintaining a personal connection to customers. One intern project increased beauty product sales by examining consumer purchasing

data and creating a personalized beauty email customers receive prior to when they typically buy products.

Several WSU graduates who work at Nordstrom shared their testimonies on achieving their dream jobs within the company.

“I always wanted to work at Nordstrom,” said Catherine Yates (’16 Fin.), financial analyst. “I worked in sales during holiday breaks. As a junior, I requested an informational meeting with a manager. Every month, I emailed her. When a position opened, I was hired.”

A DAY IN THE LIFE AT TABLEAU

At Tableau, a panel of WSU alumni showcased the company’s employee-friendly culture and the applicability of Tableau software to industry. Fortune 500 companies, health care organizations, nonprofits, educational organizations, and the government are examples of industries who use Tableau, but the software can serve anyone who uses data.

Host Jen Dynes said that quite a few students who intern at Tableau are hired back full-time after graduation. Panelists Zane Murfitt (’09 Comm.), Mike Crook (’94 MIS), and Trevor Hall (’03 MIS, ’15 MBA) recommended students interested in the company learn more by visiting Tableau Public, the company’s website, to watch visualization videos and live webinars, and by researching Tableau conference speakers.

“New employees in sales and development attend a two-week boot camp learning onboarding processes, then go full throttle,” said Cheyenne Jasienski (’14 MIS), a sales analyst. “I knew I wanted to work at Tableau when I was an undergraduate,” she said. “To succeed here, you need to be willing to learn and have energy and passion.”

“Going to Tableau’s and Nordstrom’s corporate offices and talking with recent graduates and WSU alumni made me realize the education you receive at WSU can really take you anywhere,” said MIS major Connor Oswald.





THREE SUITCASES AND A **DREAM**

By Sue McMurray

Rabindra and Spring Nanda

Rabindra Nanda ('93 MBA) doesn't have to be convinced to be passionate about WSU. He says his love for the University is in his DNA, which is remarkable, considering he was born and raised in India.

While studying at St. Stephens College in Delhi, Nanda was accepted into a one-year undergraduate exchange program with WSU in 1990. Having never been to the Pacific Northwest, he was anxious and excited when he flew into Pullman with just three suitcases to begin his WSU experience.

From the moment he landed at Pullman's small airport, he felt welcomed and accepted. A stranger gave him a ride to the dorms and money for dinner. The relationships he built with students and faculty in his business classes grew into lifelong memories and friendships.

MBA HELPS LAUNCH ENTREPRENEURIAL CAREER

Nanda stayed on at WSU and earned his MBA. He says the biggest value of the program was the close interaction between students and faculty, from networking opportunities and field trips, to potlucks at professors' homes. The quality of the faculty and peer influence taught him the generosity and value of the community, to think independently, and to be confident.

"The entire environment of WSU—the sights, sounds, and landscape—was captivating," says Nanda. "It was the right fit, and it's where I launched my dream of becoming a small business entrepreneur."

Nanda achieved his dream. For the last 20 years, he has dedicated thought leadership, operational excellence, and business performance in the startup and small

business space for diverse markets. He and his wife, whom he met at WSU, have maintained a steady connection to WSU and the Pullman community, making regular trips and supporting the University.

FOREVER INSPIRE

Nanda has always felt the importance of creating meaning beyond himself. In 2015, he and other Cougs in the Tri-Cities area founded MBrands LLC, a business venture that offers products of enduring quality, utilizes abilities to help those in need, and builds personal and collective brands that are meaningful and inspiring.

One of those brands is Angocha bath and beach towels. These luxury, cotton linens display the official Cougar logo and are crafted with fair labor manufacturing practices and environmentally-friendly materials. With each sale of a towel, \$2 is donated to MBrands LLC's Cougs4Good giving campaign that supports \$500 scholarships for Pasco High School students intending to study at WSU.

"My WSU education and Cougar spirit inspired me to make education more affordable for others," says Nanda. "Giving is part of the mission of our meaningful brands that forever inspire."

Nanda is far from checking off the accomplishment of his American Dream. He and his wife, Spring (Bus. Admin. '95), aspire to move back to Pullman, where they began their life together. Nanda eventually wants to teach a WSU course on the psychology of a small business, drawing from his own experiences to show future entrepreneurs a glimpse of how small business ventures can have great impact on the world.



For every towel sold, Rabindra Nanda's company MBrands LLC donates \$2 to support Cougs4Good scholarships.





WANDERLUST: HOW WSU'S CENTER FOR ENTREPRENEURIAL STUDIES HELPED ANNALISE MILLER REALIZE HER **DREAM OF SEEING AND SAVING THE WORLD**

By Meagan Garrett, photo by Victor Charoonsophonsaki

Annalise Miller has a tattoo on her shoulder that reads “not all who wander are lost.”

In January, Miller “wandered” to Tanzania to field test a product she invented in her senior capstone class. Tanzania marked her thirteenth country in four years. She’d never traveled out of the United States before coming to WSU. In that time, she’s also traveled to Ghana for humanitarian work and studied abroad throughout Europe.

Miller loves to wander, but she certainly isn’t lost. In fact, she found exactly what she was looking for.

Miller didn’t come to WSU with the dream she has today of being an entrepreneur who makes the world a better place. She came to pursue math and a business degree. She found she wanted more, and entrepreneurship was the “something broader” she was searching for. Through the support of the Carson College of Business Center for Entrepreneurial Studies (CES), she has spent the last four years preparing to build her entrepreneurial dream.

DIGITAL THERMOMETER AN INSTRUMENT OF CHANGE

Miller and her entrepreneurial partner, Victor Charoonsophonsak, a mechanical engineering major in the Honors College, found each other in a senior capstone class cofacilitated by the Harold Frank Entrepreneurship Institute and CES. They were given a prompt by the Paul G. Allen School for Global Animal Health to find a solution for cow herding Masai tribes in Tanzania who don’t pasteurize their milk and are getting sick because it contains antibiotic-resistant bacteria.

Miller and Charoonsophonsak decided a better thermometer was needed than the standard mercury thermometer currently being given to the Masai. They invented a digital solution with lights that indicate if milk is pasteurized or not. It is durable, easy to use and read, and has the added benefit of being able to collect much needed data about the pasteurization habits of the tribes. They built their first prototype and founded their company, Kulè Tech LLC.

TESTING INNOVATION IN TANZANIA

The student entrepreneurs traveled to Tanzania, Africa, to test their thermometer among a few Masai tribes. They traveled with leaders from the Allen School; Marie Mayes, director of the CES; and the founders of Engage Biotech, former Carson College students who invented SafeShot, a lid that attaches to a multiuse medicine injection vial and sterilizes the needle. Engage joined the trip to field test use and adoption of their latest product in a variety of medical clinics throughout Tanzania.

“It is so cool to see your product tested in the field for the first time,” says Miller. “The Masai were incredibly welcoming. We learned so much about the initial design and are already revising based on how members of the tribes used and interacted with it.”

In addition to testing their products in the field, the group mentored the teams competing in the African Grand Challenges Event at the Nelson Mandela African Institute of Science and Technology (NM-AIST) in Arusha. This work included providing entrepreneurial education



*WSU team members with Masai translators and children.
Photo by Annalise Miller*

and support to those from various socioeconomic backgrounds working to develop businesses in Tanzania.

"The people must do the developing," Miller says. "We can't do it for them. We must help give them the entrepreneurial education to build the businesses to sustain their economy. That is where my interest really is now."

NEXT STEPS FOR KULÈ

The trip and the partnership with the Allen School proved successful for Kulè. The company's potential market is huge: there are 1.7 million cow herding people in Kenya and Tanzania alone. Africa, India, and parts of Asia represent the developing world's largest cow herding populations.

The team is currently manufacturing up to 100 units for an in-depth use and adoption test with three Masai tribes. Once production is complete, Miller and Charoonsophonsak will again return to Africa with Mark Caudell, a postdoctoral fellow in the Allen School, to test how each tribe responds to various approaches for adopting the use of these thermometers and the corresponding milk pasteurization practices.

As for Miller, she is working toward her dream of seeing and educating the world. "International development is my dream, and the Peace Corps is my best foot in the door. Right now, I'm working toward a job with them. I take every opportunity as it comes because I don't know where it will lead me."

Being able, as a senior in college, to invent a product and then travel to Tanzania to do hands-on field testing is something I just don't know if I could have done at any other school.

Annalise Miller



*Testing the initial thermometer prototype in Tanzania.
Photo by Annalise Miller*

KATIE BRAUTI: REACHING FOR THE FUTURE

By Sue McMurray

Before Katie Brauti was even 17, she set her sights on attending WSU. She toured campus with her older sister, Annie ('16 Comm.), and fell in love with WSU's architectural beauty, the town, and rolling Palouse countryside. When her sister came home on a break and relayed how much fun she was having in Chef Jamie Callison's culinary class, Brauti—a self-described “foodie”—couldn't wait for the chance to take it herself. Her chance almost didn't come.

DETERMINATION DEFEATS DEVASTATING INJURIES

In 2013, during her junior year at Lake Oswego High School, Brauti was in a car accident and suffered a traumatic brain injury. She was in a coma for five weeks, and doctors advised her heartbroken parents, Dave ('87 Bus. Admin.) and Trina ('87 Comm.), that she may never recover beyond a vegetative state.

“My husband said, ‘You don't know Katie's determination,’” says Trina. “We just wouldn't settle for her not getting better.”

Brauti's recovery began by relearning every stage of development since infancy. Six months later, she resumed high school part-time. Being ahead on credits, she finished her remaining classes and graduated on time, with her dream of attending WSU well within reach. “I wanted to stay on the path I had worked so hard for before my accident. I wanted to be a Cougar!” she says.

COUGS HELPING COUGS

Today, Brauti is a WSU junior. One of her happiest moments was enrolling in Callison's culinary fundamentals class. Callison met with Brauti and her family and “felt an immediate connection,” he says. “I was not going to limit Katie in any way unless there was a safety issue,” says Callison.



From left, Lynn Carmichael, Katrina Barone, Katie Brauti, Peter Barone

Having lost fine motor skills in her right hand and arm due to a cerebellar tremor, Brauti couldn't chop food safely. Callison accommodated this by pairing her with Brittley Barrett, a hospitality business management student, who was honored to assist Brauti when necessary.

Noticing Brauti's passion for cooking, Callison selected her to receive the 2016 Cutting Edge Award, which acknowledges a student's outstanding drive and positive attitude. “Katie is always smiling, friendly, and thoughtful—everyone loves her. She showed us who we should be,” says Callison. “Nothing slows her down.”

Brauti received a set of high end kitchen knives and protective cutting gloves, generously donated by Lynn Carmichael ('73 Comp. Sci.), and his daughter Katrina Barone ('06 Bus. Admin.), owners of Hobart Sales and Service.

“I had missed making food so much. The no-cut gloves were a life-changer for me,” says Brauti. “Meeting the Carmichaels was humbling, and their caring for my situation left me speechless. I am so grateful to Chef, Brittley, the Carmichaels, and others at WSU who make this place so special and help me continue to heal.”

A member of Kappa Kappa Gamma, Brauti also has made the President's Honor Roll. She studies human development and envisions a future working with young children and, of course, cooking.

CARSON COLLEGE RESOURCES SUPPORT **DISCOVERY OF A DREAM**

By Sue McMurray



As a WSU freshman, Taylor Lange ('17 Mktg.) found herself at a crossroads with her choice of major. Growing up in Colfax, the farmer's daughter and fourth generation Coug had deep roots in the agricultural sector and an interest in food science, but she didn't envision herself as a researcher. Social and outgoing, Lange joined Kappa Kappa Gamma and began to dream about a career in business that would capitalize on her communication and networking skills. Still unsure, she set up an informational meeting with a business advisor in the Carson Center for Student Success.

It was a step that transformed Lange's education and her future career plans.

"I can't thank my Carson Center advisor Tom Sanford enough for the information and direction that helped me confirm my dream to work in business," says Lange. "From Dr. Chuck Munson, who helped me get through statistics, to Dr. Jeff Joireman, who showed me how you can be creative in marketing, the Carson College made me feel I was in the right school," she says.

ONE DREAM LEADS TO OTHERS

Lange chose to major in marketing and minor in economics, a combination that would best prepare her to become a business professional. The Carson Center introduced her to studying abroad and developed a course plan that would keep her on track to graduate in four years. Lange spent four months at the Florence University of the Arts in Italy studying international marketing.

"When I was in a central market in downtown Italy, I heard 'Go Cougs!'" she says. "The worldwide Coug community is the best thing about WSU."

When Lange returned to Pullman for her senior year, a larger dream began to take shape in her mind: becoming the brand marketing manager of a Fortune 500 company within the next 10 years and simultaneously supporting WSU.

"In the long-term, I want to be able to hire Cougs whose success stories will help put WSU on the map as one of the nation's top 25 business schools," she says.

COUG COMMUNITY PROVIDES SUPPORT

To meet her goals, Lange looked for a job that would provide a strong human resources foundation. Attracted to Amazon's fast pace and culture, she applied for several positions but was unsuccessful. Discouraged, she turned to resources within the Coug community. She spoke with Google for Entrepreneurs marketer Danny Navarro ('10 Mgmt. & Ops.) who told her not to give up. While attending the Holiday Bowl, she networked with Brad Fisher ('79 Bus. Admin.), who gave her "an amazing referral" to Amazon's human resources department. Milt Lang ('98, '08 Educ.) connected her with his daughter Maliza, an Amazon employee, who offered guidance. Lange also participated in the Carson Center's mock interview, career, and résumé workshops.

The preparation paid off. In July, Lange landed a job in Amazon's talent and acquisition program, learning HR processes that will help her achieve the dreams of her future.

FROM SAIGON TO PUGET SOUND, QUAN VU IS SETTING GOALS FOR HIS AMERICAN DREAM

Story and photo by Randy Bolerjack

At 14 years old, Quan Vu made the pitch to his parents to move from Saigon, Vietnam, to America. "At first, my family didn't really want to move. I really wanted to come to America."

His grandparents had already moved to Shoreline, so he had a place to land before starting high school. So he moved, before his parents or either of his siblings.

"It was a hard process," Vu says. He faced many challenges, from communication and making friends to other cultural gaps.

THE BENEFITS OF AN AMERICAN EDUCATION

After graduating from high school, he attended Shoreline Community College, where he earned his associate's degree. At the time, he did not know what was next for him. By then his parents had moved to America as well, and after a year off and some experience at his family's new restaurant, he knew he wanted to pursue a degree in hospitality business management. The best fit for him was the Carson College of Business program at WSU's newest location in Everett.

"For hospitality, other universities didn't offer much. I went online and searched for the best hospitality program in the state, and it was Washington State University," Vu says. "The convenience of the Everett campus was important. I already had a job here at Tulalip Resort Casino and was the assistant manager at Pho 36 in Lynnwood."

Vu says he is a very practical person, and the program at WSU made practical sense for his goals. "My classes at WSU Everett are really relevant to what I'm doing and what I want to do," says Vu. "This program also gave me opportunities to meet with industry professionals. The classes are an extended experience and provide deeper understanding into real-world hospitality situations."

"The best part of being a Cougar in hospitality is the people you meet and the experiences you get at such a variety of venues," he says. "My friends at other universities have not had the same experiences."

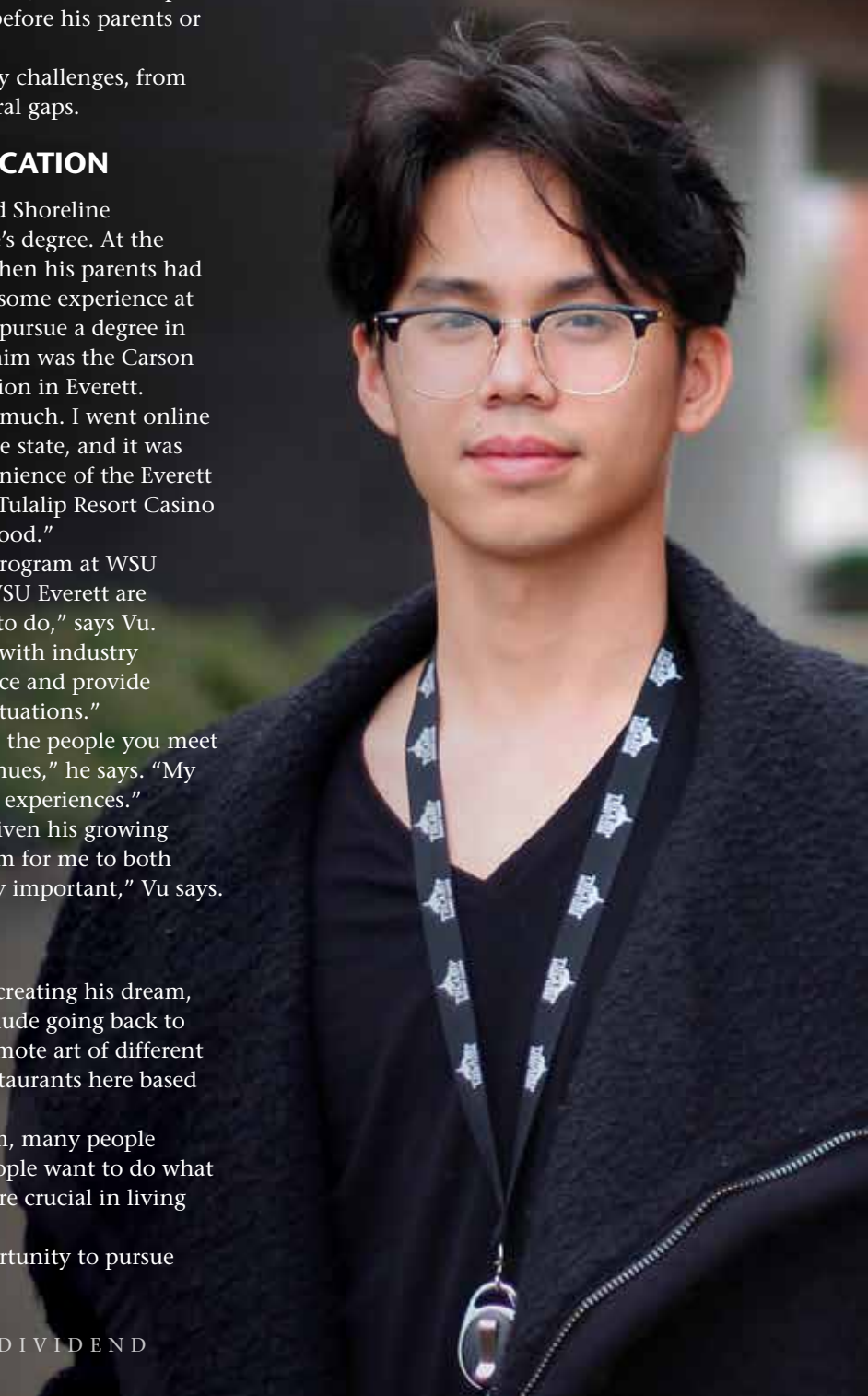
The program also provided the right balance given his growing career. "WSU's hospitality program left a lot of room for me to both work and study at the same time, and both are very important," Vu says.

GOALS BEYOND EARNING INCOME

Being practical, Vu does not think in terms of creating his dream, but rather prefers to set goals for himself. They include going back to Vietnam to build and invest in businesses that promote art of different kinds. They also include building a franchise of restaurants here based on different soup recipes.

"People's dreams reflect differences. In Vietnam, many people focused on getting a job to survive. In America, people want to do what they love and make a career. Here that is much more crucial in living one's life," says Vu.

With his degree in hand, he now has the opportunity to pursue those goals.





WSU TRI-CITIES STUDENT USES CUBS MENTORING PROGRAM TO PREPARE FOR **DREAM OF OWNING A BUSINESS**

Story and photo by Maegan Murray

Carlos Ramos may only be a sophomore at Washington State University Tri-Cities, but he has a head start in one day owning his own business, thanks to the skills he is learning both through the Carson College of Business and the University's CUBS mentoring program.

Through the CUBS mentoring program, where CUBS stands for Carson Cougar Undergrads Building Social Capital, students are paired up with a mentor from the business community. The duo has regular meetings to develop valuable insights into their profession, as well as guidance on how to develop and execute a career plan.

Ramos's goal is to own his own gym. He says he has dabbled in a semi small business venture of his own cutting hair for friends and family for a few years, but later realized he was more interested in a business that pairs directly with his passion for fitness.

"I know I don't want to cut hair for the rest of my life, but I do love fitness and going to the gym," he says. "I think it would be a lot of fun to own my own establishment one day."

Ramos expressed this desire to his WSU Tri-Cities advisor who helped set him up with the CUBS mentoring program. He was paired with a professional from Banner Bank.

Ramos met with his mentor at least three or four times throughout the last year—each time for about an

hour-and-a-half. During these meetings, he was provided with a packet to study, and the two would talk about all areas of setting up a business, from the pre-stage planning to what he should expect after opening his own gym.

"My mentor showed me different business plan templates, how to plan for competitors, about different demographics, and also the right way to build credit," he says. "It was an incredibly valuable experience."

Ramos says he would definitely recommend the CUBS mentor program, especially for those looking to explore the world of entrepreneurship.

"I think it provides a lot of crucial information, especially if you are interested in management or developing your own operation," he says.

Although he is taking a break from the program currently, mainly to focus on his prerequisite courses before he heads into upper-level business classes, Ramos says he plans to resume the mentorship opportunities as he gets closer to his upperclassmen years. He hopes the program will help him achieve his American Dream of establishing a career he loves and enjoys.

"I think of the American Dream as living out your passions in life," he says. "You do that, and you won't have to work a day in your life. The CUBS program has helped me start that process, and I plan to use what I've learned to be successful in my own business venture one day."

PERSEVERANCE AND FOCUS ACCOUNT FOR SUCCESS

By Sylvia Lindman



**I believe in
paying it forward.
Without building
relationships, we
don't get very far.**

Adelayda Lopez-Santillano

Even before her May 2017 graduation, Adelayda Lopez-Santillano's accounting career was well on its way. She has worked for the Washington State Auditor's Office, Clark County PUD, and Perkins & Co., one of Portland's top accounting firms. After completing her Certified Public Accountant and Certified Managerial Accountant exams, her career options will soar.

Twenty years ago, Lopez-Santillano did not foresee that she would one day be hailed as a success story at WSU Vancouver's Carson College of Business. Now 35, she grew up in Blackfoot, Idaho, as the oldest of six half siblings and learned as a child to cook, wash clothes, and clean.

"My mom never really expected that I would continue my education," says Lopez-Santillano, who dropped out of high school at age 15 to get married but did earn her GED. When her first marriage ended, she left Idaho for a good job at the Port of Portland.

When the company started laying people off, Lopez-Santillano decided to leave and pursue her education, a lifelong dream. She earned a cosmetology license, but that wasn't enough for her. She found her calling—accounting—at Clark College.

"I fell in love with the community, and I fell in love with accounting," Lopez-Santillano says. She graduated in May from WSU Vancouver with honors—the first in her family to earn a bachelor's degree.

AN AMAZING RESOURCE

Everything fell into place for her when she needed it, she says. The Carson College of Business, for example, has been "an amazing resource" with "wonderful people who pointed me in the direction where I needed to go," she says.

She built relationships with professors and students, forming study groups and tutoring. She regularly used WSU Vancouver's Carson Center for Success, a resource for business students. "It provides a place to study, and advisors are right there in that room, so if you have a question, you can talk to them," she says.

Remarried and the mother of three boys, ages 9–13, Lopez-Santillano received grants and scholarships and worked as many as three part-time jobs at a time to cover college and living expenses. In 2016, she became the first recipient of the new Joe Cote Endowed Scholarship, which supports business students who struggle to stay in school.

Mostly, though, her own focus and perseverance account for her success. "When you grow up poor, there's this drive inside you that won't allow you to fail," she says.

Lopez-Santillano has high expectations for her own children. The first step to a good life? "I expect my children to graduate from high school and get straight As," she says.

As for her future, she would like to be in a position to help other students like herself. "I will be a part of WSU in some way," she says. "I believe in paying it forward. Without building relationships, we don't get very far."

SEIZING THE GOLDEN TICKET

ALUMNUS DANNY NAVARRO SHARES ENTREPRENEURIAL TIPS FOR SUCCESS

By Sue McMurray, photo by Marie Mayes

Shortly after achieving his dream of landing a job at Google, Danny Navarro ('10 Mgmt. & Op.) began to focus on what he was going to do next. Soon another dream began to take shape as he realized that for him, happiness is only real when shared.

While working within the search giant's sales organization, Navarro felt a strong pull toward Google for Entrepreneurs, a branch of the company that specializes in supporting startup communities globally and building spaces where entrepreneurs can learn, connect, and create companies that will change the world.

He badly wanted to join the entrepreneurship team, a highly competitive role, but there was no availability. For one year, he volunteered during nights and weekends, with no expectations—just immersing himself in projects that simultaneously intimidated and intrigued him.

PERSEVERANCE AND CREATIVITY PAY OFF

Navarro's patience paid off, and he eventually received his dream job offer: he now manages the brand globally for Google for Entrepreneurs.

Since then, he's had a chance to travel the world, meeting with entrepreneurs and community leaders. He's worked on over 15 international strategic partnerships for the company and has filmed Google's outreach efforts in places like Ghana and China.

He also managed Google's presence at the White House 2016 Global Entrepreneurship Summit in Silicon Valley. The challenge? Securing both President Obama and Google's Chief Executive Officer Sundar Pichai as speakers.

Through a bit of creative negotiating, he basically convinced each leader's support team that one would speak if the other spoke. Navarro pulled it off, and the event made the *New York Times*.

From that experience, Navarro says he learned that reality and perception often intertwine. "You have to be willing to create new realities for people," he says.

THE REWARDS OF GIVING BACK

"I love to help people and am beginning to discover that it is my life's mission to do so," says Navarro. "If you are a giver, it will come back. I've learned that empathy, listening, and giving of myself make me most happy."

Navarro shared this lesson and several others with future entrepreneurs attending the Carson College of Business's Resource Nights, where he advised students that "when you create a goal for yourself and you tell someone, you make it real. A positive attitude is everything."

Navarro also revealed things he wishes he had known as a Carson College student on the cusp of pursuing his dreams, such as the importance of asking questions and being self-aware, maintaining a sense of humor, and actively seeking diversity. Careers are unlikely to be linear, and that's ok, he said.

He strongly encouraged students to take advantage of the many opportunities that supported him as an undergraduate, including study abroad, scholarships, and internships. "Treat your time as a student like a golden ticket," he said. "Don't wait for your dreams to come to you, just go do something right now."



TRI-CITIES TECH COMPANY ELEVATE SAW BEGINNINGS IN WSU TRI-CITIES MBA PROGRAM

Story and photo by Maegan Murray

Paul Carlisle ('07 MBA) had just completed his undergraduate degree in business administration from Washington State University Tri-Cities in 2005 when he decided to open his own technology solutions company.

The idea came after the organization he previously worked for sold to another company, and he felt the work he was doing became less challenging.

"It was an opportunity for me to say, 'I'm going to jump off and try to tackle something larger,'" he says.

But rather than focusing on large equipment installations, like most technology infrastructure companies were doing at the time, Carlisle planned to serve companies as an end-to-end technology management firm. With that, elevate was born.

Carlisle used the master's in business administration program at WSU Tri-Cities to refine the business structure and launch the organization, as well as consult with his professors for what worked and what didn't within the company.

"I leveraged a lot of my business school classes through the master's in business administration program at WSU Tri-Cities for elevate," he says. "I feel like WSU Tri-Cities really helped me identify and create a level of maturity when it was being launched."

SEEING SUCCESS

Since that period, the company has grown to contract with more than 50 companies throughout the mid-Columbia region and across the state. In 2016, elevate welcomed Governor Jay Inslee to talk about job creation. This year, Carlisle was recognized with the Richland Rotary's Sam Vulpentest Entrepreneurial Leadership Award.

"I certainly didn't do it on my own," he says. "I've worked with people in the Tri-City Regional Chamber, at WSU Tri-Cities, through WSU Tri-Cities' Carson College of Business Advisory Board, and with coworking and startup programs."

Carlisle says WSU Tri-Cities is different from many college campuses because the courses are truly rooted in the community and the business connections are already established locally.

GIVING FORWARD

Now, Carlisle is using his success in his own career to give back to students and future entrepreneurs.

Carlisle serves on the WSU Tri-Cities Carson College of Business Advisory Board, which aims to create opportunities for community partnerships between local businesses so that students may be connected with many more research experiences, internships, co-ops, and more. Additionally, he serves as an adjunct faculty member teaching entrepreneurship and works with the Tri-City Regional Chamber of Commerce on its board and regional affairs committee.

"By looking at the natural flow of businesses in the Tri-Cities, we can start to remove barriers and just let the natural momentum move forward," he says.

Carlisle says it has always been his goal to use his own success as a catalyst for growing the success of others.

"I've been there," he says. "In my 20s, I worked to really form elevate. In my 30s, I quickly realized that helping these emerging businesses is what elevate is all about. In my 40s, I want to be invited to play with these fantastic new startups built by these bright young students because they are the future of our community."



ENHANCING LEADERSHIP THROUGH EDUCATION

By Meredith Metsker, photos by Shelly Hanks



When Bryan Emerson ('17 EMBA) graduated from high school, he had no money and no options for attending college. He supported himself by working for Freightliner and quickly learned about work ethic and how difficult it can be to make ends meet in a fast-paced assembly line job.

"It made me reassess having an education and what doors would open if I went back to school, but I simply was bereft of the savings and resources to do it," Emerson says.

Emerson began his American Dream by returning to school and earning enough academic scholarships to fully fund his education at Clark College in Vancouver, Washington.

"To me, the American Dream means we're all given an opportunity to lead and be innovative, which defines the touchstones of success," Emerson says.

Drawing upon experience building computers for digital music studios, Emerson received an internship setting up the computer network in the Clark College student services department. He graduated in 1997 and went on to earn a bachelor's degree in electronic communications from WSU Vancouver.

Emerson worked in information technology for a variety of companies. He also founded his own company, Web Dynamix, and developed solutions for 400 clients





over a 10-year span. Now, Emerson is the chief information officer and vice president of information technology for Bob's Red Mill in Milwaukie, Oregon. Bob's Red Mill produces a wide variety of whole grain products, from flours and hot cereals to baking mixes and grains. It also produces gluten-free and certified organic products.

Last year, looking to round out his business acumen and leadership abilities, Emerson applied to WSU's Executive MBA (EMBA) online program and the University of Oregon's EMBA program. Emerson chose WSU's program because of its flexible, online schedule. He was also excited to see so many high-level executives in WSU's program.

"Many in my cohort do business at a whole other scale. Bob's will grow into that enterprise company space, and it's extremely valuable to get experience and perspective from people who manage and lead at that scale," Emerson says.

Emerson says the best part about the EMBA program was learning from and with professors and fellow students from all walks of life.

"When you needed a hand, the professors were always available—even on Saturdays," Emerson says.

Emerson participated in the EMBA program's two-week international business study abroad program in Vietnam and China last summer. Traveling with a handful of other EMBA students and professors, he met executives and toured businesses of all sizes and industries. Since Bob's Red Mill is now in 75 countries and counting, the study abroad experience was especially valuable for Emerson.

Emerson graduated in May with a 4.0 GPA alongside his three teammates from his capstone project. He received the Val Miskin Distinguished Scholar Award recognizing academic excellence, motivation and maturity in class, and potential to excel in a future management position. He plans to use his EMBA degree to further build the leadership team at Bob's Red Mill.



LIVING THE DREAM

By Meredith Metsker

Palm trees. White sand beaches. Ocean views. They're all in a day's work for Claire Pettinati ('17 EMBA), owner and brand developer for Kaibo beach bar, restaurant, coffee shop, and marina in the Cayman Islands.

Pettinati, a London native and May 2017 WSU Executive MBA (EMBA) online graduate, purchased Kaibo beach bar about 10 years ago with her partner after moving to the Cayman Islands to escape the big city rat race.

"My dream was to live and work in a lifestyle business where it doesn't feel like financial success has to come at a personal cost," Pettinati says.

After years of struggling under its previous management, the small, family-owned beach bar flourished under the new owners and turned a profit in its first year. Over the last decade, they've expanded the picturesque oceanfront property to include a high-end restaurant and coffee shop. Kaibo is now one of the premiere destinations on Grand Cayman.

Pettinati prides herself on the welcoming, multicultural atmosphere she has created at Kaibo. Her employees come from all over the world.

"That's living the dream for me, being part of something that feels like family and having an enjoyable work atmosphere." Pettinati says.

To improve her management skills and build upon her entrepreneurial and marketing background, Pettinati researched the EMBA program at WSU



ON THE CAYMAN ISLANDS

two years ago. WSU's 100 percent online program and high national rankings sealed the deal.

Pettinati says the EMBA program provided her with a new skill set, particularly in areas where she felt she was weaker, like finance and data analysis. Pettinati is already using these skills to analyze patterns in her business and make more informed decisions.

"It also helped give me a greater conviction when I know something is a good idea. It's given me the confidence to make decisions quicker," Pettinati says.

Pettinati says the Leadership and Productivity course was particularly inspiring to her.

"It was very much about people and cultures, and I believe that businesses become successful when a manager can lead people effectively and remain respectful to their needs. It really helped me contemplate what leadership means and what

people need from their organization," Pettinati says.

Like many WSU EMBA graduates, Pettinati credits the capstone class as being one of the most valuable learning experiences in the program. Pettinati worked with three "fantastic people," all of whom were business leaders and entrepreneurs.

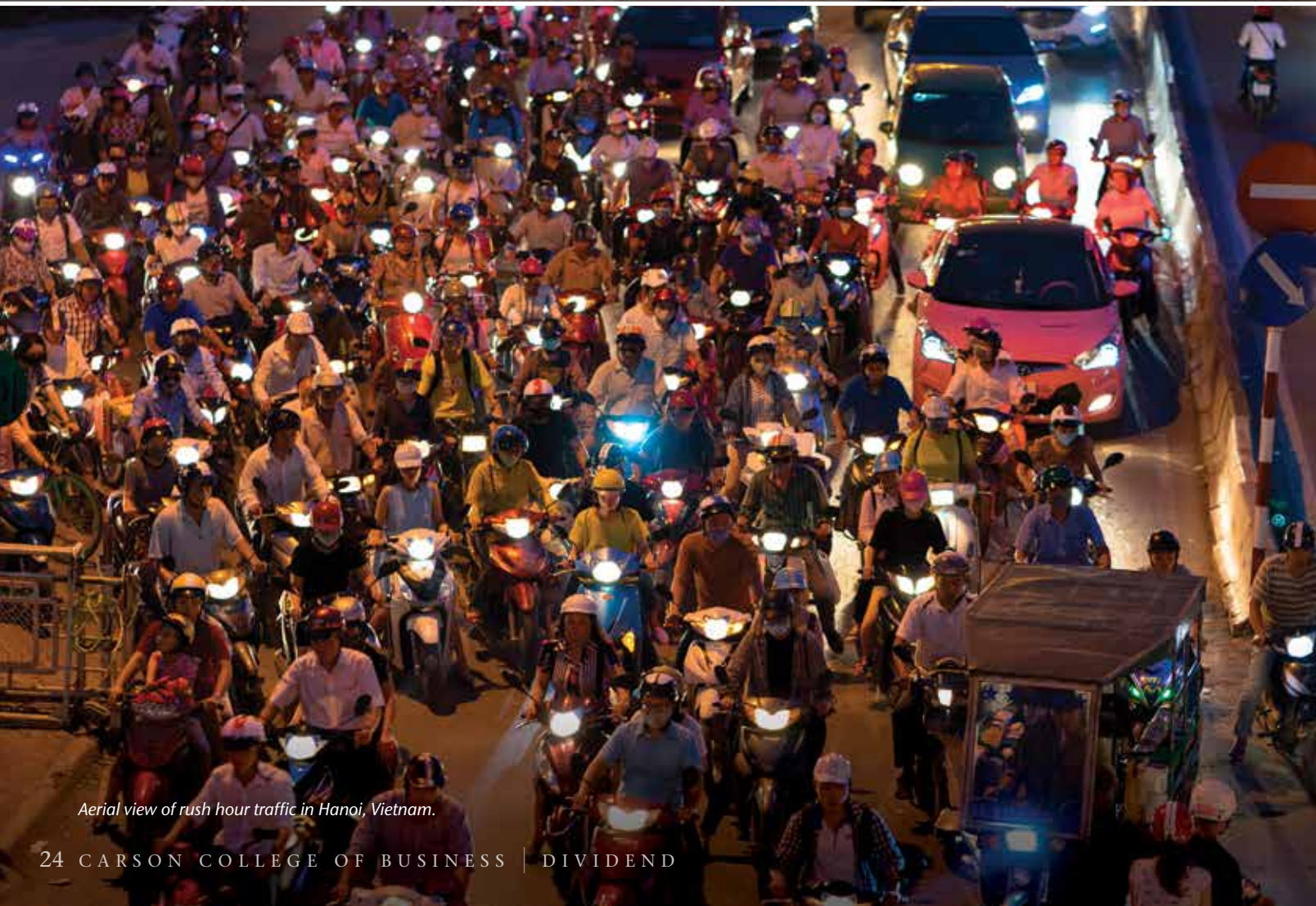
"It was a space that was very respectful, diligent, and productive. I would do another project with any of them. It was a real honor," Pettinati says. The capstone team of four met after graduation and stay in touch regularly.

Pettinati attended commencement ceremonies in Pullman and explored Washington and Oregon. Her dream is to continue growing Kaibo and its family-oriented culture. She also plans to enjoy some post-EMBA free time paddle boarding, painting, and diving in the beautiful Cayman Islands.





Svangren plans to import three-wheeled motorcycles such as these, for her Tri-Safe business.



Aerial view of rush hour traffic in Hanoi, Vietnam.

DRIVING GLOBAL CHANGE

By Sue McMurray



Catherine Svangren ('11 MIS, '16 MBA) chose the Carson College of Business for her online MBA program because it offered her the flexibility of balancing work and family life. Svangren lives in Edmonds and commutes to her job at Boeing, where she is a chief of staff of supplier management business operations. Having grown up around the congested streets of Vietnam, Seattle traffic presents little challenge.

In her home country, nearly every household has at least one motorcycle. As a result, Vietnam's major cities suffer traffic congestion, and policing has not kept pace with the growing number of motorcycles on the road. From lax safety standards, ineffective policing, and drunk driving, motorcycle accidents are the leading cause of death in Vietnam.

Cruising the streets in the evening is a popular pastime not just for teenagers but also for couples and families. For many Vietnamese, the motorcycle is not just a vehicle for getting from A to B, it also means personal freedom, Svangren says.

But it comes at a price.

On a visit to Vietnam, Svangren, who is called "Hồng Ca" by her family, went out for a ride with her husband. While they were sitting at a stop light, an intoxicated motorcyclist smashed into the couple's motorcycle. Svangren was fine, but her husband suffered a severe leg injury.

TRAGEDY BEGETS INNOVATION

Though devastating, the accident became the catalyst of Svangren's dream to create an alternative, affordable, and safer means of transportation in Vietnam. For her MBA capstone project, Svangren developed a business plan for Tri-Safe, a three-wheeled motorcycle that can carry multiple passengers.

"I had the idea for a three-wheeled motorcycle business way before the accident, because I have always had a passion to bring Vietnam up to the next level," she says. "This accident was really a call to action to develop my business plan."

The three-wheeled motorcycles are fuel efficient and built with environmentally sensitive materials. To date, no market leaders have emerged in the three-wheeled motorcycle industry in Vietnam, which creates substantial market opportunities.

MAKING A DIFFERENCE IN THE WORLD

"I believe the three-wheeled motorcycle will be a unique solution for Vietnam," says Svangren, "because it will provide an alternative means of transportation that will likely save lives while reducing traffic issues and environmental pollution."

Svangren plans to import three-wheeled motorcycles from Japan, Korea, and China. Corporate headquarters will be located in Rach Gia City in the Kien Giang Province of Vietnam, with distribution centers dispersed throughout major cities. Tri-Safe will also support repair service. She surveyed several focus groups to gain customer insights and preferences. Based on the data, primary markets are the tourism industry, households with multiple family members, and small commercial businesses. The target geographic locations include Hanoi, Ho Chi Minh City, and other major cities in Vietnam.

As next steps in her venture creation, Svangren will visit target locations and import about 10 units to test the market. She also plans to seek out a joint venture or a business partner who has the capital to potentially expand the business.

"I have obtained a great sense of self-worth after successfully reaching the finish line on my MBA," she says. "Although I'm fluent in English, it is my second language. I found it challenging at times to balance life, work, family, and school; I am so glad I persevered. The overall experience was very positive for me and supported my dream to start a global business."

RUCKSACKS TO BACKPACKS TO BOARDROOM

TRANSITION PROGRAM SUPPORTS STUDENTS BEYOND THE UNIFORM

By Sue McMurray, photos by Bob Hubner

Preparing to transition from the military to a civilian career is not always seamless when veterans, used to strict regimes and tight-knit comradery, are faced with the ambiguity of a flexible schedule and unfamiliar peer networks. Normal campus experiences, such as walking into an unsecured classroom, seeing an unaccompanied backpack, or being exposed to noisy hallways may trigger stress for an active duty or veteran student. Even choosing an appropriate major that aligns with their career of choice can be a difficult process.

Out of nearly 900 active service members and veterans enrolled at WSU Pullman and online, over 150 (and growing) are enrolled in the Carson College of Business. One of the services offered to help Carson College and other WSU military students transition to a four-year college experience is Rucksacks to Backpacks, a two-credit elective course taught by WSU Veterans Affairs Coordinator Blaine Golden.

RUCKSACKS TO BACKPACKS

Many veterans and service members tend to have a lot of military acronyms and leadership skills that don't transfer well to a corporate résumé, says Golden. His course has three sections with specific focus areas that help students gain confidence and build networks. The first section focuses on successful note taking, textbook reading, and interaction with freshmen. In the second

section, students must choose three majors, talk to three professors, attend student club meetings, and create a presentation on each of the majors. In the third section, students engage in résumé writing, professional dress, and career preparation workshops.

"Blaine not only provides high level customer service but helps students understand how WSU is the right school for them and connects with them on a professional level," says Cheryl Oliver, Carson College assistant dean for online and graduate programs.

"While taking this class, I learned about the resources provided by the veteran center and the University to help me in obtaining my degree in human development," says Michael Solomon ('17), a U.S. Army veteran. "The class itself was well developed and truly helped me navigate through my higher education."

BACKPACKS TO BOARDROOM

The Carson College appreciates the service of our nation's military men and women and is committed to active duty military personnel and veterans. Business is a popular degree for veterans, and many military members pursue the WSU online MBA or Executive MBA to increase their rank or to transition out of the military. "A rank of major requires a master's degree," Golden explains. "A lot of officers and senior enlisted service members seek an online MBA as a next step."

Because Rucksacks to Backpacks is only offered to campus-based students, Golden and Oliver are collaborating to add a boardroom course in 2018 for online MBA and Executive MBA military and veteran students to support their successful transition into military leadership roles or the civilian workforce.

A five-year plan is being developed for the boardroom curriculum, with the ultimate goal of creating engaged alumni who are able to give back to succeeding generations through mentorship and philanthropy. Year one will include a speaker series featuring guests who will speak from their own experiences to inspire students. Year two will focus on investment in tools and material towards job and entrepreneurship coaching and the design of extracurricular programming. In year three, students will enroll in extracurricular programs and be supported by a fully equipped staff and alumni mentors. Year four will include reporting on program success, tracking transitions, and placement measures. By year five, the program will be on a sustainable path through increased enrollments and alumni engagement.

"We expect to improve students' transition, attain higher retention and graduation rates, and engage alumni in mentorship and other efforts to support current students," says Oliver. "Building upon the University's military-friendly status ultimately puts the American Dream in reach of more students."

The class itself was well developed and truly helped me navigate through my higher education.

Michael Solomon ('17), U.S. Army veteran



WSU VETERANS ME



GIVING VOICE TO CROWD WORKERS

By Sue McMurray

As an alternative to depending on in-house employees confined to offices and prescribed work hours, companies are increasingly turning to crowdsourcing (CS), the practice of obtaining needed services and content through digital platforms from a large network of outside individuals, referred to as crowd workers.

The demand for microtask CS is said to be changing people's perspectives on managing their work-life priorities. Workers complete simple tasks in minutes for small compensation, in the comfort of their own homes or favorite hang outs.

For an unemployed recent college graduate, a stay-at-home parent, a retiree, or anyone who desires to choose when, where, and how much to work, microtask CS may seem like a dream job—or is it?

Perhaps not, according to a recent study by Carson College of Business information systems professor K.D. Joshi and coauthors from California State University and Bentley University.

Writing in the *MIS Quarterly*, the researchers explore whether microtask CS truly provides a platform that empowers workers to craft their careers.

EXPLORING CROWD WORKERS' VALUES

One of the largest micro CS platforms, Amazon Mechanical Turk (MTurk) offers CS workers access to thousands of simple tasks, such as video and audio transcription, classification, and document categorization, created by MTurk job requestors.

Job requestors are asked, but not required, to offer CS workers \$0.1 for one minute's work, equivalent to \$6 per hour.

In their analysis of CS workers' values, the researchers found that for many, this new form of work is a full-time job. For some, it is not a choice, but rather the only opportunity for paid work.

"Although crowdsourcing can afford workers open access to work opportunities that have greater autonomy

and flexibility, it simultaneously can also make workers vulnerable to exploitation," Joshi explains. "These two opposing realities, where workers voluntarily participate in CS, but have no other employment prospect, create opportunities for abuse."

Additional findings suggest the microtask CS marketplace is missing appropriate governance of the sourcing contract, for example, contract negotiation, monitoring, delivery, and closing, and a collective bargaining unit for crowd workers.

IMPLICATIONS FOR DESIGNING SUSTAINABLE CROWDSOURCING PLATFORMS

The researchers suggest being sensitive to the workers' values revealed in the study could advance the understanding of the societal challenges associated with this emerging new form of work and promote ethical



Microtask crowdsourcing may seem like a dream job—or is it?

K.D. Joshi

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

CS platform design perspective to counter crowd worker exploitation.

The researchers also offer several guidelines to improve experiences for crowd workers, job requesters, platform designers, and owners.

Crowd workers are urged to collectively mobilize and voice their concerns in CS forums such as CYNAMO, Turkopticon, and MTurk Forum. The researchers recommend forum participants also share best practices in this space, such as avoiding getting scammed by job requesters.

They also encourage job requesters to provide clearer task instructions and more accurate estimates of time requirements to allow crowd workers to make informed decisions when accepting jobs. Additionally, job requesters should make an effort to maintain open communication with crowd workers, providing them with feedback on work undertaken so workers feel more appreciated.

CS platform designers and owners are advised to listen to crowd workers with the intent of improving design and updating technical functionalities, and to introduce policies that require job requesters to pay crowd workers appropriate rates, regardless of the workers' locations.

Key recommendations for MTurk's platform include setting fair minimum pay rates, stopping job requester scams, making master level job worker qualifications objective and transparent, establishing channels for open communication, updating the CS platform, and enforcing policies uniformly and transparently.

"If we want to sustain these new digital work environments, which are touted as the wellsprings of entrepreneurial creativity, we need to be vigilant about the institutional practices and societal impact of microtask CS," says Joshi. "CS workers alone can't do much."



ESL PREPARATION STUDY SPEAKS TO HOSPITALITY INDUSTRY LEADERS

By Sue McMurray



From left, Dr. Mark Beattie, WSU; Michael Wijangco and Shannon Swanson-Myers, both of Courtyard by Marriott – Everett.

Mark Beattie, clinical assistant professor of hospitality business management, realized years ago that English proficiency can literally be a matter of life and death for some entry level employees in the hospitality workforce.

Early in his career while working as a food service director, one of Beattie's responsibilities included being part of a safety investigation team. In this role, he faced the difficult task of inspecting an incident in which two dishwashers in his district tragically lost their lives by mixing ammonia and bleach together while cleaning floors. Because they couldn't read the warning labels in English, they accidentally created a fatal, toxic gas.

"I reflect upon this situation often," says Beattie. "It's an extreme example of what can happen and one we hope to prevent in the future by having a clear understanding of what English language skills are necessary in the hospitality workplace."

ESL BARRIERS IN HOSPITALITY INSPIRE RESEARCH

This and other English proficiency challenges Beattie encountered in his career inspired him to develop a research study with colleagues Chan Beattie, a program specialist for the Volunteer Literacy Program at Everett Community College, and Jenni Sandstrom. Sandstrom,

a hospitality business management clinical assistant professor, spent 25 years as a hotel operator and regional leader before joining the Carson College faculty.

As a hotelier, Sandstrom recalls facing barriers related to hospitality employees' English language skills. She often taught large guest service training courses where as many as nine languages were spoken by attendees. She had resources to hire interpreters and translators to convey information but says many select service hotels don't have this capacity.

"This research will help us identify what we can do to help hospitality workers with limited English achieve their dreams," says Sandstrom.

FOCUS GROUPS TO REVEAL EXISTING GAPS IN ESL TRAINING

The study examines vocational preparation and methods hospitality managers use to teach English language learner (ELL) workers on-the-job. The researchers are assessing individuals' understanding of language used in pre-employment processes, for example job applications, interviews, and benefits explanations. They are also assessing on-the-job training skills such as safety and sanitation, time cards, workplace culture, customer service, conflict management, and other general workplace vocabulary.

Over the last several months, the researchers conducted focus groups with ESL instructors, hotel managers, and ELL employees from select- and limited-service hotels in the Pacific Northwest. Their goal is to determine the gaps that exist between the levels of English workers know prior to entering the hospitality sector and what they need to know to be successful and advance within their organizations.

"Results of this study will help inform ESL instructors interested in creating a vocational preparation curriculum for the hospitality industry—something that has not been closely examined in this field," says Beattie, "and operators will benefit from closer alignment with employee needs."

The researchers plan to publish the study by the end of 2017.



BRANDON GUSTAFSON

MARKETING

B.S. Oakland University

M.S. Oakland University

Dissertation: Online Affiliate

Engagement Strategies and Customer Relationship Outcomes

Major advisor: Jean Johnson

Placement: Oakland University



LEILA EMILY HICKMAN

ACCOUNTING

B.S. University of Idaho

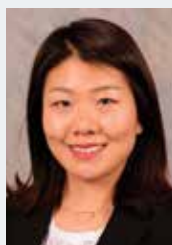
Dissertation: An Investigation of

Corporate Social Responsibility

Reporting and Assurance

Major advisor: Jane Cote

Placement: University of New Mexico



NARA JEONG

MANAGEMENT

B.S. Korea University

M.S. Korea University

Dissertation: Essays on Corporate Social

Responsibility

Major advisor: John Cullen

Placement: San Francisco State University



HYOUNAE MIN

HOSPITALITY BUSINESS MANAGEMENT

B.S. Kangwon National University

M.S. Virginia Tech

Dissertation: Service Failure as

Perceived Discrimination: Voice,

Emotion, and Power

Major advisor: Jenny Kim

Placement: California Polytechnic State University, Pomona



BENYAWARATH NITHITHANATCHINPAT

MANAGEMENT INFORMATION SYSTEMS

B.S. Mahidol University

M.S. University of Akron

Dissertation: Socio-Economic

Development and Information

Technology: A Country Level Analysis

Major advisor: K. D. Joshi

Placement: University of North Carolina at Charlotte



PYAYT OO

MANAGEMENT

B.A. London Metropolitan University

Dissertation: Are User Entrepreneurs

and Hybrid Entrepreneurs Different from Traditional Entrepreneurs?

Major advisor: Arvin Sahaym

Placement: Central Michigan University



SANGYONG HAN

FINANCE

B.S. Korea University Business School

MBA Illinois State University

Dissertation: Managerial Behavior on

Risk Taking and Reserve Management

for Insurance Companies

Major advisor: Gene C. Lai

Placement: East Stroudsburg University of Pennsylvania



HE WANG

FINANCE

B.S. Sun Yat-Sen University

MBA Tsinghua University

Dissertation: Dissecting the Relation

between Insider and Institutional

Trading

Major advisor: George Jiang

Placement: Southern University of Science and Technology in China



TJ WEBER

MARKETING

B.S. Marketing, Northern Michigan University

MBA Marquette University

Dissertation: Politicized Purchasing: The

Role of Political Orientation in

Consumer Behavior

Major advisor: Jeff Joireman

Placement: California Polytechnic State University, San Luis Obispo

CARSON COLLEGE OF BUSINESS



OUTSTANDING PULLMAN MBA FACULTY OF THE YEAR:

KEN BUTTERFIELD, Department of Management, Information Systems, and Entrepreneurship, transfers his wide knowledge to students and shows a strong desire to help them apply classroom material to real life. His respect of students, quality of instruction, and approachability distinguish him among faculty.

Butterfield also received the Outstanding Faculty Service Award recognizing his care about the success of department members and dedication to provide the resources and support each needs. He listens to the students' needs and provides guidance for their success. An example of his commitment to service includes revising the management and entrepreneurship programs in a single year.



OUTSTANDING ONLINE MBA FACULTY OF THE YEAR AWARD:

DARREL MUEHLING, Department of Marketing and International Business, delivers interesting lectures that are a creative mix of online materials. Online MBA students recognize his informative, relatable, and humorous teaching style that invites students to contribute.



OUTSTANDING EXECUTIVE MBA FACULTY OF THE YEAR AWARD:

VELLE KOLDE, Department of Management, Information Systems, and Entrepreneurship, is a role model to students. His wealth of knowledge and experience along with his entertaining style, advance students' learning.



OUTSTANDING GRADUATE STUDENT RESEARCH AWARD:

SCOTT CONNORS, Department of Marketing and International Business, is the lead author on papers submitted to and published in leading journals and gave three presentations at the Association for Consumer Research conference and one at the Society for Consumer Psychology.



OUTSTANDING GRADUATE STUDENT RESEARCH AWARD:

HYOUNAE MIN, School of Hospitality Business Management, has an impressive research record. During her doctoral program, she was lead author on five papers and second author on a sixth paper. Two of her publications are in top (A) business journals, a rare accomplishment for graduate students.



OUTSTANDING GRADUATE STUDENT TEACHING AWARD:

ISMAIL KARABAS, Department of Marketing and International Business, is a doctoral student who captures students' attention and engages them in the courses he teaches. Students consistently evaluate him very highly and recognize him for being approachable, available, and open to questions.



OUTSTANDING GRADUATE STUDENT SERVICE AWARD:

BENYAWARAT NITHITHANATCHINNAPAT, Department of Management, Information Systems, and Entrepreneurship, is a teaching assistant who proactively shares best practices and mentors students struggling with the technical aspects of the courses she teaches. She often volunteers during business plan competitions and assists faculty even when she is not assigned to them.

ANNUAL AWARDS



OUTSTANDING STAFF AWARD:

SUE MCMURRAY, assistant director of communications, demonstrates high commitment to quality, knowledge of the industry, and willingness to go the extra mile to best represent the Carson College of Business. In the last year, she expanded the college's award winning alumni publication from a yearly print piece to a quarterly online publication, in addition to publishing many press releases and editing over 20 media articles for publication.



OUTSTANDING FACULTY TEACHING AWARD:

JEFF JOIREMAN, Department of Marketing and International Business, demonstrates exemplary teaching across all levels and receives very high teaching evaluations. He chaired several dissertation committees and served as a committee member on outside students' projects, in addition to leading a study abroad program.



OUTSTANDING CLINICAL FACULTY OR NON-TENURE TRACK FACULTY AWARD:

MARIE MAYES, Department of Management, Information Systems, and Entrepreneurship, facilitates collaborative efforts with the Voiland College of Engineering and Architecture in the realm of entrepreneurship. She manages the successful business plan competition; leads the CCB Frank Fellows, Boeing Scholars, and e-connect programs; increases networking with external constituents; and teaches entrepreneurship.



From left: Dr. K.D. Joshi, Dr. George Jiang, Dr. Babu John Mariadoss, Dr. Andrew Perkins, Dr. Arvin Sahaym, Dr. Deborah Compeau, Dr. Jenny Kim, Dr. Bernard Wong-On-Wing, Dr. Kim Houser, Dr. Jenni Sandstrom, Dr. Nancy Swanger, Dr. Christina Chi, and Dean Chip Hunter.



OUTSTANDING CLINICAL FACULTY OR NON-TENURE TRACK FACULTY AWARD:

FLORIAN ZACH, School of Hospitality Business Management at WSU Vancouver, performs quality work in his area of innovative tourism and collaborates with faculty outside of HBM and with international colleagues. He tirelessly promotes HBM to regional community colleges, high schools, and industry leaders. He is an excellent teacher committed to students' professional advancement.



OUTSTANDING FACULTY SCHOLARSHIP & RESEARCH AWARD:

THOMAS ALLISON, Department of Management, Information Systems, and Entrepreneurship, is a productive researcher and published several papers in top business journals. He also wrote a book chapter and presented his work at a variety of highly regarded academic conferences.

DEAN'S EXCELLENCE FELLOWS: This award recognizes outstanding faculty performance in teaching, research, and service. Recipients include faculty from the following departments:

Department of Accounting: Jane Cote, associate professor and academic director, WSU Vancouver; Kim Houser, clinical assistant professor; Claire Latham, associate professor, WSU Vancouver; Debra Sanders, professor and associate academic director, WSU Vancouver; Bernard Wong-On-Wing, professor;

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; Deborah Compeau, Hubman Distinguished Professor of Information Systems; K.D. Joshi, Philip L. Kays Distinguished Professor of Information Systems; Arvin Sahaym, associate professor;

Department of Marketing and International Business: Babu John Mariadoss, associate professor; Andrew Perkins, associate professor;

School of Hospitality Business Management: Christina Chi, professor; Robert Harrington, professor, WSU Tri-Cities; Jenny Kim, associate professor and Craig Shafer Fellow; Jenni Sandstrom, clinical assistant professor; Nancy Swanger, director and associate dean; Florian Zach, clinical assistant professor, WSU Vancouver.

SCHOOL OF HOSPITALITY *Celebrates*



Hall of Fame inductees and representatives with Dr. Nancy Swanger



Inductee
John Ascuaga ('52)



Dwight Call (pink guitar) with friends and family



From left, Matt Behrens, Chris Burdett,
Mike Flewelling, Nancy Swanger



Professor Emeritus Terry Umbreit ('84)
gives the emcee a thumbs up



Hospitality Business Management ambassadors

BUSINESS MANAGEMENT

85 Years



Inductee Tom Drumheller
Aug. 15, 1953-Sept. 17, 2017



Inductee Dr. Don Smith,
Feb. 4, 1929–Nov. 29, 2016



Inductee Dr. Lothar Kreck
April 29, 1927–April 8, 2017

CONGRATULATIONS
2017
SCHOOL OF
HOSPITALITY BUSINESS
MANAGEMENT
INAUGURAL
Hall of Fame

JOHN ASCUAGA ('52)

STAN BOYD ('77)

CHRIS BURDETT ('90)

JERRY BURTENSHAW ('56)

DWIGHT CALL ('56)

LARRY CULVER ('64)

TOM DRUMHELLER ('75)

JERRY JAEGER ('70)

DR. LOTHAR KRECK

CRAIG SCHAFER ('76)

DON "COACH" SMITH

Event photos by Bob Hubner and Shelly Hanks



Carson College students with food drive donations supporting the WSU TRIO Food Bank.



Herban Feast SODO Park in Seattle venue for Celebrate Carson College!



The Carson College graduation celebration has grown from a handful of attendees to approximately 500 in 2017.



Laura Turner gives two thumbs up for a successful food drive.



Dean Chip Hunter with Pizza 101 participants.



Jim Oster ('81) participating in the Celebrate Carson College! event.



Butch with a Carson Cougar family in the graduation celebration photo booth.



WSU César Ritz Colleges Switzerland students displaying Cougar pride.



Dr. Nancy Swanger becomes an honorary alumna of the Carson College of Business.



WSU Diamond and Golden grads, from left: Paul Muller ('67), Amos Hunter ('57), Gerald Root ('67), Norman Meyers ('67), Kenneth Vanbeek ('57), George Studle ('57), and Thomas Trimble ('57).



Brad Jackson ('85) delivers the keynote address at the 2016 Power Breakfast.



Carson Cougs visiting Wall Street.



Students enjoying French Toast Friday.



Butch celebrates with a 2017 Carson Cougar graduate.



From left, Kayl Coulston ('17), Marie Mayes, Ryan Pitzer ('17), and Brian Bickel ('17) represent the Carson College at CougsFirst!



Dean Chip Hunter, left, with outgoing NBoA chairman Chris Burdett ('90) and incoming chairman Don Lionetti ('87).



Steve Tarr ('76, '84) speaks at the 2016 Business Technology Symposium.



Natalie Najarian ('17) celebrating with Melody Wakeling ('17).



Scott and Linda Carson with family

CARSON EARNS GIBSON AWARD FOR VOLUNTEER SERVICE

By Sue McMurray, photo by Kristi Gutierrez



WSU Regent Scott Carson ('72 Bus. Admin.) is the 2017 recipient of the Weldon B. Gibson Distinguished Volunteer Award, the WSU Foundation's most prestigious service award. The award is named for the Foundation's founding chair, the late Dr. Weldon B. "Hoot" Gibson ('38 Bus. Admin.), who, through his unselfish efforts and energy, gave shape and direction to the University's fundraising activities. Receiving this award is an esteemed honor bestowed

upon those individuals whose service is measured by the highest levels of impact and achievement. The award is presented during the WSU Foundation's annual Recognition Gala each fall.

Scott, retired executive vice president of The Boeing Company and former president and chief executive officer of Boeing Commercial Airplanes, was recognized for his outstanding commitment and service to WSU that began as soon as he and his wife Linda were in a position to give back to their alma mater. The couple's investments over the years have supported many WSU and community initiatives.

Scott led the successful \$1 billion Campaign for Washington State University: Because the World Needs Big Ideas from 2006–2015 and chaired the United Way Campaign in King County from 2009–2010. He currently serves on the WSU Foundation's Board of Governors, previously sat on the advisory board for the Voiland College of Engineering and Architecture, and was the Boeing executive liaison.

Scott is past chair of the Carson College National Board of Advisors and together, he and Linda supported a comprehensive remodel of Todd Hall's first floor and the Carson Center for Student Success. They established The Boeing/Scott and Linda Carson Endowed Chair in Marketing to support teaching excellence, and in 2016 developed the Gordon B. Carson Endowed Scholarship to support certified business students in financial need. The Carsons support several other scholarships assisting WSU students, including those who have lost a parent, veterans, and those studying abroad. Additionally, Scott often shares his career and business expertise and advice through guest lectures and panel presentations.

The Carson College of Business was renamed in 2013 in recognition of Scott and Linda's deep generosity and steadfast commitment.

"Coming to WSU Pullman, Vancouver, the Tri-Cities, or other WSU locations always feels like coming home," Carson says. "The energy of WSU students brings me back time after time."

PREVIOUS GIBSON AWARD RECIPIENTS

- 2016 **Sam Smith**
- 2015 **Lloyd Osborn**
- 2014 **Virginia Schafer**
- 2013 **Larry Culver**
- 2012 **Ken & Sue Christianson**
- 2011 **Bob Smawley**
- 2010 **Ronald & Heidi Stanley**
- 2008 **Barry Jones**
- 2007 **Lee Sahlin**
- 2006 **Jacque Doane**
- 2005 **Jack Dillon**
- 2003 **Robert & Ruth Gibb**
- 2002 **John "Jack" Creighton**
- 2001 **Stan Coe**
- 2000 **William "Biff" Brotherton**
- 1999 **Chris & Susan Marker**
- 1998 **Frank A. Blethen**
- 1997 **Harry Mullikin**
- 1996 **James C. Kraft**
- 1995 **Kate B. Webster**
- 1994 **Jerry W. Camp**
- 1993 **Jay Rockey**
- 1992 **Arthur & Helen Brunstad**
- 1991 **Phillip Lighty**
- 1990 **Harold & Jeanne Olsen**
- 1989 **Orville Vogel**
- 1988 **Robert McEachern**
- 1987 **Robert W. Austin**
- 1986 **Donald C. Downen**
- 1985 **Michael Dederer**
- 1984 **Glenn Terrell**
- 1983 **Weldon B. "Hoot" Gibson**
- 1982 **Robert A. Cheatham**
- 1981 **George Goudy**

CARSON COLLEGE OF BUSINESS

CALENDAR OF EVENTS 2017–2018

NOVEMBER

- 3 Sigma Iota Brewfest: Session 1, 5:00–7:00 p.m., Session 2, 8:00–10:00 p.m., Courtyard by Marriott, Pullman.
- 4 WSU vs. Stanford—Dad's Weekend, Pullman
- 18 Celebrate Carson College! 6:00–8:30 p.m., Melrose Market Studios, 1532 Minor Avenue, Seattle
- 25 Apple Cup, Husky Stadium, Seattle

DECEMBER

- 8 Carson College of Business Commencement Celebration, 4:00–6:00 p.m., Pullman
- 8 Carson College of Business MBA Commencement Reception, 4:00–6:00 p.m., Pullman
- 9 WSU Fall Commencement, 10:00 a.m.–noon, Beasley Coliseum, Pullman

FEBRUARY

- 5 Career Networking Night, hosted by the Carson Center for Student Success, 5:00–7:00 p.m., CUB Senior Ballroom, Pullman

MARCH

- 8 CougsFirst! Show and After Party, 4:00–8:30 p.m., Washington State Convention Center, 705 Pike Street, Seattle
- 22 Burtenshaw Lecture Series, hosted by the School of Hospitality Business Management, 1:25–2:40 p.m., CUB Auditorium, Pullman
- 22 Burtenshaw Career Night, hosted by the School of Hospitality Business Management, 4:30–6:30 p.m., CUB Senior Ballroom, Pullman
- 23 School of Hospitality Business Management Bellhop, 5:00–11:30 p.m., CUB Senior Ballroom, Pullman

APRIL

- 6 Sigma Iota Winefest: Session 1, 5:00–7:00 p.m., Session 2, 8:00–10:00 p.m., Todd 268, Pullman
- 19 National Board of Advisors Spring Meeting, Pullman
- 19 CougsFirst! Show, 4:00–8:00 p.m., Davenport Grand Hotel, Spokane
- 20 Accounting Reception, hosted by the Department of Accounting, 6:00–7:00 p.m., and Annual Spring Banquet, hosted by the Delta Epsilon Chapter of Beta Alpha Psi, 7:00–8:30 p.m., Schweitzer Engineering Event Center, Pullman
- 20 Business Plan Competition, hosted by the Center for Entrepreneurial Studies, Todd Hall, Pullman

MAY

- 4 Carson College of Business Commencement Celebration, 4:00–6:00 p.m., Pullman
- 4 Carson College of Business MBA Commencement Reception, 4:00–6:00 p.m., Pullman
- 5 WSU Spring Commencement, 11:30 a.m.–1:30 p.m., Beasley Coliseum, Pullman

FALL 2018 EVENTS

Time and location TBD—check go.wsu.edu/ccbevents for updates

Meet the Firms, hosted by the Department of Accounting, Pullman

Carson College of Business Power Breakfast, Seattle

Feast of the Arts, Pullman

Career Networking Night, hosted by the Carson Center for Student Success, Pullman

Homecoming, hosted by the WSU Alumni Association, Pullman

Walton Lecture, hosted by the Department of Finance and Management Science, Pullman

Business Technology Symposium, hosted by the Department of Management, Information Systems, and Entrepreneurship, Pullman

DISCOVER THE MANY WAYS YOUR ENGAGEMENT
**MAKES AN IMPACT WITH STUDENTS
IN THE CARSON COLLEGE OF BUSINESS**

41

A MESSAGE FROM
DON LIONETTI

42

MEET MEMBERS OF THE
NATIONAL BOARD OF ADVISORS

44

MAKING AN IMPACT
WITH OUR STUDENTS

48

THE IMPACT OF YOUR
CORPORATE MATCHING GIFTS

50

MAKING AN IMPACT
WITH SCHOLARSHIPS

54

INVEST IN THE
CARSON COLLEGE

55

STAY
CONNECTED

A MESSAGE FROM **DON LIONETTI**

*Microsoft Sales Director – Tribal
Government, Gaming, and Alaska
Native Corporations Vertical
Chair, National Board of Advisors*



First of all, I want to thank Chris Burdett for his service as chair of the Carson College of Business National Board of Advisors (NBoA). Chris's passion and dedication for WSU and his role as chairman were critical as we welcomed a new dean for the college and a new WSU president. I am hopeful that I can be equally impactful.

In the year or so that I have known Dean Chip Hunter, I have been truly impressed that his first order of business wasn't to dictate a new vision but to first gather input from his faculty and staff, board members, business leaders, and students. Understanding the evolution of the college was key to being able to deliver and implement his vision. After a year of research, Chip's charter is to "become the business school for tomorrow's land-grant university and the top choice for business education in the Pacific Northwest." Lofty goals indeed, but we have the ability to meet them and achieve this dream. It will be a collective effort, and we will need all the oars in the water to help pull our boat to the realization of this mission.

This is where our friends, supporters, and you—our alumni—come in. Please consider donating to the Dean's Excellence Fund for the Carson College, becoming a President's Associate, endowing a scholarship fund, helping jump-start innovation, committing to a legacy gift, or engaging in other support opportunities. Many companies provide a matching gift program to double your impact. Director of Development Jeff Pilcher and his team can guide you to the best giving opportunity to match your passions.

We also encourage business professionals to join our NBoA unit boards. Serving on these boards is a way to interact with students and make a difference at WSU. To learn more, please visit go.wsu.edu/ccbnboa.

For over 10 years, I have served on and chaired the Marketing Advisory Board, and I look forward to drawing from my experiences from this board and my business experience at Microsoft and Xerox to lead our NBoA into our next era. The most rewarding experience of my life has been to be part of WSU, initially as a student, and now later in life by serving on this board and donating my time, talent, and treasure. I hope this message inspires you to engage with us!

I also encourage you to contact me at 425-830-7727 or donlion@microsoft.com, should you have any questions, ideas, or advice about the Carson College or our National Board of Advisors.

A handwritten signature in black ink that reads "Don Lionetti".

—Don Lionetti | '87 Marketing

MEET MEMBERS OF THE NATIONAL BOARD OF ADVISORS



LISA BLISS

'90 Hotel Administration

Procurement Agent, Hotel Program, The Boeing Company

Hospitality Business Management Board Member

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

The opportunity to stay connected to WSU in a way that supports the students in the School of Hospitality Business Management is inspirational. Helping a student to gain an internship was especially rewarding, as she [the student] excelled with that learning experience. I have also enjoyed collaborating with fellow advisory board members and the faculty as we consider ways to optimize the student experience.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Explore, engage, lead! There is no better opportunity to explore and examine your area of interest than while enrolled in the Carson College of Business. Seek out student clubs or organizations that are on your field of study. Participate in the activities of the organization and develop your leadership skills. Working on a team, researching a project, and planning an event are all excellent ways to build your personal résumé. Above all, you will make connections and friendships that last a lifetime.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

May 18, 1980, was a historic day, as it was the day Mount St. Helens erupted. It was also the day of the Sigma Iota senior picnic at Boyer Park! This picnic was planned to celebrate the seniors graduating in hotel administration. When we arrived at the park, the park ranger informed us that we had to return to campus due to the pending arrival of a massive cloud of ash. By the time we returned to campus, the sky was dark, ash was falling, and it was only mid-afternoon. The entire picnic was relocated to one of the homes of the students, and the party rolled into the early morning hours! Being hospitality students, we were creative and continued the celebration despite the challenges presented on such a unique day in Washington state history.



CHERYL CEJKA

'80 Business Administration, '85 MBA, University of Washington

Chief Executive Officer, CLC Ventures

Entrepreneurship Board, Immediate Past Chair

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

I spent my first three years at WSU majoring in business, so I am definitely a Cougar at heart. I volunteer my time with the NBoA to give something back to a school that had a tremendous impact on me. I also enjoy interacting with other board members, students, and faculty, and participating in the annual Business Plan Competition.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

I have a list of principles that I have always strived to achieve, and I think they still make sense for today's student. Set goals for yourself. Treat people the way you want to be treated. Follow through on your commitments. Get to know yourself as well as you can. Follow your passion. Take care of yourself. Build networks everywhere.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

My favorite memory, in addition to meeting my husband Mark at WSU, is all of the lifelong friends that I met there. We still see many of them on a regular basis and enjoy being Coug fans!



BALAJI SUBRAMANIAN

*'80 Business Administration, Finance, '84 M.A. Economics
Global Head, Channel Strategy & Programs, Informatica
International Business Board, Vice Chair*

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

I love WSU and want to give back in any way that I can. Being able to provide input and counsel on the direction of the Carson College and help shape and influence how our students learn is meaningful. And of course, being able to directly help students is icing on the cake.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Your employers will teach you any technical skills that you might need. But you need to be able to communicate well—both written and verbally—as well as be comfortable in collaborating with teammates and stakeholders across the company. Invest in these skills. Also, our world has become much smaller in the last few decades. To be successful in business, it's important to get an education and be global in your outlook. Don't be afraid to take a semester or year abroad. Get international experience early in your career if possible.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

I grew up in Pullman (my dad was a WSU professor), through elementary, middle, high school, and of course WSU. I have many favorite memories: a fifth grade field trip to Ferdinand's when it was still in Troy Hall; as a kid going to WSU games at Bohler Gym with my dad and brother; walking past Butch the Cougar's cage when WSU had a live cougar for a number of years; summer palace shows at Daggy Hall; enjoying the Bryan Tower organ at 5 p.m. on snowy days; and of course the warmth and spirit of WSU, my teachers, and many friends. Pullman was a great place to grow up and great place to go to school!



COLIN WHITE

*'03 Business Administration, MIS, and Electronic Communication
Account Manager and Consultant, Matisia Consultants
Information Systems Board, Chair*

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

I see the positive influence alumni can have on helping students to see a big picture beyond the classroom. As board members, we provide a significant and imperative voice on how programs at our University and college can mature. Years ago, I decided not to wait on only others to guide this college and institution, but to become part of those leading the charge.

WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Appreciate the alumni who assist you and your fellow students, no matter if the assistance presents as an internship opportunity, panel sessions, or donations. Those efforts and qualities deserve a sense of gratitude—and it is that same gratitude that will inspire you to support and mentor Cougar students of the future.

WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

Back in December 2001, the Cougar football team and fans traveled to the Sun Bowl facing the Purdue Boilermakers in El Paso, Texas. My father gave me a late Christmas present: a flight to El Paso to watch the Cougs. The plan was for me to call my friends after I landed in El Paso, and they would inform me at which motel they decided to stay. Note these are the years before cell phones were common. Long story, short—none of my friends answered my phone calls that evening. As luck would have it, I chatted with four Cougar alumni during the flight down. After landing, they realized I had nowhere to stay and offered me dinner, drinks, and a spot on their hotel floor for the evening. The next day, they fed me breakfast and drove me to the game, where I finally found my friends. I asked the alumni why they would be so gracious to a random Cougar student. They replied, "It's a Cougar thing. Someday you will understand and do the same." I never saw them again until a random, friendly run-in 12 years later. Go Cougs!

MAKING AN IMPACT WITH OUR STUDENTS IN 2016

TOTAL NUMBER OF
PRE-BUSINESS MAJORS: **2,517**

FIRST TIME FRESHMEN: **657**

TRANSFER STUDENTS: **486**

RETURNING STUDENTS: **1,374**

TOTAL NUMBER OF
BUSINESS MAJORS ACROSS
WSU CAMPUSES: **2,111**

PULLMAN 1,245

VANCOUVER 301

TRI-CITIES 60

EVERETT 12

GLOBAL/ONLINE 493

TOTAL NUMBER OF
BUSINESS MINORS ACROSS
WSU CAMPUSES: **456**

PULLMAN 338

VANCOUVER 39

TRI-CITIES 14

EVERETT 11

GLOBAL/ONLINE 54

TOTAL NUMBER OF DEGREES
CONFERRED ACROSS WSU
CAMPUSES: **1,281**

BACHELOR'S 1,040

MASTER'S 225

DOCTORAL 16

CARSON CENTER FOR STUDENT SUCCESS

- Number of academic advisors: **8**
- Carson Center staff dedicated to student career development: **4**
- Total number of professional development workshops & presentations: **22**
- Total number of business student clubs: **24**
- Membership & location:
 - Alpha Kappa Psi: **25, Pullman**
 - Association of Latino Professionals for America: **12, Pullman**
 - Beta Alpha Psi: **275, Pullman**
 - Beta Gamma Sigma (new for CCB students in the top 10%): **14, all locations & online**
 - Business Network Society: **16, Tri-Cities**
 - Carson College of Business Ambassadors: **20, Pullman**
 - Collegiate Distributive Education Clubs of America (DECA): **7, Vancouver**
 - Delta Sigma Pi: **18, Pullman**
 - Eta Sigma Delta: **5, Pullman**
 - Finance, Insurance, Real Estate (FIRE) Club: **22, Pullman**
 - Financial Management Association Club: **3, Vancouver**
 - Hospitality Business Management Club: **17, Vancouver**
 - Human Resources Society: **13, Vancouver**
 - Institute of Management Accountants and Nu Theta Chapter of Beta Alpha Psi (IMA-BAP): **16, Vancouver**
 - International Business Club: **85, Pullman**
 - Marketing Club: **51, Pullman**
 - National Society of Minorities in Hospitality (NSMH): **23, Pullman**
 - Professional Convention Management Association (PCMA): **42, Pullman**
 - Sigma Iota: **18, Pullman; 10, Everett**
 - School of Hospitality Business Management Ambassadors: **18, Pullman**
 - Society for Information Management WSU Vancouver Student Chapter (SIM): **52, Vancouver**
 - Student Leaders in Management Systems (MASYS): **41, Pullman**
 - WSU Human Resource Management Club: **21, Pullman**

TOTAL COLLEGE
PLACEMENT RATE IN
JOBS ACROSS WSU
CAMPUSES: **56%**

OF JOBS TAKEN, **87%**
ARE FULL-TIME WITH
MEDIAN SALARY OF
\$50,000

(data reflects rates taken 2-3 weeks before graduation)

DEVELOPING TODAY'S COLLEGE STUDENTS INTO **THE BUSINESS LEADERS OF TOMORROW**

Interested in supporting the Carson College's business clubs and professional development efforts?

Here's how you can get involved:

- Be a guest speaker for a professional development workshop
- Talk to students about trends in your industry or company
- Share your advice, experience, and industry insight
- Make a financial contribution to fund student travel to networking events and company tours

My study abroad scholarship allowed me to fully immerse myself in the Florentine culture and not feel held back. I was able to appreciate the art of Italy's food so much more by sitting down for Aperitivo with fellow Florentines.

—Allie Peterson, Hospitality Business Management

TO LEARN MORE ABOUT HOW YOU CAN SUPPORT CARSON COLLEGE OF BUSINESS STUDENTS, CONTACT SOPHIA GAITHER AT **SOPHIA.GAITHER@WSU.EDU**, **509-335-8285**, OR VISIT **GO.WSU.EDU/CARSONCENTER**



Total number of Carson College students who participated in study abroad programs in 2016: **250**



Total amount of scholarships awarded to students studying abroad in 2016: **\$64,250**

Carson College faculty-led study abroad programs:
10 PROGRAMS IN 10 COUNTRIES

- China
- Ecuador
- France
- Greece
- Italy
- Korea
- Spain
- Switzerland
- Tanzania
- Thailand

CCB STUDENTS ALSO WENT TO:

Argentina, Australia, Chile, Costa Rica, Cuba, Czech Republic, Denmark, England, Ghana, Guatemala, Ireland, Japan, Mexico, Morocco, New Zealand, Peru, Russia, Taiwan, Vietnam, Wales



COFFEE & CONVERSATIONS

Coffee & Conversations is an informal discussion opportunity for students to learn about what employers are looking for, effective networking strategies, business careers in specific industries, and general advice from industry professionals. A sampling of the speakers are featured here.





4

Google for Entrepreneurs



5



6



7

1 Scott Carson, ('72 Bus. Admin.), retired executive vice president, The Boeing Company; former president and CEO, Boeing Commercial Airplanes, described his academic journey at WSU and career path, encouraging students to find their passions and give back.

2 Shannon Flynn ('95 Bus. Admin., HR), senior human resources manager, Microsoft Corporation, presented "How to Break into the Tech Industry."

3 KPMG representatives Hannah Fisher ('16 MIS) IT audit and assurance associate, advisory; Elise Kolde ('13 MIS) IT audit and assurance senior associate; Naomi Kim, senior audit associate; Matthew Wardell ('15 Act., '16 MBA) IT risk consultant; and Steven Page ('08 Comm.), advisory manager, presented "KPMG Audit IT and Assurance," and held a question/answer session for accounting students.

4 Danny Navarro ('10 Mgmt. & Op.), head of brand, Google for Entrepreneurs, presented career and life tips for business students based on his WSU experiences and career path.

5 Balaji Subramanian ('80 Bus. Admin., '84 M.A.), global head, channel strategy and programs, Informatica, presented "From the Palouse to Silicon Valley," sharing his experience growing up and being educated in Pullman and demonstrating the applicability of a finance degree.

6 Mark Wuscher ('93 Bus. Admin.), global banking and financial services professional, presented "Do You Have a Passion for Finance?" and shared career insights from his global business experiences.

7 Jon Morgan ('92 Bus. Admin.), health care executive recruiter, Providence St. Joseph Health, spoke about what to expect in the day and the life of an executive recruiter.

THE IMPACT OF YOUR CORPORATE MATCHING GIFTS

LIONETTI ENDOWED SCHOLARSHIP SUPPORTS STUDENTS IN NEED

Don Lionetti, Microsoft sales director, has a special passion for identifying underserved markets, uncovering clients' needs, and identifying solutions. It's what he has chosen as a career focus, and it forms the core of his personal philosophy on life.

Don and his wife Julie have been supporting WSU and the Carson College of Business for over a decade. Most recently, they established an endowed scholarship to support certified Carson College of Business students in financial need.

"It's hard to describe the feeling in your heart when you invest in someone who has the desire, need, and passion to get an education but lacks the financial resources to do so," he says. "For me it's very rewarding to help students offset the burden of cost."

The endowed scholarship was created through Microsoft's matching gift program that matches donations dollar-per-dollar, up to \$15,000 per employee per year.

"It's important to understand how your corporate matching gift works—every company is different," Don says. "There are a multitude of ways your dollars, time, or talent can make an impact."

"You don't have to give a million dollars to start an endowed scholarship," he says. "You can start with \$25,000 and fund it over several years in multiple increments—whatever you are comfortable doing."

He plans to incrementally increase the endowed scholarship in perpetuity, so that by the time he retires, the fund will make a significant difference for a student in need.

"Being part of WSU was the most rewarding experience of my life," he says. "I look forward to helping Dean Hunter grow the college's reputation as being the top choice in the Pacific Northwest for students seeking a business education."



Don ('87 Mktg.) and Julie Lionetti ('87 Fine Arts)

MAKING AN IMPACT WITH MATCHING GIFTS

OVERALL TO WSU

TOTAL AMOUNT
OF CORPORATE MATCHING GIFTS

\$517,044

CARSON COLLEGE OF BUSINESS

TOTAL AMOUNT
OF CORPORATE MATCHING GIFTS

\$70,944



CARSON COLLEGE OF BUSINESS

TOTAL NUMBER
OF COMPANIES AND FOUNDATIONS
WHO PARTICIPATED IN 2016

38



OVERALL TO WSU

TOTAL NUMBER
OF COMPANIES AND FOUNDATIONS
WHO PARTICIPATED IN 2016

167

OVERALL TO WSU

TOTAL NUMBER
OF CORPORATE MATCHING GIFTS

1,975

CARSON COLLEGE OF BUSINESS

TOTAL NUMBER
OF CORPORATE MATCHING GIFTS

294



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.

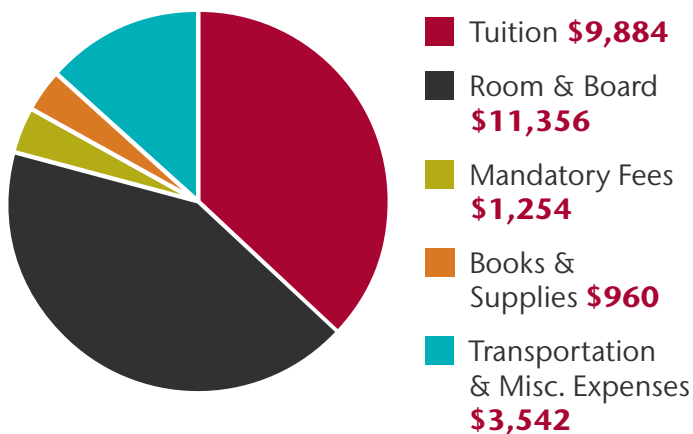
To find out if your current or former employer has a matching gift policy, contact Jeff Pilcher at jeff.pilcher@wsu.edu or **509-335-8906**, or visit go.wsu.edu/ccbmatchinggifts.

MAKING AN IMPACT WITH SCHOLARSHIPS

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.

2017-2018 ANNUAL COST OF EDUCATION AT WSU

(Washington Resident)



TO LEARN MORE ABOUT HOW YOU CAN INVEST IN THE CARSON COLLEGE OF BUSINESS STUDENT EXPERIENCE, CONTACT JEFF PILCHER AT JEFF.PILCHER@WSU.EDU OR **509-335-8906**, OR VISIT GO.WSU.EDU/CCBSCHOLARSHIPS.



CARSON COLLEGE OF BUSINESS **SCHOLARSHIPS**

In 2016, total scholarship dollars awarded:

\$703,140

Total number of students receiving scholarship support:

375

Total number of scholarships awarded:

515

Average award amount:

\$1,365

AN ADVOCATE FOR SUCCESS: **GIRISH CHUMMUN '17**

By Brian Clark, photo by Bob Hubner

Girish Chummun graduated in May and reconnected with his father for the first time in five years. It's not that they don't talk; they do, all the time. But the physical distance between them was so great that neither has ventured out to see the other in all that time.

That's because the Chummun's are from Mauritius. If you could tunnel through the Earth to Pullman's antipode, you'd come out somewhere in the Indian Ocean, not all that far from the tropical island of Mauritius.

"It's a long trip!" says Chummun, a finance and international business major in the Carson College of Business. In 2012, when he flew from his home, it took 7 hours to get to Dubai and 15 to get from Dubai to Seattle.

When he arrived in Washington, Girish's plan was to quickly finish his high school degree in an accelerated program at Edmonds Community College. But then he learned that he could earn an associate's degree and transfer to a four-year college, so he stuck around and got involved in student government.

"I was a student trustee," he says, "appointed by the governor. I went to Washington, D.C., to advocate for Pell Grants and federal funding for community college students. It's my great passion, advocating for student success."

After finishing at Edmonds, Chummun applied to and visited both WSU and the University of Washington. "WSU was the best fit for me," he says, extolling the virtues of smaller classes and the increased access to faculty mentors.

At WSU, Chummun was appointed as an ASWSU Carson College senator, representing his fellow business students in the Associated Students of WSU legislature.

"I was the only international student on the ASWSU, which can be a little frightening. But I persevere, and keep



strong." Chummun is driven by his desire to see "students succeed regardless of race or religion."

Chummun also was selected to join the Carson College Ambassadors, representing the college at recruitment events and helping to organize professional development workshops. In his final months at WSU, Chummun pushed to have the ambassadors recognized as a Registered Student Organization. That recognition came through in April.

A recipient of several scholarships, Chummun is the very model of a grateful grad. "My parents own a small pharmacy back home," he says, "so I'm really grateful to the donors who helped me and really alleviated a lot of burden from my parents' shoulders."

Chummun speculates that he'll likely go to work in the financial industry, at least for a while. He's looking at companies like the global consultancy KPMG, which has offices in Seattle—and Mauritius. But eventually, he says, he'd like to come back to WSU for, first, an MBA, and then to work for the University in some capacity.

"I'm proud to be a Cougar," he adds, "and would love to be a donor to the Carson College someday."

MARK AND LAURA HANSEN INTERNATIONAL SCHOLARSHIP SUPPORTS GLOBAL PERSPECTIVE

By Sue McMurray

Mark Hansen ('84 Mktg.), president of Bayview Arc Inc., believes breaking out of one's comfort zone is critical to success in business and life in general. While building a successful financial services career, he and his family spent three years living in Tokyo, where he became deeply aware of the nuances of culture, style, contexts, and social interaction of international business. He also noticed the impact that living abroad had on his children, who had grown up on Vashon Island, an insular Puget Sound community.

"The experience in Japan opened them up dramatically," he says. "Our kids developed so much during our time there. To this day, they are comfortable traveling anywhere in the world."

As devoted supporters of WSU and the Carson College of Business, Hansen and his wife Laura ('85 Acc.) agreed Pullman was comparable to living on an island, given its lack of proximity to larger cities. To give students more opportunities to develop a global business mindset and cultural appreciation, they established an international scholarship fund to nudge students out of their comfort zones and into study abroad experiences.

This year, 20 students benefited from their generosity.

RECIPROCAL REWARDS OF SCHOLARSHIP

"I burst into tears when I received the Hansen International Scholarship notification—it meant the world to me. It further motivated me to conquer challenges in life, achieve my goals, and be successful," says Nam Nguyen, a junior international business and chemistry major. "One day, when I'm successful, I'll help future generations of Cougs as the Hansens helped me."

Hansen met some of his scholarship recipients studying abroad at Cèsar Ritz Colleges Switzerland when he was there volunteering as a Business Plan Competition judge.

"Seeing students' enthusiasm and the life-long bonds they developed during the experience was very exciting," says Hansen. "You can't underestimate the impact you may have on students by supporting broader learning experiences beyond the classroom and preparing them to excel in a global economy."

Hansen can't wait to see some of his scholarship recipients in 10 years to see if they have continued to broaden themselves globally, or if they have followed a different path. "I would like to know what part international experience played in their lives and if it was an indicator of their future," he says.



THANKS TO THE HANSEN'S GENEROSITY, STUDENTS STUDIED ABROAD IN **AUSTRALIA, FRANCE, ITALY, NEW ZEALAND, SPAIN, SWITZERLAND, AND THAILAND** IN 2016.

RAISING STUDY ABROAD EXPECTATIONS

Going forward, Hansen hopes to work with college leadership to reshape the standards of the Carson College international learning requirement so that all business students study abroad for a semester before their senior year.

Meeting that expectation requires more scholarship and parent support, he says. He encourages everyone to "dive in" and do whatever they can to support students.

"You may not see tangible results right away, but the appreciation and gratefulness you feel when you have a one-on-one interaction with a student becomes a theme that is very rewarding," he says.

The Hansen International Scholarship meant the world to me and inspired me to give my best effort as well as pass this energy and spirit on to the next Cougar generation.

Nam Nguyen



*Nam Nguyen,
International Business, Chemistry.*



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 JEFF PILCHER AT **JEFF.PILCHER@WSU.EDU** OR **509-335-8906**, 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:



@carsoncollege



@carsoncollege



WSU Carson College of Business Students and Alums



WSUCB

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





CELEBRATE **CARSON** COLLEGE!
INVEST, ENGAGE, UNITE

SATURDAY, NOVEMBER 18, 2017

Melrose Market Studios, 1532 Minor Avenue, Seattle, Washington

6:00–8:30 p.m.

Hors d'oeuvres, program, and live auction

For donations or sponsorships, please contact Hannah Finkas-Ganders
at **509-335-5341** or **hfinkas@wsu.edu**.

REGISTER AT
business.wsu.edu/celebratecarson