

WASHINGTON STATE UNIVERSITY

CARSON COLLEGE OF BUSINESS

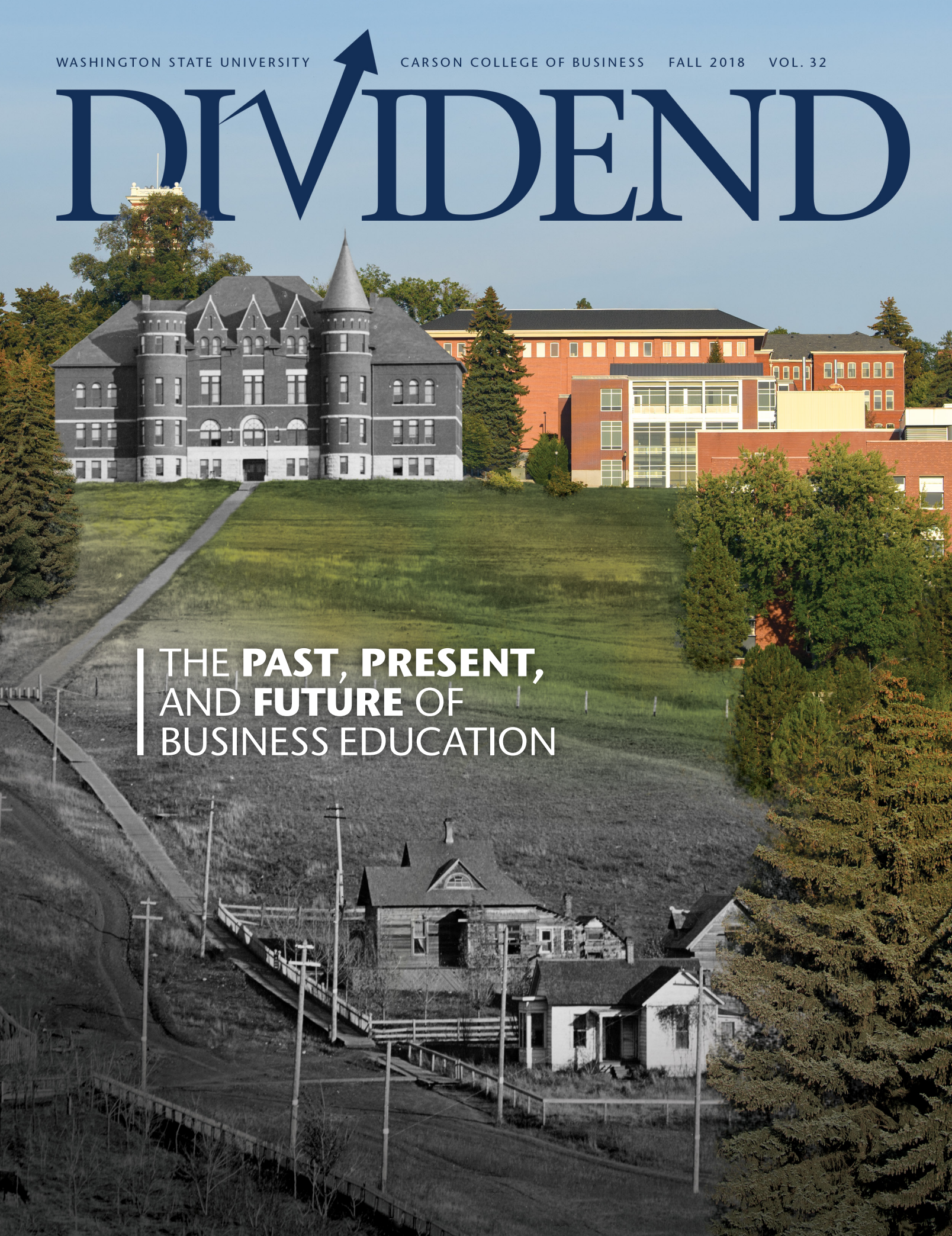
FALL 2018

VOL. 32

# DIVIDEND



THE **PAST, PRESENT,**  
AND **FUTURE** OF  
BUSINESS EDUCATION





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*2018, Vol. 32*

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# A Message

## FROM THE DEAN



Dear friends,

We're on our way to becoming the model school of business for tomorrow's land-grant university—a destination we call our “winning aspiration.” We want the great state universities that WSU is seeking to join on the Drive to 25 to look to us as the exemplar for a mission-driven college of business. This past year, we've charted our path forward by examining what we've done well in the past, the effectiveness of what we do now, and what we should strive for in delivering future business education.

To capture our college's history, we created a new exhibit in Todd Hall's plaza that showcases our significant milestones over the years. You'll learn about this and much more from the features and timeline throughout this issue.

While it's great to acknowledge our historic successes, it is even more important to identify the gaps between what we'd like to achieve and where we are today. Working with powerful advice from our alumni and employers, we've launched a remarkable set of new experiences, classroom approaches, and learning goals in our undergraduate program. These innovations will ensure the next Carson Cougs graduate ready for career success. Associate Dean Tom Tripp's article on page 26 will inform you on our progress and goals.

Our MBA degree has an outstanding legacy, and strategically building its online delivery ensures the quality and impact of this program. This year we are celebrating 60 years of providing graduate business education (see page 8), and at the 2018 December Commencement, we will graduate our one thousandth online MBA student. The future of business education is meeting students where they are. The story on our MBA,

as well as features on recent international entrepreneurial mentoring, new certificate offerings, and the new Institute for Senior Living illustrate additional ways in which we are adapting to serve students and employers.

The success of a model public business school will be measured in large part by its graduates' influence. We are aiming for the programs we offer to be first choice for students seeking a business education in the Pacific Northwest. By listening to the insights of students, alumni, industry, faculty, and WSU leadership, some of which are shared in this issue, we will continue to advance toward this goal and produce the leaders the region needs.

We won't become a model without your help. We must work in close partnership with our alumni and business communities to recruit, prepare, and launch students who will make a difference. We face a challenging environment for funding: student tuition pays some of the bills, but students have limited capacity to handle increases, and the share of our funding that comes from state government is less than half what it once was. Philanthropic investment will be key to our long-term success; together we can keep a WSU Carson College education excellent and affordable. If you find something in this issue that speaks to you, and you want to help us reach our goals, please let us know.

Go Cougs!

Chip Hunter  
@ChipHunterWSU



1892

### WASHINGTON STATE UNIVERSITY OPENS ITS DOORS

for the first time on January 13 under the name Agricultural College, Experiment Station, and School of Science of the State of Washington.



# WSU AND CARSON COLLEGE HISTORY ON DISPLAY

Story by **Sue McMurray** • Photo by **Dean Hare**



## Carson College of Business





Anyone who hasn't been through the main doors of Todd Hall's third floor recently will notice a stunning new display that frames WSU's and the Carson College's accomplishments and milestones over time. From hanging panels highlighting Carson students, staff, faculty, and programs, and acknowledging the contributions of Scott and Linda Carson and other donors, to the 35-foot historic timeline below them, the progressiveness of the Carson College and the value of a WSU business education are unmistakable.

"The display illustrates who we are as a college and what we have to offer," says Chip Hunter, dean. "It is graphically designed to tell a story and showcase our successes whether people just glance at it in passing or stop to absorb more detail. It's a great way to acknowledge those who helped us get to where we are today."

## WHAT IT TOOK TO CREATE

The original concept to honor the history, investments, and people of the college formed in 2015 after the college was rebranded as the Carson College of Business. Robin Olson, facilities and space management coordinator in the Carson College Office of Technology, managed the display's design and installation over the past year, a process enabled by the input and work of many people.

Cat Taylor, digital measures administrator, spent about five months researching historic information and obtaining at least 100 images to create the timeline, which also includes historical replicas such as newspaper articles, a Cougar-embossed door handle, a model truck bearing the inaugural Cougar logo, and other elements of WSU and Carson College history. Graphic designers Ann Nelson and Jayden Bowker, as well as Olson and Taylor, applied their artistic talents to create the replicas through aging techniques and design.

"The most exciting part of the project is seeing where we came from and where we are now," says Olson. "People will be able to learn facts about the college that are otherwise hard to find. Seeing tangible replicas in 3-D will have a greater impact."

"The entire display evokes a sense of pride," says Taylor. "Knowing this history unites us as a community."



## DISPLAY INSPIRES NOSTALGIA RESEARCH STUDY

Doctoral student Sheng Bi incorporated the timeline project in a marketing study examining consumer preference for nostalgic products. Bi surveyed approximately 125 Carson students after a day of classes. Before students looked at the timeline display, they randomly received either a prime "Thank you for participating in our study at the end of the day," or were simply told "Thank you for participating in our study." Then students viewed images from the timeline display and were asked what percentage should focus on the past or on the future of WSU. Additionally, Bi provided students with two WSU football posters—one from the past and one from the present—and asked them which one they liked more. "We found that when students were primed with a specific timeframe or ending point, such as 'end of the day,' they had a higher preference for nostalgic photos or images," says Bi. He discovered there wasn't a significant correlation between the prime and the timeline photos. "Possibly, students don't know too much about the past of WSU, and it is uncommon or hard for them to think about the future of WSU. The new display will help change that and inspire viewers to think about the distinctions of WSU and the Carson College across time."



1926

In 1926, the **DEPARTMENT OF BUSINESS ADMINISTRATION IS ESTABLISHED** in the College of Arts and Sciences. Due to a rise in popularity of business courses, the department becomes the School of Business Administration in 1928, offering courses in business administration, secretarial science, and economics.





# THE TIMELESS LEGACY OF **GEORGINA TUCKER**

Story by *Sue McMurray*

For hospitality legend Georgina “Gina” Tucker (’33 Home Econ.), creating an outstanding guest experience, down to the smallest detail, defined excellence. If you’ve ever seen a fancy folded tip known as the “Tucker Point” on hotel toilet paper, you have glimpsed a small part of her legacy of professionalism in the hospitality industry.

The Point was just one of Tucker’s innovative approaches that professionalized food, beverage, and housekeeping services during her 42-year career with Western Hotels (now known as Westin Hotels and Resorts).

## **BLAZING TRAILS FOR FUTURE WOMEN HOSPITALITY LEADERS**

Tucker didn’t let gender or lack of experience get in the way of her success in a male-driven environment. When the School of Hospitality Business Management opened in 1932, men were trained in hotel operations, and women were trained in dining services to meet the demand of the era. Tucker was one of the first women to take hotel management courses.

“She was a trailblazer in many regards,” says Dan McCluskey, who worked with Tucker at different hotels. “She had a unique

way of communicating and gaining trust, especially with chefs who didn’t want to take direction from a woman,” McCluskey says. “She was a tremendous help throughout her tenure as a food and beverage executive.”

## **A VISION BEYOND THE CENTURY**

For several years, Tucker developed menus, training protocol, and food service planning methods at the Washington Plaza Hotel in Seattle under the direction of manager Harry Mullikin. During early planning for the opening of the Century Plaza Hotel in Los Angeles, he appointed her to executive housekeeper despite her lack of experience in that sector.

The late Dwight Call (’56 H&RA) met Tucker in 1957 and worked with her at the Century Plaza for 10 years when he was general manager. “Gina was my first female employee and a good friend,” says Call. Together they served many influential people, including U.S. presidents and the Apollo 11 astronauts. “She had a very high level of responsibility that required strong relationships with many key hotel staff, which is important whether you have a crisis or an opportunity. She was very loyal to the hotel and company,” says Call.

“Gina always looked for ways to improve the industry, not just for the customers, but for those working in it,” says family member Susan Nicholas. “She would encourage and aid people to follow and achieve their abilities. She wanted people to succeed.”

Tucker was a strong individual who saw life as an adventure. After her retirement from Western in 1975, she was an international hospitality consultant and instructor who encouraged her students to think beyond basic hospitality and imagine the future. “Life was a joy to her. She fully embraced it,” says Nicholas.

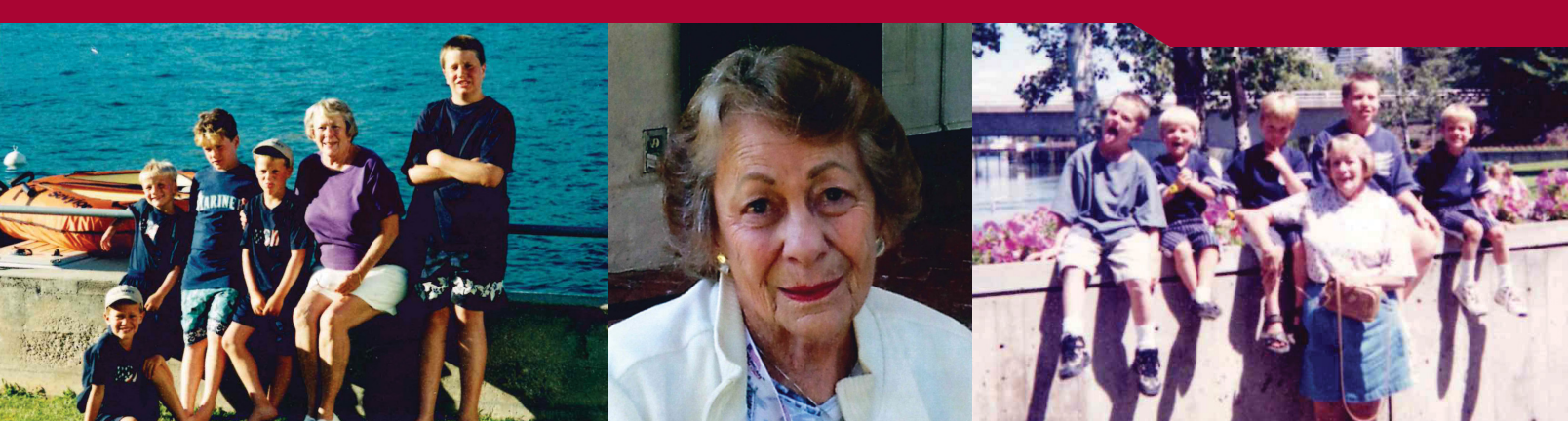
Tucker was 103 when she passed away in 2014. The WSU School of Hospitality Business Management inducted her into its Hall of Fame in March 2018.



1932

The **WSC HOSPITALITY PROGRAM BEGINS** with the goal of “training men in hotel operations and women in dietetics.” Over the next several decades, the program evolves into one of the top hospitality programs in the nation, preparing students for worldwide leadership roles in the hospitality industry.





# THE EXTRAORDINARY LIFE OF SHIRLEY SMITH

Story and photos by **Brad Smith**

As a “purple-blooded Husky,” when I found a copy of the 2017 WSU *Dividend* magazine in my in-box, with the crimson flag proudly displaying the Cougar logo, I immediately thought one of my law partners was playing a trick on me. Then I turned it over and saw it had been mailed to my mother, Shirley Smith ('55 Bus. Admin.), who passed away October 12, 2016. I have been receiving her mail since her death.

As I prepared to toss the magazine, I noticed it was from the WSU Carson College of Business. My mother was extremely proud of not only her Cougar roots, but about earning her business degree during a time when women were generally not encouraged to seek a career, much less a degree, in business. I scanned through the quality magazine and readily understood the pleasure my mother probably had in reading about the school and those who followed in her footsteps.

I wondered if perhaps fate delivered *Dividend* exactly one year to the day following my mother's passing. I started to contemplate again what made my mother such a strong, respected woman. More than anything, she was most proud of being recognized as an accomplished businesswoman and civic leader in a time and place where it was not ordinary to be so.

## BALANCING FAMILY AND CAREER

After graduation, she and my father moved to Longview, Washington, and she began raising my sister and me. However, her desire to enter the business world remained a constant pull. In the late '60s, she began working for the First Federal Savings and Loan Association. In 1972 she

became a travel agent, buying into a local agency where she later became president and the major stockholder before selling her interest in the 1990s.

Throughout her career, she was active in civic matters. She was the first female trustee on the Board of Lower Columbia Community College, and later was a director and chair for the LCC Foundation. She was one of the original directors of Cowlitz Bank when it opened in the 1990s. She actively mentored many other younger women trying to make it in business and politics in the Southwest Washington area.

In her retirement, she was an active Rotarian and shared her travel discoveries by writing articles for the *Columbia River Reader*, a local newspaper.

## A LIFELONG COUG

My mother was a lifelong Coug who took great pride in wearing her WSU gear as she traveled throughout the globe. If you asked my mother what accomplishment in her life she was most proud of, I'm sure she would say “my children and five grandsons.” But knowing my mother, she may have added: “In a world where women were discouraged to be anything more than mothers, where those few women earning college degrees were still supposed to turn them into an excuse to meet and marry a successful husband, I achieved my lifelong goal of becoming a successful business owner and civic leader in my own right, on my own terms.”

Thank you for your role in helping mold my mother's career and character. You are obviously still doing a great job educating future business leaders, and my mom would be proud to see the tradition continuing.



1948

**TODD HALL**, WSU's major classroom building and home to the future College of Business and Economics, is built.



# Celebrating 60 Years of

## #1

WHAT SKILLS WERE TAUGHT  
IN THE MBA PROGRAM WHILE  
YOU WERE HERE?

**Chris Marker** ('66 MBA)

We learned in the traditional manner, sometimes in group settings with Harvard case studies, and there was emphasis on critical thinking skills.



**Jean Jones** ('00 MBA)

My favorite MBA classes were Marketing, Operations Management, and Mergers and Acquisitions. I have used those skills in several different roles with my current company!



**Justin Jacobsen** ('05 MBA)

Teamwork and collaboration were clearly a focus of the program as well as critical thinking and problem solving.



The **Master of Business  
Administration is  
established** at the school.



A 1959 graduate  
at commencement.

## #2

HOW DID YOU APPLY YOUR  
MBA TRAINING TO YOUR CAREER  
OR CURRENT PROFESSION?

**Chris Marker** ('66 MBA)

My program gave me a bit of a leg up in entry level roles in the hospitality business. I felt comfortable challenging the traditional ways of doing things and developing new tools, or updating more traditional methods of analysis.



**Jean Jones** ('00 MBA)

Learning how to work well in groups, negotiate conflicts, arrive at a best decision, and manage time were results of my time in the MBA program.



**Justin Jacobsen** ('05 MBA)

There were some specific details from an investments course that I retained and applied in a way that allowed me to stand out early in my career. This helped me earn a spot on one of the best hedge funds in Canada as an investment analyst.





# Graduate Education

## #3

### HOW DID YOU STUDY AND TAKE EXAMS?

**Chris Marker** ('66 MBA)

Exams were always handwritten, though case studies required word processing skills—then only typewriters from the ages!



**Jean Jones** ('00 MBA)

I remember lots of papers and projects, and not too many tests, but the ones we did take were done with a pen or pencil and paper!



**Justin Jacobsen** ('05 MBA)

I worked in groups for projects, but for exams I typically studied alone. Tests were a mix of written for most courses and typed for MIS and Statistics.



## #4

### WHAT WAS THE BEST THING ABOUT THE PROGRAM AND WHY?

**Chris Marker** ('66 MBA)

No doubt the incredible faculty was the key to my WSU MBA. Genuine friendships were developed, which further bonded us to the college and the University. These relationships inspire us to serve WSU to this day!



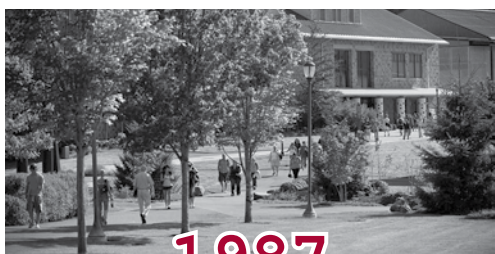
**Jean Jones** ('00 MBA)

The best thing about the WSU MBA program was the people. The professors were wonderfully approachable and knowledgeable, and the other students were a great mix that made a fun environment where I learned not only the coursework, but about people and places.



**Justin Jacobsen** ('05 MBA)

Working in groups and learning from peers with different strengths was the best thing about my program.



**1987**

The **Master of Business Administration** is established at the Carson College Tri-Cities and Vancouver locations.



# ONLINE MBA

@WSUOnlineMBA

Keith Bennion (OMBA student), Betty Federline (OMBA student), and Miranda Leurquin ('17 OMBA)

## WHY DID YOU CHOOSE TO EARN AN ONLINE MBA FROM WSU?



**Keith Bennion**  
@CarsonCougs

I looked at online programs that were AACSB accredited and ranked in the top 15 best online programs by *U.S. News & World Report*. WSU fit my criteria!



**Betty Federline**  
@CarsonCougs

I watched my fiancé's way of thinking evolve in the Executive MBA online program and heard about the incredible connections he was making. I had to experience the OMBA for myself.



**Miranda Leurquin**  
@CarsonCougs

I am close to several WSU alumni and was impressed with the program's recognition. My goal was to improve my business skills to bring additional value to my organization.



Following

## WSU Carson College

@CarsonCollege • 2008

The Executive MBA launches as a face-to-face and online hybrid at the Spokane Riverpoint Campus under director Morag Stewart, Ph.D., and moves entirely online in 2010. In 2009, the MBA is offered online part-time through the Center for Distance and Professional Education (now Global Campus) and full-time in 2010, increasing access to business education.

## WHAT IS YOUR FAVORITE MEMORY OF YOUR WSU EXPERIENCE?



**Keith Bennion**  
@CarsonCougs

The camaraderie and friendships: our capstone team built an online company and created video pitches for investors—I will never forget this hands-on approach and team effort.



**Betty Federline**  
@CarsonCougs

The day I completed the final assignment, I realized how much I had learned, and how rewarding the journey was.



**Miranda Leurquin**  
@CarsonCougs

I met leaders and saw business up close on the trip to China and Korea. I made life-long friends during this unique opportunity.

## HOW DID YOUR ONLINE MBA MAKE A DIFFERENCE IN YOUR CAREER SUCCESS?



**Keith Bennion**  
@CarsonCougs

My degree opened doors to interviews otherwise impossible and gave me confidence to manage higher level positions in my company.



**Betty Federline**  
@CarsonCougs

An interviewer said my decision to go back to school showed my drive; I received an offer the next day.



**Miranda Leurquin**  
@CarsonCougs

The flexibility allowed me to balance work and travel. Knowledge came to life and pushed me to gain confidence, resulting in increased responsibilities and trust from executive leadership.



1959

The MBA program on the Pullman campus **GRADUATES ITS FIRST CLASS** in 1959 with three students.



# EXECUTIVE MBA ONLINE

## @WSUOnlineEMBA

Victoria Burke ('18 EMBA), Ted Nolan ('17 EMBA), and Mizan Rahman ('17 EMBA)

### WHY DID YOU CHOOSE TO EARN AN EXECUTIVE MBA ONLINE FROM WSU?



**Victoria Burke**  
@CarsonCougs

I was looking for a flexible, reputable, nationally-ranked online program. It answered all of my needs; nothing else compared.



**Ted Nolan**  
@CarsonCougs

WSU had the most appealing, prestigious program in the United States, I could complete it in 18 months, and it was AACSB accredited.



**Mizan Rahman**  
@CarsonCougs

I chose it because it has a good reputation and reasonable tuition, is well designed, aligns with my career, and is 100% online. The prospect of networking with many high-level executives was exciting.

### HOW DID YOUR EXECUTIVE MBA ONLINE MAKE A DIFFERENCE IN YOUR CAREER SUCCESS?



**Victoria Burke**  
@CarsonCougs

I developed deeper critical thinking skills, and new opportunities opened for me. I was exposed to a variety of new perspectives and work with peers in other industries.



**Ted Nolan**  
@CarsonCougs

I have used much of what I've learned and am more effective. A future promotion is my goal, but the intrinsic sense of accomplishment in earning a WSU MBA is most valuable to me.



**Mizan Rahman**  
@CarsonCougs

It enhanced my leadership and business skills while simultaneously giving me competitive advantage over my peers, more confidence, and tools to lead my organization more effectively.

### WHAT IS YOUR FAVORITE MEMORY OF YOUR WSU EXPERIENCE?



**Victoria Burke**  
@CarsonCougs

We gained rich exposure to Asian business and culture and practiced what we'd studied. The Executive MBA Leadership Conference was also a terrific experience.



**Ted Nolan**  
@CarsonCougs

I'm grateful for the friendships, especially with the capstone team, becoming a Cougar, and the instant recognition of fellow Cougs in my travels. The international studies trip changed my perception of Asia.



**Mizan Rahman**  
@CarsonCougs

The capstone project was a great experience. We learned from courses to identify technical and nontechnical challenges, business marketing approaches, and financial forecasts.



Following

**WSU Carson College**

@CarsonCollege • 2017

The Carson College celebrates 60 years of offering graduate education.



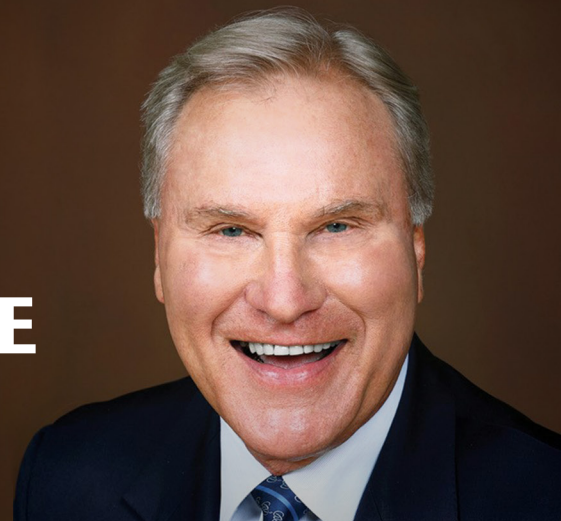
1963

The School of Economics & Business becomes the **COLLEGE OF ECONOMICS AND BUSINESS** under Dean Eugene Clark.



# HONORING THE PAST, SUPPORTING THE FUTURE OF FINANCE EDUCATION

Story by **Sue McMurray**



Sometimes in life, opportunities are created by luck, such as being at the right place at the right time, and sometimes people who develop certain habits tend to create them. Global investment professional Gary Brinson ('68 MBA) experienced a bit of both when choosing his academic, career, and philanthropic paths.

Brinson was the first in his family to attend college. As a working undergraduate at Seattle University, he struggled to keep up his grades. But he kept pushing, and eventually things improved. As luck would have it, one of his professors knew of Omer L. Carey, an outstanding business professor at WSU, and he recommended that Brinson apply to graduate school there. Brinson was accepted into the MBA program, where he had the opportunity to learn from Carey's talents.

## THE IMPACT OF OMER L. CAREY

"Professor Carey's openness and willingness to listen made him special," says Brinson. "He always encouraged students to bounce new ideas off of him, which created an exciting intellectual atmosphere I had never experienced."

Brinson says the rich learning environment opened his eyes and helped him develop rigorous study habits. He developed a strong combination of finance, accounting, statistics, and management skills. Recognizing Brinson's abilities, the finance department offered him a paid teaching opportunity that also afforded Brinson a draft deferment in the midst of the Vietnam War.

After graduating, Brinson considered a career in academia. Carey encouraged him to get some practical experience first, so when an investments position opened at Travelers Insurance in Hartford, Connecticut, Brinson took it.

Brinson's decision was a game changer. Instead of becoming an academic, he spent 30 years in the global investment industry before retiring to focus on his private investment firm and the Brinson Foundation, which funds grants for education, health care, and scientific research.

## SUPPORTING THE FUTURE OF FINANCE EDUCATION

"For students of my era, finance and investment was a descriptive discipline that didn't have a lot of analytical tools," Brinson says. "Today's students are engulfed in analytics. As future finance professionals, they must have a strong foundation in statistics, probability theory, and behavioral economics to be successful."

To support WSU finance students, Brinson has generously invested in the Carson College over time, establishing the Gary Brinson Endowed Chair in Investment Management held by finance professor George Jiang, and the Omer L. Carey Endowed Chair in Financial Education held by finance professor and department chair David Whidbee.

"The Carey and Brinson chairs have made possible the most meaningful, real-world learning opportunities available to WSU finance majors," says Whidbee.

The finance program is exploring how the chairs can support further curriculum improvements, including offering financial literacy training to freshmen and sophomores, enhancing behavioral finance offerings, and developing a financial analysis toolkit.

"Professor Carey was an exceptionally gifted teacher who cared deeply about students," says Whidbee. "As the current chair holder, it is both humbling to try to uphold the standard he set and motivating to seek ways to improve our students' experiences and learning outcomes."



1965

The **MBA IS ACCREDITED** in 1965 by the American Assembly of Collegiate Schools of Business, later named the Association to Advance Collegiate Schools of Business (AACSB International).



# FROM DOUBLE MAJOR TO DUAL CAREER

Story by **Sue McMurray**



Alumna Frances Rowley ('71 Stat., Mktg.) always had a passion for numbers. She intended to major in mathematics at WSU, but quickly discovered it was not for her. She stumbled across a statistics course in the business college and was hooked. She also discovered a love for marketing

and paired the complementary majors, earning a degree in business administration that fledged two successful careers.

After graduating from WSU, Rowley worked at Union Bank for two years before a growing desire for adventure prompted her to apply for a flight attendant position with TWA Airlines. That decision led to a 30-year career that took her all over the world. Seeing how people around the globe lived made her more appreciative of what she had and opened her eyes to new ways of doing things. "Traveling helped me grow in many ways," she says.

When she was in her 30s, she could see the aviation industry was changing and decided to return to her roots in business. She enrolled in the MBA program in accounting at Baruch College in New York City, earned her CPA license, and continued to work as a flight attendant.

## WSU DEGREE LEADS TO CONFIDENCE, WORK ETHIC, AND FRIENDSHIPS

"My WSU degree allowed me to drop all but two core courses, shortening the time it took to earn my MBA," she says. "The dean of the Baruch business school earned his MBA from WSU, and we quickly became good friends. He often told me we were the only two people in New York City who knew where Maiden Lane was in Pullman. You never know where you may meet a fellow Cougar."

A furlough from the airlines brought Rowley to PricewaterhouseCoopers (PwC), where she worked as an auditor. But she was soon called back by the airlines and resumed her work. A few years later, Rowley was once again compelled to make a change, so she took a part-time position in PwC's international assignment services department. It was a perfect fit: she could continue flying and marry her business knowledge and travel insights to better serve her expat clients. She worked both jobs for nine years before retiring from the airline and working full-time in the PwC expatriate tax group, where she rose to the position of director.

"My WSU business training helped me develop confidence and a work ethic that carried me through my two careers," says Rowley, now retired. "I was well prepared to take on the challenges that PricewaterhouseCoopers presented and to succeed."

## PAYING IT FORWARD

A firm believer in education, Rowley supports the Carson College of Business so other students may receive an excellent experience, as she did. She also attends many WSU alumni functions in New York, where she lives, and Cougar football games in other cities.

"The four years I spent at WSU were very special in my life and gave me a solid basis with which to enter the working world and handle the challenges I encountered," says Rowley. "I can't say enough good things about WSU and what it gives students."



1970s

**ENROLLMENT IN THE BUSINESS CURRICULUM** in the College of Business and Economics (a title change from the College of Economics and Business) grows rapidly in the '70s to meet the needs of the economy—the crush threatens to overwhelm existing facilities and faculty.





# PULLING FOR THE TEAM:

WSU ROWER MIHAELA BERINDEI  
PLANS FUTURE HELPING  
COMMUNITIES ACHIEVE  
ECONOMIC STABILITY

Story by *Sue McMurray* • Photos by *WSU Photo Services*  
Courtesy of *WSU Athletics*





Before coming to WSU four years ago, Mihaela Berindei ('18 Acc.) was a full-time member of the Romanian women's rowing team. Her dream was to become an Olympian and a professional athlete.

An unexpected call from WSU rowing coach Josh Adams changed all of that when he offered her an athletic scholarship to row for the WSU women's team.

"Choosing to study at WSU was one of the best decisions I made," says Berindei. "It allowed me to develop in a way that would not have been possible by staying in Romania. It helped me find new passions and academic interests. WSU connected me with a whole new level of global and cultural understanding—a priceless experience that really changed me and the way I see the world."

Berindei's career focus turned from becoming a professional athlete to becoming a business professional who could create opportunities for others.

## HARMONY OF SKILLS BETWEEN ATHLETICS AND BUSINESS

"When I took my first accounting course in the Carson College of Business, I felt a natural affinity for it. I just knew that was something I could excel at and use to make a positive difference in the lives of others," she says.

Berindei's athletic and accounting programs were complementary in that they both emphasized essential skills such as networking, time management, self-discipline, and commitment. In both realms, she built relationships and grew as an individual by mentoring and tutoring other students. She also became an officer in Beta Alpha Psi, an international honor organization

for financial information students and professionals. Berindei met weekly with business professionals and hosted recruiters from accounting firms such as PricewaterhouseCoopers (PwC), where she completed an internship in the risk assurance area.

"The PwC internship was my first introduction to the real life of a professional. It felt like when I first arrived in the United States—a culture shock," says Berindei. "I was totally challenged, but by observing and learning from professionals, I quickly learned how to communicate professionally when interacting with clients, navigate a wide range of projects, and use shortcuts when utilizing different data applications."

## PLANS TO ANSWER AN INTERNATIONAL CALLING

After an intense recruiting process and the culmination of her internship, PwC offered Berindei a full-time position as a risk assurance associate before she graduated. She hopes to eventually work in PwC's advising and consulting sector to prepare for two additional callings: assisting people who have been displaced due to civil unrest, war, famine, or other natural disaster, and creating economic opportunities for Romanian communities through micro-financing.

"As a former Eastern Bloc nation, the transition for Romania since the breakup of the USSR in 1990 has been difficult. I hope to provide services and philanthropy to expand opportunities for all Romanians to attain education, economic stability, health and wellness, and secure futures," says Berindei.



1984

The **BACCALAUREATE IN ACCOUNTING IS ACCREDITED**  
with the American Assembly of Collegiate Schools for  
Business, later named the Association to Advance  
Collegiate Schools of Business (AACSB International).





# BEST-CASE SCENARIO:

UNDERGRADUATE TEAM TAKES TOP HONORS AT SAN DIEGO INTERNATIONAL CASE COMPETITION, THIRD IN NORTHEASTERN COMPETITION

Story by **Eric Hollenbeck** • Photo by **Dean Hare**

Left to right: David Yingling, coach Kal Joshi, Gunnar Zielinski, John Rouse, and Emelia Stephan

When Carson College business students John Rouse ('18 Int. Bus., Mktg.), Emelia Stephan ('18 Int. Bus., Mktg.), David Yinling ('18 Int. Bus., Mktg.), and Gunnar Zielinski ('17 Mgmt. & Op.) met for the first time in fall 2017, they weren't quite sure what the next few months would have in store.

Each had been recruited by Kalvin Joshi, case competition coach and associate professor of management, information systems, and entrepreneurship, to compete against some of the top business schools in the country at the international business case competitions in San Diego and Boston.

Professor Joshi had asked each student to deliver a five-minute presentation in front of the other team members to evaluate their communication skills and identify which areas would need to be further developed.

What they thought would be a brief meeting turned into more than two hours of discussion. The group quickly formed a connection, and it was obvious their chemistry would become the foundation for the team's later success.

"I think that was one of the strengths of our team, and what

Professor Joshi was looking for was how well this small group of people could work together," says Rouse. "It just flowed naturally."

## BEING AMONG THE ELITE

For the next two months, the team prepared for competition through analyzing business cases, group strategy sessions, and meeting with their coach.

Case competitions have a straightforward format: teams strive to develop the best solution to a business case study within an allotted time. Teams then present their findings and recommendations to a panel of judges.

The team's winning proposal focused on strategies to increase sales for Godiva Chocolates. The team suggested using in-store cafés to expand the company's offerings, creating a strategic marketing campaign, and developing a customer-centric experience to cultivate a deeper relationship with the company and drive engagement with the brand.

The importance of training and preparation cannot be understated. Schools such as Temple, Villanova,

Northeastern, Brigham Young, and the University of South Carolina Darla Moore School of Business—ranked #1 in international business—are there to win.

"People don't always realize WSU is competing against some of the top business schools in the United States for international business," says Joshi. "These are elite teams."

The months of hard work and dedication paid off for the WSU team—they placed first in San Diego, and third a couple weeks later in Boston. Both triumphs are a direct result of the team's skill and commitment to rigorous training.

Now Rouse, Stephan, Yinling, and Zielinski stand among those elite teams. They all agree the experience was rewarding in many ways and helped strengthen their public speaking, presentation, critical thinking, and problem-solving skills.

And their success was just as rewarding for their coach. "You can't get this type of learning opportunity or this type of professional training experience in the classroom," Joshi says. "It's wonderful for me to see them grow from the process."



The **CONSORTIUM FOR UNDERGRADUATE INTERNATIONAL BUSINESS EDUCATION**

(CUIBE) is established to promote, enhance, and foster innovations in the delivery of international business education. CUIBE cosponsors international business case competitions where student teams address a real global business issue that a company is currently confronting.

2003

# NM-AIST

## STRENGTHENING PARTNERSHIPS IN AFRICA IN SUPPORT OF GLOBAL ENTREPRENEURSHIP

Story by **Eric Hollenbeck** • Photos by **Bob Hubner**

To continue building meaningful global partnerships that help entrepreneurial students attain the global mindset, networks, and cultural fluency that corporate leaders value, representatives from the Carson College of Business traveled to Arusha, Tanzania, in January 2018 to meet with leaders at the Nelson Mandela African Institute of Science and Technology (NM-AIST).

Chip Hunter, Carson College dean, and Marie Mayes, director of the Center for Entrepreneurial Studies (CES), were invited to serve as judges for NM-AIST's African Grand Challenge. The competition brought together teams from around sub-Saharan African countries to inspire innovation

that significantly addresses major health problems in Africa.

During the trip, the duo also toured two secondary education schools that have close ties to NM-AIST through the institute's School of Business Studies and Humanities (BuSH), which seeks to "accommodate, enable, stimulate, catalyze, and harness the innovativeness and entrepreneurial qualities inherent in the young generation."

According to Mayes, these site tours help WSU partners gain a broader view of the many different partnerships in Africa and provide additional insights into ways the Carson College and CES can support those relationships.



2013

The Carson College establishes a cooperation with **THE NELSON MANDELA AFRICAN INSTITUTE OF SCIENCE AND TECHNOLOGY** (NM-AIST) to teach business and entrepreneurship courses and advise NM-AIST on launching its own business plan competition.



## BUILDING GLOBAL PARTNERSHIPS

WSU began its partnership with NM-AIST in 2013. In that time, WSU's scientific research in Africa has focused largely on global health. Through this larger University partnership, the Carson College began working with NM-AIST students to provide entrepreneurship education to complement their graduate studies in science and technology, according to Hunter.

"WSU aims to build partnerships with other universities across the world to do interesting work," he says. "Our partnership with NM-AIST supports the University's mission as a land-grant institution—in areas such as agriculture and global animal health, through local and global engagement—to improve quality of life."

CES plays a major role in supporting that partnership as well. "Working with the Nelson Mandela African Institute of Science and Technology is important from an international development support role," says Mayes. "WSU and CES are focused on sustainable international development, and empowering NM-AIST students to be entrepreneurs is the best way to achieve that."

## CULTIVATING THE ENTREPRENEURIAL MINDSET

In June, the Carson College launched the WSU Entrepreneurship Skills and Knowledge Accelerator (WESKA), a week-long program designed for WSU graduate students and postdoctoral associates interested in learning more about entrepreneurship.

The WESKA program allows the college to provide education and resources to graduate students outside of business who are interested in starting new business ventures.

As part of the inaugural WESKA program, the Carson College and CES invited a student team from NM-AIST to attend and work alongside WSU graduate students and postdoctoral associates and learn from WSU faculty in the areas of strategic entrepreneurship, finance, management, and marketing, as well as campus community members and alumni who are experts in start-ups.

"When we can take science and technology students, or students from any other major, and combine that with entrepreneurship education and an entrepreneurial mindset, it's a really powerful thing," says Mayes. "It allows students to move their ideas toward impact and apply them in practical and meaningful ways in their own country."

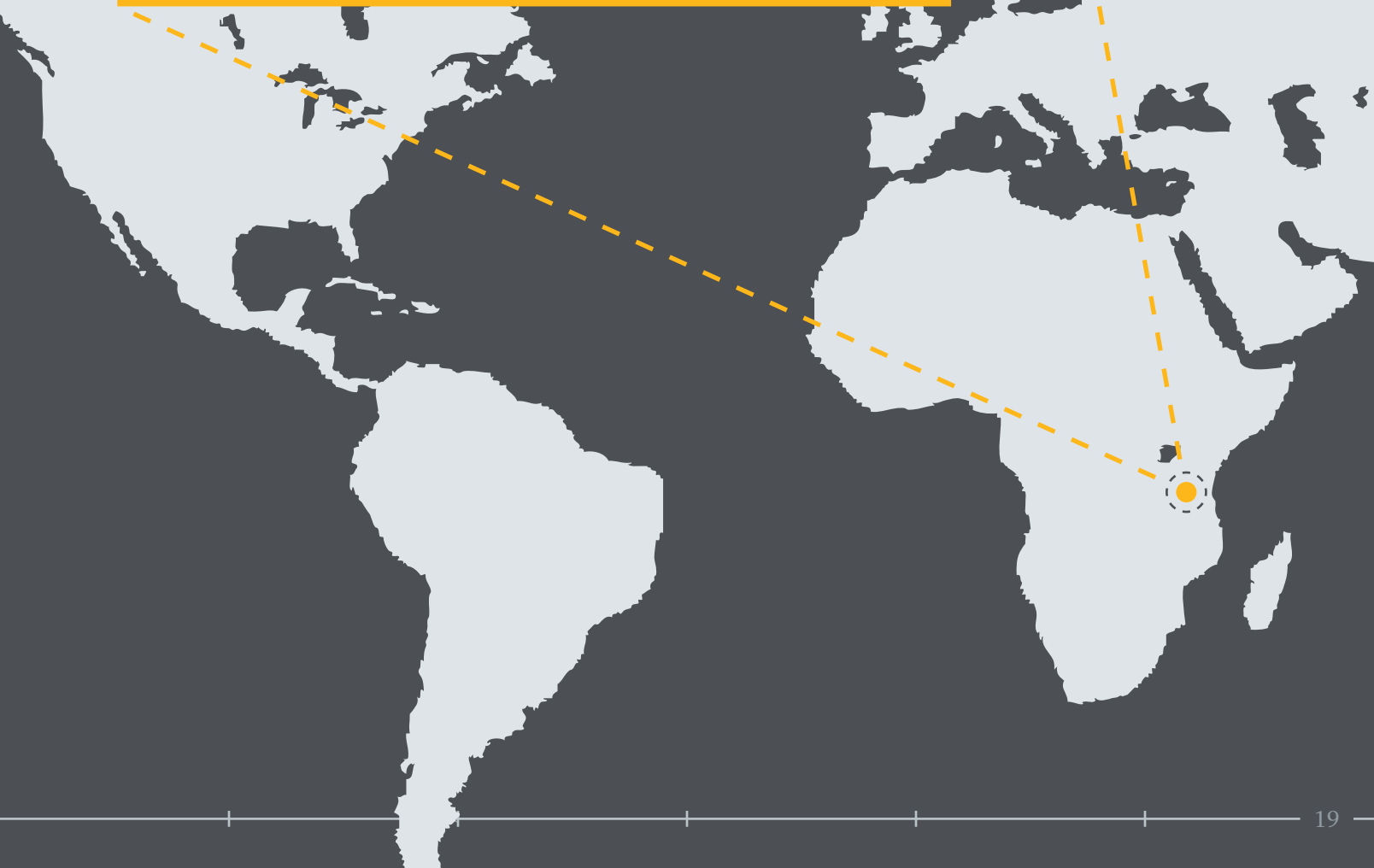
## SUPPORTING WSU'S GLOBAL EFFORTS

The Carson College's efforts in Africa support WSU's strategic goals in the area of exceptional research, innovation, and creativity with WSU looking to advance its reach both nationally and internationally.

"It's a great way to help put both institutions on the map in a way that neither could do by themselves. Washington State University is doing some really cool research in Tanzania," says Hunter. "When you think about WSU and the Drive to 25 initiative, having the kind of profile where we have a partnership with an excellent research institute in Tanzania: that's the kind of thing top 25 schools do."



NM-AIST students apply entrepreneurial concepts to graduate research.







# INTERNATIONAL CASE COMPETITIONS HELP UNDERGRADUATE **DISCOVER PASSION FOR FUTURE GLOBAL ENVIRONMENTAL HEALTH**

Story by **Eric Hollenbeck** • Photo by **Jessica Cassleman**

*Emelia Stephan, second from left, on a learning experience in Brazil.*

During her four years at WSU, recent graduate Emelia Stephan ('18 Int. Bus.) built an impressive résumé of accomplishments.

In addition to being a member of Kal Joshi's championship international business case competition team in 2017, she served as the vice president of alumni relations for her sorority, Sigma Kappa, and was a WSU Honors College student. She also was on the Model United Nations team and a member of Team Verde, winners of WSU's 2015 Global Case Competition.

The team's winning solution to dealing with plastic waste in Manaus, Brazil, proposed that WSU form partnerships with universities in Brazil and offer training and education in a new system for catadores (waste pickers) and the general population of Manaus.

Verde members received scholarship funds and the opportunity to travel to Brazil for further study. Stephan traveled with the team during her freshman year to visit public grade schools with a focus on early education.

## **LEARNING TO LEAD**

None of this is surprising for those who know Stephan. After all, the Richland, Washington, native and daughter of WSU alumni started planning for college in the third grade. What is surprising, however, is that Stephan says it wasn't always her nature to stand out from the crowd.

"When I first came to WSU, I was an extremely shy person," she said. "I hated speaking in front of large groups and preferred blending into the background. I didn't have a lot of confidence."

Stephan credits her undergraduate experiences for helping her build confidence and strengthening her leadership skills. Her pursuit of extracurricular activities and willingness to step outside of her comfort zone also gave her a deeper understanding about the challenges that other parts of the world face.

## **IMPORTANCE OF CULTURAL EXPERIENCE**

"It's important to go out into the world and experience a different culture(s) and experience that culture in terms of business too. I think at first it's a little mind-blowing how things can be so different, but in the end, it is worth it because you gain a lot of skills from the experience," she says.

As for life after WSU, Stephan plans to take a year off and work—she accepted a position with Bechtel International in her hometown—before pursuing graduate school to continue her studies in international business, waste management, and environmental policy.

The **Experience**  
Matters

2015

For 10 consecutive years, the Carson College's international business program ranks in **U.S. NEWS & WORLD REPORT'S TOP 25 BEST UNDERGRADUATE INTERNATIONAL PROGRAMS.**

# MAXIMIZING A **CARSON COLLEGE OF BUSINESS EDUCATION**

Story by *Sue McMurray* • Photo by *WSU Photo Services*



Maximiliano (Max) Prado ('18 Fin.) chose to attend Washington State University for several reasons. He had always heard about WSU's Cougar family and was looking for affordability and a small town feel similar to where he grew up in Othello, Washington.

As a first-generation college student and a first-generation immigrant from Mexico, Prado also found a sense of community and empowerment when he joined the Omega Delta Phi fraternity and the Association of Latino Professionals For America (ALPFA) student organization.

All of these factors were important because Prado has many passions and at least two careers in mind.

Ultimately, Prado knew the Carson College of Business would have the academic rigor, networks, and resources to help him maximize his business education in order to reach his goals.

## **GOING ABOVE AND BEYOND**

As a child, Prado dreamed about becoming an astronaut. As he got older, his interest broadened to aerospace. As a freshman, he attended WSU career fairs for a chance to speak with the Boeing Company, the leader of the aerospace industry. At the time, Boeing reps encouraged him to keep up his passion and try for an internship during his junior year when he would be eligible.

To prepare, Prado focused intensely on developing diverse networking, public speaking, stock and other technical analysis, and other business skills by taking on as many leadership roles as possible through his fraternity, ALPFA, the Carson Center for Student Success Peer Mentor Program, and WSU's Dare to Dream summer program that assists at-risk high schoolers to make up missing credits.

"As a mentor for these programs, I have impacted the lives of young minority students by showing them resources to apply for college, sharing my personal experiences, and most importantly, showing them that someone who comes from where they do can be successful," says Prado.

## **READY TO LAUNCH FOR LIFE**

Prado's impressive professional repertoire helped him secure an internship and later a full-time job in the Boeing Business Skills Rotational Program. The program provides three rotational experiences across multiple business disciplines within the company and offers opportunities through mentorship, seminars, and interaction with executives. Prado plans on working in corporate finance for a few years and eventually moving into management roles within the company.

But Prado's ambitions don't end there. He also plans to travel a lot to learn more about different cultures and ways of living so that he can open his own restaurant.

"I have always loved food, and I want to apply the knowledge I gain from my travels and management experience toward effectively running an upscale restaurant," he says. "The Carson College of Business provided me with a diverse toolset I will be able to utilize throughout my life."



2017

Max is a founding member of the WSU student chapter of the **ASSOCIATION OF LATINO PROFESSIONALS FOR AMERICA (ALPFA)**, the longest standing Latino organization with 72,000+ members assembled in 44 professional and more than 160 student chapters across America.





# WHERE WINE BUSINESS MEETS WINE SCIENCE

Story by **Doug Charles** ('83 HRA) • Photo by **Maegan Murray**

Over the past several decades, the wine industry has experienced significant change, growing from a handful of farmers and backyard vintners making wine as a side business or hobby, to a booming trade in a highly competitive market. The Pacific Northwest, in particular, has made its way onto the map as a wine-growing region known especially for wine quality. In fact, in the past decade, Washington state's wine industry has doubled in size, making it the second largest wine-producing region in the United States.

Industry-wide growth has fueled demand both locally and nationally for professionals who not only have a technical understanding of wine science and production but also the business skills to market and sell their products competitively. As one of the only U.S. academic institutions that offer degrees in both wine business management and viticulture and enology (V&E) in one place, Washington State University (WSU) is uniquely positioned to help meet this need and build a strong talent pipeline for the industry.



2017

The School of Hospitality Business Management creates a one-year, **ONLINE CERTIFICATE PROGRAM IN WINE BUSINESS MANAGEMENT**. Core content and experiences allow those interested in the business of wine to develop skills and knowledge in key aspects of wine business planning, management, and marketing. This program also applies to other beverage businesses including beer, distilled beverages, ciders, and others.



## WSU WINE SCIENCE CENTER ONE OF THE MOST TECHNOLOGICALLY ADVANCED HUBS OF ITS KIND

Today, WSU maintains strong ties with the local wine industry as a source of talent, research, and industry support. Near the Tri-Cities campus, there are more than 870 wineries, 60,000 acres of wine grapes, and 13 American viticulture areas. That is why WSU Tri-Cities is home to the Ste. Michelle Wine Estates WSU Wine Science Center, one of the most technologically advanced hubs of its kind for innovation, education, and collaboration.

The University's extension program also benefits the region's winemakers and grape growers by providing hands-on education research to help them cultivate healthy plants and craft wines. Whereas previously, one might have to go to California or Bordeaux to study V&E, the local program is more in-tune with the technical needs of Washington winemakers with regards to climate, soil types, acid levels, fruit varieties, and seasons.

## PREPARING STUDENTS FOR THE FUTURE WINE INDUSTRY

On the business side, the WSU Carson College is preparing students to navigate the various aspects of the industry through development of business skills they didn't need 20 years ago. With courses covering a range of topics—from financing and logistics, to marketing and customer service—students develop a well-rounded understanding of the components crucial to running a successful wine business. Cocurricular activities, such as the Cougar Wine Society and Viticulture and Enology Club, allow students to network and bring in guest speakers.

Looking to the future, WSU is growing and evolving its program offerings to better connect the dots between wine business and wine science and to attract students from a variety of backgrounds. Many students major in one program and minor in the other. Additionally, the University offers a suite of online, on-demand certificate programs geared toward current industry professionals looking to continue their education or learn the other side of the industry. To continue the momentum, WSU is planning to add a master of science in international wine business. This will help ensure the University continues to meet the evolving needs of the workforce—in the office, in the vineyard, and beyond.

FOR MORE INFORMATION ABOUT THE WINE AND BEVERAGE BUSINESS MANAGEMENT PROGRAM, **CONTACT BYRON MARLOWE, PROGRAM COORDINATOR**, AT **509-372-7436** OR **BYRON.MARLOWE@WSU.EDU**.



Carson College of Business alumnus Doug Charles is one of the cofounders of the specialty retail store Compass Wines in Anacortes, Washington, founded in 2001, as well as the ded.reckoning wine co. and BBQ wine co. He has nearly 40 years of experience in the hospitality industry, including restaurants, retail, winery, manufacturing, consulting, and education. He is considered one of the nation's authorities on the wines of Washington state and was the first retailer to ever be awarded the prestigious Walter Clore Honorary by the Washington State Wine Commission. He has been featured in books and publications regionally and nationally for his historical perspective on the foods and wines of the Pacific Northwest. He resides on a small farm in Skagit County with his wife and assorted animals.

*Photo by Theodore Charles Photography*





# STUDENT-LED TAX ASSISTANCE PROGRAM EASES COMMUNITY'S FEAR OF FILING

Story by *Sue McMurray* • Photo by *Dean Hare*

Several WSU students who have taken Brandon Holbrook's tax accounting class have more in common than a love for business. They also share a passion for serving the community, so much that they gave up their Saturday afternoons for six weeks to participate in the Volunteer Income Tax Assistance (VITA) program, an Internal Revenue Service (IRS) initiative. The program offers free tax assistance to low to moderate income tax payers.

Founded in 1971 at California State University, Northridge, VITA partners with nonprofits, city governments, and major universities nationwide to help millions of people file tax returns every year.

Holbrook, assistant professor of accounting, participated in VITA 10 years ago while in law school and posed it to his students in 2017. The idea quickly caught on, and Carson College students launched VITA as a WSU Registered Student Organization with eight officers and 12 student volunteers. "The students were excited to apply their skills toward helping the Pullman community," says Holbrook. "It's a fun opportunity for them, and they gain practical experience. Every college should have a VITA program."



2018

Accounting students grow the **WSU VOLUNTEER INCOME TAX ASSISTANCE** (VITA) program offering free tax assistance to qualified individuals.

## HOW IT WORKS

Preparing to be a VITA volunteer is a rigorous process. Students have to pass an extensive exam and become certified by the IRS. The IRS provides computer software the students use to conduct intake interviews with clients to determine their eligibility for assistance. The program serves Washington residents who earn \$54,000 or less annually and choose to file simple 1040 tax forms. Low income retirees, people with disabilities, or limited English speakers are also eligible for assistance. After intakes are completed, volunteers work with clients to answer tax questions.

VITA members volunteered from mid-February to mid-April at Pullman's Neill Public Library.

"The best thing about collaborating with Brandon Holbrook and the students is offering a needed service to the community, and certainly the VITA program qualifies," says Dan Owens, Neill Public Library adult services librarian. "We embrace the concept of combining the library as a discovery platform and a resource. We try to connect library patrons with knowledge or experiences that will positively impact them in some way. So VITA is a great fit."

## MUTUAL BENEFITS

The VITA program benefits both students and the public. Volunteer Michelle Magee ('18 Acc.) says she helped a lot of fellow volunteers become more confident in their knowledge when answering questions for the 50+

walk-in clients served this year. My Le ('18 Fin., Econ.) plans to become an investor and gained important income tax experience. Connor Pratt, an accounting junior, says serving the community was motivating and provided a glimpse into what his future career as a tax accountant would be like. "For me, the best thing about VITA is using my skill to help people," notes Ria Boren ('18 Acc.), WSU VITA president. "Also, it's nice to have comradery among accounting students."

"Participating in VITA is a great opportunity for students to do a real tax return," says Holbrook. "Volunteers can use the experience to enhance their résumés or as a talking point when interviewing for a job. The biggest benefit to the public is that it gives them a free resource and takes away their fear of filing taxes."

VITA client Christina Langley, a WSU zoology and pre-vet student, heard about VITA from a friend on campus. "I needed help with my taxes—I tried TurboTax, and it is not as easy as people say," she says. "The VITA volunteers helped me understand the differences in state taxes since I worked in Idaho and Washington. Also, helping students gain experience is really cool."

VITA is open to any WSU student who completes the certification process, and is supported by the WSU Hoops Taxation Research & Policy Institute that provides supplies needed to run the program. VITA volunteers hope to expand their services to rural communities between Pullman and Spokane by 2019.



*From left, Matthew Poole, Michelle Magee, Kim Dang, Ria Boren, Kristin Zimmerman, Paige Quander, Amanda Skurski, Juan Quijada*



# A TWENTY-FIRST-CENTURY BUSINESS EDUCATION

Story by **Tom Tripp** • Photo by **Sue McMurray**

To reach our goal of becoming *the* first choice for students seeking a business education from a Pacific Northwest university, the Carson College of Business (CCB) over the past two years has focused on determining what a twenty-first-century education should look like. What knowledge, skills, and characters do our students need most to be successful?

To find out, we asked eight great teachers across all CCB locations and departments, along with our director of the Carson Center for Student Success, to serve on the “RUGBEE” task force. RUGBEE stands for Revision of the Undergraduate Business Education and Experience. RUGBEE began this task by reading widely to see what the best teaching and learning practices are, conducting focus groups with employers in the Pacific Northwest, such as CougsFirst!, and listening carefully to our National Board of Advisors.

## KNOW-DO-BE FRAMEWORK

At far too many universities, students quickly forget the vast majority of what they learned, often within weeks of the final exam. We not only want our graduates to know and remember much more detail much longer, we actually want them to be able to *do* things and *be* the kind of people employers want to hire. Therefore, for the twenty-first-century business education, we are redesigning our goals for what our students will learn (and remember) and what our graduates will do, using a “Know-Do-Be” framework.

Specifically, students need to *know* how business should be conducted, given that research shows that many popular practices are not best practices, before they begin practicing *doing* certain business activities. Once these activities are practiced long enough, they become ingrained habits that are characteristic of good employees our students will *be* when they are hired.

## NEW LEARNING GOALS EMPHASIZE IMPORTANCE OF SOFT SKILLS

We discovered most employers laud the technical skills Carson Cougs have and appreciate their scrappiness and willingness to take on any task to get the job done. We also discovered that Carson Cougs—and, really, business graduates everywhere—need much work on their soft skills. After all, it’s not enough to know what the right

technical thing is to do; one has to convince others to do it. Convincing requires good communication and collaboration skills, and behaving ethically. Thus, RUGBEE drafted a new set of learning goals (reinforced through the Know-Do-Be framework) that emphasizes soft skills and vetted it through the entire college and National Board of Advisors before the college voted and approved it in 2017. Upon implementation, every Carson Coug will have achieved these six learning goals when they graduate from our new curriculum:

- Act ethically and professionally
- Make theory-based and data-driven decisions
- Identify, assess, and initiate opportunities to create value
- Gain a global business perspective and be sensitive to and respectful of cultural differences
- Communicate clearly and persuasively, both orally and in writing
- Lead a team and act as an effective team member

## NEW CURRICULUM AND COCURRICULAR EXPERIENCE

Once we established the learning goals, the next step was to design a new curriculum and cocurricular experience—the activities students participate in when not in class—so Carson Cougs really can know, do, and be all these things when they graduate. RUGBEE presented to the whole college and National Board of Advisors the first draft of a new core curriculum and cocurricular experience. The whole college is providing feedback. People will vote on the finalized content and submit it to WSU’s faculty senate for final approval this fall so we can begin offering the first year of the new program in fall 2019.

So, what are we proposing in the new curriculum and cocurriculum? Here are the highlights:

- Cap all courses at 70 students in Pullman, just like we do at our non-Pullman campuses. Such a cap will permit teaching methods other than nonstop lecture, such as simulations, case studies, role-playing exercises, and so forth. With 70 or fewer students, professors will know students’ names and call on them, and students will know each other. This is how we engage students and create unforgettable learning experiences.





*Carson College faculty and staff discuss RUGBEE during an all college meeting.*

- Have students officially major or “certify” in business earlier, at the end of their freshman year versus at the end of their sophomore year as they do now.
- Create a new sequence of required freshman courses that help students select a major, learn about a variety of business activities and opportunities, and begin learning professional development skills.
- Create a new sequence of required sophomore courses that introduce students to each of the six learning goals.
- Require cocurriculum of professional development experiences and high-impact practices, such as networking or internships, that will not only round out social skills, but position students to make good career choices earlier.

## TECHNICAL AND SOFT SKILLS A WINNING COMBINATION

We are excited to get started on these changes! We look forward to offering our students an even more engaging experience and watching them develop not only their technical skills but also their soft skills. This is the right twenty-first-century education. As the twenty-first century has gotten underway, robots and computers are increasingly taking over more and more technical tasks, but they are still far away from competing with people on tasks that require soft skills. This is where Carson Cougs will reap the advantage, and this is how the Carson College of Business becomes the first choice for students seeking a business education in the Pacific Northwest.



TARGET  
2021

We work in partnership with other WSU colleges to provide premier business education to all WSU students who see and would benefit from such education as a complement to their primary focus.





*Online MBA and Executive MBA students and their outstanding advisors celebrating at the May commencement ceremony.*

# THE TIMELESS VALUE OF A CARSON MBA

*Story by Sue McMurray • Photos by WSU Photo Services*

If you ask Carson College MBA graduates what they value most about their degree, their answers are strikingly similar, no matter if they earned their degree in the early years of the program or 60 years later. Consistently, graduates say outstanding faculty and life-long relationships, course design, skills that are immediately applicable and help them advance at work, time management, networking, and above all, quality are most important to them.

But sometimes quality just isn't enough to keep a program afloat. Many business schools and public universities across the country are struggling to sustain their full-time MBA programs. According to the Graduate Management Admission Council, last year 64 percent of U.S. MBA programs reported application decline, and 75 percent reported drops in international applications.

Elite U.S. business schools affiliated with private universities (the Harvards and Stanfords) continue to see strong application numbers for their residential two-year programs. But many public universities have had to develop new strategies, especially in light of significantly reduced state budgets. Recent efforts include more aggressive and international recruiting, greater investments in career and student services, smaller class sizes, and tuition freezes and substantial discounts. Arizona State University, for example, now offers a full tuition scholarship to every student admitted to its full-time MBA program, albeit with donor support.

Despite these strategies, many U.S. business schools are faced with the same question: "What is the future of the full-time MBA program?"





## NEW STUDY REVEALS WHAT FUTURE MBA STUDENTS WANT

To help answer this question, the Association to Advance Collegiate Schools of Business (AACSB International), the Executive MBA Council, and the International Consortium for Executive Education commissioned a recent international study to determine what students want from future MBA offerings.

Nearly 80 percent of the study's respondents wanted a more self-directed approach or indicated just-in-time courses identified with their employer would be more attractive than an established program model. The study also found that nontraditional education options, such as certificates or digital badges, are gaining credibility and interest, with over a quarter of respondents noting these credentials could substitute for a formal degree, and 90 percent reporting some value as a substitute or complement to degree or nondegree education.

## CARSON ONLINE MBA PROGRAMS MEET LEARNER EXPECTATIONS

The college has strategically managed its MBA offerings and is well ahead of most other public universities in evolving its programs as students' needs have changed. Phasing out face-to-face MBA programs that were not well matched to its campus locations nor meeting expectations of today's students, the college offers the MBA and Executive MBA exclusively online. The success of the online programs is consistently noted by *U.S. News and World Report*: the college ranked number 12 in the nation for best online MBA programs and number 8 for best online MBA programs for veterans in 2018.

As a leader in online delivery, the college is meeting the target needs students and employers identified in the study. The online MBA offers concentrations in finance, international business, marketing, and hospitality business management; the college also offers a general MBA and an Executive MBA tailored to people who have at least seven years of experience at the managerial level.

"Dedicated support teams guide students from application to graduation, and students become part of a worldwide network of accomplished business

professionals," says Cheryl Oliver, associate dean for professional programs.

Programs cater to learners who want an accredited MBA at an affordable price but don't want to leave their jobs in order to earn it. Some companies pay in-full or in-part for their employees to enroll, and the college has several tuition assistance partnerships that offer eligible MBA students 10 percent in tuition assistance and a waived application fee.

Offering students affordable, high quality, relevant education has resulted in impressive enrollment numbers: as of April 2018, 527 students were enrolled in the online MBA, and 128 were in the online Executive MBA.

## WHY CARSON COLLEGE ONLINE MBA PROGRAMS ARE SUCCESSFUL

The college's online MBA programs are successful for several reasons. Foremost, they are central to the University's mission to provide an education accessible to all who are able to benefit from it. They reach people where they are, on their time, and save them the opportunity costs of things like childcare, commuting, and parking that can be prohibitive for many working students.

"I think mission realization is the number one reason for schools to go online," says Oliver.

Aligning with the University's core competencies to serve specific industries and workforce development is another reason the college's online delivery is succeeding. For example, the WSU College of Pharmacy and the Carson College established a partnership in 2015 that allows students to take the programs concurrently in fall 2018.

Offering the best online degree programs in the Pacific Northwest is one of five major goals the college has identified; from most perspectives, this goal has already been reached, and the current challenge is to stay on top.

"While the approach to coursework varies, our MBA programs offer a high level of quality students can always count on, like high-level peer-to-peer engagement, responsive faculty, and rigorous learning outcomes," says Tom Tripp, Carson College senior associate dean for academic affairs. "These and many other qualities that align with students' values are a catalyst for the success of our MBA programs."



Our online business programs are the first choice for working students seeking an affordable, quality online business education from a Pacific Northwest university.

TARGET  
2021



# SCHOOL OF HOSPITALITY BUSINESS MANAGEMENT

Undergraduate programs that can take you around the world

A bachelor of arts in Hospitality Business Management provides you with specialized instruction in the operation of hospitality-industry businesses.

Learning from faculty members with vast industry experience, you'll master the fundamentals of operating hotels, restaurants, managed services venues, and tourist destinations—whether they're located in the U.S. or around the world. Top industry leaders speak in your classes. Hands-on instruction and real-world experiences build the skills you need to launch a successful career.

The program will prepare you to succeed in the management of:

- operations
- revenues
- sales
- service
- event planning
- consulting

The School of Hospitality Business Management consistently ranks among the top 5 percent of the 170 similar programs in the nation. Alumni live and work in nations around the world.

GIVE TO SHBM

## SHARING IS CARING

Learn about Dr. Robert Harrington's upcoming research on the role of hotel employees in co-creating customer satisfaction.

Carson Home

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Center for Entrepreneurial Studies

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Catering Services

Management, Information Systems, & Entrepreneurship



# HOSPITALITY BUSINESS MANAGEMENT PROGRAMS PREPARE FOR THE FUTURE

Story by *Sue McMurray*

The WSU School of Hospitality Business Management (SHBM) offers three certificates and a new Institute for Senior Living to educate present and future business professionals. The certificates are noncredit bearing, and the flexible formats benefit those who don't want to earn a degree or working professionals who want to move up or transfer to other industries. "Meeting people where they are is key in preparing for the future of business education," says Nancy Swanger, SHBM director. "Certificates are one way we can adapt to accommodate the needs of learners and industry. The Institute for Senior Living will educate the next generation of senior living specialists and leaders needed to manage the estimated 75 million baby boomers who are winding down their careers and heading into the next phase of their lives."

## WINE BUSINESS MANAGEMENT CERTIFICATE

The wine business management certificate educates learners in key aspects of wine business planning, marketing, financial consideration, legal issues, and wine tourism management through six online modules. Students develop a wine or beverage-oriented business plan for each module. This program also applies to beverage businesses including beer, distilled beverages, ciders, and others. Two weekend learning experiences in Washington wine country are required. Learn more at [go.wsu.edu/wbmcertificate](http://go.wsu.edu/wbmcertificate).

## SENIOR LIVING MANAGEMENT CERTIFICATE

The senior living management certificate offers seven online modules focusing on key areas of senior living including financial management, leadership, customer experience, industry history, philosophy, operations

management, resident care and services, sales and marketing, risk management, and regulatory compliance. Course modules can be taken separately and in any order. Learn more at [go.wsu.edu/seniorlivingcertificate](http://go.wsu.edu/seniorlivingcertificate).

## CULINARY CERTIFICATE

The culinary certificate is a joint offering between the WSU School of Hospitality Business Management and the nationally accredited American Culinary Federation Education Foundation. The certificate benefits professional culinarians, full-time WSU culinary or food and beverage-focused students, and professional chefs working toward certification. The program offers a one-year, 1,000-hour certification or a two-year, 4,000-hour certification taught by Carson College Chef Jamie Callison CEC, AAC, and other guest chefs. Material is delivered online and face-to-face, with courses focusing on the foundation of cooking, modern cooking techniques, food and beverage industry-relevant skills, sanitation, management, and nutrition. Learn more by contacting Chef Callison at [jcallison@wsu.edu](mailto:jcallison@wsu.edu). Register at [go.wsu.edu/culinarycertificate](http://go.wsu.edu/culinarycertificate).

## INSTITUTE FOR SENIOR LIVING

Recently, SHBM established the Institute for Senior Living to address the deficit of trained professionals needed to manage the exploding demand for senior housing. The institute will focus on three major initiatives designed to help build the future senior living workforce: academic programs, building industry partnerships, and research that improves senior living practices. A fundraising campaign is underway to name the institute in honor of the late Granger Cobb, one of the early pioneers on the project and industry legend. To learn more, visit [go.wsu.edu/slinstitute](http://go.wsu.edu/slinstitute).



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The School of Hospitality Business Management aspires to become a top five hospitality program in the United States.



# CHAMPIONS FOR TEACHING AND LEARNING

New Requirement Prepares  
Business Doctoral Candidates  
for Future Teaching Roles

Story by **Sue McMurray** • Photo by **Bob Hubner**



TARGET  
2026

The Carson College will be recognized by aspirational peers as a regular contributor of rigorous and influential research to academic disciplines. Our top doctoral students earn placements at peer universities and go on to successful research careers. Aishajiang Aizezikali was recently hired by the Ivey Business School, University of Western Ontario (Canada), a prestigious placement.



Historically, academics have broadly seen the Ph.D. as a high-end research degree with teaching emphasis taking somewhat of a back seat. Teacher training for Ph.D. students has been limited to teaching assistant roles for the purpose at hand, such as leading labs or class sections, grading assignments, or other prescribed tasks—training that only skims the surface of what they will be required to do when they become professors. In fact, some doctoral graduates step into their first teaching classroom with no teacher preparation at all.

Given average Ph.D. graduates will take a professorial position with about half of their responsibilities dedicated to teaching, there is growing concern that business doctoral programs are not adequately preparing students for the realities they will face in their careers. While leading educational authorities understand why there has traditionally been so little emphasis on teaching preparation, they say it is no longer acceptable and are calling for change.

The Carson College is one of the first business schools to answer that call.

## TEACHING EXPERIENCE REQUIRED FOR DOCTORAL CANDIDATES

As of fall 2018, all Carson doctoral students are required to take a weekly, three-hour teaching seminar that focuses on a balance of teaching theory and tactics. The decision was twofold: Ph.D. students indicated they want more formalized teacher training, and college leadership wanted to improve the undergraduate experience, as Carson Ph.D. candidates commonly teach undergraduates.

Debbie Compeau, professor of management information systems, instructs the class that she developed and taught at her previous institution. Students learn how to design curricula, develop and deliver course materials, and evaluate students. Each student also practices teaching and develops a teaching philosophy. A typical class session involves a learning activity, often a case study, in which students discuss real-world classroom situations and how they would handle them.

## BUILDING EFFECTIVE TEACHING PRACTICES

"I've always been a champion of teaching and learning," says Compeau, who was recently promoted to associate dean of faculty affairs and research. "Gradually, teaching is taking on more importance in the role of business schools. If as a business college we are serious about our goal of producing Ph.D. graduates who know how to teach, we need to require students to take this course."

Up to this point, Ph.D. students were taught as apprentices, Compeau says. Faculty advisors helped students prepare to teach classes and sat in when they were teaching. But the system was very ad hoc. It depended on the capabilities and interests of the person advising the student, which can vary, and was based on pure learning from experience without exposure to theory and research that can inform practice.

Students miss discovering "why" something works when they learn in these ad hoc ways, she explains. In class, students have to be able to deliver a lecture. But they will build better lectures if their ideas are based on a set of principles about how people receive and learn information, she says.

## REWARDS OF TEACHING

The most rewarding thing for Compeau is when her students come back after class or even months or years later and tell her how they are using what they learned in her class.

Gihan Edirisinghe, a Carson finance doctoral candidate who recently took Compeau's class, says her guidance and research-based information helped him evolve while respecting his personal stance on teaching.

"This class reinforced my somewhat unconventional approach to teaching, while showing many chinks in my armor. Our discussions ranging from teacher as a performer, to technology in the classroom, to managing student issues gave me numerous ideas to make my teaching more effective," says Edirisinghe. "The teaching philosophy and micro-teaching assignments also gave me invaluable feedback."

To learn more about the Carson College doctoral program, visit [go.wsu.edu/phd](http://go.wsu.edu/phd).





# GREEN TECHNOLOGIES CAN HELP BUSINESSES BECOME MORE ENVIRONMENTALLY SUSTAINABLE WITHOUT HURTING PROFITS

Story by **Eric Hollenbeck** • Photo by **Dean Hare**

Climate change is one of the most pressing global issues of the twenty-first century with energy demand in the information technology (IT) sector estimated to have consumed approximately 12 percent of global electricity in 2017 and expected to grow at least 7 percent annually through 2030, according to a report by the nongovernmental environmental organization Greenpeace.

In the report, Brad Smith, president and chief legal officer at Microsoft, warns that data centers will be among the largest users of electrical power on the planet by the middle of the next decade. The increased demand for IT-supported business operations and rising consumption of electricity highlights the continued need for organizations to look toward green IT solutions to reduce their environmental footprint.

The concept of green IT has been around since 1992—when the U.S. Environmental Protection Agency first launched its Energy Star program, which helped consumers identify energy efficient products. Over the past few decades, demand for more energy-efficient business practices has grown, driven in part by public policy, stricter energy efficiency requirements, and consumer advocacy for corporate social responsibility.

Companies looking to reduce their environmental impact without negatively affecting profits should consider increasing their investment in green technology and other sustainable IT solutions, according to a new study on

information technology and sustainability published in *Production and Operations Management*.

Terence Saldanha, Carson College assistant professor of information systems, and his research coauthors have examined the impact of green IT investment and implementation on a firm's energy conservation efforts and profits.


According to Saldanha, an increased focus on corporate environmental sustainability, as well as global efforts in response to climate change, continue to encourage companies to explore ways for improving energy efficiency.

"But this also goes beyond the notion of just being good to the environment. Customers also are looking for it," says Saldanha.

## HOW FIRMS CAN LESSEN ENVIRONMENTAL IMPACT

The Paris Agreement, aimed at strengthening the global response to climate change, recognizes the important role technology will play in addressing climate change issues. As efforts are made to limit global temperature increase, firms may face new regulations which place a stronger emphasis on environmental sustainability.

Researchers say companies that invest in their own green technologies can operate in more environmentally sustainable ways without hurting profits.



But as technology continues to evolve and becomes more deeply integrated in business processes, some argue that the increased use of technology will lead to more challenges, for example, creating more e-waste from the disposal of outdated equipment or systems.

Even though it's important for firms to be mindful of the e-waste they generate, the environmental benefit of the right technology investment could outweigh any negative impact, according to Saldanha.

"You can achieve both profit and energy efficiency through IT investments," he says.

## **TIMING AND TECHNOLOGY INVESTMENTS MATTER**

Investment in technology alone doesn't automatically lead to an improved bottom line, researchers note. When and how companies make IT investments in internal operations and partnerships with suppliers also matter.

According to Saldanha, when companies make investments in technology to their own internal operations—such as modernizing data centers, moving toward virtualization of servers, or automating certain processes—it's possible to reduce energy consumption without hurting profits.

On the other hand, firms that make investments in green technology through partnerships with suppliers—such as implementing takeback agreements or using more green technology products under contract—can create more environmentally sustainable operations. However, they might not experience any significant impact to profits, either positive or negative.

"When considering IT investments, companies should be aware of the tradeoffs that happen when they are implementing those kinds of steps with technology from a supplier," Saldanha says.

knowledge  
innovations that  
Research  
analysis of data  
experience

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2026

The Carson College will be recognized by the business and policy communities of the Pacific Northwest as the leading source of research-based insights and critical thinking about business.



# THE FUTURE OF BUSINESS

## STUDENTS SPEAK OUT

Douglas Behrend ('19 Mktg., Mech. Eng.), Devonte Dickerson ('18 Acct.), Carter Rumpf ('18 Fin., Int. Bus.), Kiara Seguine ('18 Acct.), and Sharon Velasquez ('18 MIS., Mktg.)

**Q: What changes do you predict in your industry that should influence education within the Carson College?**



**Carter Rumpf:**

The increasing presence of technology in the business world should influence education in the Carson College. With technology becoming more prevalent in everyday life, students should learn technical skills to add value to themselves in the eyes of employers.

**Q: If you could change anything in Todd Hall or design a new Carson College building, what would your vision be?**



**Devonte Dickerson:**

My vision for a new Carson College building would be a place with more collaborative study areas for business students to work together, help each other, and share knowledge to solve business problems.

**Q: What skills and experiences do you think students will need to be successful in business over the next 20–30 years?**



**Douglas Behrend:**

The two biggest skills will be adaptability and intrinsic motivation. Business will continue to change rapidly, and self-motivated students who are able to seek out their own solutions will be far more valuable.

**Q: How can the Carson College help create solutions for global entrepreneurship in the future?**



**Douglas Behrend:**

Requiring a language component to education would go a long way, or teaching students how business is done in different countries. Perhaps require a comparative business environment class for all degrees.

**Q: How can future business owners and entrepreneurs be best prepared for the coming wave of digital disruption, and how can the Carson College help students prepare?**



**Sharon Velasquez:**

Stay updated with the newest tools that firms are adopting and teach them to your students. To stay updated, it's important that the Carson College keeps a strong relationship with different professionals within a company and not just their recruiters.



**Devonte Dickerson:**

By continuing to encourage students to study abroad and give entrepreneurially-minded students a platform to compete in business competitions on a more global scale.



**Kiara Seguine:**

By creating solutions for global entrepreneurs in the future by promoting more faculty-led study abroad programs, with a focus on entrepreneurship. There could be a class taught on this either while on the study abroad trip or create an elective class for it at WSU. This will make students more aware of it and possibly show more interest.



# EDUCATION

## FACULTY SPEAK OUT

Mark Beattie, hospitality; Debbie Compeau, management, information systems, and entrepreneurship; Chuck Munson, operations management; Andy Perkins, marketing and international business; Leah Sheppard, management, information systems, and entrepreneurship; Nancy Swanger, hospitality

**Q: What do you think are the most important skills students should have to succeed as business professionals over the next 20–30 years?**



**Debbie Compeau:**

Capability to identify business opportunities and pursue them while understanding and managing risk. A broad knowledge of technology and understanding of the dynamic global context of business, as opportunities differ across contexts. The ability to use data to analyze opportunities.

**Q: What do you think will be the most revolutionary change to the way business education is taught in the next 20–30 years?**



**Mark Beattie:**

Artificial intelligence, virtual reality, interacting with students remotely. The diploma will transform into education on demand, brick and mortar schools will become obsolete, education as experiences, student driven education.



**Debbie Compeau:**

The disruptive power of technology will influence the delivery of education (the relative roles of face-to-face and technology-

mediated delivery), the pacing of education (does everything need to be done in 15-week semesters running from August 15 to May 15?), and the roles of faculty in facilitating learning.

**Q: What new opportunities should there be for Carson College faculty?**



**Chuck Munson:**

Executive education programs and workshops provided for executives in the region.



**Leah Sheppard:**

More opportunities to collect data within organizations that we can then use to publish. Offer consultation back to the organization in exchange.

**Q: If you could change anything in Todd Hall or design a new Carson College building, what would your vision be?**



**Andy Perkins:**

The whole building needs to be rebuilt with active learning in mind.



**Nancy Swanger:**

Better technology to enhance the student experience across campus and the world.



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Our face-to-face undergraduate programs are the first choice for students seeking a business education from a Pacific Northwest university.



# THE FUTURE OF BUSINESS

## ALUMNI SPEAK OUT

Chris Burdett ('90 H&RA), Phyllis Campbell ('73 Fin.), Lindsey Elhart ('14 Fin.), Devin Ossman ('13 Acct., '14 MAcc.), and Steve Tarr ('76 Sci., '84 Eng. & Arch.)

### Q: What changes do you predict in your industry that should influence education within the Carson College?



**Chris Burdett:**

Mining and understanding of big data is going to be critical; students should understand and correlate fundamental information relative to business (hospitality, financial, accounting, etc.).



**Lindsey Elhart:**

The health care industry, like other industries, is requiring more agility to adopt and push boundaries in new methods of patient care, influence and respond to legislation, and use data analytics for creative and patient-centric insights. Expand experiential learning, such as case studies and industry interactions using real-life examples that show the complexity and implications of decision-making.

### Q: What skills and experiences do you think students will need to be successful in business over the next 20–30 years?



**Chris Burdett:**

Interpersonal skills will become “the last mile” in service delivery. There is yet a need to understand simple interpersonal nuances of communication, body language, and basic social skills. Going forward as we become more disconnected, businesses and business leaders will fundamentally require interpersonal skills to be successful.



**Phyllis Campbell:**

The skills and experiences needed today will be needed in the future: communication, critical thinking, teaming, and the ability to work across silos. Evolving skills will be global thinking, partnering outside of the organization, and maximizing the intellectual engagement of an increasingly diverse workforce.

### Q: How can future business owners and entrepreneurs be best prepared for the coming wave of digital disruption, and how can the Carson College help students prepare?



**Phyllis Campbell:**

Digital disruption is all around us now. Students need the ability to translate digital data into real-time, useful information. For example, what do the analytics suggest about more efficient ways of conducting business? How does all the digital data we collect help streamline our customers' lives?



**Steve Tarr:**

Systems thinking skills enabled by critical thinking skills. How is your system of interest defined? Develop the ability to understand what is happening, what needs to be changed, continue to execute during change, and trust people to get to the goal.



# EDUCATION

## Q: How can the Carson College help create solutions for global entrepreneurs in the future?



### **Phyllis Campbell:**

Have students network with other students across the world. Cultural fluency and a global mindset are critical competencies. Incorporate more cross-border projects and have teams of students work to solve real-world problems.



### **Devin Ossman:**

Leverage more business plan competitions in targeted areas. Businesses could pose problems that they want students to solve. Encourage innovation through an annual entrepreneurship bracket. Offer an accredited entrepreneurship class where the winning student and a team can research, over the course of a semester, what it would take to make the business a reality.

## Q: If you could change anything in Todd Hall or design a new Carson College building, what would your vision be?



### **Devin Ossman:**

Digital streaming/conference call abilities in every (or multiple) classrooms, continued focus on career resources, mobile engagement—develop a Carson College app. Leverage the start-up campus model, add

collaborative breakout/study rooms that can be reserved by study groups in real time using the Carson College app, white boards on walls, classrooms with workspace for team projects.



### **Chris Burdett:**

Having classrooms that enable meaningful and engaging interaction and seamlessly connect students to one another, to professors, and to the rest of the world is critical for educational excellence and growth. A new CCB building is just one component but an absolutely necessary one if the Carson College expects to lead and educate industry.



### **Steve Tarr:**

Something smaller yet symbolical—spend money on something like a landmark that is functional and adaptable. I always think of the dome at MIT as a symbol. The Carson College building should be smaller in scale but just as iconic on the campus.



# THE FUTURE OF BUSINESS EDUCATION



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

## PRESIDENT KIRK SCHULZ

**Q: What skills do you think students will need to be successful in business over the next 30 years?**



**Kirk Schulz:**

Given our rapidly changing world, I put creative problem solving at the top of the list. It's essential in a globally dependent economy that often involves teams across the world collaborating to solve problems. Being a creative problem solver involves three things: critical thinking skills, the ability to analyze data and make good decisions, and the ability—and courage—to challenge the status quo.

**Q: How will WSU evolve its programs and accessibility in the future in the face of rising tuition costs?**



**Kirk Schulz:**

We will continue to add academic programs at our campuses statewide in response to community needs. And our Global Campus—which already enrolls more than 3,000 students online—is adding 12 more programs. On the cost front, raising more money for scholarships always is a top priority. We are also working hard to persuade the state legislature to continue investing in higher education—it yields far-reaching dividends.

**Q: What future opportunities do you see in terms of the Carson College serving nonbusiness students?**



**Kirk Schulz:**

The Carson College is one of the University's most valuable assets for all students, and I see its value growing in a world increasingly driven by a bottom-line business perspective. And Carson's focus on instilling a global

perspective delivers life-long benefits, regardless of major. I would encourage all students to take at least a few business courses to gain the tremendously helpful insights they offer.

**Q: What will define modern classrooms and modern teaching methods in the next 30 years?**



**Kirk Schulz:**

From a 30,000-foot view, classrooms will evolve to support changing pedagogical methods and how faculty and students interact. For example, our facilities need to support problem-based learning and collaboration among students over the traditional lecture format. Our SPARK building on the Pullman campus is a prime example of that approach: spaces can be easily reconfigured for various disciplines, and technology is highly incorporated to enhance learning.

**Q: How will the University's land-grant mission evolve to meet the needs of future generations of students?**



**Kirk Schulz:**

Our commitment to the core pillars of the land-grant mission—teaching, research, and service—has remained steadfast for more than 128 years, and I don't envision that changing. But current and evolving financial models are challenging us—we must seek out and embrace innovative and entrepreneurial approaches going forward, particularly as we advance our initiative to become one of the nation's top 25 public research universities by 2030.




# PH.D. CORNER

A Ph.D. degree by nature is heavily research focused. Students spend a lot of time learning core theory and techniques and then applying what they have learned to benefit society. While some of our graduates take research jobs in industry, most become university professors all over the globe. However, unlike K-12 education, universities generally do not require any formal teaching certification for their instructors. Thus, it falls on individual Ph.D. programs to pick up the slack.

Because most of our students teach and help with WSU classes and will become future college teachers, it is incumbent upon our Carson Ph.D. program to provide as much teacher training and mentorship as possible before they leave. Prior to graduation, every funded Carson Ph.D. student should experience the following:

- Teaching assistant duties for several different classes for up to 20 hours per week, nine months per year
- Approximately five sessions on college teaching in the Research and Professional Development course for first-year students
- Completion of the three-credit Management Teaching course
- Observation, feedback, and mentorship from department faculty
- The opportunity to teach at least one course

Learn more about these approaches in the article on page 32 highlighting Information Systems Professor Debbie Compeau, who is teaching our developmental teaching course, and discover the impressive research efforts of our newly minted alumnus Aishajiang Aizezikali in the article below.



*Chuck Munson*

Chuck Munson, Ph.D. Program Director

## THE PRICE IS RIGHT: DOCTORAL STUDENT DEVELOPS NOVEL ROOM PRICING APPLICATION FOR SMALLER HOTELS

Story by **Eric Hollenbeck**



When it comes to hotel room pricing, revenue managers want to sell the right room at the right price and at the right time. For larger hotel chains and resorts, sophisticated revenue management software (RMS) helps revenue managers set room rates. Smaller, independent hotels could also benefit from RMS; unfortunately, most software is too costly to implement and includes many unnecessary features.

For his doctoral thesis, Aishajiang Aizezikali (Op. & Mgmt. Sci.)

developed an RMS application that offers smaller hotels data-driven pricing solutions that are cost effective and easy to use. "Most research on hotel revenue management systems focuses on larger hotel franchise chains. Little attention is given to smaller hotel properties that don't have the money for expensive revenue management software," he says.

### DEVELOPING A MORE PRACTICAL TOOL FOR SMALL HOTELS

Aizezikali connected with managers at a 90-room hotel/resort in Washington to develop a Microsoft Excel application that analyzed the resort's customer data from the previous year and current booking pattern to determine the optimal room pricing. He used the application to generate a room rate report and compared the revenue performance of the resort with data on the resort's previous revenue per available room.

Aizezikali said the process was challenging at times, partly because he designed the application from scratch, writing more than 3,800 lines of code and studying books on using Excel for business modeling and coding.

"Results showed average revenue per available room had increased almost 10 percent compared to the same time period in the previous year," he says.

The resort's management team was impressed by the application's functions and agreed to implement it for a four-month trial period. Aizezikali plans to patent and commercialize the application to make it more widely available.





**AISHAJIANG AIZEZIKALI**  
**OPERATIONS AND MANAGEMENT SCIENCE**  
 B.S. Management, Zhejiang University  
 M.A. Accounting, Jimei University  
 M.S. Statistics, Washington State University  
**Dissertation:** Optimal and Approximate Revenue Management Controls in the Hotel Industry  
**Major advisor:** Tim Baker  
**Placement:** Ivey Business School, University of Western Ontario (Canada)



**RUIYING CAI**  
**HOSPITALITY BUSINESS MANAGEMENT**  
 B.B.A Tourism Management, Xiamen University  
 M.S. Hospitality Administration, Oklahoma State University  
**Dissertation:** The Impacts of Food Picture on Consumers' Experience and Decision-Making  
**Major advisor:** Christina Chi  
**Placement:** Colorado Mesa University



**SCOTT CONNORS**  
**MARKETING**  
 B.COMM Marketing Management, University of Guelph  
 M.Sc. Marketing, University of Guelph  
**Dissertation:** Expanding the Role of Psychological Distance in Shaping Consumer Brand Associations, Evaluations, and Behavior  
**Major advisor:** Andrew Perkins  
**Placement:** University of Western Ontario (Canada)



**STEVEN CREEK**  
**MANAGEMENT**  
 B.S. Francis Marion University  
 M.S. Francis Marion University  
**Dissertation:** The Dark Side of Entrepreneurial Crowdfunding  
**Major advisor:** Arvin Sahaym  
**Placement:** Appalachian State University



**YAOU HU**  
**HOSPITALITY BUSINESS MANAGEMENT**  
 B.S. Tourism Management, Qufu Normal University  
 M.S. Hotel Management, Sun Yat-Sen University  
**Dissertation:** Reexamining Relationship Marketing in Service Context: The Role of Customers' Attitude toward Relationship Marketing  
**Major advisor:** Jenny Kim  
**Placement:** Jinan University (China)

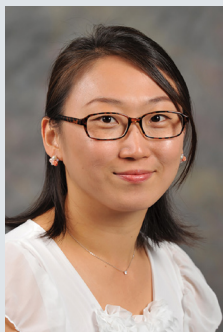


**LI HUANG**  
**ACCOUNTING**  
 B.S. Southwestern University of Finance and Economics  
 M.S. Southwestern University of Finance and Economics  
**Dissertation:** The Effect of Comprehensive Income Presentation on Investor Decisions  
**Major advisor:** Bernard Wong-On-Wing  
**Placement:** Louisiana State University Shreveport



**ISMAIL KARABAS**  
**MARKETING**  
 B.A. Izmir University of Economics  
 M.S. Izmir University of Economics  
**Dissertation:** New Directions in Service Failures Research  
**Major advisor:** Jeff Joireman  
**Placement:** Murray State University





## SHINYE KIM

### MARKETING

B.S. Hankuk University of Foreign Studies  
M.S. Illinois Institute of Technology  
**Dissertation:** What Makes Customers Cross-buy, Upgrade, or Reinstate Services  
**Major advisor:** Alberto Sa Vinhas  
**Placement:** University of Missouri



## AMIR HOSSEIN MALEKI

### MANAGEMENT

B.S. Azad University  
M.S. University of Tehran  
M.S. Rutgers University  
**Dissertation:** The Institutional Context and Entrepreneurial Intentions: A Cross-National Study  
**Major advisor:** John Cullen  
**Placement:** University of Wisconsin Oshkosh



## JOSH MAURER

### MANAGEMENT

B.S. Winona State University  
MBA University of Wisconsin-La Crosse  
**Dissertation:** Instinct, Personality, and Acquaintances: Expanding our Understanding of Crowdfunding Success  
**Major advisor:** Arvin Sahaym  
**Placement:** Truman State University



## NANCY MENGJIAO DU

### ACCOUNTING

B.S. Southwestern University of Finance and Economics  
**Dissertation:** Performance Evaluation within and across Organizations  
**Major advisor:** Bernard Wong-On-Wing  
**Placement:** California Polytechnic State University, Pomona



## ZAFRI RAHMAN

### MANAGEMENT

B.A. Wellesley College  
**Dissertation:** Innovation, Corporate Governance, and Financing Processes of Young Firms in Emerging and Developed Economies  
**Major advisor:** Arvin Sahaym  
**Placement:** Portland State University



## EDWIN SETIAWAN SANUSI

### MANAGEMENT

B.S. Gadjah Mada University  
M.S. Gadjah Mada University  
**Dissertation:** Novel Approaches on How We Can Understand the Role of Emotions on Entrepreneurship  
**Major advisor:** Kristine Kuhn  
**Placement:** SolBridge International School of Business (South Korea)



# CARSON COLLEGE OF BUSINESS



## OUTSTANDING ONLINE MBA FACULTY OF THE YEAR AWARD

**Kalvin Joshi**, Department of Management, Information Systems, and Entrepreneurship, makes the online lecture forum feel like a real classroom and brings it to a personal level. Students also recognize his unlimited support throughout all the capstone classes and say he listens and is always willing to help.



## OUTSTANDING GRADUATE STUDENT SERVICE AWARD

**Smita Srivastava**, Department of Management, Information Systems, and Entrepreneurship, is a third-year doctoral student recognized for mentoring first year doctoral students and supporting the Business Plan Competition. She is referred to as the “glue” for the doctoral students.



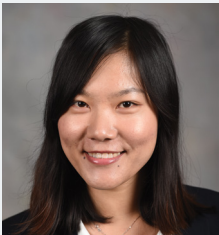
## OUTSTANDING EXECUTIVE MBA FACULTY OF THE YEAR AWARD

**K.D. Joshi**, Department of Management, Information Systems, and Entrepreneurship, makes a difficult subject easier to understand through wit and humor.



## OUTSTANDING CLINICAL FACULTY OR NONTENURE TRACK FACULTY AWARD

**Mark Beattie**, School of Hospitality Business Management at WSU Everett, provides a truly transformative educational experience for students. He pursues industry connections in order to increase job opportunities for students. He has been instrumental in guiding the growth and development of the Carson College in Everett.



## OUTSTANDING GRADUATE STUDENT TEACHING AWARD

**Yaou Hu**, Department of Hospitality Business Management, is well prepared for class and makes it informative and interesting. Her teaching consistently receives high ratings, and faculty say she is one of the best graduate students the Carson College has ever had.



## OUTSTANDING FACULTY TEACHING AWARD

**Babu John Mariadoss**, Department of Marketing and International Business, received several noteworthy teaching recognitions in the last year including the Faculty Staff Appreciation Award for use of open educational resources (2017), a National Fellow of Direct Sales Educational Foundation (2017–2020), the WSU LIFT Faculty Fellow (2018), and an Honors Faculty Fellow (2017–2020).



## OUTSTANDING GRADUATE STUDENT RESEARCH AWARD

**Aishajiang Aizezikali**, Department of Finance, published a paper in *Computers and Industrial Engineering* and currently has two additional papers examining hotel revenue management practices under submission at quality journals. He was recently hired by the Ivey Business School as a tenure-track assistant professor for his research work in revenue management and pricing optimization.

# ANNUAL AWARDS



## OUTSTANDING STAFF AWARD

**Darcie Bagott**, administrative assistant, Department of Hospitality Business Management, displays effective customer service and is a positive role model for students, represents the college mission above and beyond expectations, and brings it positive recognition through her community work. She is enthusiastic and collaborative across units and departments, and works creatively and innovatively to solve problems and makes the college a better place to work.



## OUTSTANDING STAFF AWARD

**Suzi Billington**, director, Carson Center for Student Success, has instituted numerous changes in staff, structure, policy, management style, and advising philosophy to provide an excellent Carson College student experience. These changes have also slowed the turnover rate amongst the advisors in the Carson Center—a very crucial improvement for boosting advisor moral and reducing advising errors.



## OUTSTANDING STAFF AWARD

**Sophia Gaither**, associate director, Carson Center for Student Success, demonstrates commitment to creating student opportunities beyond expectations, is a positive role model for students, and brings positive recognition to the college through effective work with other college and university units. She is known for her professionalism and enthusiasm toward prospective students and serves on the WSU Executive Policy 15 Work Group in the Office for Equal Opportunity.



## OUTSTANDING FACULTY SCHOLARSHIP & RESEARCH AWARD

**Robert Crossler**, Department of Management, Information Systems, and Entrepreneurship, had a very strong research year including eight papers published or accepted, several in premier information systems (IS) journals. In addition, he has nine manuscripts under review at various stages in top-quality outlets in the IS discipline. He is a leading scholar in the AIS community, evidenced by numerous national and international rankings including being the 11th most highly published author in the world for the top four IS journals.



## OUTSTANDING FACULTY SERVICE AWARD

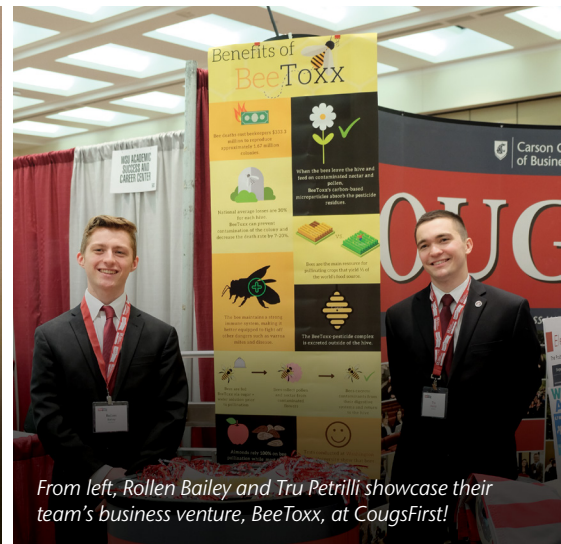
**Claire Latham**, Department of Accounting at WSU Vancouver, established an assessment committee with representation from all Carson College of Business departments. She is also a member of the Mentor and Analysis Program task force and a project coordinator for the student business partnership. In 2017 she served as the interim Beta Alpha Psi faculty advisor to assist a colleague. In addition, she is a board member of the President's Teaching Academy and a member of both the University Grade Appeals Board and the WSU admissions committee.



# YEAR IN REVIEW



*Diamond and Golden grads: (front) Karen Smith ('59), John Weldin ('58); (back row) Barbara Mattoon ('58), Thomas McLaughlin ('68).*



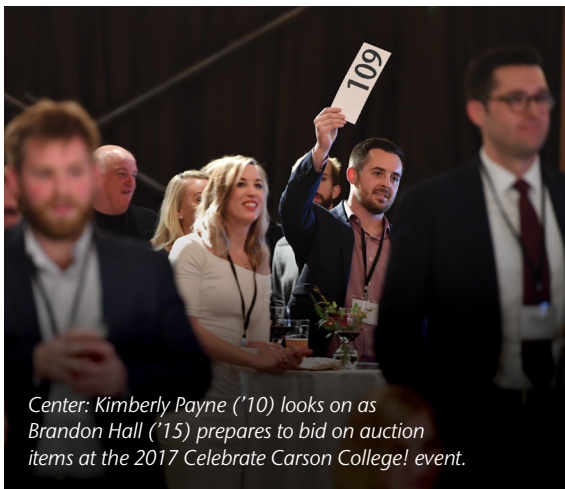
*From left, Rollen Bailey and Tru Petrilli showcase their team's business venture, BeeToxx, at CougsFirst!*



*From left, Patrick Neely ('18) and Ryan Smolko ('18) ready for the commencement ceremony to start.*



*Susan Mullaney, president of Kaiser Permanente Washington, delivers the Power Breakfast keynote.*



*Center: Kimberly Payne ('10) looks on as Brandon Hall ('15) prepares to bid on auction items at the 2017 Celebrate Carson College! event.*



*School of Hospitality Business Management Hall of Fame inductees and representatives, from left, Rick Ellingson, Kay Brown, Perry Overstreet, George Forbes, George Sundby, Peter Smith, Susan Sundby, Chris Marker, Nancy Swanger, and Kelly Silva.*



*Devin Ossman ('13, '14), second row, far right, and Shawn Smith ('03), not pictured, hosted business students on a learning experience at Starbucks headquarters in Seattle.*



*Jaimie Jacobsen ('03) presents at the 2017 Business Technology Symposium.*

# CARSON COLLEGE OF BUSINESS

## CALENDAR OF EVENTS 2018–2019

### NOVEMBER

- 2** Sigma Iota Brewfest:  
Session 1, 5:00–7:00 p.m.  
Session 2, 8:00–10:00 p.m., Pullman
- 3** Dad's Weekend, home football game versus California
- 4** Beta Gamma Sigma Fall Recognition Ceremony, 4:45–6:00 p.m., Marriott Hospitality Teaching Center Todd Hall 268
- 23** Apple Cup, Pullman

### DECEMBER

- 7** Carson College of Business Commencement Celebration recognizing undergraduate, MBA/EMBA, and doctoral graduates, 4:00–6:00 p.m., Pullman
- 8** WSU Fall Commencement, 10:00 a.m.–noon, Beasley Coliseum, Pullman

### FEBRUARY

- 4** Career Networking Night, hosted by the Carson Center for Student Success, 5:00–8:00 p.m., CUB Senior Ballroom, Pullman
- 28** Burtenshaw Lecture Series, hosted by the School of Hospitality Business Management, 1:25–2:40 p.m., CUB Auditorium, Pullman
- 28** Burtenshaw Career Night, hosted by the School of Hospitality Business Management, 4:00–6:00 p.m., CUB Senior Ballroom, Pullman

### MARCH

- 1** Bellhop, hosted by the School of Hospitality Business Management, 5:30–11:00 p.m., CUB Junior and Senior Ballrooms, Pullman
- 20** CougsFirst! Show and After Party, 4:00–8:30 p.m., Washington State Convention Center, 705 Pike Street, Seattle

### APRIL

- 19** Beta Alpha Psi Spring Banquet, hosted by the Department of Accounting, Pullman
- 25** Business Plan Competition, hosted by the Center for Entrepreneurial Studies, Todd Hall, Pullman

### MAY

- 3** Carson College of Business Commencement Celebration recognizing undergraduate, MBA/EMBA, and doctoral graduates, 4:00–6:00 p.m., Pullman
- 4** WSU Spring Commencement, 8:00–10:00 a.m., Beasley Coliseum, Pullman

### FALL 2019 EVENTS

*Time and location TBD—check [go.wsu.edu/ccbevents](http://go.wsu.edu/ccbevents) for updates*

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

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

**Carson College of Business Power Breakfast**, Seattle  
**Feast of the Arts**, Pullman

**Homecoming**, hosted by the WSU Alumni Association

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

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



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

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STAY  
CONNECTED



# A Message from Don Lionetti

As I look back on the past year, I can see continuous positive momentum throughout the Carson College of Business (CCB)—from the dean, to the faculty, staff, and students, to our great alumni and dedicated National Board of Advisors. There is tremendous energy, excitement, and enthusiasm for the future direction of the CCB. Chip Hunter and the great faculty and staff in the college have worked hard to create a model for reinventing the undergraduate experience at the CCB that will ultimately deliver an even better end product: business ready graduates who are more highly prepared and desirable for the workforce. You will be hearing more about this new direction for the CCB in the coming months.

To follow through on this vision which will include more faculty, a more intimate experience for students (i.e., smaller classroom sizes), and certifying business majors as freshmen and sophomores, we will need continued financial investment from our alumni. We thank and celebrate those of you who have given and continue to give and welcome new investors in our CCB at WSU. Contact Jeff Pilcher, director of development, at [jeff.pilcher@wsu.edu](mailto:jeff.pilcher@wsu.edu) or 509-335-8906, to discuss ways you can invest. There are a myriad of ways your donations can impact the CCB including a specific CCB department, the Dean's Excellence Fund, an endowed scholarship, or a legacy gift, or become a President's Associate for the CCB. Every amount helps, and don't forget to take advantage of potential corporate matching funds which can double your impact.

As I close this article, I want to thank everyone at the CCB and our outstanding NBoA for allowing me the privilege of leading this group. In April of 2019, my two-year tenure will expire, and I will be handing over the reins to Tammy Hossfeld, our current vice chair and former chair of our Accounting Board. Tammy is professionally qualified to lead us for the next two years. I will still be involved as a past chair and look forward to helping our CCB in our continued journey for the betterment of our University!

Finally, I would like to thank the chairs and vice chairs of the individual unit boards of the CCB for their dedication and leadership. We have 11 unit boards and about 170 business professionals that serve on them. Please contact us if you have an interest in serving. These unit boards are Accounting, Entrepreneurship, Finance, Hospitality, HR/Management, MIS, International Business, Marketing, Risk Management/Insurance, WSU Tri-Cities, and WSU Vancouver.

Don Lionetti  
Microsoft Federal Sales Director—Tribal Government, Gaming,  
and Alaska Native Corporations  
[donlion@microsoft.com](mailto:donlion@microsoft.com), 425-830-7727

ONCE A **Coug**,  
ALWAYS A  
**Coug!**



Don, niece Roxanne, left, and wife Julie.



Don and Jamie Callison



# MEET MEMBERS OF THE NATIONAL BOARD OF ADVISORS



## JENIFER CARTER

*'95 Communication, Business and Sociology minors  
Vice President of Marketing—West Region, USI Insurance Services  
Marketing Board, Chair*

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

It's a great excuse to get together a few times a year with fellow Cougar alumni, stay connected, and meet new people with a common interest. Over the years, I have met a few students whom I've been able to help get started in the "real world," and it is so rewarding to watch them launch!

### WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

There are a few things that will take you far in your career that may not necessarily be taught in the classroom. Be flexible, and be willing to go the extra mile. Volunteer to head up a team project that is in need of leadership. Become resourceful—know how to find the answers or people that can help you learn, grow, and assist you in getting your projects completed. Be kind, and follow through on what you say you will do.

### WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

The friendships I made were my greatest takeaway. The best event was the Apple Cup of 1992 with Drew Bledsoe in the Palouse snow. It was truly epic to experience.



## GARY SPANNER

*'76 Mechanical Engineering  
Manager of Economic Development—Pacific Northwest National Laboratory, retired  
Tri-Cities Board, Chair*

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

First, I volunteer because I was asked. Never underestimate the power of simply asking someone for help or support. More deeply, though, given that the Tri-Cities is largely a technocracy, I feel it is important to push and support business education as well. This is also why I teach technology entrepreneurship in the MBA program at WSU Tri-Cities. With two engineering degrees and an MBA, I live and thrive at the nexus of technology and business. Technology without a business perspective is inefficient and sub-optimal.

### WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Be sure to take some classes and attend some cultural events outside your comfort zone and major. Gaining a broader base of knowledge and experience will serve you well in your career and your life into the future. For my biology requirement, I took a forestry class, and for liberal arts, I took a modern English theater class. I'm always surprised in my daily life when I draw upon what I learned in those classes. Also, drive down to Lewiston every once in a while to thaw out.

### WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

Like many Cougs, I met my future wife there, and it's been a great 40 years since. That was easily the highlight. My other favorite memory is building a hovercraft as a senior design project. It was powered by two lawnmower engines, and it actually worked quite well. We demonstrated it in the pond by Campus Commons until the lift engine ingested some water, which caused it to sink. We had it back running on the pond in less than 20 minutes, so it was a fun "final exam" just before graduation. In my sophomore year, my roommate was involved in the very early days of hang gliding, so on my own time, I built and briefly flew a hang glider at Steptoe Butte, but it wasn't as successful as the hovercraft. More recently, I judged the Business Plan Competition track where SafeShot, an injection needle sterilization device, was first introduced. It was very gratifying to advise the team working to solve a huge worldwide problem with an elegant and inexpensive solution, likely saving millions of future lives.



## MATT LARSON

'97 Criminal Justice  
Partner—Hathaway Larson LLP  
Vancouver Board, Chair

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

Volunteering with the National Board of Advisors is one of the ways I give back to Washington State University. Providing input on the Carson College from the perspective of an outside professional and having the opportunity to work closely with students have made the National Board of Advisors both rewarding and fun.

### WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

Use the resources available to you to prepare for your career. Students in the Carson College earn an excellent academic education. While this is critical to a successful career, the Carson College can also help students with other important components of an overall education. Student resources for internships, mentoring, mock interviews, and international experiences are available through the Carson Center for Student Success or the various unit boards of the National Board of Advisors. Using these resources will help students be in the best position to move into and thrive in their profession of choice.

### WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

My favorite memory is meeting my wife of 18 years, Aimee, and many of our closest friends. The road trip to the 1998 Rose Bowl right after I finished school was also pretty amazing (except for how the game ended).



## CARLA (SUTTON) PITTMAN

'86 Criminal Justice  
Claims Line of Business Manager—Auto Liability, Auto Physical Damage and Subrogation, PEMCO Mutual Insurance  
Company Risk Management and Insurance Board, Vice Chair

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

I believe in the university system and a commitment to education and research. Washington State University taught me the benefits of curiosity and continuous learning. I have experienced how these skills supported my career. Working with and helping students is a way to give back and supports my curiosity about what they are learning and thinking. In exchange, we all gain perspective. WSU is a unique place that is worthy of our talents and dedication to the Cougar nation.

### WHAT ADVICE WOULD YOU GIVE TO STUDENTS?

My favorite piece of advice is to never stop learning. I believe it is unrealistic to think you can do the same work in the same manner for your entire career. Find employers who will support your career growth and learning. Technology advances are increasing at a rapid pace. As a result, professionals need to stay current. I started my career investigating auto accidents, a natural position for a criminal justice major. I earned a variety of insurance designations, first in claim adjusting and fraud. As my designations (CPCU and ARM) advanced, so did my career opportunities. I completed my master's degree in organizational leadership to support my growth and leadership opportunities.

### WHAT IS YOUR FAVORITE MEMORY OF WASHINGTON STATE UNIVERSITY?

My favorite memory is the friendly "I can do anything" atmosphere. This memory repeats each time I step back on campus and whenever I say "Go Cougs!" to another member of the Cougar nation. I'm blessed to have a strong network of friendships from my college days that continues to support me today. Even though I did not meet my husband Craig ('84 Bus. Admin.) at WSU, being active Cougar alumni continues to nurture our household.



# MAKING AN IMPACT WITH OUR STUDENTS IN 2017

TOTAL NUMBER OF  
PRE-BUSINESS MAJORS: **2,491**

FIRST TIME FRESHMEN: **704**

TRANSFER STUDENTS: **439**

RETURNING STUDENTS: **1,348**

TOTAL NUMBER OF  
BUSINESS MAJORS ACROSS  
WSU CAMPUSES: **2,184**

**PULLMAN 1,332**

**VANCOUVER 327**

**TRI-CITIES 75**

**EVERETT 15**

**GLOBAL/ONLINE 435**

TOTAL NUMBER OF  
BUSINESS MINORS ACROSS  
WSU CAMPUSES: **557**

**PULLMAN 445**

**VANCOUVER 45**

**TRI-CITIES 11**

**EVERETT 4**

**GLOBAL/ONLINE 52**

TOTAL NUMBER OF DEGREES  
CONFERRED ACROSS WSU  
CAMPUSES: **1,417**

**BACHELOR'S 1,109**

**MASTER'S 299**

**DOCTORAL 9**

## WSU GIVING DAY MARCH 28, 2018

### TOTAL GIFTS RAISED

2017 **46 gifts**

2018 **116 gifts**

### TOTAL MONEY RAISED

2017 **\$5,968**

2018 **\$43,910**

### TOTAL GIFTS RAISED BY UNIT

#1 **WSU Athletics**

#2 **Carson College  
of Business**

#3 **Murrow College**

### TOTAL MONEY RAISED BY UNIT

#1 **WSU Athletics**

#2 **Murrow College**

#3 **Carson College  
of Business**

### CARSON COLLEGE MATCHES

#### NATIONAL BOARD OF ADVISORS MATCH

NBoA Chair Don Lionetti ('87) and Vice Chair Tammy Hossfeld ('96)

- Matched the first **\$2,000**

Shannon ('95) and Brett ('95) Flynn Challenge

- After the Carson College of Business received its 50th gift, **Shannon and Brett made a \$5,000 investment**

### WSU FOUNDATION MATCHES

#### CARSON COLLEGE WON!

- **\$1,000** Most Engaged College/Unit - Most engaged on social media during the day
- **\$1,000** Hot Start Bonus - First to receive 20 gifts
- **\$2,500** Early Bird Challenge - Most gifts by 9 a.m.
- **\$2,500** Night Owl Challenge - Most gifts between 4 p.m. and midnight
- **\$1,000** Most Improved Challenge - Compared to last year's WSU Giving Day
- **\$1,000** 128th Gift of the Day » Stephanie Rink, CCB assistant to the dean
- **\$1,000** Ambassador Gift Challenge » Jeff Pilcher, CCB director of development
- **\$1,000** Most Enthusiastic Donor » Eric Hollenbeck, CCB communications manager
- **\$1,000** Butch Selfie Special » Cheryl Oliver, CCB associate dean for professional programs
- **TOTALING \$12,000 in Matched Funds from the Foundation!**

TOTAL COLLEGE  
PLACEMENT RATE IN  
JOBS ACROSS WSU  
CAMPUSES: **61%**

(data reflects spring semester 2017)

OF JOBS TAKEN, **78%**  
ARE FULL-TIME WITH  
MEDIAN SALARY OF  
**\$50,000**

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

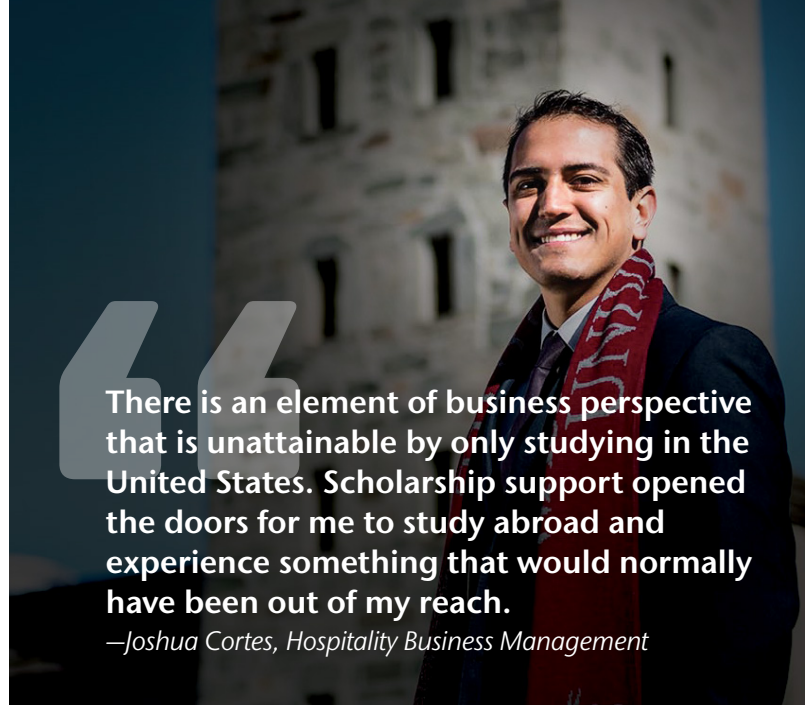
# THANK YOU

There's no better way to say it. #CougsGive '18 was a huge success because of YOU.

From the Class of 1956 to current students, Cougs of all ages took a moment to post, tweet, share, call, comment, email, and of course—GIVE.

Your support makes possible the student success stories like those featured in this issue.

Thank you for all that you have done and continue to do for the Carson College of Business. Mark your calendars now for March 2019 Giving Day!



There is an element of business perspective that is unattainable by only studying in the United States. Scholarship support opened the doors for me to study abroad and experience something that would normally have been out of my reach.

—Joshua Cortes, Hospitality Business Management

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



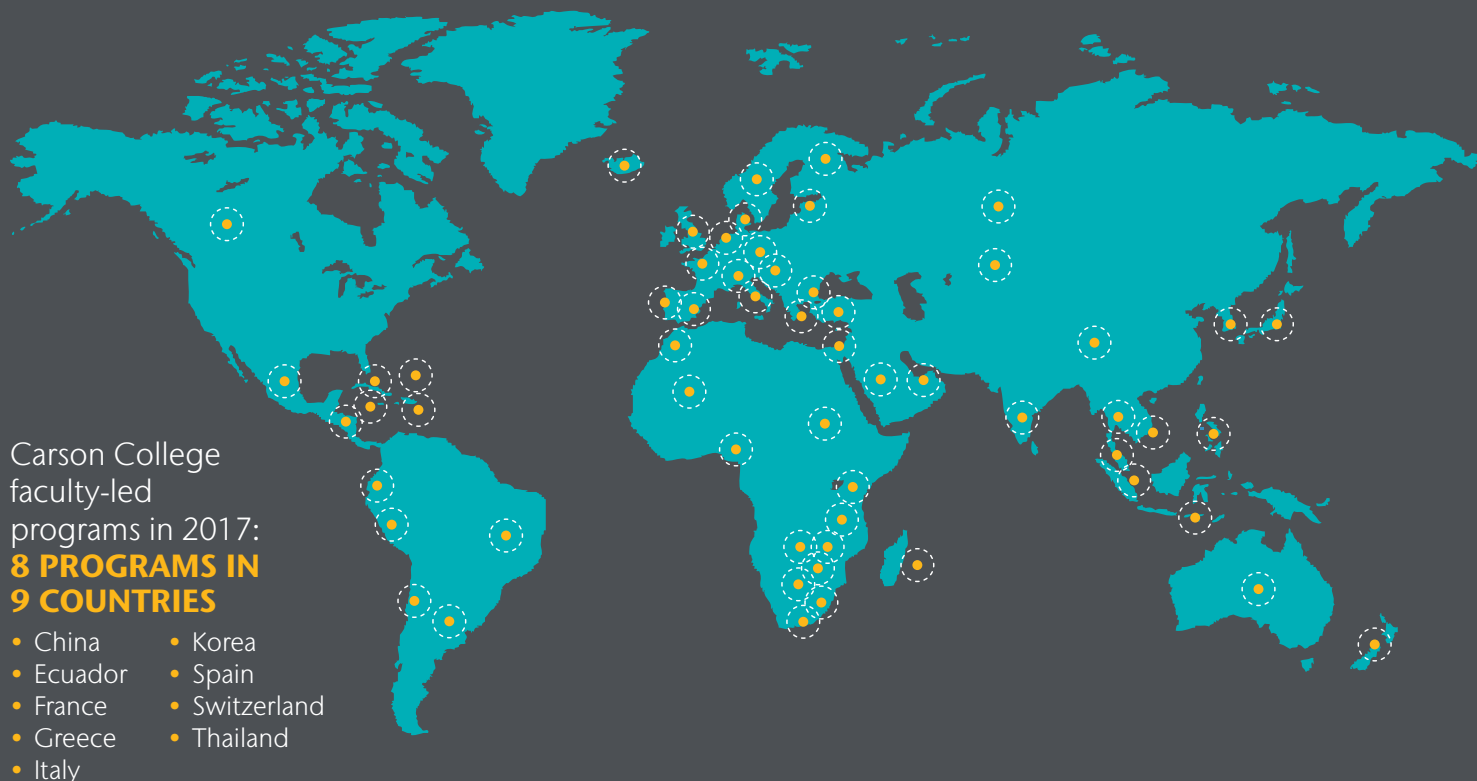
Total number of students participating in Carson College study abroad programs in 2017: **232**



Total amount of scholarships awarded to students studying abroad in 2017: **\$96,200**

## GLOBAL PERSPECTIVE MATTERS

During their careers, Carson College faculty have traveled to over 63 countries worldwide and six continents.







# NEW CARSON CENTER GAMES SHOWCASE BUSINESS FUN AND FUNDAMENTALS

Story by **Sue McMurray** • Photo by **Bob Hubner**

The Carson Center for Student Success debuted the Carson College Games this spring as part of the college's ongoing initiative to build a stronger sense of community and help students and alumni develop a lifetime identity as Carson Cougs.

Tony Thompson, former Culver hospitality relations manager for the School of Hospitality Business Management, worked with the Carson Center to develop the idea after attending a National Association of Colleges and Employers workshop discussing a similar event at a different school. "I learned it's important to connect early with students to show them there's a fun side to business," says Thompson. "This event also informs students about their departments and gives them a sense of their 'home' within the college and offers workshops to help them become more career-ready."

As the games' emcee, Thompson enlisted the help of Butch T. Cougar to kick off the event with a fun trivia session and prizes. Academic departments and student club leaders

presented information on majors and clubs available in the college. Breakout workshops focusing on résumé building and LinkedIn followed, with pizza and social networking topping off the evening.

## **GATHERING INFORMATION AND BUILDING SKILLS**

A mix of business and other majors across campus attended the games to explore the college's offerings.

Lauren Walden and Catherine Sergis, communication freshmen, attended the games to learn more about potential career paths in business. "I've been trying to figure out if comm is for me," said Sergis. "I'm here to learn about other areas of study and job opportunities."

Vincent Anzalone, a junior in hospitality business management, attended to learn more about business minors as well as to network with others outside of hospitality. Riley Bruce, a hospitality sophomore, sought information about business fraternities, clubs, and the accounting program.

Freshman Haley Arthur attended to learn more about her career and personal interests. She is interested in a finance career in banking, investment management, or perhaps being her own boss. She is also interested in cooking.

"I came to get help with my résumé and explore the business college and its offerings," said Emily Pierson, a finance sophomore.

## **SELF-INVESTMENT IS A GOOD THING**

"We recognized our freshmen are not taking classes from business faculty until their sophomore year," said Suzi Billington, Carson Center director. "We want to engage students earlier and connect them to clubs. The more leadership roles they have, the more likely they are to get an internship and a job after graduation."

At the event, Billington took the mic and encouraged students to "invest in yourselves—the more you build your network, the more you will be successful."

# EMPLOYER PREVIEWS PROGRAM SERVES STUDENTS **HUNGRY FOR CAREER CONNECTIONS**

Story by **Sue McMurray** • Photo by **Sharon Velasquez**

Business sophomores, juniors, and seniors are fed critical career preparation tips as well as a hearty meal thanks to Employer Previews, a new career-readiness program hosted by the Carson Center for Student Success.

Employer Previews is a four-tiered approach to career success, explains Sophia Gaither, Carson Center associate director for employer connections and career outcomes.

The first tier starts with inviting students to one of four themed dinners of varying cuisine to meet informally with Carson Center staff and receive key tips on how to interact with employers at a preview session, the second tier, following the meal.

During the employer preview session, students meet and learn more about employers who attend the biannual Carson College Career Networking Night (CNN), the third tier of the programming, held the next night.

"Previews give employers an opportunity to talk to students about company culture, career opportunities, and their hiring processes," says Ana Maria Sears, former Carson Center employer relations coordinator. "Students use this information to decide which of the 40 companies attending CNN they want to connect with most."

This spring, Cintas, Consolidated Electrical Systems, E. & J. Gallow Winery, Geico, iMatch, Microsoft, Pacific Capital Resource Group Inc., and Target attended the inaugural Employer Previews event, either virtually or in person.

## **CAREER NETWORKING NIGHT**

By creating a space for informed conversations at the dinners and Employer Previews events, Carson Cougs are better prepared for CNN and ultimately the Career Expo,

says Gaither. The Carson Center sponsors CNN as an opportunity for employers to help educate and network with 200–300 business students prior to the campus-wide WSU Career Expo, the fourth tier.

CNN kicks off with an employer panel discussion, followed by networking. Employers listen to Carson students' elevator pitches and offer résumé critiques on the spot.

Employers not only look at academic success but also how Carson students contribute to their independence and develop themselves socially through business clubs, the Greek system, or student government. Companies who recruit at CNN say they are repeatedly drawn to WSU students because of these qualities or "soft skills" packaged with strong academics and technical savvy.

## **GAME ON! AT CAREER EXPO**

The spring Career Expo occurs the day after CNN and is hosted by the WSU Academic Success and Career Center. Employers who participated in CNN typically attend this hiring platform, as well as more than 200 recruiters from other organizations. Carson students compete with WSU students from all majors who participate, in hopes of getting a job interview.

"At Career Expo it's game on," says Gaither. "Employers are looking to see if Carson students followed their suggestions for improvement at CNN. And when Career Expo employers see that a student has followed through on their advice, students are more likely to receive a job interview."

To learn more about participating in Carson Center for Student Success employer events, contact Sophia Gaither at [sophia.gaither@wsu.edu](mailto:sophia.gaither@wsu.edu) or call **509-335-8285**.







# THE IMPACT OF YOUR CORPORATE MATCHING GIFTS JIM OSTER LEVERAGES KEYBANK MATCHING PROGRAM TO SUPPORT CARSON COLLEGE INITIATIVES

Story by **Sue McMurray** • Photo by **Bob Hubner**

As an executive banker, Jim Oster ('81 Bus. Admin., Acc.) knows how to help people leverage money. He has spent years developing expertise in foreign-exchange trading and is KeyBank's senior vice president and manager of foreign exchange sales for the Western United States. He has also seen firsthand how complacency can lead to heightened risk and/or unrealized opportunities. Whether managing financial risk or engaging in personal giving, Oster urges people to avoid complacency.

Oster leads by example: he and his wife Cindy ('81 Psych.) began investing in WSU as soon as they graduated. He also has served on the WSU Foundation's Board of Trustees and is the Finance Advisory Board chairman on the Carson College's National Board of Advisors. The couple invests in the Carson College Dean's Excellence Fund, which supports the college's highest priorities including the Carson Center for Student Success, curricula, technology, and facilities.

## LEVERAGING MATCHING PROGRAMS

Oster maximizes his investment by taking advantage of KeyBank's matching gift program that offers employees a 1:1 match ratio up to \$2,000. In addition to the regular

employee matching program, the bank provides additional matching when an employee serves on an eligible nonprofit board, such as the Carson College of Business National Board of Advisors.

"I appreciate that KeyBank is willing to leverage my financial contribution to WSU and also reward me for volunteering my time to the University and college," says Oster. "I credit a lot of my personal and professional success to the learning opportunities I was given at WSU."

Oster says taking advantage of an employer's matching gift program leverages giving. "I liken matching gift programs to 401K matching," he says. "To not take advantage of the matching is like leaving money on the table."

## INVESTING FOR FUTURE DIVIDENDS

Personally, Oster would like to see his investments help Carson College graduates to have the knowledge and skills to compete with any university in the world when it comes to job seeking, and once in those jobs, have success in advancing their careers. "My hope is that Carson College graduates appreciate the value of their WSU education and as such will give back with their treasure and time as I have," he says.

# MAKING AN IMPACT WITH MATCHING GIFTS

## OVERALL TO WSU

**TOTAL AMOUNT**  
OF CORPORATE MATCHING GIFTS

**\$621,591**

## CARSON COLLEGE OF BUSINESS

**TOTAL AMOUNT**  
OF CORPORATE MATCHING GIFTS

**\$55,633**



## CARSON COLLEGE OF BUSINESS

**TOTAL NUMBER**  
OF COMPANIES AND FOUNDATIONS  
WHO PARTICIPATED IN 2017

**26**



## OVERALL TO WSU

**TOTAL NUMBER**  
OF COMPANIES AND FOUNDATIONS  
WHO PARTICIPATED IN 2017

**144**

## OVERALL TO WSU

**TOTAL NUMBER**  
OF CORPORATE MATCHING GIFTS

**2,155**

## CARSON COLLEGE OF BUSINESS

**TOTAL NUMBER**  
OF CORPORATE MATCHING GIFTS

**315**



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](mailto:jeff.pilcher@wsu.edu) or **509-335-8906**, or visit [go.wsu.edu/ccbmatchinggifts](http://go.wsu.edu/ccbmatchinggifts).



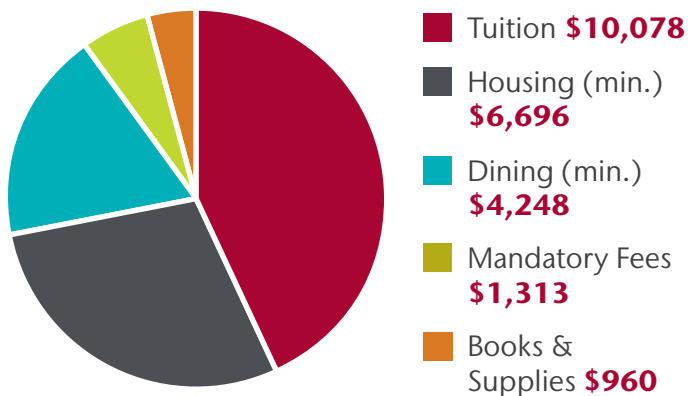
# MAKING AN IMPACT WITH SCHOLARSHIPS

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.

## 2018–2019 ANNUAL COST OF EDUCATION AT WSU

(Washington Resident)

TOTAL COST **\$23,295**



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



## CARSON COLLEGE OF BUSINESS **SCHOLARSHIPS**

Total scholarship dollars  
awarded: **\$546,268**

Total number of students receiving  
scholarship support: **285**

Total number of scholarships  
awarded: **362**

Average award amount: **\$1,000**

Average study abroad scholarship  
amount: **\$1,435**

Total number of students receiving study  
abroad scholarships: **67**

# **FUTURE FOOD AND BEVERAGE CAREER ENABLED BY SCHOLARSHIPS** SAMANTHA FOXEN DRINKS IN OPPORTUNITY AT WSU VANCOUVER

Story by **Sue McMurray**



Samantha Foxen already knows what she wants to do with the rest of her life when she graduates, and that is to have a long-term career with Kimpton Hotels and Restaurants. Foxen, a hospitality business management senior, already works as a restaurant supervisor for the company and is eager to begin applying the business and leadership skills she learned in her program at WSU Vancouver if she should be hired full-time.

"I anticipate my future to be bright and ambitious," Foxen says. "The hospitality business management program has given me the tools to confidently succeed, and I am certainly going into my career hungry for challenges and opportunity."

Foxen grew up in the Santa Ynez Valley, a small wine producing region on California's central coast. She got her first job at 15, catering for a winery. "My dad had to drive me way out to the vineyard, which had a beautiful and enormous property on-site. It was there that I fell in love with the environment of quality food and happy people," she says. "I never looked back after that. I have always known what career path I wanted to pursue."

## **FINDING THE RIGHT FIT WITH WSU VANCOUVER HOSPITALITY PROGRAM**

She earned her associate's degree right after high school but found work in the wine industry before pursuing transferring to a university. After gaining some field experience, she was ready to find a college with a hospitality degree program. "The WSU Vancouver campus was the perfect size, beautiful, and close to an area that represented my values of local food and wine culture," says Foxen.

Coming from a family with modest means, Foxen was very grateful for the financial aid package she received and two Carson College scholarships that allowed her to attend college and prevent maximum borrowing on her student loans.

## **INVESTING IN THE FUTURE THROUGH INDUSTRY SCHOLARSHIPS**

"When I received my scholarship from the Travel Portland organization, it was truly an emotional experience since Kimpton already works so intimately with them to support local hospitality," she says. "It will be an honor to climb the ladder and someday make decisions with those at Travel Portland to better our local community."

Foxen also received the Hospitality Financial and Technology Professionals HBM Scholarship.

"I was beyond grateful to receive the Hospitality Financial and Technology Professionals HBM Scholarship this past year," she says. "The additional funds were a wonderful investment in my future."

## **EXPLORING FUTURE OPPORTUNITIES**

Foxen says while food and beverage will always be at the forefront of her career, she is going to jump at any opportunity that feels right within the Kimpton company. "I truly believe in planting your seeds and seeing where they grow," she says. "I would love to work on the corporate level, contribute to decisions on each property, work with chefs and wineries, and constantly learn about the culture of food. It's a heartfelt industry that keeps you on your toes, and I want to be able to share that passion properly."



*WSU students studying at César Ritz Colleges in Brig, Switzerland.*





# JOSHUA CORTES: STUDYING ABROAD FOR THE FUTURE

Story by **Sue McMurray** • Photo by **Nuno Acácio**

Growing up in San Felipe Del Progreso watching his parents struggle financially to operate an event venue in Mexico's hospitality industry, Joshua Cortes ('18 HBM) developed keen insights that would later shape his education and career paths.

For 30 years his family managed a 300-year-old building as a location for weddings, conferences, and camps for up to 350 overnight guests. Though aware of the financial challenges involved, Cortes was able to see past that and recognize the business potential of the venue as well as its historical and cultural significance. A plan to earn a business degree and continue the family enterprise in the future began to form in his mind, one that came to fruition 10 years after Cortes moved to America.

While living and working in Everett, Cortes saw a poster for the hospitality business management program offered at the WSU Everett campus. "I have always loved hospitality but initially planned to get a business degree," says Cortes. "The WSU Everett hospitality program was a perfect opportunity to pursue what I love. I was able to stay where I lived and keep my two jobs while still going to school, which helped me pay my tuition."

## DEVELOPING DEEPER INTERNATIONAL PERSPECTIVE

Cortes says business is becoming more international every day, and the hospitality industry is no exception. He knew that to be successful in his career, developing a deeper international business perspective was vital. He chose to study abroad in the Carson College's joint hospitality degree program with César Ritz Colleges in Brig, Switzerland.

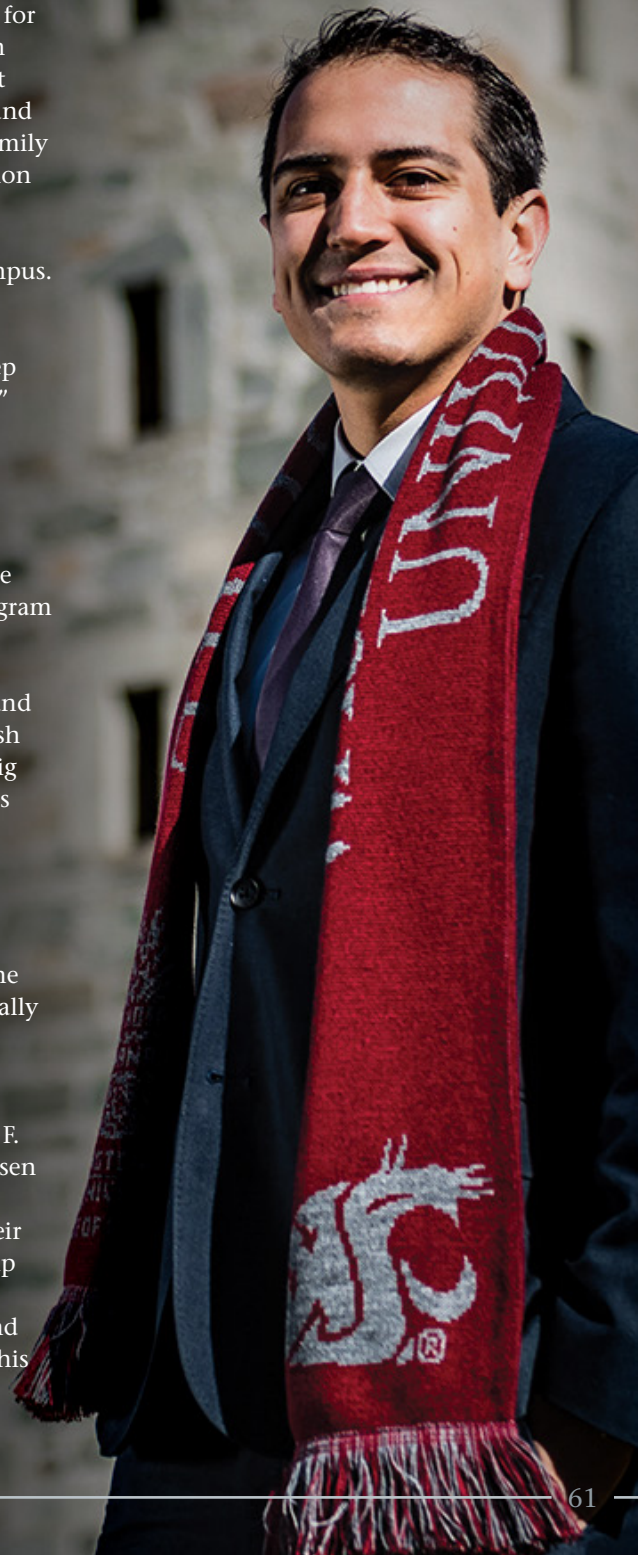
Cortes also participated in the Young Hoteliers Summit at the Ecole hôtelière de Lausanne in Switzerland, one of the top hospitality schools, and traveled to see how other countries do business. He planned ahead to finish his program and graduate in Switzerland. "Walking in the ceremony at Brig was definitely a once-in-a-lifetime opportunity, and I am still amazed I was able to experience it," he says.

## SCHOLARSHIPS OPEN DOORS

There is an element of business perspective that is unattainable by only studying in the United States, says Cortes. "Scholarship support opened the doors for me to study abroad and experience something that would normally have been out of my reach."

During his program, Cortes received the Snohomish County Lodging Association Scholarship, the School of Hospitality Business Management General Scholarship, the Dwight and Beverly Call Scholarship, the Walter F. Clark Scholarship, the Pete Harmon Scholarship, the Mark and Laura Hansen International Scholarship, and the Everett Scholars' Scholarship. "I am inspired by the donors' selflessness in wanting to help students pursue their dreams, and they have made me hope to one day start my own scholarship fund," Cortes says.

Cortes plans to eventually return to Mexico and use his experience and education to create positive change in the area and successfully continue his family's business.







# 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

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Washington State University -  
Carson College of Business



WSUCB

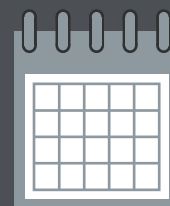
## 2 INVEST IN THE CARSON COLLEGE

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](http://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](http://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](http://alumni.wsu.edu)!



ALUMNI  
ASSOCIATION

## 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](mailto:ccb.development@wsu.edu).



## 6 SHARE YOUR IDEAS

Connect with us to:

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- Recruit
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