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Dear friends,

Though the COVID-19 pandemic has caused us to transform our delivery of business education this fall, we are committed to providing our students with an amazing remote learning experience and strong Carson Coug community. I'm excited to deliver an issue packed with GOOD news and celebrate how we've achieved some significant milestones and firsts as a college. In the last year, we reached the five-year anniversary of the college's renaming and my appointment as dean. These two milestones—and many others—have made me reflect on where we've been as a college and where we are headed.

In 2014, we were renamed as the Carson College of Business, a step that helped us create a stronger identity. It also signaled that we had support from you, our loyal alumni community, to take the college to new levels of influence. Less than a year later, I was appointed dean, and the great team we have built here has set our course toward becoming the first choice for students seeking a business education in the Pacific Northwest.

When I came on board, there were already great resources in place, such as the Carson Center for Student Success, whose dramatic evolution is artfully illustrated in the upcoming pages, and the Center for Entrepreneurial Studies, which you'll see is celebrating its 25th year of helping young entrepreneurs develop their business ideas. Another milestone we're highlighting is the 30th anniversary of the legislature's decision to establish WSU campuses across the state, allowing the University to offer programs at WSU Tri-Cities, WSU Vancouver, WSU Spokane, and more recently, at WSU Everett. We are excited to bring you compelling features here, highlighting how each of these milestones strengthen the impact of our efforts to educate Carson Cougs.

In addition to recognizing some historical milestones of our programs, we are spotlighting some firsts that are very recent to the college. One of them is our programming in financial well-being that has been greatly enhanced by external partnerships and investments, including those of BECU, the state's largest credit union, and Brighton Jones, the state's largest wealth management firm. Other firsts are detailed in stories about novel virtual reality research being conducted in our Center for Behavioral Business Research and the center's new certificate program, innovative doctoral student research, and new programming that supports our active duty military and veteran students.

We've made great strides in our online and graduate programs, thanks to the hard work of our leadership in those areas. A feature on our new corporate engagement program highlights the work of alumnus Mark Hansen, who is helping us partner with companies to provide opportunities for our students and create pipelines for enrollment in our MBA programs.

Throughout this issue, you'll discover what drives the commitment of our corporate partners and investors like Marriott and the Delbert J. Hayes family, who help Carson students achieve personal and professional success. I hope you will perhaps be inspired to consider how you might engage in supporting our great students and faculty.

As we strive to perfect our delivery of online education due to COVID-19 restrictions and to resume face-to-face learning as soon as it's safe, we need your support more than ever. I look forward to working together to continue providing the highest quality of business education in the Pacific Northwest.

Go Cougs!

Chip Hunter

y @ChipHunterWSU











Six years ago, more than 1,000 people gathered in the Todd Atrium and the adjoining Fulmer plaza to be part of one of the biggest celebrations the then-College of Business had ever known. Students peered through open windows and doorways, lined the Atrium staircase and walls, and stood shoulder-to-shoulder to get a glimpse of a small staging area where the late President Elson S. Floyd and David Whidbee, College of Business interim dean, stood before a few rows of seated guests.

Among the guests were WSU regents and other University dignitaries, a mix of faculty and staff, alumni, and one very special family whose presence was at the core of the occasion. Surrounded by their adult children and several grandchildren, Scott ('72 Bus. Admin.) and Linda Carson humbly waited to be honored on stage as the reason for Floyd's much anticipated announcement: the renaming of the College of Business to the *Carson* College of Business.

While a naming celebration is typically tied to one specific gift, the Carson College naming recognized Scott and Linda's lifetime contributions to WSU and its business program. Over the years, their investments in the college have supported faculty endowments, student scholarships and programs, and the founding and evolution of the Carson Center for Student Success, the college's hub for undergraduate services. In addition to their ongoing financial investments, loyal participation at college events, guest presentations, and advisory board engagement within the college are also part of the couple's model of philanthropy.

NEW IDENTITY LEADS TO NEW COLLEGE ASPIRATION

A year later, Chip Hunter was appointed dean of the college. With the naming still fresh in everyone's mind, it became a springboard to develop a new aspiration for the college—to become the model business school for tomorrow's land-grant university.

"Being named after Scott Carson signaled we had support from our alumni community," says Hunter. "It helped us create a stronger identity and culture that surpass just being known for the major. We joined 'the club' of our named peers that take business seriously, and that was a milestone for WSU."

Recognizing the new college name could be a natural catalyst for progress, he began using it to start conversations with alumni and other stakeholders about taking the college to the next level. With the collective energy of alumni, faculty, staff, and student leaders, the college began to focus on strengthening undergraduate and online programs, research, and reputation—setting a benchmark of becoming the first choice for students seeking a business education in the Pacific Northwest.

Today, more students earn undergraduate degrees in business from the Carson College than from any other university in the Northwest.



NEXT CARSON COUG MARKS FIRST UNDERGRADUATE REVISION IN A OUARTER CENTURY

Over the next four years, the Carson name became linked with the successful rollout of key initiatives, one of the firsts being the launch of The Next Carson Coug (TNCC) in 2019. TNCC is the first revision of the undergraduate program in 25 years. New courses and highly interactive classes focus on developing the knowledge, skills, and characteristics students need to be successful in their careers.

"Tagging initiatives with the Carson name creates new opportunities for dialogue and flags progress," says Hunter. "In time, as we graduate students through the program, the TNCC identity will only strengthen the loyal 'Coug' brand."

Another milestone: implementing TNCC across campus locations. "The approach isn't exactly the same system-wide; it's based on what is best for each location," says Hunter. "What's never been done before is raising resources for the program system-wide; support doesn't just go to Pullman," he says. Though degree requirements are the same across all locations, instructors across the system will be able to be more flexible in meeting students' needs.

Because of this success, President Kirk Schulz recently appointed Hunter to lead a working group focused on structuring roles so the University works more effectively as a system.

SERVING PACIFIC NORTHWEST BUSINESS COMMUNITIES

Better serving Pacific Northwest business communities has been a focal point under Hunter's leadership. The college began regularly participating in CougsFirst! annual tradeshows in Seattle and Spokane in 2016. CougsFirst! is a network of over 244,000 WSU alumni business owners. The relationship fosters business connections between the college and small business owners who hire Carson graduates and other Cougs.

The college also began producing two new annual reports, "WSU Holiday Retail Study" and "Business in the Northwest," that help drive conversations to address some of the Pacific Northwest business community's most pressing issues. And, after a ten-year hiatus, the college reinstated the Power Breakfast in Spokane in response to the city's rapid economic growth and workforce needs.

"We are able to achieve these milestones through the commitment of faculty, staff, and those who collaborate with and support us," says Hunter. "This makes it possible for us to create a culture where students are deeply engaged in their own success and communities look to us first for business and research insights."

Carson Center for Student



Networking

Workshops



2012





BEGIN NEW PROFESSIONAL DEVELOPMENT COURSES

- INTRODUCTION TO BUSINESS
- PROFESSIONAL DEVELOPMENT FOR THE BUSINESS WORLD
- EXPLORING CAREERS IN BUSINESS





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COURSES FALL 2020

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- TEAMS
- INNOVATION
- SPREADSHEETS
 DATA
- DATA VISUALIZATION
- DECISION ANALYSIS



1st Year MILESTONE

ADMISSION INTO THE CARSON COLLEGE SPRING 2020

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DEVELOP PROFESSIONAL
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CONNECT YOUR NETWORK
ASSUME LEADERSHIP
ROLES





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Carson Professional 2022-2023

INITIATE CAREER ACTION PLAN
PARTICIPATE IN HIGH-IMPACT LEARNING EXPERIENCES
COMPLETE CAREER ESSENTIALS
LEVERAGE YOUR NETWORK
PAY IT FORWARD!

CARSON ONLINE BUSINESS PROGRAMS: A FRONT-RUNNER IN GLOBAL EDUCATION **DELIVERY FOR TEN+ YEARS**

Dean Chip Hunter led an aggressive strategic planning exercise upon his arrival in 2015 with the intent to become the "model business school for tomorrow's land-grant university." Germane to that aspiration are the online business programs the WSU Carson College of Business offers to students across the world.

Among the five online undergraduate degree programs and two MBA programs, the college enrolled over 1,100 MBA students and 1,400 undergraduates in 2019-2020 as of this writing. Over the last five years, the college has graduated over 2,600 students from online programs.

As we work to serve the business communities of Washington state and beyond with high quality, affordable business education, the college's online MBA programs are making tremendous impact. COVID-19 has produced a variety of challenges for many business schools across the country. Our early entry into the online environment equipped the college to successfully support students in their academic pursuits beginning spring semester 2020. You can read stories about our recent students' experiences on pages 9-13.

PROVIDING BETTER STUDENT AND PROGRAM EXPERIENCES

While MBA programs across the country are wondering how to continue to reach students, the college has been a front-runner in offering an entirely online program reaching students on a global scale for over ten years. Having been involved in that endeavor from the very start, I can speak to several key milestones and accomplishments.

First, we have listened to the market. Our students and corporate partners have recognized the need for program development that enables them to access content and connect with our outstanding faculty in a way that is efficient, affordable, and sustainable. We have created shorter courses, with access to concentrated information rather than diffusing students' focus across multiple topics while they are managing their busy lives.

Second, our faculty have risen to the opportunity. They have thought creatively about how the subject matter in which they are experts can be presented to a working, adult audience. Teaching approaches help students apply what they learn to their day-today work experiences to cement learning and create value within their companies.

Third, our faculty and staff have created an environment online where students can form meaningful relationships with the faculty and one another so they can remain connected as Carson Cougs and WSU alumni long after they complete their degree program. The stories I hear about students becoming members of one another's families or helping each other to find the next best career opportunity are heartwarming and rewarding.

Our students, the people who choose to invest in an education from the college, never cease to amaze me with their intellect, drive, and the ways in which they contribute to their communities. Please check out our alumni stories on pages 35-37 to see for yourself a small sample of how terrific these students are!

Cheryl Oliver

Associate Dean, Professional Programs

Photo by Gabriella Oliver

MBA OPENS DOORS FOR NONTRADITIONAL COUPLE WITH PASSION FOR

FAMILY, EDUCATION,
AND CAREERS

Story by **Mia Gleason** • Photo courtesy of **Jessica Aguilar**

Some would say balancing six children, a full-time career, and a marriage would be a full life, but Jessica and William Aguilar knew they wanted to pave an even brighter future for their family and careers by earning their MBA degrees together.

A DEDICATION TO EDUCATION

In 2016, the Aguilars both enrolled at a local community college and began classes during the summer. Their schedules included working during the day, going to school in the evenings, and managing to spend time with their children.

They graduated together in December 2017 and began classes at WSU the following January. After earning their bachelor's degrees, they decided to pursue their MBAs together, a decision both say was attainable by their hard work and WSU's online program reputation.

Jessica, a data analyst at Cadeo Group in Portland, Oregon, says her position only hires people with master's degrees. It was one of the reasons she was hired over 115 other applicants.

"An MBA will open doors for me, and my current position is a testament to that," Jessica says. "My résumé was looked at because I was pursuing an MBA. I will have more valuable insights when analyzing data and catch things I may have missed before my MBA training."

ENJOYING THE JOURNEY

William is currently an IT data analyst at Columbia Distributing, where he maintains data pertaining to their markets, products, customers, and internal finances. He was recently integrated into the data modeling and engineering team where he will be responsible for developing data solutions and models that inform company strategy, opportunities available to him because of his MBA training.

"Many of my stakeholders are a collection of bright minds, most with decades of experience," says William. "I can now communicate effectively and provide actionable solutions because of my MBA experience."

"Getting your MBA isn't going to be easy," says Jessica. "You are going to have to do a lot of homework and read a lot! But you are going to gain a lot in the process, which will make the time spent worthwhile. Focus on your goals and where you want to go, celebrate milestones big and small, and remember to enjoy the journey."

Both William and Jessica will graduate together with their MBA degrees in spring 2021. ■



EXECUTIVE MBA AFFORDS BRADLEY HOF **OPPORTUNITIES**

Story by Mia Gleason • Photo courtesy of Bradley Hof



Bradley Hof ('19 EMBA) says graduating from the online Executive MBA program (EMBA) was a milestone that enabled him to grow in areas he didn't know were possible, as well as earn the opportunity for a promotion within his company.

As the director of digital solutions and data science for Textron Specialized Vehicles, Hof oversees product development for fleet management, including business intelligence and data science. Previously, Hof was the senior IT manager; he attributes his success to skills gained in the EMBA program.

"I had no idea what an EMBA was. The president of Textron mentioned it and told me to look into pursuing the degree," says Hof.

Based on the feedback from his company's president and personal interests, Hof began his search with specific criteria in mind.

"I started researching programs and landed on WSU. Because my job has me moving around a lot, my ultimate decision came down to technology and having an online community," he says. "I'm a big believer in data-driven decisions and data as an asset to the company. This was talked about in the curriculum."

"I really enjoyed my time in the program; it taught me a lot about my time management and gave me a lot of confidence in business. Because I come from a software IT background, I was missing that confidence to lead," says Hof. "Fred Petersen's leadership course was one of my favorites because it gave me a lot of insight into my own leadership style; knowing that others have the same leadership style as I do really opened my eyes."

Fred Peterson's leadership class gave me insights into my own leadership style.

Bradley

TED NOLAN

APPLIES MBA SKILLS IN HEALTH CARE CAREER DURING COVID-19

Story by Mia Gleason • Photo courtesy of Ted Nolan

Boosting millions in supply cost savings and revenues to health care providers during the COVID-19 pandemic was not something Ted Nolan thought he would be doing in his career. Fortunately, he has the training to be successful after graduating with his WSU Executive MBA.

INDUSTRY ADVANCEMENT AFTER GRADUATION

Nolan ('17) says his degree has allowed him to advance and lead within his company. He is vice president of Intalere, a provider-led supply chain company that works collaboratively with health care organizations to find solutions to their needs.

"My EMBA has increased my confidence in taking on challenging projects at work," Nolan says. "It has also raised my salary by 34 percent, making the ROI on my degree in less than 12 months."

Nolan is leading a project that will save millions in supply costs to Intalere's medical center and increase revenues during the COVID-19 pandemic.

"My EMBA experience allowed me to confidently enter these complex projects with a wide variety of stakeholders," Nolan says. "One of the most important lessons I learned while working on my EMBA is to work with smart people who share a common vision, whether it's during a capstone project or complex work project."

WHY WASHINGTON STATE UNIVERSITY

"WSU's accredited program was the most appealing and prestigious in the United States," says Nolan. "I could complete it in 18 months."

Nolan also reflects on the friendships he made, specifically relationships with classmates in the capstone course.

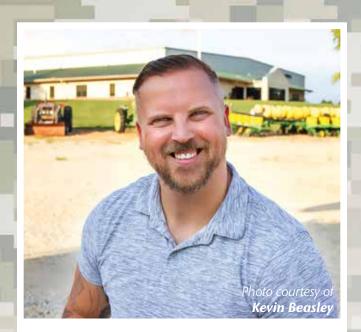
"My WSU EMBA experience was challenging, but one I draw on frequently and highly recommend," says Nolan. "The program and people I met expanded my outlook in life."



Ted Nolan

My EMBA has increased my confidence in taking on challenging projects at work.

CARSON VETERAN STUDENTS REACH NEW PROFESSIONAL MILESTONES



Kevin Beasley (FORMERLY US ARMY)
FIELD INSTALLATION MANAGER // KASA COMPANIES

Kevin Beasley has a good deal of experience dealing with uncertainty. As an Army officer stationed in Afghanistan, he led more than 100 missions to protect coalition troops from improvised explosive devices or IEDs. When his military career was cut short for medical reasons, he decided to move his young family back home to the small town of Abilene, Kansas. He soon determined that the best way to leverage his military experience was by earning his MBA from the Carson College of Business.

Beasley is just one of 192 military-affiliated students enrolled in the Carson College's online MBA program. These veterans, spouses, and active duty military members comprise about 15 percent of the program's enrollment, which is the greatest concentration of military-affiliated students anywhere in the WSU system. Their experience varies widely from young junior officers, like West Point graduate Taler Brazell, to 20-year veteran and retired Navy commander Shane Sullivan. Nearly half of these students are within five years of transitioning out of military service to civilian life.

Imagine being 30 years old and having never had to network, sit for a job interview, or write a résumé. That's precisely the situation many of these highly experienced



LT Heather Bui SURFACE WARFARE OFFICER // US NAVY



Shane Sullivan (FORMERLY US NAVY)
VP OPERATIONS // CONAIR

veterans find themselves in. Over the past year, interviews with these transitioning students, regarding the confidence they have in their ability to reach their professional goals, have revealed three key gaps. Eighty percent said they don't have a professional mentor, and many weren't sure what that relationship looks like outside the military. Fifty percent lack confidence in the tactical tools necessary to pursue their career aspirations, for example, résumé writing, interviewing, and networking skills. Finally, nearly 25 percent haven't yet developed a clear plan for their post-military career.

"A lot of people have asked me, 'What job do you want when you get out?'" says Navy LT Heather Bui. "Really, since I was in college, all I've been exposed to and living through is the Navy."

RESOURCES HELP VETERANS PREPARE FOR NEW CAREER ASPIRATIONS

The good news for veterans is that resources are now in place to help them close these gaps and reach new career milestones. Student veterans now begin their MBA with assessments that highlight both their personal strengths as well as their professional weaknesses. The results serve as a roadmap for extracurricular opportunities designed specifically for military affiliated students. Carefully cultivated career design resources, including references to proven, veteran-serving nonprofits like American Corporate Partners and The Commit Foundation, are available. The first in a series of six skill-building workshops launched in the spring, and students have direct access to a résumé and personal branding coach.

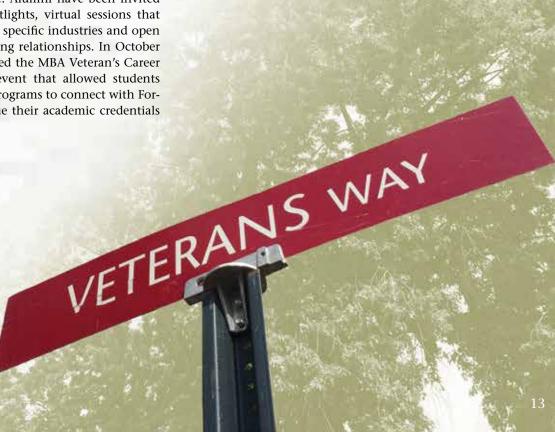
Investments have also been made in online tools like BetterUp Coaching and Big Interview, ensuring accessibility for students around the globe. Alumni have been invited to participate in Alumni Spotlights, virtual sessions that provide intimate insights into specific industries and open the door to extended mentoring relationships. In October 2019, student veterans attended the MBA Veteran's Career Conference in Chicago, an event that allowed students from the country's top MBA programs to connect with Fortune 500 companies that value their academic credentials and military experience.

ONLINE MBA VETERAN GRADUATE TO PAY IT FORWARD

Beasley is nearing the completion of his MBA and participated in multiple extracurricular opportunities. He's attended online workshops, discussed building winning corporate culture, and attended the national MBA Veterans networking conference. And while it's great to see him putting all of the pieces into place for his future, it's even more exciting knowing that he'll be first in line to mentor future generations of Carson veterans.

"Earning my MBA was something I always wanted to accomplish. I found comfort and ease working with Matt Beer through the Carson College veteran's program, proving that even in transition, the military family is always behind you and supporting every milestone you wish to achieve," says Beasley. "Through the interactive and supportive nature of the MBA degree, I realized I missed leading a professional team, and I truly look forward to helping others along their post military journey."

FOR MORE INFORMATION ON HOW YOU CAN SUPPORT CARSON MBA VETERANS, CONTACT MATT BEER, MILITARY AND VETERAN AFFAIRS MANAGER, OFFICE OF GRADUATE PROGRAMS, AT MATTHEW.BEER@WSU.EDU OR 509-335-3534.





For 25 years, WSU's Center for Entrepreneurial Studies (CES) has been teaching students to think and act like entrepreneurs—skills they can use throughout a career, whether or not they work for a startup.

"I see entrepreneurship education—especially the hands-on aspect—as the best way for students to develop their potential," says Marie Mayes, CES director. "It's the spark that encourages them to step outside their comfort zones, take initiative, and deal with ambiguity."

Whether they're pitching a hypothetical product in a business plan competition or working toward a venture launch, students are mastering skills that will benefit them wherever their career paths lead, she says.

CREATING A LEGACY IN ENTREPRENEURSHIP

Mayes is the fourth director of CES, which is celebrating its silver anniversary.

The center was founded in 1995 by Rom Markin, a former Carson College dean who also was the first director. Initial funding to support entrepreneurship faculty came from the estate of WSU alumnus James Huber. Additional funding from Don and Mary Ann Parachini, Dan Castles, and The Herbert B. Jones Foundation has allowed the CES to grow programs and resources for student entrepreneurs. Their generosity has benefited thousands of students.

GRASPING THE FUNDAMENTALS OF A STARTUP

CES offers a range of programming—from helping freshmen and sophomores explore what it means to be an entrepreneur to mentoring teams on the cusp of launching a company. But the annual Business Plan Competition is perhaps the best known program.

Jerman Rose, a former CES director, started the competition in 2002 to teach students the fundamentals of launching

a startup. Through connections with WSU's Voiland College of Engineering, the competition has grown to attract multidisciplinary teams and students across majors.

Engineering students often bring ideas for new products to the competition, teaming up with business majors and others to develop plans with marketing strategies and financial statements.

"Students sometimes see their classes as academic exercises," says Rose, a clinical professor and special assistant to the dean. "They have a hard time figuring out how things fit together. We provide that opportunity."

HONING SKILLS THROUGH PRACTICE

Mayes enjoys watching students gain skills and confidence. In addition to financial statements and marketing goals, a business plan might require creating a prototype or writing code. Students also practice communicating and problem-solving.

As part of refining their plans, students interview prospective customers. Based on the feedback, "there could be changes to the product or marketing plans," says Mayes.

Students also practice pitching their plans to live audiences. "I'm glad you made us pitch so much," students tell Mayes after they graduate. The public speaking skills help them in job interviews and work presentations.

Feedback from industry professionals who judge the competition is valuable, too, Mayes says. Graduates who've launched startups mention how much they appreciated the critiques, suggestions, and mentoring from the judges.

Although the 2020 competition was canceled because of COVID-19, teams still submitted plans and received feedback. Seventeen teams applied to the virtual Jones Milestone Accelerator (JMA), and seven were accepted. JMA teams are moving their learning to venture launch. The top four teams will pitch their ventures at an event in November.



BUSINESS PLAN COMPETITION 2015 TO 2020

 college students participated high school students participated **\$315,000** in prize money events held, 2019–2020

PROGRAMS AND SERVICES

208 individuals participated in CES programs, accessed resources, or worked in the Commons in 2019–2020.

2020 Guest Speakers:

- Dan Castles, CEO, Telestream
- Thor Culverhouse, CEO, Lighter Capital
- Chris Hopen, CEO and Cofounder, Strive
- Diane Fraiman, Managing Director, Voyager Capital
- Dan Lynch, International Venture Capital Investor
- Dan Wadkins, Attorney/Partner, Lee & Hayes
- Tom Simpson, CEO, Ignite, Entrepreneur, Angel Investor & Mentor
- Chip Overstreet, CEO, Spiceology



MILESTONES AND FIRSTS

\$2.7 million in venture capital: Nomad Go Inc. The start-up uses artificial intelligence to measure customer experiences. Cofounded by Jonah Friedl ('16).

Crimson Medical Solutions' organization system for intravenous lines is being tested at Pullman Regional Medical Center. Cofounded by 2019 graduates Mitchell Weholt, Tyler Sager, Stephen Bone, and Tanner Stahl.

Second place/\$3,000: Team Zephyr. 2020 Northwest Entrepreneur Competition in the Avista Technology category for a mattress and bedframe designed for people with ALS. Cofounded by 2020 graduates Jackson Rieb, Kathryn Lober, and Sarah Schroeder.

\$25,000 UW Dempsey Startup Competition

Grand Prize: ApnoMed. \$15,000 IntuitiveX Grand Prize, Hollomon Health Innovation Challenge. Both for a nonsurgical treatment aiming to cure sleep apnea. Herbert B. Jones Foundation \$2,500 prize for best idea for a medical device. Founded by Ryan Yousefian ('17).

Ryan Yousefian

APNOMED FOUNDER

I wanted to be an entrepreneur, and Marie Mayes helped me turn my dream into a reality. The CES gave me the resources to develop that entrepreneurial skillset and way of thinking.





In the next 25 years, the CES envisions cultivating an entrepreneurial mindset and growing cross-campus, collaborative programs unique to WSU's landgrant mission. Cougs from all majors will be supported in moving their ideas to impact.

WAYS TO GET INVOLVED

- Make email introductions for student teams
- Serve on an advisory board for a Jones Milestone Accelerator team
- Help us make connections to people in your networks
- Sponsor or speak at Lunch & Learns or guest lectures hosted by CES
- Review business plans/executive summaries/pitch decks
- To support the CES, visit go.wsu.edu/cespartner



Photo courtesy of **Ryan Yousefian**



ness leader he wanted to be.

Lanctot ('95 Bus. Ad., Pol. Sci.) went to work for aQuantive, a Seattle startup, in his late 20s. The company was a pioneer in tracking the effectiveness of digital advertising, but its fortunes mirrored the highs and lows of the dot.com era.

"People could be millionaires on paper, then broke and out of a job a few months later," Lanctot says.

During his time at aQuantive, he noticed the company's "best and most successful" employees cared about others.

"They made it through the dot.com crash and company cutbacks. They went on to rebuild the company and sell it to Microsoft," he says. "They were smart, aggressive all those things you need to succeed in business—but they also had a sense of empathy borne out of our experiences."

Lanctot has spent 20-plus years working in entrepreneurial ventures through Seattle's startup scene, with a specialty in digital marketing. He's currently the CEO of Valor Worldwide, a news and data company for military families. In a recent milestone, Valor Worldwide acquired Vermouth, a startup with a crowdsourcing app described as "Yelp for friends." Military families use the app to recommend military- and veteran-friendly businesses and services to their peers.

Throughout his career, Lanctot has worked to incorporate empathy into his leadership style. It's a lesson, he says, that started at WSU.

"Over the years, I've come to appreciate how those five years in Pullman have influenced me, including my business operations. The lessons of WSU have been prominent in my life."

Lanctot grew up in Sunnyside, Washington, where his father, Tom, was the publisher of the Daily Sun News. Tom dropped out of WSU to support his mother and younger siblings after his dad died, but "his ties to WSU never waned," Lanctot says. "He was a fan of WSU football, and the roar of Martin Stadium is an indelible memory from my childhood."

Lanctot followed his dad to WSU, where his business studies set the stage for his later career. In addition to his professors, Lanctot also discovered a mentor in Bob Stephens, advisor for the Associated Students of Washington State University and student activities coordinator at the Compton Union Building.

"Bob symbolized for me what Pullman was all about," says Lanctot, who was an ASWSU vice president and helped organize student activities. "He has a tremendous natural sense of empathy, and he really treated the University as a big family."

Stephens was genuine about finding solutions that benefited both students and WSU administrators, Lanctot says. During negotiations, he still draws on Stephens's leadership example.

"Bob showed this nuance, which is fight for what you want, but bring other groups along with you," Lanctot says. "When you have multiple winners, you get to the end goal quicker."

SOLVING PROBLEMS FOR MILITARY FAMILIES

At Valor Worldwide, Lanctot has carried the idea of multiple winners into the company's work with nonprofits. Valor Worldwide offers discounts to advertisers who donate to veteran-related nonprofits and also partners with nonprofits on projects.

"The better we do, the better our veterans do," Lanctot says. "We call it profit with a purpose."

Besides the stories about military life on Valor Worldwide's website, the company uses data to solve what Lanctot calls "everyday problems for military families." Valor Worldwide aggregates public data to make it easily searchable. The company recently started scanning and indexing forms required by patients at Department of Veterans Affairs' facilities.

Vermouth's acquisition helps extend the company's mission, Lanctot says.

"Vermouth creates this network of military families that says, 'We are the best to judge where to go, what to do, and who takes care of military families,'" he says. "With this product, we're connecting military families to each other and with the businesses that appreciate and honor those who serve."

30-Year GNSU CELEBRATES CHURCH CONTINUE CONTINUE

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

1999

VANCOUVER

The Border County bill provides reduced tuition options for Oregon residents at several community colleges and WSU Vancouver.

SPOKANE

Bachelor's programs in real estate studies and in insurance and risk management launch, followed by the hotel and restaurant administration program a year later.

TRI-CITIES

A record enrollment including 77% undergraduates, 26% age 20 or younger, and 18% students of color make WSU Tri-Cities the fastest growing, most diverse WSU campus.

2009

VANCOUVER

The Undergraduate Building is completed—the first WSU facility to be awarded LEED Gold Certification.

SPOKANE

The College of Nursing building is dedicated and moves from Fort George Wright Drive to the WSU Health Sciences Spokane campus.

TRI-CITIES

International wine research and education leader Thomas Henick-Kling becomes director of the Viticulture and Enology program.

2019

VANCOUVER

INSIGHT Into Diversity magazine bestows Higher Education Excellence in Diversity Award for outstanding commitment to diversity and inclusion.

SPOKANE

The Elson S. Floyd College of Medicine launches Range Health, bringing health care to Washington's rural and underserved areas.

TRI-CITIES

The \$3M Energy Solutions Engineering Laboratory opens.

1989 was a milestone year for legislative decisions affecting the growth trajectory of Washington State University. Among other initiatives developed during the legislative session was the mandate to create branch campuses across the state.

The state legislature approved these university locations, formerly known as branch campuses, as a means to provide educational access to people statewide who were unable to attend or relocate to WSU and the University of Washington (UW) in Seattle but needed a local option for a prestigious university education. The campuses were also envisioned to play an economic development role in their communities of Spokane, Vancouver, and the Tri-Cities for WSU, and Bothell and Tacoma for the UW.

It was a novel solution at the time, but somehow it worked.

Thirty years later, the campuses are fulfilling those goals and more. But these three WSU locations had humble beginnings before evolving into today's icons of higher education that collectively serve more than 7,000 students across all levels of study.

WSU TRI-CITIES: STILL EXPLODING WITH GROWTH

Close proximity to the Hanford Site, the birthplace of the world's first large-scale nuclear reactor, proved to be in the WSU Tri-Cities' best interests long before the campus launched in Richland. WSU Tri-Cities' origin stems from 1946 when the General Electric School of Nuclear Engineering opened in partnership between WSU, the University of Washington, and Oregon State University. The school provided education to Hanford's 51,000-person workforce.

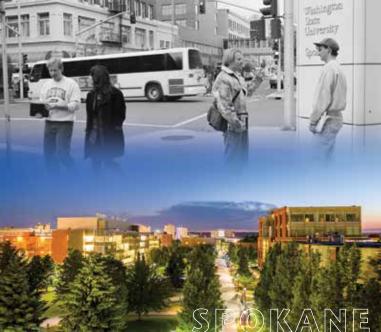
In 1968, the school evolved into the Joint Center for Graduate Studies. At this time, the Atomic Energy Commission donated the land along the Columbia for a new building that became the future home of the WSU Tri-Cities campus, established in 1989. The Carson College began offering business programs in hospitality business management and wine and beverage business management in 2015.

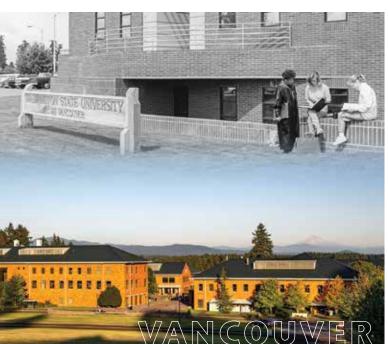
Recently, the legislature approved a \$30 million academic building at WSU Tri-Cities to provide new state-of-the-art laboratory, classroom, study, and meeting spaces.

WSU HEALTH SCIENCES SPOKANE: FROM COMMUNITY BLIGHT TO COMMUNITY BRILLIANCE

WSU Health Sciences Spokane, a 48-acre health sciences campus on the east edge of downtown Spokane, was once a decrepit rail yard. In the 1960s, community leaders realized the area had become a blight on the community. Expo '74, also known as the world's fair, revitalized downtown Spokane, developed Riverfront Park and a performing arts center, and jumpstarted the local economy. Years later, the Joint Center







for Higher Education decided to showcase the Spokane River and revamp the old rail yard by building the Riverpoint Campus. Construction of academic facilities began in 1996 and continued to flow, as course offerings, including Carson College programs, were introduced. Eventually the WSU Board of Regents redesignated Riverpoint as the University's health sciences campus. While the Carson College's in-person courses eventually phased out, the college offers a joint online MBA for pharmacy and pharmaceutical sciences students at the Spokane and Yakima campuses. The Spokane campus is home to the colleges of medicine and nursing and is a place of collaboration. Its park-like acreage is shared with Eastern Washington University, and its research and outreach efforts with rural areas, tribal communities, and underserved populations around the world.

WSU VANCOUVER: BIG-SCHOOL RESOURCES IN A SMALL-SCHOOL ENVIRONMENT

As the only four-year research university in southwest Washington, WSU Vancouver offers education at all levels, but its impressive locale was once home to a herd of dairy cows. The dairy's original farmhouse, known today as the Annex, is the sole remnant of the campus's previous life.

In its first few years, the campus graduated fewer than 50 students compared to 1,000 today. The rate of southwest Washington residents who attained a bachelor's degree was below 17 percent; today it is 29 percent. The Business Growth Mentor and Analysis Program, established in 2011, allows students to practice consulting with small businesses, generating more than \$15 million in new revenue. The Carson College added the hospitality business management degree offering in 2013.

The picturesque campus attracts many visitors with its mountain setting, many hiking trails, bike paths, and special events. But none compare to the lure of the Titan VanCoug, a rare corpse flower that drew 20,000 visitors to campus when it bloomed July 15, 2019.

EDUCATIONAL ACCESS IN YOUR OWN BACKYARD

The success of these first branch campuses—that have since dropped the "branch"—served as a blueprint for development of WSU Everett and for the robust Global Campus that delivers WSU's online education and the Carson College's highly ranked online MBA program.

"Students have been able to access a top-tier education near their homes, families, and jobs, and the campuses have become economic drivers for their communities," says WSU President Kirk Schulz. "We can thank the visionaries who called for the branch-campus expansion 30 years ago for starting us down that road."

Excerpts taken from "WSU Celebrates 30th Anniversary of Statewide Expansion" by Addy Hatch, published January 17, 2020, in the WSU Insider.

HOTELIER DREAMS BRING STUDENT FROM VIETNAM TO WSU EVERT

Story by **Becky Kramer** • Photo by **Olivia Spilker**

When Tú Lê spent summers at her stepfather's resort in Vietnam, she worked at the front desk—welcoming guests, carrying luggage, and conversing with a clientele that leaned heavily toward international travelers.

"I developed my passion for hospitality way back in middle school," Lê says. "I enjoyed meeting people from all over the world. By high school, I was charting my path to becoming a general manager."

That path has taken Lê from her native Vietnam to WSU Everett, where she's a senior majoring in hospitality business management. Along the way, Lê has achieved a number of "firsts."

She is the first person in her family to attend a university in the United States and the first to spend a semester in Switzerland. She's also the first in her family to listen to Eddie Vedder and Pearl Jam.

As part of an independent study, Lê researched the stories behind the brightly colored concert posters in the Pearl Jam suite at Seattle's Edgewater Hotel.

"Pearl Jam is known for its socially conscious lyrics," Lê says. "Each poster was a lesson for me about the United States and its culture."

OPPORTUNITIES AT WSU EVERETT

Lê grew up in Ho Chi Minh City, a metro area of 9 million people also known as Saigon. Both of her parents work in the hospitality industry—her mom as a flight attendant for Vietnam Airlines, and her stepfather in hotel management. They encouraged her to study overseas.

"For college, I wanted to branch out," Lê says. "I knew the United States has a good higher education system and that studying internationally would expand my career opportunities."

After two years at the Community Colleges of Spokane, Lê transferred to WSU Everett, where she appreciates the campus's proximity to Seattle's hotel industry.

Lê is the vice president of Sigma Iota in Everett, where she's worked to arrange professional networking



opportunities for the club's hospitality students. She also spent a semester at César Ritz Colleges Switzerland, which is renowned for its international hospitality program.

"During her time at WSU Everett, Tú has shown amazing leadership," says Mark Beattie, associate vice chancellor for academic affairs in Everett and clinical assistant professor in the School of Hospitality Business Management. "She works diligently to enhance the experience of fellow students as part of Sigma Iota's leadership."

CAREER PLANS IN MANAGEMENT

After Lê graduates in December, she'll look for a front desk job at a luxury boutique hotel in Seattle. She likes the idea of working at a property known for exceptional service.

"When I worked for the Pan Pacific Hotel in Seattle last year, I found the atmosphere very caring and personalized," she says. "We took care of the guests' needs, whether that was arranging an anniversary package in a room or sending a gift basket."

Working the front desk also provides a window into how other departments operate, which will benefit her future career, Lê says.

"My five-year plan is to gain experience and move into a management path." ■

EMBRACING OPPORTUNITIES

Story by Jason Krump • Photo by WSU Photo Services

Jovana Subasic, a recent Carson College of Business graduate originally from Serbia, has more than a few milestones under her belt.

When she arrived at WSU, she knew very little English. She overcame that hurdle by constantly reading and receiving help from professors and fellow students.

Well aware of the challenges incoming international student-athletes can face, Subasic, then a redshirt sophomore, spearheaded the first welcoming dinner for WSU international student-athletes as part of the athletic department's Week of Welcome events in August 2018.

"I wanted to bring them together," Subasic says, explaining the dinner's purpose. "If I am a freshman and come to the dinner, chances are I am going to meet somebody from another team who is from my country. Maybe that person can help me manage everyday things."

"I expected 30 to 40 people to show up," she says, laughing. "We had 80 people attend. There were not enough chairs in the room."

The feedback Subasic received was overwhelmingly positive.

"People texted me saying they met somebody they didn't know," she says. "It was a lot of fun."

SEIZING OPPORTUNITIES FOR GROWTH

The International Welcome Dinner was just one of many opportunities Subasic embraced as a WSU student-athlete, and she took advantage of future opportunities presented to her.

"I did a lot," she says. "I am a curious person."

"The thing that screamed out of every pore of Jovana is that she is completely and totally invested in what she does," says Kamie Ethridge, WSU women's basketball coach. "She loves this University. She loved being a student-athlete. She appreciated the opportunity of being a student-athlete at this level and being a Coug."

In addition to being a member of the women's basketball team, Subasic, who carried a 3.97 GPA, accomplished a series of "firsts" during her academic career. She was the vice president of the Student-Athlete Advisory Committee (SAAC). She worked for the WSU International Center during the summer and double majored in international business and finance in the Carson College of Business, as well as pursued a minor in political science.

"I took finance as a second major because I really wanted to understand how corporations and companies work, especially in the United States, because it's one of the major countries for business in the world," Subasic says. "I wanted to learn international business so I can apply the finances I learn in other countries as well."

"Globalization is real, and it's not going to stop," Subasic adds. "Being an international business major helped me understand it better."

"International business graduates increasingly benefit from having a global perspective on business," said Chip Hunter, Carson College of Business dean. "It makes good sense to couple an international business degree with another one because it increases employment opportunities. Whereas there are accountants or financial consultants, 'international businessperson' is not a job title."

Hunter is a big fan of WSU women's basketball and was impressed with Subasic's drive.

"She was focused," Hunter says. "She had a great perspective on academics, athletics, and life after college. She asked great questions about what comes next. She has the qualities that will make her successful well beyond WSU."

Subasic, who started playing basketball at the age of seven, says the competitive drive she had in her academic pursuits carried over to the court.

"I'm a competitive person in everything," she says. "What I love about basketball is the excitement of a win."

PROUD TO BE A COUG

Hunter not only loved Subasic's game on the court, but the opportunities she took off the court, as well.

"Our mission statement for the Carson College of Business includes that we create opportunity, but you still have to be able to take the opportunity," added Hunter, who said the job placement rate for Carson College graduates is 90 percent.

"In my heart I will always be a Coug. I absolutely loved all of my business professors and will always be grateful for everything they taught me," says Subasic. "I will carry it with me wherever I go!"

THE EVOLUTION OF HOSPITALITY BUSINESS MANAGEMENT ACROSS WSU: A HISTORY OF FIRSTS

Story by **Sue McMurray** • Photos by **Carson College of Business**

Imagine their joy, if 2,000+ years ago a pregnant couple, after traveling 90 miles by donkey only to be denied a room at an overbooked inn, could look into the future and witness the miracle of modern-day hospitality. The luxury of today's travel, hotel, and restaurant services may have seemed like the greatest gift to the world, or a close second.

But the evolution of the hospitality industry as we know it today has only been possible because of education, and since its inception in 1932, the WSU School of Hospitality Business Management (SHBM) has been the top school in the Pacific Northwest offering programming that serves and keeps pace with industry trends and growth.

The program became global in 1986 when an academic relationship between SHBM and Cèsar Ritz Colleges Switzerland developed. In 2012, SHBM and Cèsar Ritz Colleges established its first joint degree program offering both a WSU bachelor of arts in hospitality business management and a Cèsar Ritz Colleges bachelor of arts in international business in hotel and tourism management.

Availability of the SHBM program also expanded regionally over time to WSU Vancouver (2013), WSU Everett (2014), WSU Tri-Cities (2015), and WSU Global Campus (2015). The program awards \$150,000 in scholarships annually and creates environments where students develop knowledge, skills, and values from direct experiences outside a traditional academic setting.

EDUCATION AND RESEARCH MILESTONES ACHIEVED THROUGH GRANGER COBB INSTITUTE FOR SENIOR LIVING

Through its unique relationships with the hospitality industry and the strength of faculty and students at all locations, the school's mission is to be the "go to" institution for the study of hospitality business management.

2019 was a year of milestones in this regard. One of the biggest was the naming of the Granger Cobb Institute for Senior Living, the first, and to date, the *only*, senior living program embedded within a hospitality school in an AACSB-accredited college of business.

Unlike other programs that focus heavily on geriatrics, gerontology, or policy, the institute prepares students for community operations and will provide a solid business foundation for workforce development, research, and service.

"The Granger Cobb Institute for Senior Living is a transdisciplinary approach to the education, research, and industry associated with aging and will become the cutting-edge, world-renowned hub of all senior living initiatives," says Nancy Swanger, the institute's founder and director.

LANDMARK PROFESSIONAL CERTIFICATES AND WORKSHOPS MEET STUDENT AND INDUSTRY NEEDS

During the SHBM's first 20 years, men trained in hotel operations and women trained in dining services to meet the demand of the era. Today, all SHBM





Dr. Terry Umbreit, Dr. Manny Farris, and

Mary Farris. César Ritz Colleges associates



students are able to study the hospitality sectors that interest them most, and 90 percent of SHBM graduates have job placements after graduating, often with multiple offers.

The college's diverse certificate programs also serve nontraditional students and working professionals. The SHBM American Culinary Federation Education Foundation Apprenticeship Certificate (ACFEFAC), launched in 2019, is the first joint offering between ACFEF and the SHBM and the only one of its kind in the country. Additionally, three new noncredit workshops are planned to launch at WSU Tri-Cities, to provide training related to supply chain management, marketing practices, and sales strategies in the wine industry.

"The workshops focus on critical issues in making wine business decisions and in relating to the wine consumer," says Joan Giese, a Tri-Cities marketing professor who helped design the series. "Our WSU Tri-Cities researchers are tailoring their expert perspectives specifically for wine industry professionals."

STUDY ABROAD AND EXPERIENTIAL LEARNING—DUAL HALLMARKS OF SUCCESS

Offering students unique experiential learning opportunities through more study abroad and immersion helps ensure and differentiate the quality of SHBM's undergraduate programs, says Bob Harrington, SHBM director.

SHBM leads some of WSU's most popular faculty-led study abroad experiences. In 2019, SHBM integrated a new component into the Food and Wine in Italy program, with travel to Lyon, France, and surrounding wine regions to learn about core aspects of wine quality, terroir, culinary tourism, and regional identity.

Frequently, students report studying abroad and immersive learning experiences are life-changing.

"Studying abroad gave me friends, success, future goals, culture exposure, and experiences I couldn't have anywhere else," says Natalie Heathman, a hospitality junior. "If I could study abroad 100 more times, I would."

In fall 2019, 13 hospitality students traveled to Denver for the very first week-long immersion program offered at Stonebridge Companies, courtesy of alumnus Navin Dimond ('85), Stonebridge president and CEO. Students learned about corporate philosophy, revenue management, sales and marketing, hotel operations, and food and beverage programs.

"This was a once-in-a-lifetime opportunity to receive invaluable industry knowledge that will enhance our education and careers immensely," says Emma Claire Spring. "I can apply this knowledge to my next summer internship, my first post-grad job, and maybe even into the business plan of my very first boutique hotel."

The school has been one of the top programs and continues to hit milestones in producing quality research insights and student experiences, says Harrington. "With a rapidly changing environment, we will continually look at alternative ways to offer hospitality business education to fit the needs of students and industry."



WSU TRI-CITIES BUSINESS PROFESSOR AIMS TO TRAVEL TO AUSTRIA FOR FULBRIGHT

Story and photo by Maegan Murray

Byron Marlowe, Don Smith Professor of Hospitality Business Management at WSU Tri-Cities, will travel to Austria—if pandemic travel restrictions lift—as part of a Fulbright Program Scholar grant to research tasting offerings and pricing practices in winery tasting rooms.

Beginning in March 2021, Marlowe, who also directs the wine and beverage business management program, will teach and conduct research at the IMC University of Applied Sciences Krems in Krems an der Donau, Austria. The four-month experience will support his ongoing research project identifying best practices for winery tasting room experiences throughout the world.

AWARD-WINNING TEXTBOOK TO SUPPLEMENT INDUSTRY EXPERTISE

Marlowe has a background in wine and beverage business management and has published research examining price points of tasting offerings for comparison in different countries and regions. He and fellow authors recently earned "Best Book for Professionals" in the United States by the Gourmand International Cookbook Awards for their book Wine Sales and Distribution: The Secrets to Building a Consultative Selling Approach. His research interests include terroir, focusing on the attributes of a region and place that have become important for winery marketing and sales in the Pacific Northwest and across the globe.

As part of the Fulbright experience, Marlowe will teach master's-level marketing courses in business and work directly with graduate students in one of three tracks: sales, import and export, or international business. He will supplement the courses with his knowledge of the wine and beverage industry, also using his recently published book as a text in those courses.

For his research, Marlowe will visit an assortment of wineries, examining what consumers experience online before visiting the Wachau wine valley region wineries as part of their tasting room journey. Some areas he will examine include how wine is served, additional experiences offered by the winery such as a vineyard tour, the types of wine served, and the general customer service provided by the winery to include price of tasting.

He will combine that research with studies he has conducted so far on wineries in Walla Walla, Washington, and the Franconia region of Germany.

SETTING INTERNATIONAL STANDARDS FOR TASTING ROOM AND WINE EXPERIENCES

"The idea of the project is to try to set international standards for the tasting room experience and wine offerings," he says. "There may have been research completed on certain regions, but not globally. I'm excited to expand the project to specifically include Austria, which is the ninth largest imported wine location in the United States."

Marlowe says he is looking forward to developing his knowledge of the wine industry in Austria and the associated experiences.

"It will provide a great opportunity to truly immerse myself in Austria's wine culture," he says. "I look forward to being a resource for understanding Austrian wine culture and being able to share that with local businesses and the wine industry here in the Pacific Northwest. It truly is an exchange program meant to share information between countries and across the globe."



NEW CLASS ALLOWS UNDERGRADS TO GET EXPERIENCE IN BEHAVIORAL BUSINESS

Story by **Becky Kramer** • Photo by **WSU Photo Services**

When does a luxury item—such as a fur coat or designer briefcase—hold the most allure for shoppers? Natalie Carroll is chasing answers to that question by recreating a landmark study of consumer behavior.

At the Carson College's Center for Behavioral Business Research (CBBR), 150 people have taken a four-minute survey designed by Carroll, a senior majoring in finance and marketing. She was hoping to replicate the findings of the original 2008 study, which indicated luxury goods are most appealing when people feel less powerful than their peers.

"Our feelings affect how we consume things," Carroll says. "When people are in low power situations, they're more drawn to high-status products."

For Carroll, the chance to learn and use academic research methods as an undergraduate comes through a new research practicum. In a milestone achievement, she and her classmates were the first to earn the college's Certificate in Academic Achievement in Behavioral Business Research for completing the class.

The certificate shows future employers that students are familiar with primary research and conducting scientific studies, says Andrew Perkins, associate professor of marketing and CBBR director. Those are high-demand skills that will help set the college's graduates apart, he says.



RESEARCH

"Those graduates can listen to a presentation on marketing research and critically assess what it means," Perkins says. "Often, people sitting in decision-making meetings don't have the knowledge to evaluate the data they're getting."

"I love the hands-on aspect of research-getting to apply and test your knowledge," says Carroll, who graduated in May. "It broadens your understanding so much more than what you'd learn in a lecture."

"THESE SKILLS ARE SO EXPANDABLE"

Mycah Harrold, a Ph.D. candidate in marketing, is teaching the research practicum. As she instructs students on how to develop a hypothesis, create a survey, and collect and analyze data, she knows she could be influencing their career trajectory.

"To know that you want to devote your career to research, you have to be able to get your hands dirty," Harrold says. "We have undergrads who wanted to do research, but there hasn't been an outlet."

academia, "these skills are so expandable," Harrold says. "There's math, sophisticated statistical work, creative thinking, lots of writing, planning, and time management."

Carroll's survey findings didn't match the results of the original consumer behavior study, which initially disappointed her.

"Now, it's actually a little exciting," she says. "More work is needed to understand compensatory consumption, a subject I find very intriguing. If I pursue graduate school at some point, I'd definitely take it on as a research project."

Meanwhile, Carroll has accepted a job in Seattle at Protiviti, a global business consulting firm, where she anticipates using her research skills.

"This helped prepare me for my first position," she says. "In a consulting role, you're researching the company, analyzing data to spot errors and look for business opportunities."



CENTER FOR BEHAVIORAL BUSINESS RESEARCH

Story by **Becky Kramer** • Photo by **WSU Photo Services**

Virtual reality is taking off in product marketing. At North Face stores, it makes trying on a pair of hiking boots seem like a stroll through Yosemite.

At IKEA, customers use the interactive, computer-simulated environments to picture new furniture in their homes. And at Volvo, prospective buyers can "test drive" vehicles through a virtual experience.

"The largest companies in the world are starting to create virtual reality experiences for their customers," says Andrew Perkins, professor of marketing at the Carson College of Business and director of the Center for Behavioral Business Research (CBBR).

Virtual reality in marketing is a cutting-edge area for academic research—and the CBBR is a leader in the effort, Perkins says. Over the past year, the center conducted a half-dozen virtual reality studies.

At the CBBR, researchers study retail brands and consumer experience. Past work has included branding for Cosmic Crisp apples and attitudes about natural Christmas trees. Recent equipment purchases allowed the center to move into the virtual realm.

"The big question for industry is whether what we know about consumer behavior applies in these virtual spaces," Perkins says. "If it does, that's really interesting. If not, it's a whole new world for consumer behavior research."

VIRTUAL EXPERIENCES AND BRAND AFFINITY

High intensity experiences—where your heart pounds and your skin temperature increases—influence how people perceive brands, Perkins says. But can a high-intensity virtual experience produce the same type of brand affinity? For the marketing industry, that's a multimillion dollar question.

In one of the CBBR's initial virtual reality studies, participants donned a headset to experience a virtual art gallery. As participants moved through the gallery looking at paintings, avatars walked by.

Survey participants thought the art gallery's temperature was slightly warmer when avatars were nearby compared to when survey participants were alone in the gallery.

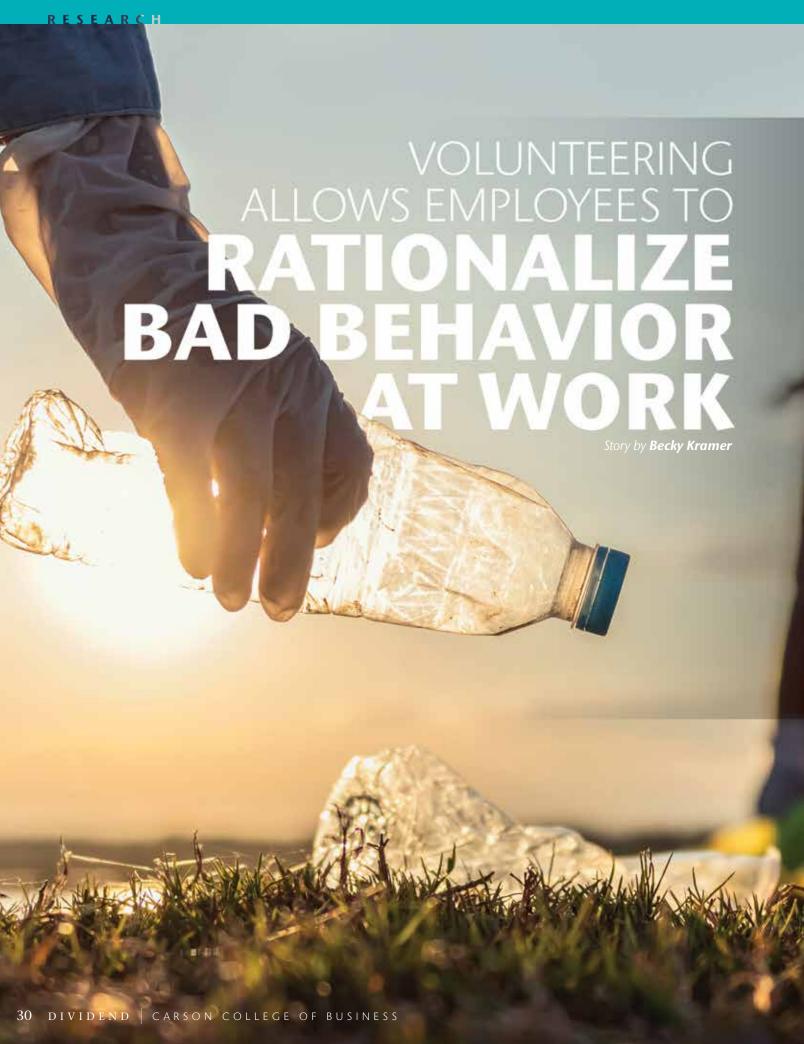
"This is insane when you think about it," Perkins says. "The physical room temperature hasn't changed, and there isn't anyone around you other than these nonreal avatars. Yet we're getting this effect, and that's why we're so excited."

In another virtual reality study, study participants were transported to beautiful places and asked to rate their feelings of awe.

"These sorts of awesome experiences change how you perceive your world," Perkins says. Researchers want to know "how that kind of experience in a virtual setting influences your perceptions of the brands associated with it."

For the generation of consumers who grew up playing video games, using virtual reality while shopping isn't much of a leap, Perkins says.

At the CBBR, virtual reality studies are still in the initial phases. But given their importance to industry, "you can expect to see a lot more in the next few years," he says.



Companies often encourage their employees to volunteer for community projects. The donated labor helps create positive buzz for the businesses while promoting good citizenship and addressing needs in the local area.

But behind the social media posts of smiling employees hauling trash from parks and beaches, or handing out water during festivals, there's a darker side to volunteering, according to new research by Teng Iat (Lawrence) Loi, a doctoral candidate studying management in the Carson College of Business.

The more time employees spent volunteering, the more likely they were to engage in deviant behaviors at their workplace, according to the study published in the *Journal of Applied Psychology*.

Volunteering—particularly when it's encouraged by an employer—can promote feelings of entitlement, allowing employees to use their good deeds in the volunteer arena to rationalize bad behavior at work, says Loi.

"To balance the moral ledger, employees might do things like call in sick, work less hard, or take company supplies for personal use," Loi says.

The study is among the first to look at the potential backlash for companies that promote volunteerism, Loi says. He's the primary author of the research coauthored by Carson College faculty members Kristine Kuhn, Arvin Sahaym, Kenneth Butterfield, and Tom Tripp.

Volunteering is commonplace among U.S. workers, according to 2015 data from the Bureau of Labor Statistics. About 27 percent of employees said they volunteered for one or more charities every year, and past research has focused on the positive benefits.

"There are so many good things about volunteering, I certainly would not discourage it; however, managers should be aware of the risks," says Loi, who studies behavioral ethics in the workplace.

CORPORATE VERSUS PERSONAL VOLUNTEERING

WSU researchers conducted two surveys. They asked participants how often they volunteered and measured their feelings of entitlement. People also reported how often they engaged in deviant behaviors at work, such as swearing at a coworker or littering.

"Participants who frequently volunteered were more likely to perceive they had earned moral credits, feel more psychologically entitled, and in turn, display more deviant behaviors toward their coworkers and organization," the researchers concluded.

The second survey asked participants if their volunteering was encouraged in part or whole by their employers, or if it was a personal choice not connected to their work.

"People who did more corporate volunteering felt more entitled than those who volunteered for personal reasons," Loi says.

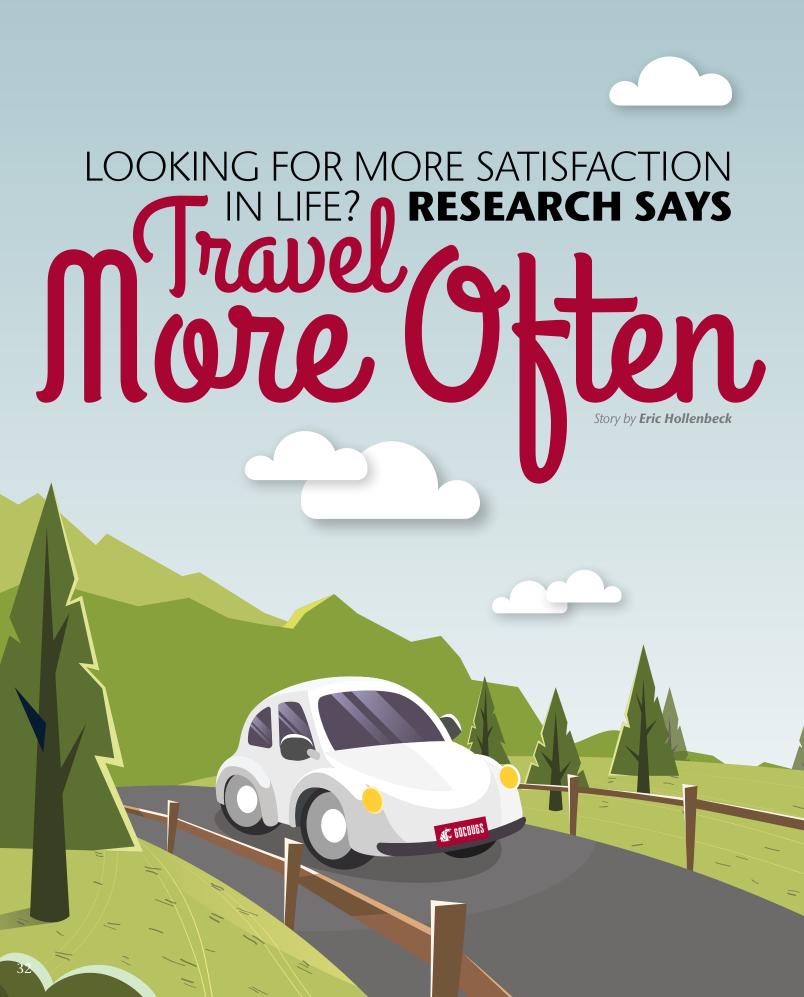
REDUCING DEVIANT WORKPLACE BEHAVIOR

When companies create work environments that are considered fair, their employees are less likely to engage in deviant workplace behavior—even if they feel entitled, the researchers say.

Along those lines, companies could offer paid leave on Fridays for employees to volunteer, rather than requiring workers to give up weekend time, Loi says. Or, companies could offer comp time or other recognition acknowledging employees' extra efforts.

"For employers to hit the sweet spot—where they maximize the benefits of volunteering without promoting deviant behavior—some type of compensation could be helpful," Loi says.





It's often said that life is about the journey, not the destination. The same can be said for vacation. No matter where you plan to go on your next trip, embracing a lifestyle that includes travel and tourism, especially when focused on seeking new experiences, can improve happiness and increase overall satisfaction in life, according to new research.

Bamboo Chen, assistant professor of hospitality business management at WSU Vancouver, recently published a study on the compounding effects of travel during a 12-month period and found that people who travel more frequently are more satisfied with their lives.

"Positive experiences that come from travel and tourism have a cumulative effect on a person's happiness," says Chen. "The more we have, the happier we are."

REAPING THE BENEFITS OF VACATION

Research shows people often feel happier, healthier, and more relaxed following a vacation, but what happens when travel is considered to be an essential part of one's life?

"Life satisfaction is determined by many factors, and travel and vacation add to the feelings of satisfaction," says Chen.

That doesn't necessarily mean that once you start taking more vacations, you'll instantly lead a happier life, but the research does suggest those who travel more often have experiences that improve overall well-being and satisfaction in life. "Frequency of travel explains about ten percent of overall life satisfaction," he says.

People engage in all types of activities or hobbies to help them relax, recharge, and cope with stress—such as gardening, home improvement projects, reading books, playing music, fitness and exercise activities, etc.—and it can be argued that travel and tourism belong in the same group of essential activities that foster happiness and satisfaction.

THE RETURN OF THE GREAT AMERICAN ROAD TRIP

AAA estimated nearly 100 million Americans took a family vacation in 2019, with a little more than half of those traveling families loading up the car and hitting the open road.

As the travel and tourism industry rebounds from the restrictions issued in response to the novel coronavirus pandemic, Chen expects to see domestic and in-state tourism and travel—specifically road trips—to return at a much quicker rate than air travel as the preferred method of vacation, as travelers may be reluctant to pack into confined spaces with other people.

"You can maintain social distancing a lot easier on a road trip," says Chen.

No matter where your next vacation takes you, the evidence is clear: if happiness and feelings of well-being are important, make travel and tourism a priority in your life.





Ph.D. Corner

One of the highlights of any academic's career is receiving the very first notice an article is accepted for publication in an academic journal. The long, arduous process can take months or often years from the start of the project, through drafting the results into a paper, submitting it to a journal, navigating several potential rounds of revisions, and ultimately, a final acceptance. We hope this happy milestone takes place while our students are still in the program, as high-quality publications can make a student truly shine above candidates from other top schools when searching for that first academic position.

Over the past few years, we have begun to insert incentives and requirements into the Ph.D. program to encourage students to start research projects earlier and increase number of submissions in the hope of having at least one "hit" when they enter the job market.

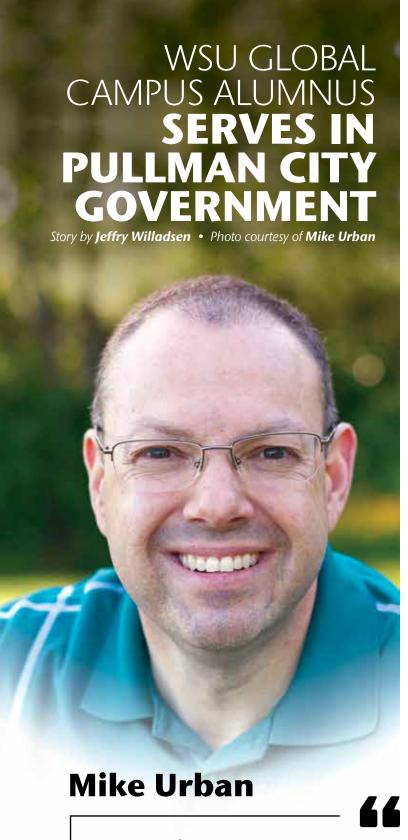
We had a couple of "firsts" in journal publications this spring. Not only did two students get their first publications, but those articles appeared in level "A" journals in their respective fields, which is quite rare for doctoral students. The *Journal of Applied Psychology* is one of the very top psychology journals and is highly regarded by management scholars in schools of business. Teng lat (Lawrence) Loi is the lead author on a paper accepted in that journal titled, "From Helping Hands to Harmful Acts: When and How Employee Volunteering Promotes Workplace Deviance," along with Carson faculty Kristine Kuhn, Arvin Sahaym, Kenneth Butterfield, and Tom Tripp.

Meanwhile, the *Journal of Business Venturing* is arguably the top entrepreneurship journal. Smita Srivastava is the lead author on a paper accepted in that journal titled, "Alert and Awake: The Role of CEO Alertness and Attention on Rate of New Product Introduction," along with coauthors Arvin Sahaym and Thomas Allison. We hope these "first" level A publications by Carson doctoral students set the trend for many more to follow!

We are proud of all of our Ph.D. alumni, and this year's class is no exception. Whether or not their first job after graduation remains their lifetime employer, we look forward to seeing many more firsts and milestones from this group as their careers progress.

Chuck Munson

Chuck Munson, Ph.D. Program Director



My education put me on a path to where I am today. When Mike Urban ('11 Acct.,'16 MBA) earned his degrees with Washington State University Global Campus, he had no idea where his academic journey would take him. But his path would eventually lead to Pullman City Hall in the heart of Cougar country.

Originally from Mount Vernon, Washington, Urban was a business owner for 20 years, active in charity work and volunteer government in his local community.

"There was a point where I decided I wanted to start a new chapter in my life and pursue my education again," he says.

Due to his packed schedule, finding a flexible online program was essential.

"As I looked for online programs, WSU stood out right away. Its reputation precedes it, and it's very well respected," says Urban. "The WSU Carson College of Business online degree programs were very impressive as well. There was really no comparison to the other online programs I looked into."

MEETING CHALLENGES HEAD ON PROVES WORTHWHILE

In 2008, Urban began his bachelor's degree, majoring in accounting. He graduated cum laude and began a new career in accounting and finance. After a few years, he decided to tackle a second milestone and earn his online MBA.

"I learned a ton, and at times it was a challenge keeping up with school, work, and family," says Urban. "But like a lot of things in life, it's the challenging things that usually end up being the most worthwhile."

According to Urban, he had a lot of help on his path to graduation.

"I couldn't have done it without my family's support," says Urban. "I also owe a lot to my undergraduate advisor Chrisi Kincaid. She was there for me 100 percent, whether I had a question, needed advice about courses, or just general support and encouragement."

OPPORTUNITY KNOCKS

In 2018, Urban was offered the opportunity of a lifetime—the finance and administrative services director position for the city of Pullman. He started work in January 2019.

Urban believes the knowledge and skills he gained at WSU played a significant part in being selected for the position.

"My education put me on a path to where I am today," he says. "I'm very grateful for the opportunity WSU gave me and where it has led my career."

At Pullman City Hall, Urban manages the city's assets and ensures its financial health.

"I love the work, and I'm honored to serve the people of Pullman," he says. "Even after just a few months, it really felt like home. I'm very happy to do my part in making it the best community it can be for residents."

"The Coug nation embraces their own in a way I've never seen," says Urban. "Around here, it's all about community and supporting each other. It's amazing to see, and I'm so glad to be a part of it."

ARMY VET TAPS WSU'S EXECUTIVE MBA PROGRAM TO GROW INTERNATIONAL **VENTURES** Story by Mia Gleason

Photos courtesy of **Evan Thomsen**



Evan Thomsen's work combines his interest in entrepreneurship and his passion for international travel.

The Iowa native lives in Albania with his wife, Tyanna, and together they run a business consulting firm and have worked with 35 clients in 10 countries. But that's only part of his work.

He recently launched a wool export company in Albania, and he has an executive role in a financial services startup in Australia, where he and Tyanna live for part of the year.

As the Army veteran worked to grow the ventures, he knew he'd benefit from a graduate business degree through Washington State University's online Executive MBA program (EMBA).

"Sometimes I'll read something in a textbook in the morning—or hear it in an online lecture—and by the afternoon, I'm using that information in strategies to help my clients," he says.

AN INTERNATIONAL ENTREPRENEUR'S LIFESTYLE

Evan caught the travel bug in the military. When he was an Army sergeant, he got two weeks of leave after every six months of service.

"I would get on a plane and go to a different country," he says. "I became very interested in the world and knew I wanted to do something that would keep me traveling, or living, in many different places."

Evan says it is valuable for people in business to approach new situations with the objective of learning and to be respectful of all people. In the Albanian town of Saranda, where they currently live, Evan has noticed a cultural suspicion of entrepreneurial activity. He's learned this is tied to the country's difficult history during the Cold War. Understanding the history helps him as he approaches prospective wool growers.

While Evan was in active service, he used tuition assistance to complete a bachelor's degree in international security. After he left the military, he and Tyanna settled in Washington, D.C., where he used the GI Bill to earn a master's degree in international affairs while working as a communications officer in the international development industry.

LAUNCHING A CONSULTING FIRM

Evan and Tyanna always planned to live overseas and work for themselves. In 2016, the couple moved to Thailand and started working toward an entrepreneurial life. Two years later, ET Consulting was officially formed. The company specializes in websites, marketing, and general business and management consulting.

"On our honeymoon, we traveled around Southeast Asia," Evan says. "When we were ready to leave D.C., we looked for jobs in many places and narrowed it down to Thailand due to the low cost of living and the freedom to build our entrepreneurial foundation. My wife and I are business partners, and it's a blast."

As ET Consulting's client base grew, Evan decided investing in his own education was key to the company's continued growth and success.

"I left the nonprofit world and stumbled my way into business consulting and entrepreneurship, and I needed help," he says.

Evan started researching online MBA programs and selected WSU's online EMBA program. The program's flexibility allowed him to complete the coursework at his own pace and keep his clients his number one priority. Evan's ability to use the remainder of the tuition available to him under the GI Bill also made it an ideal option.

"My focus has to be on my businesses first," he says. "When working with clients, I cannot always control my time demands. Knowing that I could complete the program without risk was essential."

NEW OPPORTUNITIES IN ALBANIA

In late 2018, Evan and Tyanna decided it was time for a new adventure. They left Thailand for Albania, a country they had never previously visited, but where they plan to stay as they develop their new venture.

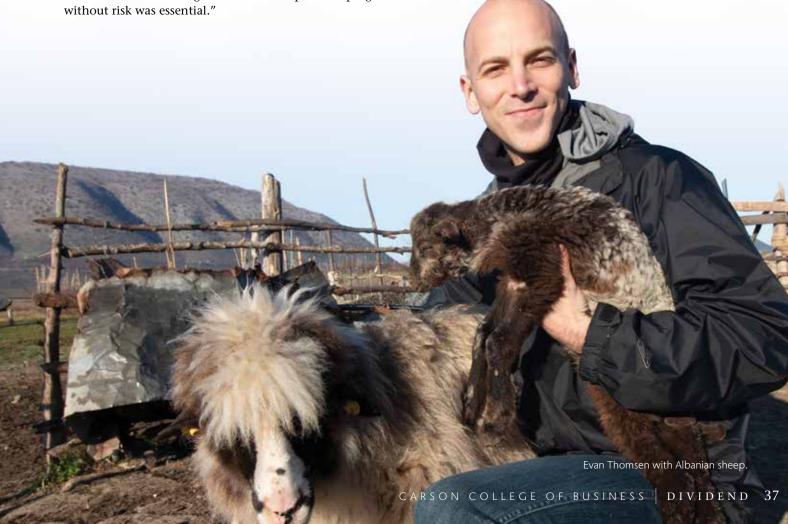
Moving to Albania opened up new business opportunities for the couple, including their startup, Flock Wool Trading Co. Evan's goal with the company is to rekindle the wool industry in Albania and export the wool to the United States for use in the carpet and insulation industry.

Evan is using the skills he's learned through his EMBA coursework to develop Flock Wool Trading.

"The EMBA program provided just what I needed, especially as I am going through a true start-up phase with my own company and with my biggest client," he says. "A whiteboard on my wall shows the '9 building blocks' of the wool company. The process I learned in class directly informed my pitch to prospective investors."

Evan recently secured a U.S. partner for Flock Wool Trading because of what he's learned in the program.

"The EMBA program really gave me a new perspective on how I can approach my businesses to better serve our consulting clients and potential wool customers," Evan says. "Because of the EMBA program, I've gained the education I needed to be successful, and I feel better prepared for whatever may come next."



MEET SADEGH KAZEMI:

DESIGNING STATISTICAL METHODS TO MINIMIZE REVENUE LOSS

Story by Eric Hollenbeck • Photo by Milad Haddadi

If you owned a retail business, how would you set the price for your products? You might spend time researching your competitors and their prices. Maybe keep an eye on what is happening in the market, trying to spot or anticipate changes that could affect your sales.

Perhaps a competitor launches a new product superior to your own, or an unfortunate event—like a health pandemic, for example—causes customers to change their purchasing habits, and your business sees a drop in sales.

Aside from having a crystal ball that peers into customers' minds, how do you confidently price your products to not only keep sales, but also stay responsive to and competitive with constant change?

REVENUE MANAGEMENT RESEARCH ANSWERS KEY QUESTIONS DURING ECONOMIC DOWNTURN

These are questions revenue management research scholars like Sadegh Kazemi attempt to answer through careful data analysis and statistical modeling.

Kazemi, who earned his doctorate from the Carson College of Business in May 2020, has spent the past five years studying revenue management and developing methods to help businesses respond to market changes, adjust pricing strategies, and minimize loss.

The right pricing strategy could mean the difference between losing a few sales to competitors versus struggling to stay afloat during an economic downturn.

The goal is to find that "sweet spot" in your pricing strategy. Price it too high, and buyers will look elsewhere. Price it too low, and you leave money on the table, so to speak. "If you produce a high-quality product or service but don't price it right, that's a loss in revenue," says Kazemi.

WSU RESEARCH HELPS RETAILERS MAKE INFORMED DECISIONS ON PRICING STRATEGIES

Kazemi earned both his bachelor's and master's degrees in industrial engineering from the University of Kerman in Iran and says his focus for his doctoral research on pricing and revenue management evolved naturally from his background in product and service development.

Early in his academic career, Kazemi realized a solid and deep understanding of quality management techniques would be beneficial for his long-term career goals. "I've

always wanted to work in a research-oriented position, in order to help solve real-world problems," he says.

The methodology Kazemi and his research partners developed during his time at WSU helps improve the speed and accuracy in which retailers can respond to market conditions and adjust pricing accordingly. Best of all, the methodology is not limited to revenue management, says Kazemi. "It can also be used in quality management and finance."



ALMUTAIRI B.S., King Saudi University



THAMER OPERATIONS AND MANAGEMENT SCIENCE

M.S., Southern New Hampshire University

DISSERTATION:

Action Research for Behavioral Theory Building: Six Sigma Success Factors

MAJOR ADVISOR:

Timothy Baker

PLACEMENT: Undetermined

CHANDRESH **BAID**



MANAGEMENT

B.Tech, Indian Institute of Technology Guwahati MBA, Indian Institute of Management Lucknow

DISSERTATION:

Crowdfunding—Exploring the Role of Firm and Platform Attributes on Funding and Firm Success

MAJOR ADVISOR:

Arvin Sahaym

PLACEMENT:

Grand Valley State University

MICHAEL ACCOUNTING **CRAVEN**



B.S., La Salle University

DISSERTATION:

The Usefulness of the Dodd-Frank Pay Ratio Disclosure

MAJOR ADVISORS:

Bernard Wong-On-Wing and Kathleen Harris

PLACEMENT:

Marist College





MARKETING

B. Eng., Hanshan Normal University M.S., Jinan University

DISSERTATION:

Paying to be Social? How Materialism Shapes Social Spending

MAJOR ADVISOR: Jeff Joireman

PLACEMENT:

Southern Connecticut State University

GIHAN **EDIRISINGHE**



OPERATIONS AND MANAGEMENT SCIENCE

BSc. Eng., University of Peradeniya

Passed Finalist, Chartered Institute of Management Accountants

DISSERTATION:

Data-Driven Decision Making in Online and Brick-and-Mortar Retailing

MAJOR ADVISOR:

Chuck Munson

PLACEMENT:

Western Kentucky University

SUSAN FINANCE



B.S., Sichuan University M.A., Washington University in St. Louis Ph.D., Washington University

DISSERTATION:

in St. Louis

Essays on National Culture and Risk-Taking Behaviors in the Insurance Industry

MAIOR ADVISOR:

Gene Lai

PLACEMENT:

Washington State University Vancouver

SADEGH KAZEMI



OPERATIONS AND MANAGEMENT SCIENCE

B.S., Kerman University M.S., Kerman University

DISSERTATION:

Revenue Management in the Presence of Shifts in Customers' Reservation Price

MAJOR ADVISOR:

Stergios Fotopoulos

PLACEMENT:

University of Houston

JONATHAN



ACCOUNTING

B.S., Southern Utah University M.S., Southern Utah University

DISSERTATION:

Small Business Tax Compliance

MAJOR ADVISORS:

Bernard Wong-On-Wing and Jeffrey Gramlich

PLACEMENT:

Southern Utah University

LAN (VICKY)



OPERATIONS AND MANAGEMENT SCIENCE

B.A., University of International **Business and Economics** M.Sc., Chinese University of Hong Kong

DISSERTATION: Supply Chain Stress

MAJOR ADVISOR: Chuck Munson

PLACEMENT: University of Hartford

SILU (LUCY)



OPERATIONS AND MANAGEMENT SCIENCE

B.A., Zhongnan University of Economics and Law M.S., University of Illinois at Urbana-Champaign

DISSERTATION:

The General Approaches for In-Sample and Out-of-Sample Tests of Predictability and Consistent Tests for Stochastic Dominance under Recursive Schemes for **Nested Models**

MAJOR ADVISOR:

Stergios Fotopoulos

PLACEMENT:

Amazon

PAVAN **MUNAGANTI**



MARKETING

B.S., Wichita State University MBA, Wichita State University

DISSERTATION:

Human-Robot Interactions: A Study of Consumer Behavior in the Age of Robots

MAJOR ADVISOR:

Andrew Perkins

PLACEMENT:

San José State University

RICHARD **MUSZYNSKI III**



OPERATIONS AND MANAGEMENT SCIENCE

B.A., Lewis-Clark State College M.S., Washington State University M.S., Washington State University

DISSERTATION:

Management and Decision Analysis Approaches to Create Portfolios, Rank Mutual Funds & Companies, and Identify Market Performance Patterns

MAJOR ADVISOR: Chuck Munson

PLACEMENT:

Wilkes University





MARKETING

B.S., Purdue University M.S., Seoul National University

DISSERTATION:

Awe and Unusual Instances in Consumer Behavior

MAJOR ADVISOR:

Elizabeth Howlett

Open University of Hong Kong

SMITA MANAGEMENT **SRIVASTAVA**



B.S., Xavier Institute of Management M.S., Michigan State University

DISSERTATION:

Staying Alert and Being Imaginative: Exploring Entrepreneurial Thinking in Depth

MAJOR ADVISOR:

Arvin Sahaym

PLACEMENT:

Wichita State University

CUYLER FINANCE **STRONG**



B.S., Utah State University M.S., Utah State University

DISSERTATION:

Essays on Single-Stock Futures and Options Markets

MAJOR ADVISOR:

George Jiang

PLACEMENT:

The U.S. Securities and **Exchange Commission**

YUAN **WEN**



B.A., Guangxi University, China

MFE, Ohio University

The Effect of Equity Strategies on Marketing Outcomes

MAJOR ADVISOR:

Babu John Mariadoss

PLACEMENT:

University of Illinois Springfield



CARSON COLLEGE OF BUSINESS

OUTSTANDING FACULTY RESEARCH AWARD



Arvin Sahaym,

Department of Management, Information Systems, and Entrepreneurship, is credited for being both an excellent researcher and research mentor. In 2019, he had six papers published in top-tier journals on the topics of management, information systems, and entrepreneurship. Five of the

papers were coauthored with students or individuals he is mentoring, demonstrating his commitment to helping others develop their research skills.

OUTSTANDING DOCTORAL STUDENT TEACHING ASSISTANT AWARD



Pavan Munaganti,

Department of Marketing and International Business, has been indispensable as a teaching assistant during his career at WSU. In addition to carrying a heavy teaching load, he has served as the point person for two honors theses in the last year. He also was one of the two managers of the Center for

Behavioral Business Research, with responsibilities related to scheduling, maintenance, and event planning.

OUTSTANDING DOCTORAL STUDENT TEACHING AWARD



Natalie Liberman,

Department of Management, Information Systems, and Entrepreneurship, receives high marks for her teaching style. She brings her own experience as a manager to the classroom, where she teaches negotiation skills, business ethics, and corporate responsibility. Her classes are stimulating, engaging, and

participatory, and she truly cares about students' learning. Students feel welcome to ask her advice on a variety of topics, which shows their level of trust and respect.

OUTSTANDING FACULTY SERVICE AWARD



Sue Gill,

Department of Accounting, was honored for her leadership over the past nine years, during which she even agreed to serve an extra year as department chair after a failed search. Under her direction, the department has developed a national and international reputation, including recognition for its

research. She also contributed to the college's teaching mission through her own teaching and mentoring of others. She is dedicated to their professional development and particularly helpful to junior faculty as they learn how to navigate the numerous demands on their time.

OUTSTANDING FACULTY TEACHING AWARD



Jason Porter,

Department of Accounting, is an exceptional teacher who is generous about sharing his expertise across the department, college, and University. He teaches two required courses for accounting majors in which students gain the technical skills needed to succeed as accounting professionals.

Recruiters for public accounting firms scrutinize students' grades in those two classes and often hire Carson graduates. He brings a creative approach to difficult instruction by taping lectures students watch as homework assignments, supplemented by problem-solving activities in class. He has also written a number of cases he uses to make material relevant to students.

ANNUAL AWARDS

OUTSTANDING DOCTORAL STUDENT RESEARCH AWARD



Zhe (Chris) Ouyang, Department of Hospitality Business Management, built a strong research profile during her doctoral studies with nine

her doctoral studies with nine papers published, all in toptier hospitality and tourism journals, with several more in the pipeline. This is a rare accomplishment among Ph.D. students and highlights the

quality of her research. She won first place in the Carson College's Three Minute Thesis competition and represented the college in the University-wide competition.

OUTSTANDING STAFF COLLEGE ENGAGEMENT AWARD



Tony Thompson,

ambassador of buzz for the Carson College, is helpful to people across the college and the entire University—faculty and staff, and, particularly, students. He always looks for ways to promote the Carson College and his beloved WSU, and spread the news of all that is right on at WSU. He has a natural ability

to win over others, and he is in his element when he's teaching and mentoring students.

OUTSTANDING STAFF STUDENT ENGAGEMENT AWARD



Michelle Chapman,

assistant director for student engagement and scholarships in the Carson Center for Student Success, played a critical role in the Carson Career Amplifier Program's launch. When she started working on the project in early 2019, the program was just a roughed-out plan being considered by the WSU Faculty Senate.

There were dozens of moving pieces. Chapman took all this on, even though she did not officially get the amplifier program coordinator position until midsummer. All of the program's elements were up and running on time.

OUTSTANDING STAFF FACULTY ENGAGEMENT AWARD



Melissa Painter.

administrative assistant in the Department of Hospitality Business Management, is a hard worker and compassionate colleague. She excels at customer service, and she's kind and collaborative in her interactions with staff and faculty. She's adept at enforcing policy when needed while working to find

solutions to problems. She truly cares about her job, her colleagues, and the college.



















CARSON COLLEGE OF BUSINESS CALENDAR OF EVENTS 2020-2021

The Carson College of Business offers more than 200 engagement and professional development events each year for our students, alumni, and donors at our at our Everett, Global, Pullman, Tri-Cities, and Vancouver campuses. Please visit the following for the most up-to-date event information at each location:

WSU Everett Campus

go.wsu.edu/everettevents

WSU Global Campus go.wsu.edu/globalcevents

WSU Pullman Campus/ Carson College of Business go.wsu.edu/ccbevents

WSU Tri-Cities Campus go.wsu.edu/tricitiesevents

WSU Vancouver Campus go.wsu.edu/vancevents

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	56	BECU EMPOWERS WSU VISION FOR FINANCIAL LITERACY
	58	JEDIDIAH COLLINS HELPS COUGS OWN THEIR FINANCIAL FUTURE
6	50	THE IMPACT OF YOUR CORPORATE MATCHING GIFTS
6	52	MARK HANSEN TAPPED TO BUILD CARSON CORPORATE ENGAGEMENT PROGRAM
6	54	MARRIOTT FAMILY FOUNDATION EMPOWERS HOSPITALITY INDUSTRY RELATIONS PROGRAM
6	56	MAKING AN IMPACT WITH SCHOLARSHIPS
6	57	DELBERT HAYES FAMILY DONATES \$3 MILLION TO SUPPORT ACCOUNTING SCHOLARSHIPS
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-	71	STAY CONNECTED

Tammy Hossfeld **CHAIR.** NATIONAL BOARD OF ADVISORS

"The only constant in life is change" - Heraclitus

Truer words have never been more relevant and meaningful than in our current times. The world has changed drastically since my last message, and I am certain it will have changed even more by the time this is published. We all remember living out our college days in our safe campus bubbles, and sadly even those bubbles have been impacted. Never has there been a time where so many facets of life have been in chaos. Positive news and well-earned accomplishments are something all of us could benefit from hearing about.

Despite these unprecedented global conditions, we can all be proud of how quickly the Carson College of Business pivoted and continued toward its goals. Online learning already a well-accepted practice amongst many of our fac ulty and staff, rolled out very quickly. The faculty and staff worked tirelessly to move all curricula online, and their resultant ingenuity and creativity has been inspiring.

The first year of the new curriculum for all incoming freshmen proved to be wildly successful. Student engagement and enthusiasm for the new way of learning exceeded expectations and led to a smooth launch the Carson College will continue to build upon. My colleagues on the National Board of Advisors were instrumental in helping to revise the curriculum to better prepare our students for success in today's business world. I am thankful to all of them for the countless hours they provided in think tanks, consulting with faculty on course design, and working with the Carson Center for Student Success on content. It was rewarding to see that work come to fruition this past academic year and for all of us to participate further by facilitating mock interviews, mentoring, teaching classes, and more. Enhancing the professional polish and leadership skills of our students will certainly lead them to bigger and better career opportunities.

The Carson College is fortunate to have leadership in place that is already cultivating new ideas and working toward how we will need to evolve in this new world. While continuing to provide a quality education to our students, they are also looking at the positives that can come from change. Expect to hear great things as we progress through this time!

One thing that does not waver or change is the passion of the Cougar nation to support and assist one another. I can always depend on that and know that we will all work together to continue the successful upward momentum of the Carson College.

GO COUGS!

Tammy Hossfeld tkhossfeld@hotmail.com



MEET MEMBERS OF THE NATIONAL BOARD OF ADVISORS



RICH BIGGS

'90 Recreational & Leisure Studies/Sport Management Biggs Insurance Services, President Insurance and Risk Management Board

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

WSU provided me with so many opportunities, both academically and socially, that I feel a strong desire to give back to a school that had such an impact in my life. As a Cougar, you are part of something so much bigger than the classrooms, the sporting events, or the places where you lived and socialized on campus. You are part of a family and network of thousands of other Cougs who, like me, have a desire to make sure all Cougs are successful in whatever they wish to pursue. Being able to connect with the teams of Cougar supporters who all are pulling together to drive those successes is very satisfying to me.

HOW HAS YOUR EDUCATION HELPED YOU MEET AN IMPORTANT MILESTONE OR "FIRST" IN YOUR CAREER?

I minored in insurance and knew I had access to being part of an industry with many different avenues to benefit from. My insurance professor, Irv Fields, was very instrumental in helping me to better understand what opportunities were ahead for me in the insurance industry. His ability to network with insurance contacts and supporters was very valuable to his students. I have had the opportunity to share my talents as an industry supporter with the WSU Insurance and Risk Management advisory board for over 20 years.

WHAT ADVICE DO YOU HAVE FOR CURRENT STUDENTS?

Connect with leaders in the field you want to pursue. Ask questions, and get your feet on the ground doing internships in those areas you think you have a passion to pursue. Experience is so valuable and can either confirm your career ideas or allow you opportunities to try other areas you might not have thought of before. Find mentors or centers of influence you can reach out to that will allow you some insight to your career and personal development.



JESSE D. LYON

'92 Agricultural Economics Davis Wright Tremaine LLP, Partner and Chair, Nationwide Food + Beverage Industry Group Hospitality Business Management Board

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

WSU provided mentorship, opportunity, and vision for my career. I want to give back; I'm a Coug forever. I'm especially committed to helping underrepresented undergraduate and certificate students find opportunity in beverage business management and other sectors.

HOW HAS YOUR EDUCATION HELPED YOU MEET AN IMPORTANT MILESTONE OR "FIRST" IN YOUR CAREER?

My WSU advisor helped me find my first summer internship after my freshman year, which led to being a step ahead of most peers for more competitive and even more focused opportunities in following summers and graduate school scholarships.

WHAT ADVICE DO YOU HAVE FOR CURRENT STUDENTS?

Get involved in all that WSU offers outside of class: clubs, volunteering, jobs. Someday you'll realize how all those dots connect for you, and for your career—even if it doesn't make sense today.



DAVE GRANT

'76 Business Administration, Accounting Catalyst Storage Partners, Managing Partner International Advisory Board

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

The education, both in and out of class, I received while attending WSU was absolutely essential to my landing a great job after graduation with a large public accounting firm. The NBoA provides a great vehicle to interact with professors and students through various events and activities. With such strong support from WSU, it was easy to want to stay involved with the college and its students and give back. Frankly, the Carson College of Business expects its graduates to circle back and help later generations of students with mentoring and advice for their future careers. We all had the benefit of that at one time or another.

HOW HAS YOUR EDUCATION HELPED YOU MEET AN IMPORTANT MILESTONE OR "FIRST" IN YOUR CAREER?

In particular, the business school's emphasis on "practical" education as a complement to theoretical education was instrumental in my passing the CPA exam. My broad WSU education, coupled with a good starting job, is what allowed me to progress to my ultimate career in real estate investment and development.

WHAT ADVICE DO YOU HAVE FOR CURRENT STUDENTS?

I would say do not underestimate the importance and power of staying connected to the school after graduation. You will find it richly rewarding, educational, and you never know when your alma mater might come to your aid again later in your career.



ION MORGAN

'92 Business Administration Senior Executive Recruiter, Providence St. Joseph Health Human Resources Board, Chair

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

For years, I had been looking for a way to reconnect with WSU in some way more than just rooting for our athletic teams. When I was asked to be on the board, I saw it as a great opportunity to give back to WSU by sharing my background and experience with students.

HOW HAS YOUR EDUCATION HELPED YOU MEET AN IMPORTANT MILESTONE OR "FIRST" IN YOUR CAREER?

Earlier in my career, I was a human resources consultant for one of our hospitals and helped with employee and labor relations. The first time I participated in union negotiations, I appreciated the human resources and collective bargaining courses I was able to take at WSU. The projects and mock negotiations the instructor had us do really made a lot of the concepts and strategies sink in and helped me during the complex parts of the process. That was a very challenging and interesting role for me.

WHAT ADVICE DO YOU HAVE FOR CURRENT STUDENTS?

Take full advantage of any opportunity you can to listen to and learn from experienced professionals in careers and industries that might interest you. Finding a mentor, entering internships that expose you to as much as possible, and fully engaging with your instructors and fellow students while you can will pay dividends for the rest of your career.



MAKING AN IMPACT WITH OUR STUDENTS **IN 2019**

TOTAL NUMBER OF

PRE-BUSINESS MAJORS: 2,568

FIRST TIME FRESHMEN: 806 TRANSFER STUDENTS: 424 **RETURNING STUDENTS: 1,338**

TOTAL NUMBER OF BUSINESS MAJORS ACROSS WSU CAMPUSES: 2,341



TOTAL NUMBER OF BUSINESS MINORS **ACROSS WSU CAMPUSES: 399**



TOTAL NUMBER OF DEGREES CONFERRED ACROSS WSU CAMPUSES: 1,366



TOTAL ALL-CAMPUS COLLEGE **JOB PLACEMENT** RATE: **90%**

(data reflects spring semester 2019)

OF JOBS TAKEN, 93% ARE FULL-TIME WITH MEDIAN SALARY OF \$49,000

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

VISIT GO.WSU.EDU/PLACEMENT FOR DETAILED PLACEMENT INFORMATION

MAKING AN IMPACT





in 13 countries

FACULTY-LED PROGRAMS —— offered in —

16 COUNTRIES

Chile & Argentina

China • Egypt • France

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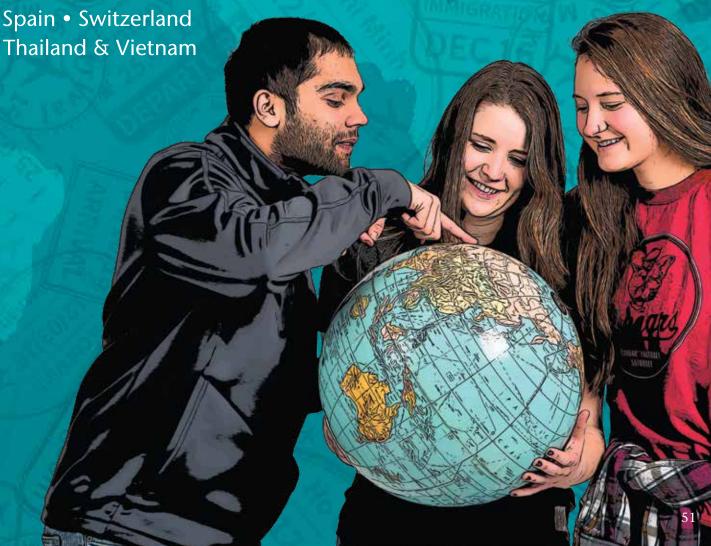
Italy • New Zealand

Romania & Croatia Spain • Switzerland

20 international partnerships in 12 countries

Chile China France Germany Hong Kong Hungary Ireland Mexico

South Korea Spain **Switzerland Thailand**



NEW PROGRAMMING HELPS STUDENTS CACHE FINANCIAL ACUMEN

Story by **Sue McMurray**

A growing vision in the Carson College is to offer the best financial education program in the Pacific Northwest, with the potential for WSU to establish the top program in the country. The University has the advantage of offering the program within an AACSB-accredited college of business, a mark of distinction that attracts quality students.

The Carson College's effort complements WSU's goal to increase all students' financial literacy. Through partnerships with BECU, the state's largest credit union, and Brighton Jones, a wealth management services firm, WSU scholarship and financial wellness programs such as Invest in Success, Cougar Money Matters, and the Honors MESI Certificate are teaching students to be better financial stewards and live more meaningful lives.

INDUSTRY PARTNERS SUPPORT PROGRAM TRANSFORMATION

Over the last three years, leaders in the Carson College Department of Finance and Management Science have partnered with firms such as BECU and Brighton Jones, US Bank, and WSU alumni Tom ('69 Comm.) and Linda ('71 Home Ec.) Nihoul to actively build a financial education strategy with three unique tracks that aim to achieve these milestones head on.

BECU supports the college's overall strategy, with specific emphasis on track one, which delivers personal finance and financial literacy education to nonbusiness majors. Brighton Jones is supporting track two, which provides innovative, real-world learning experiences for students preparing for careers in financial services. Financial coaching experience is a learning goal emphasized in both tracks, which will be possible with resources from BECU and the Dean's Catalyst Fund, a college resource dedicated to program prototypes. A third track, supported by the Dean's Catalyst Fund and the Nihouls, focuses on helping finance students develop financial analysis skills for careers in financial advising through access to resources like the financial markets lab and Bloomberg terminals.

Across this layered strategy are new resources, classes, and faculty who will position the college as the nexus for financial education across WSU.

PREPARING FINANCE STUDENTS TO MEET MARKET DEMAND

Christiane Williamson is a new faculty member with unique expertise spanning all three tracks, specifically, financial services and planning instruction. In collaboration with Brighton Jones, Williamson designed and launched two new classes for track two this fall.

Introduction to Financial Planning and Well-Being, a junior-level class, focuses on a variety of financial topics that come with adult life, including budgeting, personal credit, investing, retirement and estate planning, and tax considerations. Students pursuing careers in financial services will not only learn to be better financial stewards themselves but will also practice delivering financial knowledge to others in a professional environment. Complementary with The Next Carson Coug curriculum's emphasis on the importance of soft skills, undergraduates will learn the nuances of different communication styles pertaining to cultural, ethnic, and gender differences that will prepare them for working with future clients in the finance industry, as well as benefit their interpersonal relationships.

"Traditional academic finance departments do not focus on training for careers in financial services and planning, despite tremendous market demand for these graduates," says David Whidbee, chair of the finance and management science department.

COURSES BUILD ON SKILL PROGRESSION

The financial planning and well-being course sets juniors up to be successful in Financial Plan Development, Williamson's new senior-level capstone course for students pursuing financial services careers. Students will apply the concepts they've learned in the financial well-being class toward developing strategies to create a comprehensive financial plan, she says.

Much of the material focuses on case studies and comprehensive financial planning strategies such as cash flow and net worth, income tax, insurance, retirement and long-term care, and estate planning, for example.

An important aspect of the course centers on coaching techniques.



"Students in this class will become financial service professionals, so it is important for them to be able to communicate with the lay person and develop an awareness of emotional behavior and a mindset that influences many individuals' financial decisions," says Williamson.

The overall curriculum is a layered approach that builds students' financial planning knowledge and skills and allows them to practice financial planning concepts. The next step is offering students a peer-to-peer financial wellness program.

PLANNING FOR THE FUTURE

With support from BECU and the Dean's Catalyst Fund, Williamson aims to develop a program in which finance students offer financial coaching to any WSU major who desires it, as well as to student living groups, student clubs/ organizations, and faculty. The program will also offer financial education resources including infographics, group presentations, and event participation, she says.

"The goal is to have our finance students practice their technique serving a diverse student population through financial coaching, but they will also have assignments with friends and family members," Williamson says.

Topics particularly relevant for students about to launch into the workforce include identity theft, major purchase planning, managing debt, understanding credit and saving plans, and transitioning to work after college, says Williamson.

She eventually hopes to be able to offer dedicated spaces such as conference or breakout rooms where student coaches could work one-on-one with their peers, along with options for telecoaching and competitive coaching internships that could count toward certification levels.

"What I love about the Carson College is how a desire for change and growth, adhering to a standard of quality, and partnering with industry bring best practices to our students," says Williamson.

TO LEARN MORE ABOUT SUPPORTING THE CARSON COLLEGE'S FINANCIAL EDUCATION PROGRAM, CONTACT MICAH HOWARD, DIRECTOR OF DEVELOPMENT, AT MICAH.HOWARD@WSU.EDU OR 509-335-7853.





When the Carson College of Business began redesigning The Next Carson Coug undergraduate program, one strategy for growth was to increase industry engagement. While industry guidance has always played a role in preparing graduates for success, the college's new partnership with Brighton Jones aims to transform financial education on a national scale.

The college approached this milestone with an investment in the Dean's Catalyst Fund by Jon Jones ('93 Acct., Fin., Honors), cofounder and CEO of Brighton Jones, Washington state's largest wealth management firm. In turn, Dean Chip Hunter drew on the fund, with the backing of Jones and others, to revamp the finance program to include a new track focusing on financial well-being. The fund supported the hiring of finance instructor Christiane Williamson, who is teaching two new courses, Introduction to Financial Planning and Well-Being and Financial Plan Development.

The consecutive courses emphasize financial planning, individual taxes, estate planning, and strong interpersonal communication skills. They are part of a new college strategy offering the financial well-being track and two other tracks to increase all WSU students' financial literacy, prepare finance majors for rewarding careers, and position WSU as the top choice for a financial education.

Carson faculty and Brighton Jones are codesigning the financial well-being track to prepare students seeking careers in financial services. The track focuses on a distinctive understanding of financial well-being and skills needed to help clients with life events beyond the balance sheet.



MESI SKILLS AS A FOUNDATION FOR SUCCESS

"Our mission at Brighton Jones is to help our clients, colleagues, and global community members live richer lives. While living a richer life means different things to different people, we think most people would agree it ultimately means being happy," Jones contends. He believes happiness is a skill that can be honed through compassion and mindfulness practices.

Jones developed the Mindfulness-based Emotional and Social Intelligence (MESI) training program to allow Brighton Jones employees to focus on self-awareness, intentional management of emotions, recognition of others' emotions, and compassion. His advisors are now better listeners, more attuned to their clients' emotions around money, and aware of how finances relate to broader well-being, Jones says.

"Carson students in the financial well-being track are preparing to work in a world in which firms and their clients increasingly value these same kinds of skills," says Hunter.

Using these same principles and methods, Jones and his wife, Gretchen ('94 Pharm, Honors), teamed with WSU's Honors College to create the Mindfulness-based Emotional and Social Intelligence (MESI) Certificate in 2018. The program is led in part by Cory Custer, Brighton Jones director of compassion. The idea is that any person, at any age, in any stage of their education or career, can benefit from more MESI.

A PROGRESSIVE PATH TO MASTER SKILLS AND PRACTICE RELATIONSHIP BUILDING

As the Carson College's financial well-being track evolves, Jones suggests a progressive path in which students master traditional financial planning coursework and then practice relationship-building skills.

"Being able to have meaningful, compassionate conversations with clients is invaluable—people won't trust you on the numbers if they don't trust that you have their larger goals, interests, and passions in mind at all times," Jones says.

Jones and his WSU alumni colleagues, including Kaycee LeCong ('07), Kaitlyn Gate ('19), and Brett Carolan ('93), support the college and WSU through guest lectures and panel discussions, in addition to offering internships at Brighton Jones and recruiting Carson graduates.

A STRONG COUGAR COMMUNITY

Following their parents' footsteps, two of the couple's children are attending WSU. Both are studying business in the Carson College. Gretchen and Jon say their positive WSU experiences and strong Coug spirit are not the only reasons they give back. "It's also about the desire to effect meaningful change through our giving, and the ability to do so through WSU, a land-grant university that provides equitable opportunity to all students," says Gretchen.

"Our partnership with the Carson College is the first step to enhance training for future finance professionals, and we aim to help other schools across the nation do the same," Jon says. "But our goal is for WSU to be number one in the country for financial well-being education."

"I want every graduate who goes on to a career in financial services to view a client's wealth not just as a number to grow and protect," he says, "but as an opportunity to help clients align their wealth with what they care about most in life, ultimately helping them find their richer life."

BECU EMPOWERS WSU VISION FOR FINANCIALITE

Story by Sue McMurray • Photo by WSU Photo Services

This spring, WSU sent close to 5,000 new graduates into the world. No matter where WSU graduates choose to live and launch their careers, successfully navigating the nation's shifting economy, especially during a worldwide pandemic, requires a high degree of financial literacy.

A good understanding of economic indicators, specifically, interest rates, inflation, bond pricing, mortgages, and risk topics, will benefit young professionals as they make decisions that could have long-term consequences both professionally and personally.

Yet current research shows students of all backgrounds lack a full understanding of a need for increased financial literacy overall.

"We are committed to increasing all WSU students' financial literacy through Carson College offerings so they are as prepared as possible for the real world," says David Whidbee, chair of the Department of Finance and Management Science.

Thanks to a recent agreement with BECU, the state's largest credit union, WSU students across campus will have access to more financial literacy opportunities than ever before.

BECU INVESTS IN STUDENT SUCCESS

In 2019, BECU and WSU reached a five-year agreement to enhance students' educational experience and University programming statewide. The agreement includes support for an expanded series of financial literacy and wellness programs, in addition to other lifelong learning activities, scholarships, and events.

For the Carson College, that means additional support for the annual Business Plan Competition and Power Breakfast events. It also means building on BECU's previous investment toward helping the college develop a more financially literate society.

ON TRACK TO BECOME THE FINANCE PROGRAM OF CHOICE

In 2017, BECU supported the college in the development of a financial education strategy with three unique tracks designed to increase all WSU students' financial literacy, prepare finance majors for rewarding careers, and position WSU as the top choice for a financial education.

Track one delivers personal finance and financial literacy education to nonbusiness majors, something BECU is very passionate about. Track two provides innovative, real-world learning experiences for students preparing for careers in financial services. Financial coaching experience is a learning goal emphasized in both tracks, which will be possible with resources from BECU and the Dean's Catalyst Fund, a college resource dedicated to program prototypes. A third track focuses on helping finance students develop financial analysis skills for careers requiring a firm knowledge of data analytics and financial decision-making.

The support stemmed from the credit union's philosophy of "people helping people," by providing financial aid to students who most need it and by expanding educational programs devoted to financial literacy, entrepreneurship, and innovation.

"Because of BECU's generosity and vision, we increased our personal finance class offerings and will be able to reach new milestones in service learning opportunities, for





edidian Collins HELPS COUGS OWN THEIR NCIAL FUTUR

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

To many, a lineup of helmets from ten NFL teams would be a status statement, but to former NFL fullback Jedidiah Collins ('09 Acct.), the image paints a different picture. During a presentation to WSU students, Collins explained that each of those helmets represents someone in the league telling him his dream of playing national football was over.

Though he persevered and was in the league for seven years, including four successful seasons with the New Orleans Saints and one with the Detroit Lions, Collins realized the financial struggle athletes face when transitioning to life off the field.

"My first NFL paycheck was spent before I even opened it," he says. "I didn't want to become like the 70 percent of NFL players who walk away from the game with nothing to show for it."

But with an accounting degree from the Carson College of Business, Collins was more prepared for life after the NFL than he thought.

"The greatest lesson I learned in the Carson College of Business is that at 20 you can exponentially change your life rather than wait and do it at 50," he says.

After retiring from the sport, he joined Brighton Jones, a Cougar-owned wealth management firm, where he created Teach Me Money, a financial literacy program for teens and young adults. During his tenure with the firm, Collins shared the program with business students across the nation. Professor David Whidbee, chair of the Carson College Department of Finance and Management Science, invited Collins to speak to WSU business students as part of the college's emphasis on financial literacy that includes bringing in guest speakers, increasing personal finance course offerings, and creating more service learning opportunities.

FINANCIAL LITERACY STARTS WITH GOOD CHOICES

Collins introduced a cash management system focused around an approach he refers to as "USE"-understanding, strategizing, and being efficient with money.

His first lesson focused on the power of choice. "Spending five bucks a day on coffee for 30 years adds up to \$54,000," he says. "If you invest five bucks a day in a money market, in 30 years you would achieve \$343,000. It's important to weigh what you want now versus what you'll want later."

He engaged students in a "money bucket" game by imagining five investment buckets: society, past, present, future, and compassion (charity) and what percentage of their income should fall into each one. "I guarantee that filling your compassion bucket will make you the most fulfilled," he says.

VIEWING MONEY AS A VERB AND EMPLOYEE

Using creative spelling to make a point, Collins says there are three ways to see money: as a "spendor," a "savor," or an "investor." "Spendors" focus on the day-to-day, "savors" can see one or two years ahead, but investors can see beyond that, he says. "The secret—what Albert Einstein called the eighth wonder of the world—is investing your compound interest. Investing means seeing your money as a verb and your employee. Make it work for you."

Part of employing your money is by managing risk, says Collins, such as shopping for affordable insurance, bundling insurance policies, and having a good driving record that keeps premiums down. Developing good money habits early on and recognizing

MAKING AN LMPACT opportunity costs also help keep spending under control, he says, as well as avoiding the credit card trap that ensnares nearly 50 percent of Americans. MAKE A DOLLAR, SAVE A DIME Investing is risky but necessary because you can't make money by saving it, says Collins. Keys to investing include diversification and understanding how to buy stocks and bonds with the greatest return, he says. He suggests starting with investing in an index fund in the World Index such as Vanguard, Fidelity, or Schwab that have lower expenses and fees than actively managed funds and allow more ownership. For a compounding effect, he also suggests directing 10 percent of each paycheck toward "a future you," and with each raise or bonus, increasing contributions by 1 percent. "If you don't worry about your future, no one else will," says Collins. "Go with your passions to define your investment goals." SHARING A WEALTH OF KNOWLEDGE With each visit, Collins feels he is repaying a debt of gratitude to the University for being awarded a scholarship when he was a student-athlete. He is also a member of the Cougar Athletic Fund and donates to the Carson College. Recently, Collins decided to pursue a new dream of operating his own financial coaching business, "Rookie to Veteran," in Seattle. Drawing from principles and behaviors he learned in the NFL, along with his certified financial planner training, he empowers people to realize their financial goals. Additional milestones include the publication of his book Your Money Vehicle and a free, ten-week YouTube course. "I realized education without action would not have a lasting impact," says Collins. "I feel called to help people eliminate the gap between the potential goals they set and achieving those goals." CARSON COLLEGE OF BUSINESS | DIVIDEND

Randy and Sue Fenich: USING CORPORATE MATCHING GIFTS TO BENEFIT ACCOUNTING STUDENTS

Randy ('81 Bus. Admin.) and Sue Fenich ('80 Comm.) enjoy helping young people get started on the path to success.

Besides raising their two children, the Feniches took in three brothers who needed a home during their high school years. They're also supporters of Yakima's resource center for homeless youth.

The couple's generosity extends to the Carson College of Business, where Randy was instrumental in creating the Moss Adams accounting career advisor position. The full-time advisor works with accounting majors to help them prepare for interviews, apply for internships and jobs, and map out career plans.

A managing partner at Moss Adams's Yakima, Wenatchee, and Kennewick offices, he used Moss Adams's matching gifts program to raise money for the position. The career advisor is a college employee, but the salary is paid with contributions from Randy and other partners at Moss Adams and a match from the public accounting firm's foundation.

The position was filled two years ago by Marla Meyer. Under her coaching, Randy says he sees students gaining confidence and performing better during job interviews.

"It's so fun to watch the transformation," he says. "You meet the students at the accounting firm's events, and you see that level of polish increasing. Marla puts her finishing touch on each of them."

"It has increased our students' competitiveness," says Sue Gill, outgoing chair of the Department of Accounting. "Marla helps them discover what they have to contribute and express it to prospective employers."

GIVING BACK TO HELP OTHERS

The couple are longtime supporters of the Carson College and WSU. Randy is a member of the Department of Accounting's advisory board and also recruits for Moss Adams at WSU.

"I looked at the education I received and the difference it made in my life and my career, and I really wanted to give back and help others achieve the same success," he says.

"It's an honor to be involved," Sue says. "You're helping students, and you're influencing the university your kids attended."

The couple's daughter, Elise ('15 Mgmt. Op.), and son-in-law, Osvaldo

Benitez ('15 MIS., Spanish), are both Carson College graduates. The Feniches' extended family contains other WSU students and alumni, including two of Osvaldo's brothers. Their son, Joe, broke tradition, earning an associate degree in cabinetmaking and carpentry, Randy says.

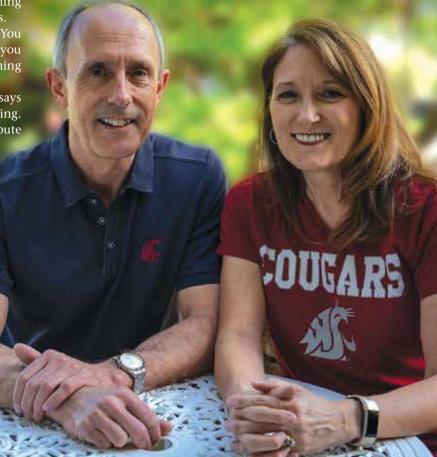
INVESTING IN THE COUG EXPERIENCE

The Feniches encourage others to use their employers' corporate matching programs to benefit students.

"You can rally WSU alumni at your company to give back," Randy says. "It will help a student. You might never know who it is, but they will benefit."

Some of the students they meet arrive at WSU "with nothing but a scholarship," Sue says. It's heart-warming to hear their stories and contribute to their development, she says.

"It's golden to help a student share that experience you get at WSU," Sue says. "You become part of the Cougar family, and it lasts a lifetime."



MAKING AN IMPACT WITH MATCHING GIFTS

OVERALL TO WSU

TOTAL AMOUNT

OF CORPORATE MATCHING GIFTS

\$581,346

CARSON COLLEGE OF BUSINESS

TOTAL AMOUNT

OF CORPORATE MATCHING GIFTS

\$44,118







CARSON COLLEGE OF BUSINESS

TOTAL NUMBER

OF COMPANIES AND FOUNDATIONS WHO PARTICIPATED IN 2019

155

OVERALL TO WSU

TOTAL NUMBER

OF COMPANIES AND FOUNDATIONS WHO PARTICIPATED IN 2019

1,726



TOTAL NUMBER

OF CORPORATE MATCHING GIFTS

2,144

CARSON COLLEGE OF BUSINESS

TOTAL NUMBER

OF CORPORATE MATCHING GIFTS

273





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 Michelle Snyder at mlipsker@wsu.edu or 509-335-0196, or visit go.wsu.edu/ccbmatchinggifts.

MarkHansen

TAPPED TO BUILD CARSON CORPORATE ENGAGEMENT PROGRAM

Story by Sue McMurray • Photos by Carson College of Business













"Great business education cannot be restricted to a textbook, a lecture, or even a laboratory. It is a living partnership between thought leaders in industry and academia."

This premise, coined by Mark Hansen ('84 Mktg.), is what drives his new role as the Carson College's senior director of corporate engagement. Hansen is the first to serve in this position created last fall by Chip Hunter, Carson College dean.

The purpose of the position is to drive corporate partnerships resulting in hires, internships, online enrollment, philanthropy, and sponsorships.

"Very few can come close to duplicating Mark's years of commitment and service to the college," says Hunter. "With his corporate background in financial services, he is the obvious choice to help us develop this critical component of the college's overall strategic plan."

EXPLORING WAYS TO CREATE RECIPROCAL VALUE

According to marketing experts, the best partnerships between nonprofits and for profits are relationships in which both organizations benefit from the program. Hansen is actively working with a number of companies to determine a value proposition for each, based on an understanding of their hiring goals, use of online MBA programs, investment capacity, and what they think about Carson students' preparedness for the workplace.

"The college has a unique opportunity to provide ongoing education to our graduates and other aspiring executives," he says. "We have an impressive array of skills, experiences, and talent to offer, which are sorely needed in today's changing business landscapes. We must present these capabilities in the best light."

As a way forward, Hansen is focusing on primary areas of opportunity, beginning with showcasing Carson students' skills and talents more often. Company executives who come to campus are impressed with Carson students, says Hansen. "We need to facilitate productive and efficient ways to increase companies' access to our classrooms."

A second approach includes showcasing companies to students and college stakeholders. Exclusive naming rights in Todd Hall-including floors and rooms, endowed professorships, and displaying corporate branding in the building and at signature events across the state are ways companies can have a larger presence.

Hansen also aims for the college to improve sponsorship packages companies may find particularly attractive. For example, a Power Breakfast sponsorship could include preferred access to students and incentives for online MBA tuition for their executives. Customized curricula, research projects, and speaking opportunities could be other areas of value for a firm, he says.

CREATING A FUTURE OF LIVING PARTNERSHIPS

In his first few months on the job, Hansen consulted with Cheryl Oliver, associate dean of professional programs, and Pearson, the college's third-party provider of online graduate services, about ongoing efforts to double the online MBA program enrollment. This spring, the program met a milestone of 1,000 enrolled students.

Over the next year, he aims to work with Oliver to identify five corporate partners to enroll several of their employees in the online MBA program. Additionally, he and the Carson Center's career team will collaborate to develop strategies to raise Carson undergraduates' job placement rates to over 90 percent six months after graduation.

Ultimately, Hansen will work with Carson College members to identify and secure 20 corporate partners by 2022 and lay the groundwork for a permanent point person to coordinate an overall corporate approach for the college. Until then, Hansen is happy to hold the reins.

"It's not often the case when you can directly marry your passion to your talents," he says. "What excites me the most is opening doors of opportunities for students and bringing strategic rigor to all that we do in the college."





llarriott 'tamilu INVESTMENT EMPOWERS HOSPITALITY INDUSTRY RELATIONS PROGRAM Story by Sue McMurray Photo courtesy of Marriott Family Foundation

One of the things that sets the WSU School of Hospitality Business Management (SHBM) apart from other academic programs is a requirement that all hospitality majors complete 1,000 hours of paid experience in the hospitality industry. Annually tracking the progress of 1,000 hospitality students across all WSU campuses is a job in itself—but one of the most rewarding in the school, if you ask Amy Alonzo.

Alonzo ('07 HBM) is the point of contact for tracking internship hours, managing hospitality career fairs, and internship and job placement advising. Hired in 2018, she is the fourth person to hold the position since Larry Culver ('64 Hotel & Rest. Mgmt.) and his wife Vickie established the Culver Hospitality Fund in 2011, which has supported the role until now.

"I love connecting with the students and helping them find their ideal internship or job after graduation," says Alonzo. "It's exciting when they tell me they have interviews coming up with a certain company they want to work for and then landing that job. Seeing their joy and confidence helps me know I'm in the right place."

Recently, Alonzo became even more enthusiastic about her role, thanks to a recent \$750,000 investment from The J. Willard and Alice S. Marriott Foundation.

FIVE-YEAR INVESTMENT INCREASES AND DIVERSIFIES INDUSTRY OPPORTUNITIES

Marriott International founders J. Willard and Alice S. Marriott believed everyone deserves the resources and opportunities to create positive change in their lives. Honoring their legacy, The J. Willard and Alice S. Marriott Foundation is committed to advancing workforce readiness and developing the next generation of hospitality leaders with partners such as WSU. The foundation also invests in promoting innovations in medical research and mental health and strengthening the D.C. community.

"We are very proud to partner with Carson College to support students as they enter and thrive in the hospitality industry," says Mieka Wick, executive director of The J. Willard and Alice S. Marriott Foundation. "When we work together to give students educational opportunities to achieve their dreams and make a positive difference in the world, it multiplies the value of our investment."

"The Marriott Family Foundation's five-year investment means we will be able to offer industry experiential learning opportunities to more students," says Alonzo. "Up to now,

only a select few have been able to participate in weeklong externships. This will help get students to more locations to learn from more industry partners. These experiential learning opportunities help shape the students for the future hospitality industry, give them experiences to talk about for years, and possibly earn a job from that company."

Under the terms of the agreement, Alonzo's position will now be called "The J. Willard and Alice S. Marriott Foundation industry relations manager." She plans to build out new networking events and career fairs, which will lead to higher placement rates at time of graduation. Closer partnerships with companies and industry representatives will also expand outreach and support SHBM students' travel to regional and national markets, she explains.

High school and first-generation college students in particular may benefit from the foundation's philanthropic gesture.

At WSU Pullman, 20 percent of the entering class in the Carson College of Business and one-third of the entire freshman class are first-generation. Alonzo is a valuable resource to this group as they navigate the college experience and prepare for life and work after graduation. She plans to expand SHBM involvement in high school programming such as career competitions and national leadership conferences including Distributive Education Clubs of America (DECA) and Future Business Leaders of America (FBLA).

PHILANTHROPIC SPONSORSHIPS AFFIRM PROGRAM CREDIBILITY AND STUDENT QUALITY

The impact of the foundation's investment ties directly to the SHBM's goal to be ranked among the top five programs for undergraduate education in the United States, says Bob Harrington, SHBM director.

Support and engagement from industry partners are critically important to the quality of programs and student success, says Harrington. "The investment supports greater industry relationships for our students and faculty and is a key differentiator for student learning and program quality in hospitality business."

"What makes the Marriott Family Foundation a great partner for WSU is its commitment to cultivate future hospitality professionals through higher education," he says. "Our connection to the foundation provides both credibility and a benchmark for student aspirations."

Foundation



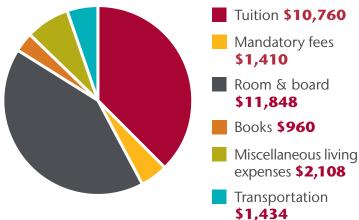
MAKING AN IMPACT WITH SCHOLARSHIPS

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.

2020–2021 ANNUAL COST OF EDUCATION AT WSU

Undergraduate Washington Resident (estimated year total)

TOTAL COST **\$28,520**





CARSON COLLEGE OF BUSINESS

SCHOLARSHIPS AWARDED IN 2019-2020

> Total scholarship dollars awarded: \$819,679

Total number of students receiving scholarship support: 307

Total number of scholarships awarded: 402

Average award amount: \$2,054

TO LEARN MORE ABOUT HOW YOU CAN INVEST IN THE CARSON COLLEGE OF BUSINESS STUDENT EXPERIENCE, CONTACT MICHELLE SNYDER AT MLIPSKER@WSU.EDU OR 509-335-0916, OR VISIT GO.WSU.EDU/CCBSCHOLARSHIPS.



FAMILY OF FORMER NIKE EXECUTIVE DONATES \$3 MILLION TO SUPPORT ACCOUNTING SCHOLARSHIPS

Story by **Sue McMurray** • Photos by **Olivia Spilker**

As a young boy growing up on a farm and orchard in the Clarkston Heights, Delbert (Del) Hayes ('57) developed a strong work ethic and an aptitude for business. By age 11, he was managing the family's tax returns. As he matured, he was known for being decisive, strong-willed, passionate, loyal and generous-key traits that prepared him to be successful in his accounting studies at Washington State University and in his career as Nike's executive vice president.

He passed away in 2018, but his passion for accounting and acts of generosity continue with a \$3 million donation establishing the Delbert J. Hayes Scholarship in Accounting in the WSU Carson College of Business. It will support graduates of Clarkston High School who are enrolled at WSU as full-time, degree-seeking accounting students with at least a 3.0 GPA.

"Our ability to award an annual scholarship that will fund a student's entire undergraduate education is transformational for us as a college and for students who may not otherwise be able to pursue a degree," says Chip Hunter, Carson College dean. "At the scholarship's full capacity, we will be able to support four accounting majors who graduated from Clarkston High School."

"The idea behind the scholarship was that it could be a tool to significantly help students from the Clarkston community, which was Del's home town and a place that was special to him," says Sandra Hayes, Del's wife.

Sydney Sewell, a junior pursuing a double major in accounting and management information systems and a minor in Spanish, is the college's first recipient. Deeply thankful for

the Hayes family's generosity, she is the first in her family to attend college and says the scholarship will enable her to graduate without debt next year and take her CPA exam.

"To say I'm honored doesn't do justice to this incredible opportunity," says Sewell. "My family and I see my degree as an investment in my future. Some full-ride scholarship recipients might assume that once the financial pressure is off, it's okay to take it easy. But I'm determined to work even harder toward my goal of becoming a public accountant and make the Carson College and the Hayes family proud that they chose me."

Owen Boreson, a recent graduate of Clarkston High School, is the second recipient. Boreson held a 3.98 GPA, was a National Honor Society student, and was involved in student leadership activities including DECA and Knowledge Bowl, as well as baseball and jazz band. He is currently studying accounting at WSU.

"Being 'thankful' for the Hayes scholarship is a massive understatement for how my family and I are feeling right now," Boreson says. "The thought of paying student loan debt for years was affecting my decision on what college to attend and what I should study. The fact that the Hayes family was willing to give me this opportunity and a leg up on my future is something I don't think I could ever thank them enough for. Because of them my life is changed. I am humbled and so excited for my future as a Cougar!"

The family hopes recipients of this scholarship take advantage of a great education in order to someday find their passion and 'pay it forward' to the next generation.

FOR MORE INFORMATION ABOUT THE SCHOLARSHIP PROCESS, CONTACT MICHELLE CHAPMAN, ASSISTANT DIRECTOR OF STUDENT ENGAGEMENT AND SCHOLARSHIPS, AT MCHAPMAN1@WSU.EDU OR 509-335-3473.



National Merit Scholar ASHLEY DEWIT

INVESTS IN HER FUTURE AS A FINANCE PROFESSIONAL

Story by Sue McMurray • Photo by Bradley Leach

Ashley DeWit has always been academically inclined. As a child, she preferred escaping into Harry Potter books over playing outside. Understanding math came easily to her, so much so that in sixth grade, she skipped ahead two grade levels in the subject.

She's also good at taking tests. Good enough that her high school PSAT score placed her in the top 99th percentile nationally out of 1.6 million students taking the exam—and good enough to be named a National Merit Scholar.

In 2017, DeWit received her letter awarding her the full academic scholarship covering tuition for all four years of her WSU undergraduate program.

"I was super excited," says the Post Falls, Idaho, native. "This scholarship was definitely a game changer that will allow me to focus on excelling academically and preparing for my career versus having to work. I will be able to graduate debt free, thanks to additional WSU scholarships."

LEARNING EXPERIENCES INFLUENCE DECISION TO STUDY BUSINESS

While she's always been a huge "numbers person," DeWit, a junior, says she became interested in business while in high school as a member of Job's Daughters, a youth organization for girls and young women to foster leadership, charity, and character building. As the state president, DeWit enjoyed working with other chapters and gaining management experience but had no plans to pursue a business major until she discovered the opportunities offered at WSU and in the Carson College.

After exploring several programs in the college, serving as Sigma Kappa sorority's vice president of finance, and joining the Alpha Kappa Sigma business fraternity, she settled on finance.

"You can have really good math skills but no knowledge of financial literacy," she says. "Financial literacy is pretty important to be successful."

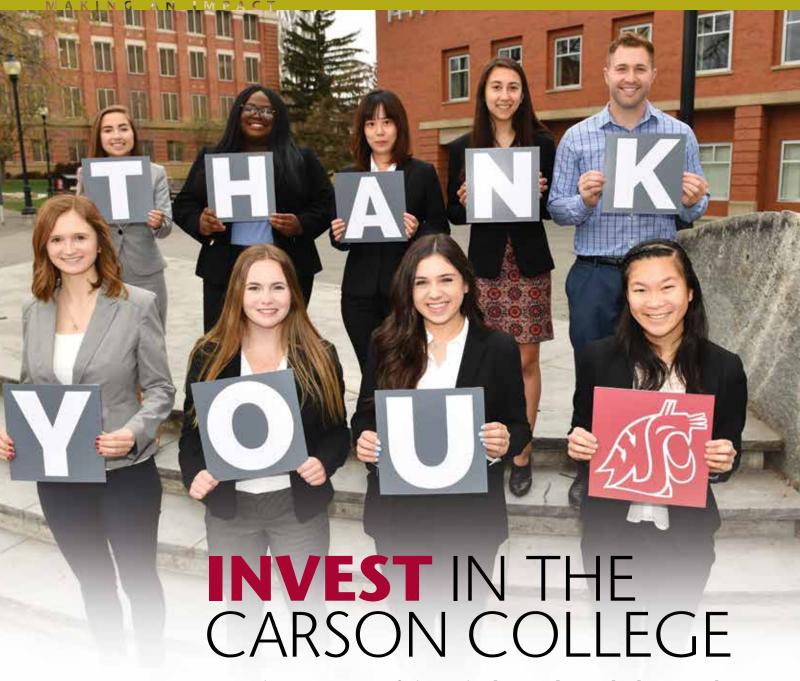
One of her favorite classes is Investment Analysis taught by finance professor Mario Reyes. "He teaches us how to invest our money and create a good portfolio," she says. She also praises Reyes's Stock Track Competition where students have \$1 million to invest in stock of their choice. Those who receive the highest returns get bonus points in class, she explains.

INVESTING IN HER FUTURE

While DeWit isn't 100 percent sure yet what career path she will choose, she is exploring her options as a finance professional. She was selected to attend the next Cougs on Wall Street, a program offered through the finance and management science department. The program exposes select juniors and seniors to global financial markets and networking with finance leaders.

She also attended Jed Collins's guest seminar "Teach Me Money," a financial literacy program for teens and young adults, and she makes it a habit to attend at least one event a week put on by the college. She is involved in the Boeing Mentorship Program, and, through the WSU Career Expo, was awarded a financial analyst internship at Boeing this past summer.

"As a Carson Coug, you are surrounded by people who care about you and your success," she says. "By taking advantage of the many opportunities in the college, you learn to invest in yourself and your future."



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 MICHELLE SNYDER AT MLIPSKER@WSU.EDU OR 509-335-0916, OR VISIT GO.WSU.EDU/CCBINVEST.



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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.



STAY UPDATED ON CARSON COLLEGE

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.

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!



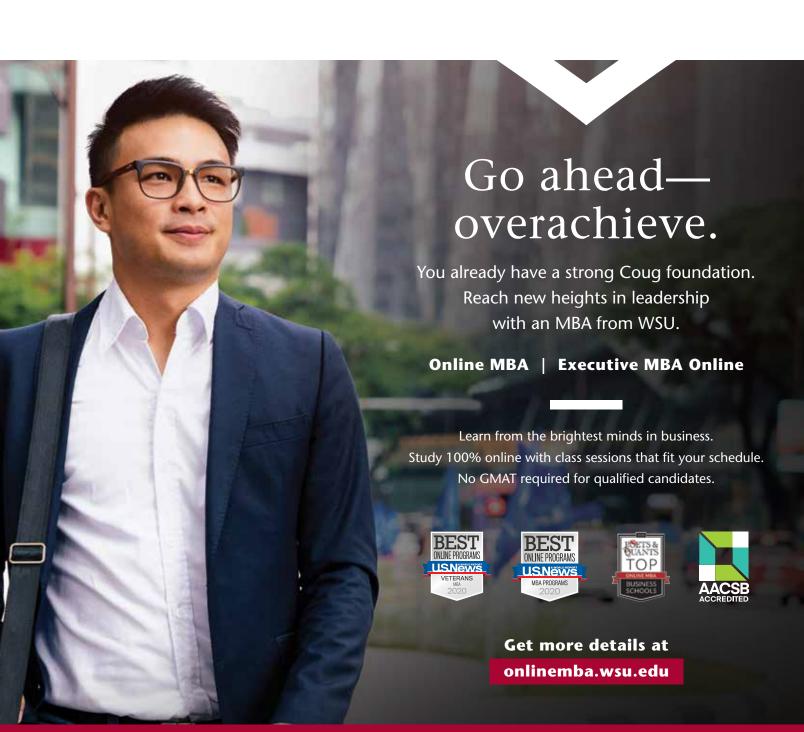
We want to feature you and your fellow Cougs sharing WSU's spirit and tradition. Submit your photos to ccb.development@wsu.edu.







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