

CARSON COLLEGE OF BUSINESS

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DIVIDEND

Providing Opportunity
through Education
and the Power
of Community



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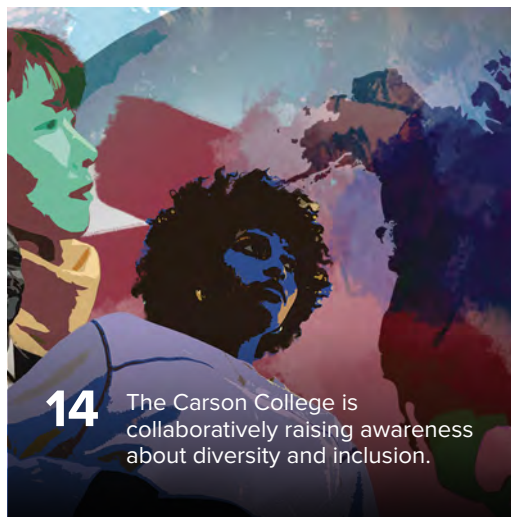
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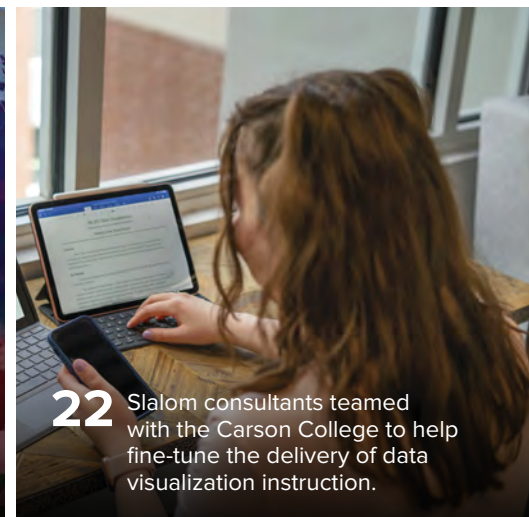
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On the cover: Carson Business Solutions students Allyson Boss and Jake Mercure. See p. 12. to learn more about this program.
Photo by WSU Photo Services

A Message

FROM THE DEAN



Dear friends,

It was not business as usual over this past year as we navigated through the pandemic, but one thing that remained consistent was our focus on providing access to a great business education while keeping the well-being of students and staff at the forefront.

Our cover story highlights some exemplary efforts from the University during the pandemic. From providing Wi-Fi access and free computers to students across the state to a student emergency fund that supplied financial assistance for those who didn't qualify for CARES relief, WSU provided resources to ensure students were not left behind.

Delivering an amazing educational experience despite COVID has been the challenge on the minds of everyone in the Carson College. We have continued to make progress, keeping our sights on creating opportunity for every student who wants to do the work we expect, and on directing our students' and faculty's talents toward serving the state and region. I'm excited to share just some of our many accomplishments in 2020.

One thing you'll notice in this issue are stories of collaboration toward our goals. You'll read about the recent introduction of the bachelor's degree in business administration at WSU Everett. Chancellor Paul Pitre and I are working together to promote post-secondary education for Everett's industrial community. You will also learn how our student consultancy programs at the WSU Vancouver and Pullman campuses are improving local organizations like Washougal's Humane Society, a men's clothing store in downtown Pullman, and many others. Our undergraduates are benefiting from industry workshops, and over 70 of our online MBA military-affiliated students, along with alumni, industry experts, and community partners, participated in a recent panel exploring the value of veterans in the future workforce.

Part of preparing students for twenty-first-century success is ensuring they are ready to navigate a diverse, global economy. This past year, the college worked with the WSU Martin Luther King Program and the University's Office of Outreach and Education to give students and the WSU community a window into the professional experiences of people in underrepresented groups. Dipra Jha, our hospitality school's assistant director, created a new online global class with faculty partners at Ukraine and Kosovo universities that allows participants to discover new geographies and cultures. The feature on faculty member Michelle Carter's research highlights her leadership on a project to increase the number of women professors in information systems. You'll also learn about our new scholarships supporting underrepresented students in achieving their academic goals.

Our section on alumni and donor engagement contains inspiring testimonies about the impact Jack and Molly Thompson, Jon and Tammy Hossfeld, and Molly Philopant have made by supporting The Next Carson Cougar program. We also highlight recent efforts of our National Board of Advisors. We are excited to share Isaac Fontaine and Fanny Chen's story that illustrates the value of their business degrees as well as the rewards of giving back. As you read this issue and reminisce about your own Carson College experiences and memories, I ask you to consider how you might join our efforts to provide our students with the best business education in the Pacific Northwest.

Go Cougs!

Chip Hunter

@ChipHunterWSU



A System-Wide Approach to an Accessible Education

By Sue McMurray • Photo by WSU Photo Services

Over the past year while COVID-19 challenged the way colleges and universities around the globe deliver programs, WSU remained focused on providing opportunity through education and power of community.

As the virus raged, the University quickly shut down in-person classes and converted to distance learning—something the Carson College has been doing successfully for over 60 years.

In addition to distance learning, WSU launched many other resources in 2020—from financial assistance to food pantries to equity training—to help students, faculty, and staff across campuses achieve success.

A NETWORK OF RESOURCES HELPS STUDENTS SUCCEED

Newly developed Wi-Fi hotspot and computer loan programs facilitated the transition to distance learning for students who didn't have adequate equipment to stream classes, obtain course materials, and interact online.

The University also helped set up hundreds of these Wi-Fi access points at tribal extension centers, as well as schools, libraries, and community centers across the state.

Student Financial Services (SFS) established a student emergency fund to support students with fundamental needs such as food, housing, health care, or other COVID-19 related expenses. Additionally, the Dean of Students office worked collaboratively with SFS to support students who didn't qualify for Coronavirus Aid, Relief, and Economic Security (CARES) government aid with funds from the Undocumented Student Emergency Relief Grant.

"The Office of the Dean of Students supported the WSU Pullman food pantry all through the pandemic in partnership with the Office for Access and Opportunity, Women's Center, and Center for Civic Engagement," says Kim Holapa, Division of Student Affairs associate vice president for external engagement and strategic initiatives. WSU offers food pantries across its locations and implemented contactless pickup and delivery of pantry bags containing



a variety of protein, grains, vegetables, fruit, snacks, and limited hygiene items during the pandemic.

Philanthropic relief funding also became available for WSU students experiencing financial emergencies related to the pandemic. Made possible through the generosity of WSU donors, the relief funding resolved a variety of expenses, including housing, food, health care, and materials required for participating in online instruction.

“Cougars on every one of our campuses experienced sudden unemployment, causing many to make unimaginable choices including whether or not they could continue at WSU,” says Mary Jo Gonzales, Division of Student Affairs vice president. “These funds provided a critical lifeline for students across our WSU system at a time when they need it most.”

Additionally, each WSU location has a designated care team comprised of professionals who recommend appropriate resources and services to help students in need. The Student Care Network allows students to request support for themselves online or refer a fellow student.

ENHANCED COMMITMENT TO DIVERSITY AND EQUITY

The challenges over the last year heightened WSU’s commitment to building equity, social justice, and cultural competency across the system, not just in students, but also

in faculty and staff. Working toward that aspiration, the Division of Student Affairs implemented a new Community and Equity Certificate program to establish a foundation of equity mindfulness.

Equity leaders across WSU developed a certificate workshop series that would give participants a toolkit for engaging more effectively with students, colleagues, and community partners.

“After folks participated in the Equity series, they were like, ‘What else is there?’” says Merrienneeta Nesbitt, assistant director of the Office of Outreach and Education and a key member of the leadership collective. “So we created additional areas of allyship, skill development, and community building in an effort to build a continuum of practice.”

Participants must complete seven workshops across four areas to earn the certificate. The first area, building a foundation, offers an overview of equity at a land-grant institution. In the second area, allyship, participants gain tangible tools for being an ally to various marginalized communities. Skill building focuses on skills for creating more equitable workplaces. In the final area, building community together, participants discuss issues of equity.

The workshops not only create more constructive relationships between staff and students—they also demonstrate to students the importance of equity education at WSU. ■



Popular Business Administration Degree Launches at WSU Everett

By Sue McMurray • Photo by WSU Photo Services

Business administration becomes the second Carson College offering and the eighth bachelor's degree program in WSU Everett's fleet.



Despite being 300 miles apart, WSU Everett and the Carson College of Business are working side by side to support decades of change in Everett's industrial community culture that once suggested high school graduates don't need a degree for a successful career.

This fall, students are able to earn a degree in business administration for the first time at WSU Everett. The program increases student access to The Next Carson Cougar, the Carson College of Business flagship undergraduate curriculum implemented in 2019 at other WSU locations.

"Offering this degree on the WSU Everett campus moves the Carson College closer to our goal of becoming the first choice for undergraduate business education in the Pacific Northwest," says Chip Hunter, Carson College dean. "The Next Carson Cougar undergraduate curriculum ensures students graduate with key skills in communication, teamwork, professionalism, ethics, and career management employers value."

"The business administration degree from the Carson College is an incredibly strong tool to propel a student's career in a diverse set of industries that are growing locally," WSU Everett Chancellor Paul Pitre says. "Current students have been adapting impressively today so they are prepared for a career now and when we are beyond this pandemic. Today is the day to earn credentials that have proven to increase annual earnings and better protect careers during a recession."

INCREASED ACCESS TO EDUCATION PAYS OFF

Business administration becomes the second Carson College offering and the eighth bachelor's degree program

in WSU Everett's fleet. Others are hospitality business management, data analytics, electrical engineering, integrated strategic communication, mechanical engineering, organic and sustainable agriculture, and software engineering.

"We aim to change the thinking that a degree is not necessary for a successful career," says Pitre.

History proves his point: Employment and wage outcomes during the Great Recession consistently improved with each level of educational attainment. According to the Federal Reserve, 39 percent of those employed in February 2020 from households earning under \$40,000 suffered a job loss in March, while 63 percent of workers with at least a bachelor's degree worked entirely from home.

GRADUATES WILL HELP BUILD SNOHOMISH COUNTY'S ECONOMY

"A key asset of our Everett campus is that students from all programs collaborate frequently in group projects and cocurricular and extracurricular activities. It often inspires students to earn a minor in another program or double major," says Pitre. "Adding a popular, contemporary, and innovative bachelor's degree program in business administration makes all our graduates more career ready and attractive to local employers."

All WSU Everett bachelor's degree programs are designed for transfer students, but even students currently at a community college or participating in Running Start or similar programs are eligible to dual-enroll at WSU Everett, and programs are accessible to those who have some college experience but have not completed their degree.

Students interested in the business administration degree may apply at everett.wsu.edu. ■

Coffee CHATS



WSU Everett's Culture of Access Ensures Students Aren't Short Changed

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

A bachelor's degree in business administration is the Carson College's newest offering at WSU Everett. The program is the second Carson degree option there, joining hospitality business management. Both programs will draw talent to the region, according to WSU Everett Chancellor Paul Pitre and Chip Hunter, Carson College dean.

To publicize the new program, Pitre and Hunter recently addressed the benefits of business education upon Everett's community during an Economic Alliance Snohomish County Coffee Chats virtual session.

"Our graduates are competitive; we just don't have enough of them in the pipeline," said Pitre. "Most employment requires some type of postsecondary training."

AN AFFORDABLE, ACCESSIBLE EDUCATION FOR THOSE WHO WORK FOR IT

"We've always aimed for education to go beyond the walls of WSU Pullman," said Hunter. "Growing programs at WSU Everett moves the college closer to becoming the first choice for undergraduate business education in the Pacific Northwest, and it supports WSU's land-grant mission of providing an affordable, accessible education for those willing to work for it."

The college's undergraduate program is the same across all WSU locations. Students graduate with communication, teamwork, professionalism, ethics, and other skills employers value. Seventy-nine percent of Carson students have jobs after graduating, he said.

Pitre shared additional information: Those with a two-year degree earn 19 percent more than those with a high school diploma. Those with a bachelor's degree earn 67 percent more. This challenges the widely accepted cultural

notion that a college degree isn't relevant to today's workforce, he said.

THE SKY'S THE LIMIT FOR GROWTH OPPORTUNITIES

While many Washington colleges experienced lower enrollment due to the pandemic, enrollment across the WSU system fell just 1.4 percent in fall 2020—and the University's Global Campus had record gain. WSU Everett experienced a 3 percent growth.

Pitre attributed this uptick to WSU Everett's affordability and efficiency model. The campus capitalizes on nearby community colleges, designing programs specifically for transfer students but also welcoming Running Start participants and others who haven't completed a degree. Financial aid packages, local internships, group projects, and activities often inspire students to earn a minor in another program or double major, he said.

The Carson College's effort to accommodate different learning styles sweetens the deal.

"Some students prefer working online at their own pace," Hunter said. "Others prefer classes in real time. We've been able to pivot and work toward more options for different learners."

The college's strong research output benefits WSU Everett and facilitates further economic and community development, he said. The college also plans to offer a successful capstone class that pairs student consultants and local businesses to help with operational needs.

"The sky's the limit as far as our growth horizon," said Pitre. "Our partnership with the Carson College provides our students with an excellent education, and we'll continue to strengthen and grow opportunities." ■

PERFECT *Pitch*

Students Fine-Tune Food & Beverage Ideas with Tri-Cities Advisory Board

By *Sue McMurray*

Before launching into industry careers, hospitality seniors in Professor Bob Harrington's Food and Beverage Strategies capstone class are charged with creating a food and beverage innovation, such as a new product, service, experience, business concept, technology, or marketing concept.

Each team must conduct rigorous research, create an extensive business plan, and pitch it to a panel comprised of some of the college's National Board of Advisors who offer the students feedback from an industry perspective.

According to advisory board members Gary Spanner, Mitch Gilbert, Rocco Luongo, and Morgan Sullivan, four of the students' food and beverage concepts below are anything but pie in the sky.



ANATOLIA BAKERY

VENDS CULTURALLY-INSPIRED PASTRY

Elizabeth Nalbandian, Siena Stephens, Emma Williams, Vita Chen, and Charisma Taylor developed Anatolia Bakery, inspired by a geographic area in Turkey where many cultures combine. The Pullman storefront bakery features international pastries, coffee, and Cougar-branded items.

Leftover products, in addition to pet treats, are sold in a vending machine to reduce waste, explains Nalbandian. "A vending machine is a key differentiator," says Spanner. "This idea is ripe for franchising."

Rotating decor, music, employee uniforms, and pastry specials transport consumers to different countries. Gilbert mildly cautions this approach: "Customer loyalty ties to consistency. A dynamic change of decor may have challenges, so research other companies successfully doing this, he says."

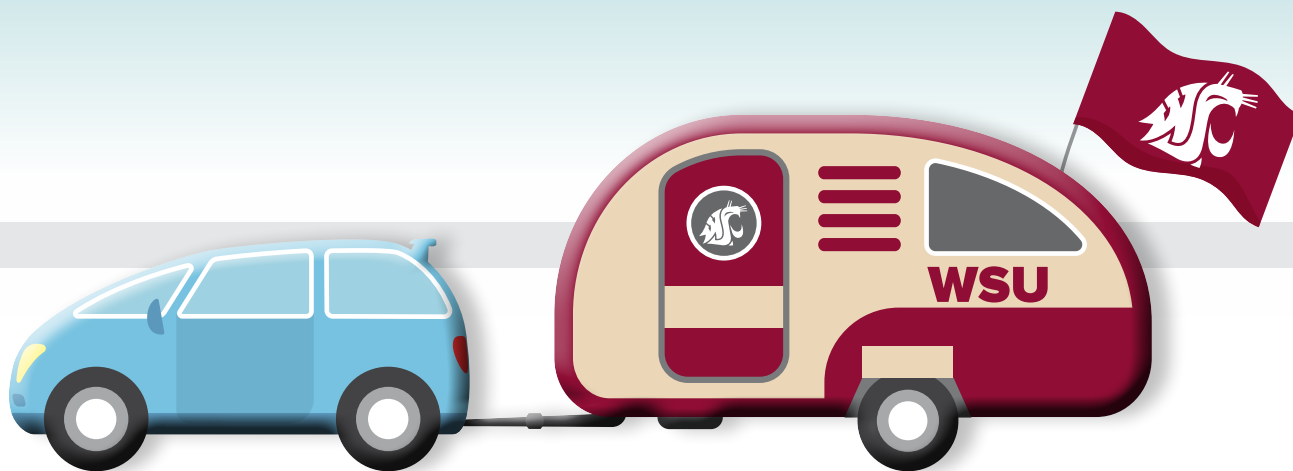


AUSTRALIA-INSPIRED PIES DISRUPT SEATTLE DINING

A bakery and mobile food truck would give Seattle's University District easy access to sweet and savory pies in a variety of sizes. Inspired by Australia's popular savory pie shops, Elise Ramsden, Yarita Gomez, and Lexi Bennett pitched The Pie Supply concept. Their model targets college students, newcomers, Gen Z, and millennial customers favoring practicality, such as pie by the slice and loyalty programs. "Take-home meal kits are very popular and appeal to the family aspect and convenience," says Gilbert. "Always make sure your company's impact resonates with the community."

Bennett and Ramsden say making everything "Instagrammable" is a big part of their social media strategy as well as giveaways and promoting other brands they support. "People spend money where their loyalties lie," says Sullivan. "Creating an alliance and supporting others whose products you like is a way to thrive and build your brand."

"Through this project, I learned to love formulas and spreadsheets," says Ramsden, who also wants to start her own organic mushroom farm business. Bennett says teamwork is most valuable, a skill that's emphasized in The Next Carson Cougar undergraduate program.



MOBILE BEVERAGE LABORATORY DRIVES WSU BRAND

For those familiar with Wine-by-Cougars, a mobile beverage unit would be a welcome sight at local Tri-Cities events, farmers markets, and WSU events. According to creators Gracie Lawrence, Ken Buxton, Alan Schwarz, Chloe Franklin, and Hayley Kroll, the converted travel trailer is not only a vehicle for wine and beer sales but also a way to elevate the WSU brand in Pasco and Kennewick.

The mobile lab provides hospitality students part-time employment that counts toward their 1,000 hours of paid industry experience requirement. In addition to managing

sales and operations, students teach customers about wine. “We want customers to leave more educated than when they arrived,” says Lawrence.

“This is a valuable model to increase WSU visibility,” says Luongo.” But awareness is very hard to attribute back to sales.”

Schwarz says other key indicators of success include increased donations, attendance at events and farmers markets, and more people recognizing WSU in the community by word-of-mouth.

SELF-SERVE BREWERY TAPS TECHNOLOGY FOR SAFE SOCIAL DRINKING

A self-serve tap house in Seattle’s Fremont neighborhood is the idea of a team interested in creating a COVID-friendly brewery. Margaret Bader, Ryan Brady, Hayley Brown, Samantha Carone, Jaden Lohman, and Austen Penuelas tapped technology to create a safe social drinking establishment. Customers download an app or use an in-store iPad to order food and hands-free pours from wall taps. A wristband monitors consumption and notifies staff if patrons start to overindulge.

“Because orders are digital, there is less opportunity for germ contact,” says Carone. “Our concept drives value because the technology measures exact amounts and charges specifically to ounces poured. This keeps our beverage costs below 30 percent.”

Sustainable practices include a reverse fill tap system, reusable dishware and kegs, recycling, and trading compost for local produce. The team also is exploring hiring out a self-serve mobile bar for weddings and company events to supplement the nearly \$80,000 in net revenues projected for the first year.

“We need more talent and new ideas like this in our industry,” says Gilbert. “It’s hard work, and you have to have realistic expectations and tenacity.” ■



Business Growth Mentor and Analysis Students Serve West Columbia Gorge Humane Society

By *Nolan Yaws-Gonzalez*

Photos courtesy of *WCGHS*



The American Society for the Protection of Cruelty to Animals estimates approximately 6.5 million companion animals enter animal shelters in the United States each year. Thankfully, the majority of these animals get connected with dedicated and compassionate shelter staff members and volunteers who work hard to find them loving forever homes.

As an independent, nonprofit animal shelter located in Washougal, Washington, the West Columbia Gorge Humane Society (WCGHS) has been dedicated to the welfare of animals and the betterment of the local community for more than 27 years. The small but mighty WCGHS staff and their dedicated volunteers invest countless hours each year into saving the lives of pets and providing the community with the resources to keep pets and their people together.

When Michelle “Micki” Simeone, executive director for the WCGHS, connected with the Business Growth Mentor and Analysis Program (MAP) in the Carson College of Business at WSU Vancouver, she expressed interest in working with a team of students to gain insight into how to strengthen the organization’s business processes without further taxing their limited resources. “As a nonprofit, we’re

always struggling for resources,” Simeone says. “Money can buy you resources, but if you’re trying to preserve your funds to ensure you can save animals and pay your staff, you cannot really afford to hire consultants for each area you want to improve.”

Simeone and her colleague Delaney Edison, director of operations for the WCGHS, thought working with the Business Growth MAP student consultancy might bring much-needed energy and a fresh perspective to their organization. “It was a very intriguing opportunity to have a team come in from the outside who had zero idea about our organization but were currently learning industry standards and best practices that aligned with the areas where we were struggling,” says Edison.

STUDENTS’ BUSINESS SUGGESTIONS IMPRESSIVE AND ACHIEVABLE

Over the 16-week semester, a team of four students, guided by two volunteer mentors, worked through a highly structured assessment process that helped identify pain points and growth opportunities for the organization, before developing solutions and detailed recommendations. As Jim Costa (’20 Hum.) says, “Ultimately, we narrowed it

down to three solutions, but we tried to be sure they could address some of the other pain point areas.”

The student consultancy team identified three areas—budget, strategic planning, and data collection—that would have the greatest impact on the success of the WCGHS. In the end, the students went above and beyond what was expected by developing a complex budget spreadsheet, a WCHGS-branded strategic planning workbook, and a survey to help the WCGHS staff collect much-needed data from donors and clients who adopt from the shelter.

While all three of the resources the students developed are significant, the WCGHS team is especially grateful for all of the time and energy the team invested into the workbook tailored to their needs. “To have the students come up with the strategic planning workbook was amazing!” Simeone says. “It makes sense to us, and it is pretty and organized in a way that isn’t intimidating or overwhelming. It’s achievable.” Simeone and Edison are eager to dig into the workbook further and incorporate feedback from their volunteers and board of directors.

As an experienced Business Growth MAP mentor who has worked with more than 10 student teams, Cirith Anderson-Sebree was especially impressed with the student team and their client. “When you have a client who is so honest and willing to say, ‘We do a lot of things really well, but if we can do more things really well, we can fulfill our mission and serve the community even more fully,’ it creates the perfect dynamic,” she says.

STUDENT CONSULTANCY PROJECTS A WIN-WIN SITUATION

Anderson-Sebree identified four things that helped make this project such a profound success: the geographic alignment, since the nonprofit is located in the team’s community; alignment with the WCGHS mission; alignment with the client’s personalities; and the extraordinary amount of time the students spent working alongside the client.

Business Growth MAP student consultancy projects are often viewed as win-win by all parties involved. Working with a small business or nonprofit clients allows each student consultancy team to apply what they have learned throughout their undergraduate career toward solving real-world challenges, while the small business and nonprofit clients who open their doors and minds to the recommendations the students propose leave with a detailed roadmap for implementation.

Reflecting on her experience working with the WCGHS as a student consultant, Miriam Staykov (’20 Accounting) says, “I learned so much through this unique and awesome experience. In the real business world, everything you learned in class really does come together. It was really cool getting to apply and connect so many different things you’ve learned in class to a real company.” ■

Miriam Staykov



It was really cool getting to apply and connect so many different things you’ve learned in class to a real company.





Carson Business Solutions Helps Menswear Boutique with Growth Strategy

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

With two sons, three brothers, and a bunch of male cousins, Ruthanna Willey knows a thing or two about men's fashion.

She's the owner of Monroe, a menswear boutique in Pullman. The store at 107 South Grand Avenue carries clothing, grooming items, and masculine-themed home decor with a focus on regional brands.

Monroe opened in fall 2019 when Washington State University's Cougar football season brought a surge of foot traffic and sales to the new boutique. But the fledgling business took a hit during the pandemic.

"COVID-19 shut us down for three months. That was a gut punch," Willey says. "We haven't had what I'd call a normal retail operating season yet."

Enter Carson Business Solutions. Developed in concert with The Next Carson Cougar curriculum, the program launched two years ahead of schedule to help local businesses during the pandemic. It's modeled after the Business Growth Mentor and Analysis Program at WSU Vancouver and supported by the Dean's Catalyst Fund. Under Assistant Professor Garth Mader's leadership, teams of WSU Pullman business students provide small companies across Washington with free, confidential consulting.

At Monroe, five students worked with Willey on strategies to increase sales and strengthen the store's balance sheet during the pandemic and beyond. Under the direc-

tion of a volunteer coach, the students are reviewing the store's financial data, website, and marketing outreach.

Willey, a self-taught entrepreneur who's run several small businesses, says she's excited to see what the student team recommends.

"I spend so much time involved in every aspect of the business, and this is a chance to get an outside perspective," she says. "What are people's first impressions of Monroe? What do they notice about our website, our products, and other aspects of the business?"

"Ruthanna has an eye for fashion, an instinct for what appeals to her customers, and great customer service," says Mader, Carson Business Solutions director. "As consultants, the students will build on that strong foundation with targeted strategies for growth."

GETTING THE WORD OUT ABOUT MONROE

Monroe's website was one of the students' first focuses. Willey wants to increase online sales, but says "I feel like a tiny sardine in a sea of big fish. Amazon has conditioned people so that if you can't buy it in a couple of clicks, you go elsewhere."

Although Monroe's site has a clean look and beautiful photography, students noticed that some navigation features—including the search function—aren't intuitive.

Ruthanna Willey

I spend so much time involved in every aspect of the business, and this is a chance to get an outside perspective.

"Websites typically have search bars at the top of the page for easy access," says Arnulfo "A.j." Cruz-Chapman, a finance major. "Monroe's was at the very bottom, and you had to hit a small tab."

Monroe offers free, same-day delivery service and custom tailoring—perks the website should feature more prominently, the students say. They also noticed that product descriptions and customer reviews were limited.

"If you can't try the shirt on, you'll want to know what the fabric is like. Does it feel soft? Is the material stretchy?" says Elise Gordon, a marketing major.

Customer reviews are also important for clothing sales, adds Omar Zafra, an international business major. "I read them to check out the fit," he says. "It helps you decide whether to buy a large or drop down to a medium."

Team members also see opportunities to ramp up publicity. Willey opened Monroe to address a gap in men's apparel retailers in Pullman, but students—one of the city's largest demographics—might not realize a store selling everything from swim trunks to dress shirts is within walking distance of campus.

Social media could help spread the word, says Emma Weglin, a finance and marketing major. Rather than taking on that task herself, Willey could contract with a social media manager to advertise specials and promote new

products, she says. Monroe also has an extensive customer email list that could be used for promotions.

By the end of the 13 weeks, students will have assessed the business, made recommendations, and started implementing suggestions that meet Willey's approval.

"It's challenging, but it's definitely boosting my confidence," says Nicholas Blasko, a finance and accounting major who worked on Monroe's financial statements and forecasts. "In class, you get all the information you need to find the answer. Working with a small business, there are a lot more unknowns and ambiguity."

"This is someone's real business and livelihood," Gordon adds. "They're trusting us to help them succeed, so it's really worthwhile."

Working with Carson Business Solutions has been valuable for Willey as well.

"Monroe is here to provide a service to Pullman, and I want to do my best as a small business owner," she says. "It's great to hear their ideas, including where I can improve and what I can build on." ■

Learn more about Carson Business Solutions at go.wsu.edu/cbsolutions.

Panelists Share Experiences of Thriving Authentically as Persons of

COLOR *in the* CORPORATE WORLD

By **Becky Kramer** • Image courtesy of **Tyson Livingston**

Jesse Quintanilla ('06 Busi. Admin. & Accounting) was interviewing for an entry-level accounting job at Schweitzer Engineering Laboratories when the recruiter realized he spoke Spanish.

Instead of the job he'd applied for, Quintanilla was offered an accounting position supporting the company's Latin American operations.

"Because I spoke Spanish and I'm Mexican American, it opened up huge opportunities for me. It launched my career into what I'm doing today," says Quintanilla, international finance director for Schweitzer Engineering, a Pullman-based company that sells products in more than 160 countries.

In April, the Carson College of Business, the WSU Martin Luther King Program, and the University's Office of Outreach and Education hosted four multicultural panelists who shared their experiences in the corporate world with WSU students across majors.

The event—"Thriving Authentically: Ascending Industry While Identifying as a Black, Indigenous, and Person

of Color"—raised awareness of the value of diversity and inclusion in the workplace while giving students and the larger WSU community a window into the professional experiences of people in underrepresented groups.

Companies that are expanding outside their local footprint need and value diversity, panelists said.

With Gary Barquet ('15 Human Dev.) moderating, the panelists discussed being trailblazers in their industries, the importance of mentors, and finding a corporate culture that aligns with their values.

"ONE FACE CAN RESULT IN CHANGE"

Julie Wilson works for Wine Warehouse in San Francisco, where she is the distributor's regional manager on premise. The modern wine and beer industry's European origins still carry over in a lack of diversity, she said—just 1 percent of winery and spirit brand owners are Black, Indigenous, or people of color.



“I don’t think it’s an intentional exclusion,” Wilson said. “When the beverage industry came to the United States, it was already very homogenous and that has continued.”

“Seeing a face like mine—which maybe the industry is not used to—helps people realize there is a place for everyone in the wine and spirits industry,” she said. “You don’t think that one face can result in change, but as you get farther along in your career, the more you have an impact.”

Wilson credited professional mentors and belonging to an employee resource group for helping her grow her skills, be heard, and advance in her career. She encouraged students to seek out employers who value innovation. As a result, they’ll value diverse ideas from a diverse workforce, she said.

Diversity enhances a company’s competitiveness, said DJ Bridges, university relationship manager for Rocket Mortgage in Detroit. “If you have a more diverse population of team members, your business moves forward at a more rapid clip,” he said.

Joshua Hibbitt (’18 Hist.), a business consultant for Cintas Corporation, said he appreciates working for a company that invests in his professional growth and makes diversity an ongoing priority.

“Every year, you have to reevaluate and ask, ‘Are we doing everything we need to do to be diverse?’” he said. “The conversations have to keep rising. If we settle, we aren’t going to be diverse.”

CREATING A DIVERSE WORKFORCE

Companies can be proactive about increasing diversity by expanding their recruiting efforts, panelists said.

“Look at different places instead of just your typical job conferences and recruiting events,” Wilson said. “Recruit people who didn’t take a traditional path. Look at students who didn’t go straight from high school to college, who have a gap year, or who went to community college before transferring to a four-year school.”

In addition, diversity among the company’s leadership is critical, Quintanilla said. “Having that representation among managers, vice presidents, and the C-suite is very important,” he said. “They can push that culture.”

Panelists also emphasized the value of diversity training to increase awareness and build an inclusive workplace.

“Providing training helps employees understand what challenges are faced by people of color,” Bridges said. “You may never be able to walk in those shoes, but if you can understand, you can become a really good ally.”

Panelists encouraged students to go after the jobs they aspire to, even if representation by people of color is limited in that industry.

“Being the only person of color in a room can be challenging,” Bridges said. “But when you speak up, you are helping the people coming after you. Don’t be afraid to be a trailblazer.” ■



Globally Networked Learning Connects Carson Cougs to Peers

ACROSS THE WORLD

By **Dipra Jha** • Photo courtesy of **Dariia Miroshnychenko**



Dipra Jha is a scholarly associate professor of hospitality and international business in the Carson College of Business and the assistant director of the School of Hospitality Business Management.

When Allison Henke signed up for my spring semester International Relations and Global Leadership class, she had no idea she and her WSU classmates would be studying alongside students from Kosovo and Ukraine in a virtual classroom. Together, students mentored by faculty at their respective institutions, learned from and about each other through synchronous Zoom sessions.

I structured the class around a globally networked learning model that involved several months of preparation and coordination with faculty partners at Kyiv National Economic University and Sumy State University in Ukraine and Haxhi Zeka University in Kosovo. Offered each semester, the borderless classroom traverses time zones and brings knowledge and excitement to the participants as they discover new geographies and culture, learn about trade and economy, and get a glimpse of how national politics impact international business.

"This class was an incredible, unexpected experience. It taught me cultural empathy and global perspective in a beautiful way by introducing me to students and experienced speakers from all over the world," says Henke, an international business major from Maple Valley, Washington. "I encourage everyone to take this class!"

Students join virtual cohorts where they engage in peer-to-peer interaction and case studies to develop global competencies such as intercultural communication and critical thinking. Each week, students discuss their perspectives on globalization and issues confronting world economies and societies and must develop a final research project related to a global issue. Individuals are encouraged to look into their own values and ethical responses and demonstrate effective interaction with others.

CLASS CONTENT COMPLEMENTS THE NEXT CARSON COUG

"If we unite character, attitudes, and innovation, we will improve the world," says my colleague Hanna Shvindina, associate professor and chair of the Department of Management at Sumy State University.

We also give students access to insights from thought leaders, for example, Les Ottolenghi, a former Caesars Entertainment Corporation executive and one of CIO Magazine's Top 50 CIOs, and Pavlo Kostetskyi, a former Ukrainian Foreign Service officer. This exposure helps future leaders and entrepreneurs develop a more nuanced perspective of the world and set them up for success as they transition into global careers.

"As an international student, the class gave me an advantage in my English language skills," says Dariia

Miroshnychenko, a student at Kyiv National Economic University. "I will definitely recommend such an event to my fellow students in order to expand their multicultural knowledge and get an extraordinary English class!"

"It was a very interesting experience to be present in an online course on different, modern topics," says Dmytro Fedak, another student at Kyiv National Economic University. "I gained new knowledge about foreign countries, universities, and the economy."

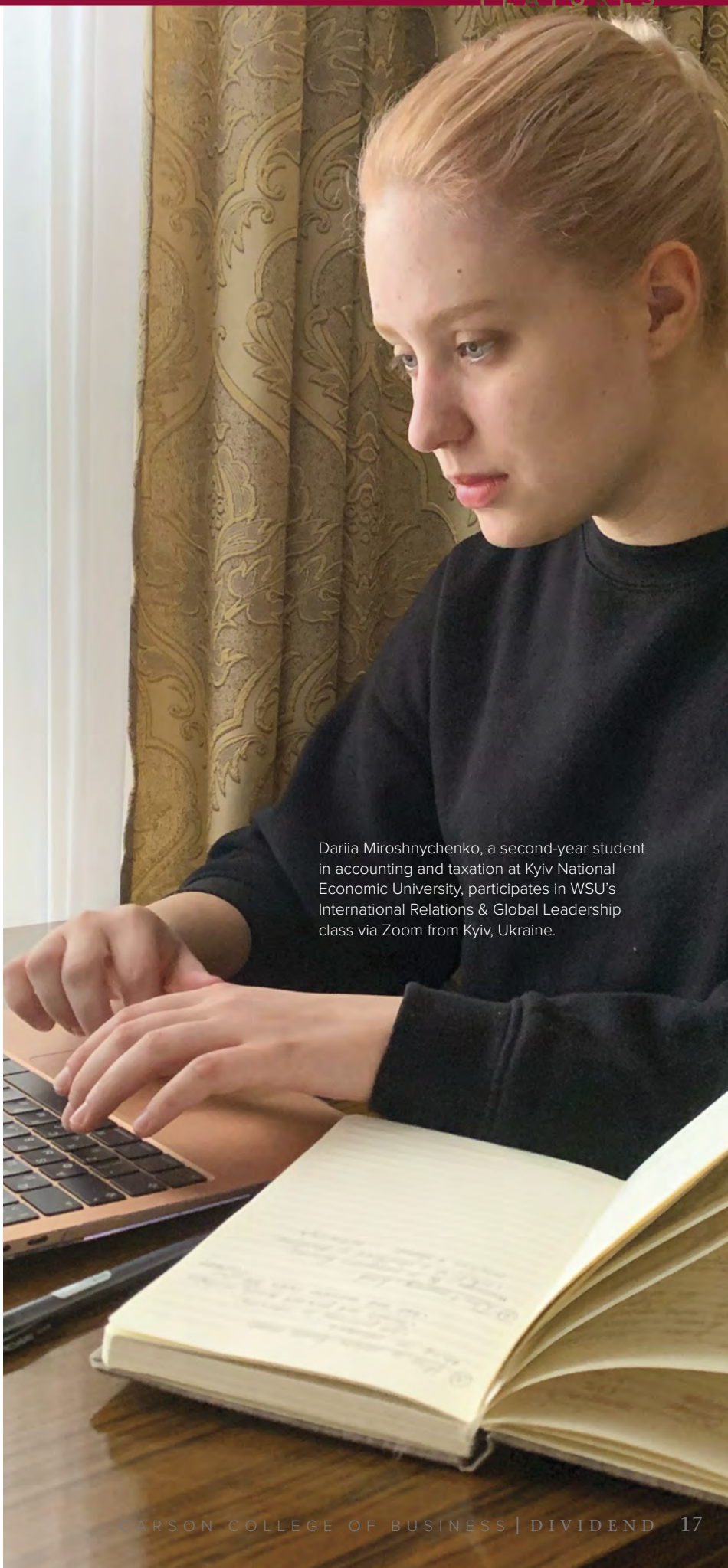
"Class-based, cross-cultural collaboration can be difficult to establish in a meaningful way, yet Professor Jha and his colleagues in Kosovo and the Ukraine have figured out a model that works and complements our Next Carson Coug undergraduate programming," says Tom Tripp, Carson College senior associate dean for academic affairs. "This exchange of cultural perspectives will be a great asset in helping students develop a strong global business perspective."

A MODEL FOR SCHOLARLY ACTIVITY AND INTERNATIONAL PARTNERSHIP

Our project has generated media attention in Ukraine with several television broadcasts. It is also resulting in scholarly teaching and learning opportunities: my Ukrainian faculty partners and I were invited to participate in a research project supported by Education USA and coordinated by the SUNY COIL Center serving the State University of New York.

As a direct result of the globally networked learning model collaboration, WSU has signed a memorandum of understanding with Haxhi Zeka University to build a long-term academic partnership.

I see this project as the beginning of a new curve of innovation in business education. Students love it, and they get a lot out of colearning with their peers across the world even if it is through videoconferencing. Additional faculty have expressed interest, and soon the Carson College will be in a position to offer more classes using this format. ■



Dariia Miroshnychenko, a second-year student in accounting and taxation at Kyiv National Economic University, participates in WSU's International Relations & Global Leadership class via Zoom from Kyiv, Ukraine.

DIGITAL BADGE PROGRAM

Fulfills International Experience Requirement during Study Abroad Arrest

By *Sue McMurray*

Like most business colleges, the Carson College prepares students to succeed in the business world with an international experience requirement that builds global expertise and confidence. Carson Cougs may complete the requirement in a variety of ways: internationally focused courses, language study, international internships, and—prior to the global pandemic—study abroad, which was suspended in 2020.

Carson College students who have participated in study abroad routinely share that their experience was life changing and the most impactful learning experience they ever had.

“Study abroad was the highlight of my college experience at WSU,” says Justin Walker ('20 Hosp. Busi. Mgmt.). “As a part of my coursework in Italy, I was challenged to plan and execute my own four-course tasting menu at Ganzo, Florence University of the Arts’ school restaurant. Having the opportunity to fully immerse myself in Italian tradition and culture through food truly enhanced the whole experience.”

GLOBAL ENGAGEMENT FROM HOME

To sustain students’ access to global education during the pandemic, the WSU Office of International Program’s Global Learning Department launched a novel program in fall 2020: Global Cougs Digital Badges.

The badges give all WSU students a path to develop global competencies without traveling abroad. They also help prepare students before departing on a traditional, in-person study abroad program and offer a free alternative to those who don’t want to or are unable to study abroad.

As part of her international business major requirement, Anika Ophus planned to study abroad in Greece in 2020. “Since things closed, there was no way for me to complete this requirement for my major,” she says. “By completing the six digital badges, I was able to receive my study abroad credit and graduate on time.”

“We launched this program in fall 2020 when WSU went completely online,” says Jacob Babb, an advisor in WSU’s Global Learning Department. “Students’ global learning competencies increased, and we are excited to offer the badges indefinitely as optional but recommended prep for study abroad.”

BUILDING GLOBAL COMPETENCIES

Students may earn one or more of the six badges focusing on global self-awareness, perspective taking, understanding global systems, personal and social responsibility, knowledge application, and cultural diversity.

“My favorite part of this program was learning and discussing things with my fellow students. I was unhappy when I discovered I was not going to be able to study abroad and meet new people across the globe,” says Mia Burke, a marketing senior who completed all six badges. “The badge program gave me a new and unique perspective to my global studies requirement.”

Each badge is grounded in a specific global learning value defined by the Association of American Colleges and Universities. The Global Cougs Speaker Series, a subset of the program, provides students access to Carson faculty, alumni, and others who share information about their global experiences and projects. The series meshes with the Carson Career Amplifier Program, which incorporates diverse learning activities into a tiered system of professional competencies business students need to graduate.

“The global badge program currently fulfills half of Carson students’ international experience requirement and allows them to progress toward their goals without travel,” says Courtney Anne Jackson, assistant director of the college’s International Business Institute. “We hope to continue to have many Carson student participants even after they are able to return to in-person study abroad.” ■



**BADGES
ARE FREE
OF COST**



**EARN
MULTIPLE
BADGES
AT THE
SAME TIME**



**COMPLETE AT
YOUR OWN
PACE WITHIN
A SEMESTER**



Global Self-Awareness

Develop a mature, integrated identity with an understanding of the systemic interrelationships among the self, local, global communities, and natural world.



Perspective Taking

Walk in someone else's shoes, even when it's difficult. Engage and learn from different perspectives and experiences; understand how your place in the world both informs and limits your knowledge of it.



Understanding Global Systems

Advocate for informed, appropriate action to solve complex global problems. Understand the complex and overlapping worldwide systems that operate in observable patterns affected by or are the result of human design or disruption.



Personal and Social Responsibility

Understand the local and global impacts of individual and collective actions. Recognize your responsibilities to society—locally, nationally, and globally—and develop a perspective on ethical and power relations across the globe and within societies.



Knowledge Application

Develop solutions to the world's most pressing and interconnected problems. Understand integrated and systemic interrelationships between past and present challenges to effectively apply knowledge and put skills into action.



Cultural Diversity

Engage with other cultures to address significant global problems. Recognize the origins and influences of your own cultural heritage along with its limitations. Develop the curiosity to learn and collaborate respectfully within the cultural diversity of other people.



**BADGES
MAY BE
COMPLETED
IN ANY
ORDER**



**APPLY A PAST
GLOBALLY
FOCUSED
EXPERIENCE
TOWARD A BADGE**



**EARN DIGITAL
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ABROAD**

“

Michelle Carter

We want to help women fully participate in things like being considered to speak at conferences, receiving awards, and sitting on journals' editorial boards.



Gender Equity Training

Increases Opportunities for Women in Academic Careers

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

Michelle Carter wants to encourage more women to explore careers in the fast-growing field of information systems.

As part of that work, she's a leading consultant on a \$1 million National Science Foundation grant aimed at increasing the number of women professors in information systems.

Only about 28 percent of information systems faculty at U.S. colleges and universities are women. When women are underrepresented as faculty, it affects how female students view opportunities for careers in the field, according to Carter, an associate professor in the Carson College Department of Management, Information Systems, and Entrepreneurship.

"If we don't see other women in certain positions, it's harder for us to imagine ourselves in those roles," she says.

Through the three-year National Science Foundation grant, Carter and her research collaborators at five other U.S. universities hope to make strides in gender equity, particularly in the numbers of women earning the rank of full professor.

As part of the grant, Carter will lead training on recognizing gender bias for the leadership and members of the Association of Information Systems (AIS), an international organization for academics in the field.

Carter, who chairs AIS's diversity and inclusion committee, says she's excited to have the professional organization as a grant partner. Gender equity work is larger than what individual universities can accomplish on their own, she says.

UNDERSTANDING GENDER BIASES

Carter discovered her affinity for technology through a program to increase the number of tech workers in the United Kingdom. She was one of three women in her master's program in computer science. After working in industry, she went on to earn her PhD in the United States and pursue an academic career.

Through training workshops, Carter will help others identify unconscious assumptions and biases surrounding gender in the field of information systems, which focuses on the application of technology in organizations and business.

"I can be guilty of unconscious biases, too," Carter says. "Sometimes when I'm put on the spot to come up with a nomination for an award or a suggestion for a speaker, the person I choose will be someone whose academic career path is similar to mine."

But measuring achievement solely on things like where people earned their doctorate, or which journals they publish in, has limitations, Carter says.

Women researchers, for instance, frequently publish about the use of information technology in society, such as improving communication for people with neurological disorders. However, top journals traditionally have focused on the use of technology in business, a male-dominated area of research.

Women also take on more service roles than men at work, which is less valued than publishing research or winning awards, Carter says.

IDENTIFYING BARRIERS TO WOMEN'S ADVANCEMENT

As part of the grant, AIS will collect data identifying barriers to women's advancement in academic careers, including promotions and tenure. The organization's leadership will also craft policies to recognize women's contributions to the field of information systems.

"In academia, we review each other's work and recommend people for leadership. We're not always aware of how our own socialization affects our choices," Carter says.

"We want to help women fully participate in things like being considered to speak at conferences, receiving awards, and sitting on journals' editorial boards," she says. "That opens the door to more women achieving full professorships." ■



Beyond *Pie* Charts

Partnership with Slalom
Helps Students Hone
Data Visualization Skills

By *Becky Kramer*

Making your case in the boardroom often means coming prepared with charts and graphs.

The ability to turn complex data sets into easily understood graphics is called “data visualization,” and it’s part of The Next Carson Coug curriculum, the college’s revamp of its undergraduate program.

“Companies deal with reams and reams of data,” says Debbie Compeau, senior associate dean for faculty affairs and research at the Carson College of Business. “As future employees, students need to be able to communicate data in meaningful ways. And that includes knowing whether to use a bar graph, a line graph, or a heat map to make your point.”

To bring industry standards into the classroom, the college teamed up with Slalom. Employees at the Seattle-headquartered consulting company helped design the data visualization class and provided expertise and guest lectures on Tableau, one of the world’s most popular data visualization software tools.

The class debuted in fall 2020. It’s part of a three-course module that includes Excel and Decision-Making with Data.

“I absolutely loved it,” says Elizabeth Wolcott, a junior majoring in hospitality business management. “It’s amazing how many different types of charts and graphs are out

there, how in depth you can go with data, and how you can use data to tell a story.”

For a class project, Wolcott and another student used Tableau to chart regional sales for a furniture and office supply company. Their work revealed that while the company’s sales and revenue were increasing, overall profits were down. After making their case in charts and graphs, the students recommended focusing sales efforts on the company’s most profitable regions.

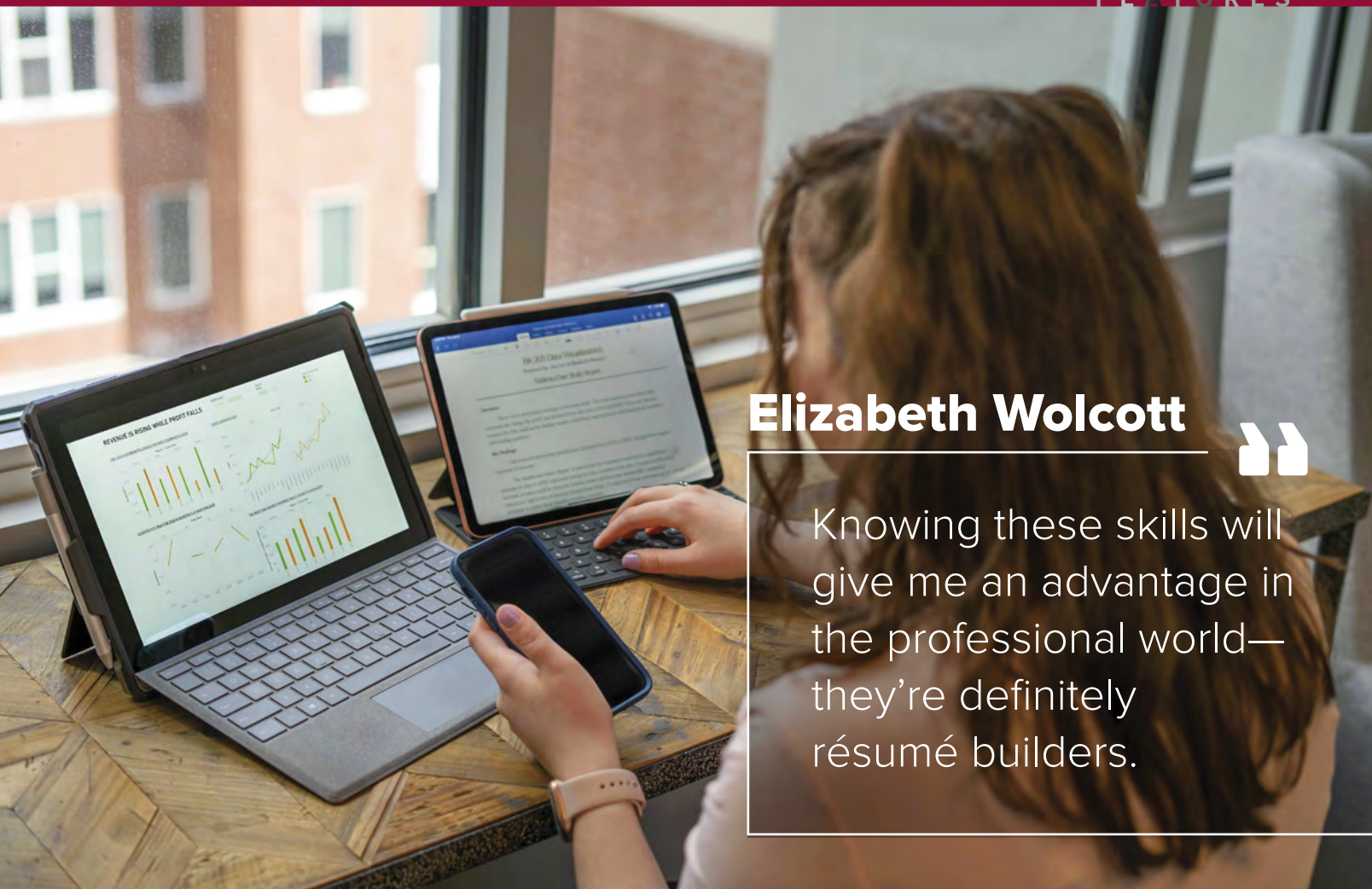
“We wanted students not only to learn data visualization skills, but to think strategically like a business owner or manager would,” says Beverly Amer, teaching associate professor and the course instructor. The partnership with Slalom has been vital to the class’s success, she says.

A PRETTY EASY “YES”

When Chip Hunter, the college’s dean, approached Slalom’s chief of staff for the Seattle market about enlisting the company’s help with the class, she was enthusiastic.

“Being an alumna, ‘yes’ is usually a pretty easy answer for me,” Jaimie Jacobsen (’03 Mgmt. Info. Sys.) says with a chuckle. As a former member of the National Board of Advisors, she also worked on The Next Carson Coug.

“I really wanted to see The Next Carson Coug through and help it become a success,” Jacobsen says. “This was a



Elizabeth Wolcott

Knowing these skills will give me an advantage in the professional world—they're definitely résumé builders.

For a class project, Elizabeth Wolcott used Tableau to chart regional sales for a furniture and office supply company.
Photo courtesy of Elizabeth Wolcott.

great way to contribute to the college from a time and talent perspective."

Jacobsen identified two Tableau-certified consultants at Slalom who worked with Amer and the two other faculty instructors. Besides helping write the business case study used in the class, the consultants kept virtual office hours to answer questions about the software. The students called them "the Tableau masters."

"The consultants helped fine-tune the relevance of material," Compeau says. "Students got a chance to hear from professionals about how they use data visualization in the workplace."

Slalom also benefits from the partnership by getting acquainted with students and Carson College professors, Jacobsen says.

"The competition for employee talent is real," she says. "We're getting our name and brand out there early and identifying some of the high performing students we might want to join our team."

A PROFESSIONAL ADVANTAGE

Wolcott put her class project on her LinkedIn profile, where she's confident it will catch the eye of prospective employers. "We created two formulas to show some of the

data," she says. "I'm really proud of how the final project turned out."

Her dad, Jason Wolcott ('01 Microbiol.), uses software similar to Tableau as part of his work as the commercial director for a global, wholesale blueberry nursery based in Oregon. So she could see the real-world applications.

"It was interesting to compare what my dad was doing at his job, what I was doing in class, and how similar they were," Wolcott says. "Knowing these skills will give me an advantage in the professional world—they're definitely résumé builders."

Most students take the class in their sophomore year.

"I really love that the Carson College implemented this so early on," says Roos Helgesen-Thompson, who is majoring in finance and international business. "Data is so important these days. Even if you're not going to create it, you're going to need to be able to read and understand it."

Besides being able to illustrate data, Helgesen-Thompson says the class also made him a more discerning consumer of data portrayed in charts and graphs.

"It gives you a broader view and allows you to look at data more critically," he says. "You can say, 'Well yeah, I get that point, but what does the data say about this?'" ■



5G and Gen Z

Why **Cougs** are Perfect for T-Mobile Internships

By **Sue McMurray** • Photo courtesy of **T-Mobile**

Tampa Bay Buccaneers player Rob Gronkowski may have gotten teammate Tom Brady's "goat" in T-Mobile's 2021 Super Bowl commercial, but the 5G network company doesn't kid around when it comes to helping future business professionals prepare for the workforce. T-Mobile offers between 400–500 internships each year and actively recruits at WSU.

The company's engagement with the Carson College began in 2018 during the CougsFirst! panel and trek event in Seattle. T-Mobile panelists offered Carson students career advice and hosted them for a tour of T-Mobile's headquarters in Bellevue, Washington.

Since COVID-19 made in-person events impossible, T-Mobile continues to be a frequent player in the Carson College Career Series, a professional development program that gives students access to career advice from industry professionals.

In February, T-Mobile hosted a panel on internships. Offering advice were T-Mobile employees who are also WSU alumni: Dale Bennett ('94 Accounting, Finance), Mary Gerber ('18 Comm.), and Corey Wiseman ('07 Psych.).

"I loved my Coug experience and will always celebrate WSU DNA. I'm just passionate about hiring Cougs," says Wiseman, T-Mobile university recruiter.

T-Mobile hired 23 WSU interns in 2020. Currently, there are around 2,000 Cougs on staff across the company.

"With Cougs, there is an automatic connection and sense of comfort," says Gerber, T-Mobile senior PR specialist. "Every Coug we hire is a good culture fit for T-Mobile, both in personality and corporate life."

"Cougs and their great attitudes make our program stronger," says Bennett, T-Mobile recruiting manager.

MORE THAN YOUR AVERAGE INTERNSHIP

A former intern herself, Gerber had a great experience on a PR team focusing on carrier movement. "As a college junior, I was doing actual work creating ideas for PR and rate plans." After graduating, she was hired full-time and now drives national sponsorship portfolios including Super Bowl ads, concerts, music festivals, and other events.

Opportunities are plentiful, and hands-on experience is the norm. Interns are seen as employees from day one with ownership and leadership responsibilities. They also spend time with senior leadership and work with a mentor throughout their program. The company also plans fun engagement activities each week for the interns and continues to do so virtually.

WHAT RECRUITERS LOOK FOR

The best way to prepare for internship interviews is by using the Carson Center's career services resources and practicing mock interviews, says panel moderator Sean Lynott, T-Mobile senior campus recruiter.

Other panelists suggested students have several examples of problem solving and technical skills, collaboration, teamwork, and successful leadership to share that can be customized to answer any question.

"We look for outgoing students who are willing to contribute, test themselves, and ask for help if needed," says Bennett. "Club leadership, technical skills such as JavaScript and SQL, and the ability to understand basic software development cycles and programming language will make you stand out."

T-Mobile hires about 70 percent of its interns. Companies interested in engaging in the Carson College Career Series may contact Sophia Gaither, associate director for employer connections and career outcomes, at sophia.gaither@wsu.edu. ■

CINTAS Corporation:

Helping Cougs Get Ready for the Workforce

By Sue McMurray



Before the COVID-19 pandemic, “thinking inside the box” was not a popular term in the business classroom. But as the months stretched on, that viewpoint changed as Carson Cougs had to prepare for virtual internship and job interviews within Zoom’s square platform.

The Carson Center career team worked with Cintas Corporation to offer students several career workshops including managing their online presence, résumé and job-offer negotiation tips, networking, and thriving as a black, indigenous, and person of color. The workshops are part of the center’s professional development series that gives students access to career advice from alumni and other industry professionals. Cintas also generously donated a large amount of personal protective equipment to the center.

Cintas, a company providing corporate identity products and industrial services to businesses, first engaged with the Carson career team in 2017 when Mark Carter invited the team to tour Cintas’s Puyallup location and meet with executive leadership. Carter is the current president and COO of Cintas’s first aid and safety division and was the unit’s vice president at the time of the tour. “We developed a mutually beneficial recruitment process,” says Sophia Gaither, Carson Center associate director for employer connections and career outcomes.

“Potential employer-partners like WSU, whose students see our Cintas culture in action, will bring tremendous awareness to our business partnership,” says Carter.

CORNERSTONES FOR SUCCESS IN THE VIRTUAL SPACE

In fall 2020, Cintas began teaching students how to successfully manage their online presence. An exclusive workshop with employees Ellie Hirsh ('18 Mktg.) and Jenny DeRusha ('18 Busi. Mgmt.) provided a foundation for consecutive workshops that prepared students for the workforce.

“Know your why,” the pair advised students, meaning take stock of personal values and career aspirations, such as where they want to work, salary, job stability, growth opportunities, and leadership. “When I was interviewing, it was important to me to know about growth opportunities for women within the company,” said Hirsh. “Know your non-negotiables before you interview.”

PRACTICE THE PITCH

Impressing recruiters starts with a “pitch,” a 90-second opportunity to talk about tangible skills and accomplishing personal goals. “Practice your pitch and *own* your Zoom square by looking directly at your camera when speaking. You can even put a sticky note over your square to keep from watching yourself, if that helps,” said DeRusha.

ESTABLISH A RELATIONSHIP

The pair recommended researching a company before interviewing and having a list of questions for the recruiter, such as “What do you like best about your job?” to build rapport. Company stock prices, acquisitions, or latest news are great talking points. “If you know someone in the company, reach out,” said Hirsh. “Ask them about the company culture and what the leadership and values are like.”

Cintas offers Cougs internships and full-time opportunities; over 25 have been hired in the last five years. “We recruit Cougs because of their great work ethic, ability to adapt to our culture, and desire to excel professionally and personally,” says Holly McDonough, Cintas recruiting strategy manager. “We have many WSU alumni leading our teams, and they are thriving—a direct reflection of the great foundation WSU has laid for them to be successful.”

Companies interested in engaging in the Carson Career Series may contact Sophia Gaither, associate director for employer connections and career outcomes, at sophia.gaither@wsu.edu. ■

Cannabis Use Both Helps and Hurts Entrepreneurial **Creativity**

By *Will Ferguson*



When entrepreneurs dream up ideas for new businesses, cannabis use might help, and hinder, their creativity, according to a new study in the *Journal of Business Venturing* by lead author Benjamin Warnick, assistant professor in the Carson College Department of Management, Information Systems, and Entrepreneurship.

The study finds cannabis-using entrepreneurs generate new business ideas such as a gravity-free virtual reality workout, that are more original, but less feasible, compared to those who do not use cannabis. The effect only surfaces for entrepreneurs who report relatively strong passion for exploring new business ideas. It is absent for cannabis-using entrepreneurs who have founded more than one business.

“Originality and feasibility are both crucial in entrepreneurship—one without the other limits potential value creation,” says Warnick.

For the study, Warnick led a team of WSU researchers including Alexander Kier, Carson College assistant professor of entrepreneurship, Carrie Cuttler, WSU assistant professor of psychology, and Emily LaFrance ('16 PhD).

FIRST OF ITS KIND STUDY EXAMINES CANNABIS INFLUENCE ON VENTURE CREATION

The 254 entrepreneurs participating in the study generated as many ideas for a new business as possible based on virtual reality technology. They also answered questions about the extent of their business experience, passion for entrepreneurship, and cannabis use patterns.

A panel of experts then rated the originality and feasibility of each entrepreneur's best idea.

The researchers separated the entrepreneurs into cannabis users and nonusers. The cannabis users reported using the drug an average of nearly 20 times in the past month.

The WSU scientists' work could ultimately help entrepreneurs and the business community determine how cannabis use may be beneficial or detrimental to venture creation.

“This is the first study we know of that looks at how any kind of drug use influences new business ideas,” says Warnick, “But there is still much to explore in this area.”

Warnick notes cognitive effects of chronic cannabis use have been shown to last for up to a month—including increased impulsivity and free-thinking tendencies.

Results of the study held whether or not the cannabis users reported being high at the time of the experiment, but the authors call for future research to consider how being high might influence entrepreneurs' creativity via a randomized experiment.

USERS AND NONUSERS CAN BENEFIT EACH OTHER'S CREATIVITY

While the study suggests the effects of cannabis use may have some benefits in the early brainstorming stages of the venture idea process, the researchers stress the importance of grounding creativity in reality to successfully launch a new company.

“Our results suggest nonusers' insights may benefit cannabis-using entrepreneurs in developing the feasibility of their ideas,” Kier says. “This may be especially true for cannabis users who get very excited about coming up with new ideas or don't have much experience founding new businesses, since others can provide a reality check on their ideas.”

As legalization of cannabis continues across the country and the drug's stigma fades, the researchers hope their work will help clarify the effects of cannabis not only in entrepreneurship but also in other areas of business. Pros and cons to using cannabis clearly deserve further investigation, Warnick says. ■

AUTOMATIC GRATUITIES LEAVE RESTAURANT PATRONS WITH A

By *Becky Kramer*

BAD TASTE



Restaurant customers don't like automatic tips, even when the meal and the service were excellent, research from Washington State University indicates.

"We thought if service quality was high, people wouldn't care if an automatic service charge was added to their bill," says Jeff Joireman, the study's coauthor, and professor and chair of the Department of Marketing and International Business at the Carson College of Business.

But whether customers had a good experience or bad one, they reacted negatively when their bill came with a mandatory tip, preventing them from leaving the gratuity themselves. Surprisingly, customers with the best dining

experiences expressed the most dissatisfaction with automatic gratuities.

The research was published in the *Journal of Services Marketing* and was based on four separate studies of US residents.

"People think nonvoluntary tipping systems are unpopular because customers can't punish servers for poor quality service," Joireman says. But when the service was high, "we found that customers were equally frustrated by nonvoluntary tipping—this time because they couldn't reward their servers."

In both service scenarios, customers said they were unlikely to patronize the restaurant in the future.



Nonvoluntary tipping systems take control away from the customer, says Ismail Karabas ('18 PhD), assistant professor of marketing at Murray State University and lead author of the research, which was part of his doctoral dissertation at WSU.

"Being able to reward the server makes customers feel good," Karabas says. "That's part of the restaurant experience."

When customers lose control of the tip, "their ability to show their gratitude has been blocked," he says. "They have fewer positive feelings about the restaurant experience, and they're less likely to eat there again."

AUTOMATIC GRATUITIES GROWING IN RESTAURANT INDUSTRY

North American customers spend about \$66 billion annually on tips at restaurants and other establishments. Although voluntary tipping is still standard practice, a growing number of restaurants are moving toward automatic gratuities, Karabas says.

For restaurant owners, the switch to automatic gratuities is often about fairness, he says. They want to divide tips between servers and the kitchen staff, rewarding the entire team and equalizing pay.

"The person who cooks your meal may be working harder than the server, but servers end up making quite a bit more money when you add in the tips," Karabas says. "That's led to turnover of kitchen staff, which is a concern in the restaurant industry."

While the intent of using automatic gratuities to equalize pay and retain employees is laudable, restaurant owners and managers should be aware of the drawbacks, he says.

"High-quality service does not compensate for the negative customer response to a nonvoluntary tipping system," Karabas says. "Managers may think 'We're fine as long as we provide good service,' but we found that's just not true."

EXPLORING OTHER WAYS TO REWARD GOOD SERVICE

Restaurants that switch to automatic tipping could explore other ways to help customers keep their sense of control, the researchers say.

"I would look for ways to give customers the feeling they are still the ones leaving the tip, even though it's added automatically," Karabas says. "It could be as simple as saying, 'You tipped your server 18 percent today. Thank you.'"

Restaurants could also encourage customers to reward their servers through other means, such as providing feedback on comment cards, voting for a server of the month, or even adding a separate line on the bill for an extra tip, the researchers say.

But restaurants should be careful about perceptions, according to Karabas. Some customers might react cynically to an extra line on their bill for an enhanced tip.

"You don't want customers to think you're being sneaky and trying to trick them into tipping twice," he says. ■

PhD Corner

Dear friends,

One of the best-kept secrets in higher education, though unintentional, can be the accessibility of a doctoral degree. A PhD in business administration at WSU doesn't saddle its students with a mountain of debt. In most cases, admitted students receive four-to-five years of tuition-free education. Students are paid a modest living stipend in return for working for the department as a teaching or research assistant. Nobody gets rich while earning a PhD in business, but they don't rack up student loan debt either.

Many bright applicants from other countries have already understood the value of this exchange. Accordingly, international students have always represented a strong component of our PhD program. Yet, I am surprised every year how few U.S. citizens apply for this opportunity. It could be that they simply don't want to enter academia because they perceive work in industry leading to a faster and more lucrative payoff. I suspect, however, that in many cases people with great PhD potential simply aren't aware of this affordable pathway to an advanced degree.

WSU and other universities are working hard to increase access to all members of society. But the word isn't getting out to some of those very same people that their academic journey needn't end with the bachelor's degree. Rather than money, the PhD investment is all about time. Those who are qualified and make it through half a decade of a somewhat frugal lifestyle reap the rewards for the next 30–40 years of six-figure salaries, great benefits, remarkable flexibility in work hours, and the opportunity to create knowledge and share it with thousands of young people.

We are proud of this year's PhD graduates who are each about to begin their academic careers. Are any of you readers ready to follow suit and take the plunge? When I was 25, Robert Frost's words spoke to me and have certainly come to pass in my case: *Two roads diverged in a wood, and I—I took the one less traveled by, And that has made all the difference.* ■

Chuck Munson

Chuck Munson, PhD Program Director



Despite Pandemic Challenges, Doctoral Student **Oluseyi Elliott** Makes a Difference for Others

By Eric Hollenbeck Photo by WSU Photo Services



The first year of graduate school often comes with many changes. Typically, it includes moving hundreds, if not thousands, of miles away from home, making new friends, and settling into a new environment. But, as many have experienced, the past year and a half has been anything but typical—something second-year doctoral student Oluseyi Elliott found out when he first moved to Pullman.

Despite the challenges of starting a PhD program in the midst of a pandemic, Elliott remains determined to engage in the WSU graduate community through leadership and service to others.

This fall, Elliott started his first term as a WSU Graduate and Professional Student Association (GPSA) senator. He aims to advocate for graduate students and be a steward of the Carson College and the management, information systems, and entrepreneurship program.

“I love meeting and talking with students from all around the world and want to use my position as a GPSA senator to connect with other graduate students and welcome them into the community,” he says.

For anyone who’s met Elliott, it’s no surprise how eager he is to be involved in the WSU community as a whole. While at the University of Illinois Springfield (UIS), where he earned his master’s degree in information systems (IS), he was an international student senator in the UIS Student Government Association, treasurer and live group leader with the University Bible Fellowship, and a member of the African Student Association and the Christian Student Fellowship.

WSU’S PERSONAL TOUCH AND RESEARCH REPUTATION THE RIGHT FIT

A self-described “people person,” Elliott admits he’s felt overwhelmed at times during the past year, mostly because he has not been able to interact with his professors and peers face-to-face, something he craves. Still, even with the challenges of working remotely, he says he had professors go above and beyond to provide guidance and motivation along the way.

“My first year in the program was a bit of a challenge,” says Elliott, “but I received valuable advice from professors Robert Crossler and Richard Johnson, which helped me ease some of my feelings of worry.”

It’s that kind of personal touch that reaffirms he made the right choice in pursuing his doctorate at WSU and drives his commitment to doing whatever he can to make others feel welcomed.

As he looks toward his future in the program, Elliott says WSU is the best fit for him because research published by Carson College faculty aligns with both his academic and career aspirations. “I love information systems, and I love people,” he says. “I’m drawn to the management side of IS because it’s about working with others to find solutions.”

“My dream is to one day become a thought leader in my field and perhaps return to my home country of Nigeria and use what I have learned to make the world a better place,” he says. ■

A portrait of Aaron Wheeler, a man with a beard and mustache, wearing a maroon flat cap and a maroon leather jacket over a maroon shirt. He is looking directly at the camera with a slight smile. The background is a blurred outdoor setting.

Aaron Wheeler



The most rewarding thing about being a Cougar ambassador has been sharing my stories and experiences.

Alumnus

AARON WHEELER

Finds Passion for Teaching and Giving Back to the Carson College Community

By **Mia Gleason** • Photo courtesy of **Aaron Wheeler**

When Aaron Wheeler ('20 EMBA) made the decision to pursue a graduate degree, he took into consideration his passion for teaching and leadership. After considering his options, the influence of his wife and his mentor ultimately led him to pursue his executive master's in business administration (EMBA) online from Washington State University.

"I wanted to be a good leader and knew I had the natural talent, but I didn't have the formal training," Wheeler says. "The WSU program was perfect for that and spoke to me about what I wanted to do."

"It's hard to describe, but when you teach someone something, whether it's how to get on a Zoom call or change out backups on large systems with my team at work, you can see a difference in their eyes when they actually learn something from you," Wheeler says. "That to me is more rewarding than anything else. Teaching someone something new and seeing that light of understanding go off in their eyes is amazing. It is a space I am very interested in."

Wheeler really enjoyed the executive option because the leadership components challenged him to think more critically; it also allowed him to connect with program faculty members about his future goals of teaching one day. He attributes part of his academic success to the program's flexible, online format.

"The college has given me an opportunity to do something I didn't ever think I would be able to do," Wheeler says. "There is a camaraderie between faculty and classmates. When you

are a Cougar, you are a Cougar for life. I wanted to be a part of that."

Wheeler also has developed strong ties to the EMBA program and the WSU community. He says his growing affinity as a Cougar led him to give back to WSU.


AN AMBASSADOR FOR COUGS

As a stand-out student, Wheeler was approached by one of the EMBA program faculty about his interests in teaching. That exercise propelled Wheeler forward into wanting to teach others about his experiences in the program, as well as what they could be doing in their futures. He became a Cougar ambassador to speak to students about his career and how life changing the EMBA program has been for him.

"The most rewarding thing about being a Cougar ambassador has been sharing my stories and experiences. Having someone out there feel the same way that I did drives me forward," Wheeler says. "The idea that I can be an inspiration and a resource through my testimonial is super cool."

Giving back to the EMBA program is something Wheeler talks about freely to those he believes could learn from his experiences.

"I believe in this program, and it's really a calling for me to give back in this way," Wheeler says. "I believe in business and the free market, but the pursuit of profit has never been my end goal. While my immediate job track will keep me on track to be a chief operating officer for a nonprofit, I know the best thing I can do is pass my experiences along to future generations." ■



Alumna Jola Barnett ('08, '12) is the regional vice president of operations at Skagit Regional Health in Arlington and Mount Vernon, Washington, and a section instructor in the WSU Online MBA program.

Online MBA Alumna
JOLA BARNETT
Gives Back through Teaching
and Mentorship

By **Mia Gleason** • Photos courtesy of **Jola Barnett**

Jola Barnett, a Carson College alumna who earned her degree online through WSU's Global Campus, says the first time she stepped foot on the Pullman campus was at her graduation in 2008 when receiving her bachelor's in business administration.

"I felt the overwhelming pride of being a Coug in that moment," Barnett says. "As I sat with other traditional campus graduates in the ceremony, I felt connected and proud that I chose WSU."

Barnett says she later met then President Elson S. Floyd who asked her about her online experience and what more could be done to enhance the experience for future students. He mentioned the opening of the MBA program in Spokane and how he'd like to make an online MBA program available as well.

"He asked if any of us would be interested in pursuing the online MBA and, at the time, I really didn't give it much thought," Barnett says. "However, that intimate conversation was the spark for my future enrollment."

In the summer of 2010, Barnett saw an ad for the online MBA program in an alumni magazine and applied for admission as soon as she could; she didn't even look at other universities.

SELECTING A TOP-RANKED ONLINE PROGRAM

Because the WSU online MBA format is designed to accommodate working professionals, Barnett felt the transition to

the program while being a full-time working mother would be feasible.

"My undergraduate experience felt like a world-class education, and I had no reason to think the online MBA would be any different," Barnett says. "The semesters were structured in a way that I could balance my high-paced professional career, my family, and my advanced degree simultaneously. My education was no different than those who were in a traditional classroom, and it may have even been a little more challenging."

MAKING THE TRANSITION FROM LEARNER TO LEADER IN THE ONLINE MBA SPACE

Barnett loved her experience as a graduate student in WSU's online MBA program and her involvement in the ASWSU online senate. Along with other senators, she attended regional conferences and recruitment activities with WSU leaders like Cheryl Oliver, associate dean for professional programs.

"Cheryl was instrumental in developing and enhancing the online program," Barnett says. "I felt personally connected to the program and was proud to be part of its growth while also being able to develop relationships with Carson College of Business leaders."

Barnett's involvement and passion for the Carson College did not go unnoticed. A few months after she graduated, one of her professors contacted her and asked if she would be interested in helping as a section instructor in a strategy audit class.

"I was flattered by his compliments of my work and engaged learning and accepted the position without hesitation," Barnett says. "The section instructor assignment led to other references. Before long, I was a section instructor for a handful of my former professors."

BARNETT'S EXPERIENCE AND EMPATHY HELP STUDENTS DEVELOP HIGHER SKILLS

As a long-term section instructor, Barnett knows how important it is to understand and support students who are working professionals.

"I have firsthand knowledge of the courses and have been in their shoes," Barnett says. "I can relate to their experiences, and I share their passion for higher education and advancing their careers."

Barnett challenges students to be highly engaged in the learning environment and to exceed expectations. If their work does not meet her expectations, she tries to provide meaningful feedback to help them develop higher skills and knowledge. She ties her personal experiences in executive leadership and examples of real decision-making scenarios or projects she faces every day directly to the course content.

"Knowing I have made a difference or had some positive influence on students is tremendously fulfilling for me both personally and professionally," Barnett says. "I see myself as a mentor for the students in my classes, and it is my role to help them be successful." ■



Jola and Megan Barnett tailgating with the late President Elson S. Floyd during Apple Cup 2013.

MBA VETERANS

Explore Military Characteristics and Workforce of the Future

By **Matt Beer**

The Carson College's mission is rooted in generating insight through the power of community, and the Carson MBA Veterans program embraced that charge this year by hosting its second annual Military All Call event. Over 70 military-affiliated students, alumni, industry experts, and community partners gathered virtually to explore the value of veterans in the workforce of the future.

Michael McDermott, CEO of Arcadia Group, delivered a brief keynote on accelerating trends in talent management. His insights stem from 30 years of senior executive experience and over a decade of providing strategic development services to a myriad of private and public partners including the White House and the Bush Institute. He emphasized that as machine-human integration increases, specific human characteristics will trump common skills or experience. Veterans in particular possess the resilience, growth mindsets, and commitment to lifelong learning that can impact a company's long-term success, he said. "These

are the traits I want in my organization," said McDermott, "because that's the person who's going to be able to navigate this dynamic environment—someone you can build a culture around."

INDUSTRY PANEL OFFERS INSIGHTS ON EMERGING WORK TRENDS

Participants also learned about the challenges and opportunities of pivoting from military service to civilian careers. According to the Department of Veteran Affairs, some 200,000 military members are discharged from service each year. Boeing talent strategist Kristin Saboe led an industry panel discussing emerging work trends for these veterans such as technology integration, increased teaming, and project-based work. Panelists included Tom Downs, diversity and military talent manager for Booz Allen Hamilton, an information technology consulting company, and Alan Echtenkamp, founder of Slingshot Leadership, a consulting company that builds leaders and teams.



VETERANS WAY

Photo courtesy of WSU Photo Services

In addition to building networks and expanding their professional toolbox, Echtenkamp encouraged veterans to do a deep self-assessment to avoid undervaluing their worth. "This was very insightful and really reinforced my value to future employers," said James Charapich ('20 EMBA), a current naval officer.

LEADING SERVICE ORGANIZATIONS OFFER POWERFUL RESOURCES FOR VETERANS

Daniel Rau, CEO of Veterati, one of the nation's biggest mentoring services for veterans and spouses, highlighted recent efforts and encouraged WSU to continue its work with student veterans. Ann Meree Craig, CEO of the Commit Foundation, described her organization's high touch, high impact work to help top performing service members find personal and professional purpose after military service. Kandi Tillman, founder of 50strong, affirmed her recent partnership with the Carson College to offer weekly connections between military-affiliated students and veteran-ready employers. "The Carson College of Business is giving us such a wonderful example of university-driven workforce thought leadership for the military community," said Tillman. "Thank you for your amazing advocacy!"

WSU MBA HELPS VETERANS BUILD A BETTER FUTURE

The Carson College's 100 percent online MBA programs are well-suited for many veterans and active-duty members who want to build upon the skills and character traits they've developed through their military service. The Carson MBA Veterans program is an important part of that academic journey, helping military-affiliated students understand their value and enhancing their professional development toward a better future. To learn more about the work of Carson MBA Veterans, contact Matt Beer, military and veteran affairs manager, at matthew.beer@wsu.edu. ■



Naval officer James Charapich (EMBA '20) found the evening very insightful and "it reinforced my value to future employers."

Photo courtesy of James Charapich



Keynote speaker Michael McDermott says veterans possess traits upon which companies can develop positive culture and long-term success.

Photo courtesy of the Bush Institute



KOUROSH AMIRKHANI

ACCOUNTING

BS, Razi University • MS, Tarbiat Modares University

DISSERTATION:

The Implications of Goodwill Accounting Methods, Corporate Social Responsibility, and Taxes for the Cost of Debt

MAJOR ADVISOR:

Jeffrey Gramlich

PLACEMENT:

San Jose State University



ZHUOLI AXELTON

ACCOUNTING

BS, Boise State University • MBA, Boise State University

DISSERTATION:

An Investigation of Tax Risk Disclosures and Estimation Uncertainty in Securities and Exchange Commission Annual Reports

MAJOR ADVISOR:

Jeffrey Gramlich

PLACEMENT:

University of Wisconsin-Green Bay



SHENG BI

MARKETING

BS, Shandong University • MS, Renmin University of China

DISSERTATION:

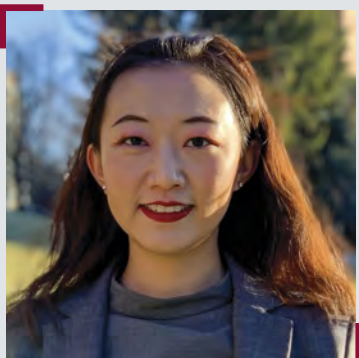
Time is Important! The Effect of Temporal Landmarks on Perception, Attention, and Motivation

MAJOR ADVISOR:

Andrew Perkins

PLACEMENT:

Beijing Institute of Technology



JINGJING CHEN

FINANCE

BA, Zhongnan University of Economics and Law • MSc, Cardiff University

DISSERTATION:

Information Transmission and Investor Reactions: Essays on Empirical Asset Pricing

MAJOR ADVISOR:

George Jiang

PLACEMENT:

Northeastern University



HENGXUAN (OSCAR) CHI

HOSPITALITY BUSINESS MANAGEMENT

BA, Tianjin Normal University • BA, Washington State University
MAcc, Washington State University

DISSERTATION:

Artificially Intelligent Social Robots in Service Delivery

MAJOR ADVISORS:

Christina Chi and Dogan Gursoy

PLACEMENT:

University of Florida



NATALIE LIBERMAN

MANAGEMENT

BS, California State University-Long Beach
MBA, California State University-Dominguez Hills

DISSERTATION:

An Examination of Employee Reintegration in the Aftermath of Workplace Wrongdoing

MAJOR ADVISOR:

Ken Butterfield

PLACEMENT:

Indiana University-Bloomington



YOONSOO NAM

FINANCE

BS, University of Oregon • MA, University of Montana

DISSERTATION:

Essays on Corporate Financing Decisions

MAJOR ADVISOR:

Douglas (DJ) Fairhurst

PLACEMENT:

Gonzaga University



ALEX PAPARAS

OPERATIONS AND MANAGEMENT SCIENCE

BS, National and Kapodistrian University of Athens
MS, Washington State University
MS, Athens University of Economics and Business

DISSERTATION:

Data Analytics Methodologies for Business Principles

MAJOR ADVISOR:

Stergios B. Fotopoulos

PLACEMENT:

Eastern Washington University

CARSON COLLEGE OF BUSINESS

OUTSTANDING FACULTY RESEARCH



Andrew Perkins,
Department of Marketing and International Business, published six research journal articles in 2020, including articles in top-ranked publications, and authored a book chapter. He also supports doctoral students in their research, helping them get published in high-quality journals and recruited as conference speakers. Perkins spent extra time checking in with doctoral students to provide support during the pandemic.

OUTSTANDING STAFF-FACULTY ENGAGEMENT



Courtney Anne Jackson,
Department of Marketing and International Business/Carson Center for Student Success, is dedicated to helping students gain global experiences through study abroad. With programs canceled during the pandemic, Jackson was plunged into crisis management mode. She worked tirelessly with faculty to help students develop alternative plans to meet the college's international experience requirement and stay on course to graduate.

OUTSTANDING FACULTY SERVICE



Mike McNamara,
Department of Finance and Management Science, spent six years on the college's Undergraduate Program Policy Committee, including three years as chair. Under his leadership, the committee passed The Next Carson Coug initiative, a revision of the college's undergraduate program.

During the pandemic, McNamara also worked on changes to grading policies and college admission standards in his role as chair. He is also a member of the WSU's Investment Review and Oversight Advisory Committee, providing service to employees in the University's retirement system.

OUTSTANDING STAFF-COLLEGE ENGAGEMENT



Lisa Hunter,
School of Hospitality Business Management, coordinates the dual degree program with the college's Swiss partner, César Ritz Colleges Switzerland, ensuring student enrollment, graduation, and class schedules fit both programs. She's also part of the WSU Everett academic advising team. Hunter

is resourceful and entrepreneurial—a frequent go-to for faculty and staff in figuring out schedules across campuses.

OUTSTANDING FACULTY TEACHING



The teaching excellence of **Chadwick Miller,** Department of Marketing and International Business, extends to Zoom and online formats. His classes include high levels of student participation, and he's available outside of class to answer questions. Students say Miller gets to know them and makes the class content relevant to their professional goals.

ANNUAL AWARDS

OUTSTANDING STAFF-STUDENT ENGAGEMENT



Marla Meyer,

Department of Accounting, works with accounting students to prepare them for the job market. She helps them understand the recruiting process and professional expectations for networking, résumé writing, internships, and job interviews. At her own initiative, Meyer has expanded her work in

recruiting. This includes encouraging prospective employers to recruit at WSU and raising awareness of the college's accounting program at Washington high schools, with the goal of recruiting students from underrepresented groups.

OUTSTANDING DOCTORAL STUDENT TEACHING



Students appreciate **Jingjing Chen,**

Department of Finance and Management Science, for her ability to connect business theory and technical skills to real world applications in accounting and finance. During the pandemic, she transitioned a financial modeling class from a lab environment to an online

setting, earning high marks from students for the format. Chen also makes time for individual students and is deeply invested in their success, colleagues said.

OUTSTANDING DOCTORAL STUDENT TEACHING ASSISTANT



Gurdeep Singh (GS) Raina,

Department of Management, Information Systems, and Entrepreneurship, is a valued teaching assistant, working with faculty members on a diverse array of classes. He's a "coteacher" who can take charge when needed, and he's comfortable with projects that

require a variety of teaching styles. Students give him high marks for the thorough and thoughtful feedback he provides on their work.

OUTSTANDING DOCTORAL STUDENT RESEARCH



Hengxuan (Oscar) Chi,

School of Hospitality Business Management, has published 15 research articles, making him the most productive doctoral student for research in the School of Hospitality Business Management. His prolific track record mirrors that of an assistant professor getting ready for tenure and promotion. Because

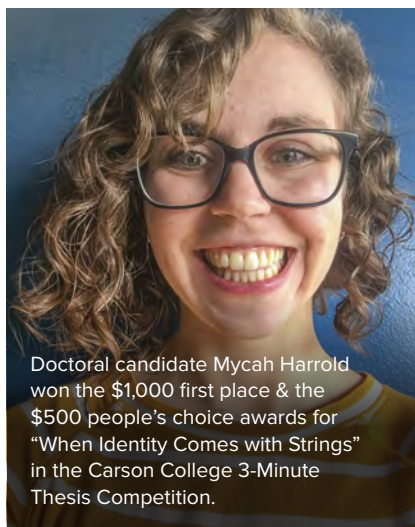
of his strong publication record, Chi has accepted an assistant professor position at the University of Florida.



Jenny Kim (far right) earned the Terry Umbreit Distinguished Professorship in Hospitality Business Management to develop SHBM curriculum and advance its mission.



Byron Marlowe earned the Don Smith Distinguished Professorship recognizing outstanding teaching, mentorship, and industry accomplishments.



Doctoral candidate Mycah Harrold won the \$1,000 first place & the \$500 people's choice awards for "When Identity Comes with Strings" in the Carson College 3-Minute Thesis Competition.



Robert Crossler earned a Fulbright Scholar Teaching Grant and the Philip L. Kays Distinguished Professorship in Management Information Systems to expand technological training and exposure to current industry trends and conditions.



Christina Chi was named a fellow by the International Association for China Tourism Studies (IACTS) for her research and scholarship on Chinese tourism.



A generous gift by alumni Tom ('69) and Linda Nihoul ('71) established the Tom and Linda Nihoul Bloomberg Financial Laboratory in the Carson College.



The School of Hospitality Business Management established a new senior living management major.



Arvin Sahaym earned the Huber Dean's Fellowship in Entrepreneurship recognizing research and teaching contributions in the fields of strategy, entrepreneurship, and innovation management.

**Note: some photos taken before the pandemic*



CARSON COLLEGE OF BUSINESS **CALENDAR OF EVENTS** **2021–2022**

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

CREATING PATHWAYS TO EXCELLENCE



45 LEARN ABOUT THE NEXT CARSON COUG'S PROGRESS
AND WHY DONORS SUPPORT THIS PROGRAM

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THE CARSON EDGE PROGRAM IMPACTS ACROSS WSU CAMPUSES



55 NEW ACCOUNTING AND MULTICULTURAL SCHOLARSHIPS
SUPPORT CARSON COUGS

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VALUABLE CORPORATE ENGAGEMENT



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PROFESSORSHIPS AND CHAIRS

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ON WSU'S LASTING INFLUENCE ON THEIR LIVES AND CAREERS



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71 WAYS TO ENGAGE WITH THE CARSON COLLEGE



Photo courtesy of **Matt Larson**

Matt Larson

INCOMING CHAIR | NATIONAL BOARD OF ADVISORS

Welcome **Matt Larson** ('97 Crim. Jus. & Poli. Sci.), a business lawyer whose expertise in mergers and acquisitions, corporate finance, and general corporate matters benefits companies and individuals throughout the Pacific Northwest. He serves as general outside counsel to many of his clients and their portfolio companies and frequently speaks on mergers and acquisitions and Oregon corporate law. He has served on the college's National Board of Advisors as well as on Oregon civic and legal committees and advisory boards. Larson also previously taught business law at WSU Vancouver as an adjunct faculty member.

THE NEXT Carson Cougar

The Carson College of Business is proud to report the successes of **The Next Carson Cougar** (TNCC) undergraduate program made possible by those who share our vision to offer students the best business education in the Pacific Northwest.

The Carson EDGE (Expanding Diverse Group Experiences) program supporting first-generation business students, has grown by nearly 50% since launching.

Financial support, such as **Carson Career Amplifier** scholarships, is key to our students' success. The Career Amplifier is a TNCC program focusing on student retention and career readiness.

On the following pages, Jack and Molly Thompson, Jon and Tammy Hossfeld, and Molly Philopant share their personal perspectives on what motivates them to support TNCC.

To learn how you can get involved in TNCC, please contact ccb.development@wsu.edu.

2020–21 IMPACTS

TNCC ENGAGEMENT

1,833 ACTIVITIES OFFERED
ACROSS CAMPUSES

2,663 PARTICIPANTS

SPECIALIZED CURRICULUM: experiential learning, innovation, data visualization, data-informed decision-making, teamwork, ethics

Since its 2019 launch,
1,862 students engaged.

CARSON EDGE STUDENTS

3.42 GPA

VS NON-EDGE STUDENTS: 2.92 GPA

Carson EDGE coming to
WSU Vancouver **fall 2022**

22 New students

CARSON CAREER AMPLIFIER SCHOLARSHIPS



“

After moving back home, the Amplifier Program helped me stay connected to online events as a Carson Cougar and engaged in a variety of different business topics.

Emiliano De La Rosa,
entrepreneurship



“

Without the Amplifier Program scholarship, my transfer to WSU would have been so much harder, and I would have lost a lot of crucial career planning experiences.

Ashlyn Cheuvront,
marketing and
international business



Friendships and Faith in Leadership Drive Inspiration for Giving Back

By **Sue McMurray** Photo courtesy of **Jack and Molly Thompson**

Forty-four years ago, Jack Thompson ('84 Busi. Admin.) met Molly Katica ('79 Accounting) in a WSU statistics class in the Carson College of Business. The WSU quarterback, nicknamed “the Throwin’ Samoan,” and the athletic, hard-working accounting major hit it off and became partners for life. After Jack’s retirement from the NFL, the couple settled in Seattle and together began supporting WSU and Carson College initiatives, including The Next Carson Cougar.

Q&A

As alumni, what are your motivations to support programs and stay engaged with WSU and the Carson College of Business?

We have a vested interest in supporting WSU because of our tie to WSU Athletics and the wonderful friendships we have across the Cougar network. We are motivated to support the Carson College because of our appreciation of the great leadership we've observed. Nancy Swanger's vision and mentorship not only led to the betterment of WSU hospitality programs but also to the senior living industry that hires highly skilled WSU business graduates. Dean Chip Hunter is leading the college in developing academic programs that will set the college apart from competitive markets. We are behind Chip all the way in his vision to position the college as the best business school in the Pacific Northwest.

What inspires you about the college's Next Carson Cougar (TNCC) undergraduate initiative?

Knowing that the college is pumping out students who will be prepared with skills employers want is inspiring. We've always admired the social skills of hospitality graduates and thought they should be taught across the entire business program along with technical skills—TNCC is doing that. TNCC is a pipeline to CougsFirst! (a business network Jack and five other WSU alumni founded to encourage WSU alumni and friends to utilize Cougar owned and managed businesses) and other businesses looking to hire Cougs. And activities are built into the curriculum so students who are more introverted learn how to network and work on teams.

How does TNCC help the college achieve the goal of becoming the business school of choice in the Pacific Northwest?

The skills of TNCC graduates will set them apart. The participation of successful WSU graduates willing to give back will be critical to help the college reach the goal of becoming the first choice for business education in the Pacific Northwest. There are so many people who love being back on campus—the WSU alumni base would love to be asked to become mentors. During a CougsFirst! board meeting, nine people jumped at the chance to get involved when introduced to TNCC. Once people learn more about TNCC and their mentees, the program is only going to grow.

What advice would you give to other Cougs and alumni who are thinking about supporting TNCC?

There are a lot of different ways you can give as alumni. Being a mentor is a powerful way to give back. We all love our own special WSU experiences and love to see WSU win, whether that be through athletics or academics. Supporting TNCC is how we can make that happen.

What are your best memories about your engagement with the Carson College?

One of the biggest takeaways is the friendships we've made over the years, the core originating from the Carson College, especially the hospitality program. We need people like Chris Marker and Jerry Jaeger, great hospitality graduates who were both smart in business and socially, to come back and consider mentoring TNCC students. We both had great educations and good experiences with professors. More recently, events like the hospitality school's Hall of Fame banquet show us amazing, poised TNCC students in action.

What do you value most about your business degrees?

I (Molly) studied accounting and was able to get a job right out of college, and my business training helped me start my own company later. For me (Jack), besides my business skills, it's the key friendships I've made throughout the years. My ability to network and build lasting relationships has helped me grow my businesses. I'm a proud graduate of the Carson College of Business, and it's an honor to know Scott and Linda Carson. They've done so much for WSU.

What does WSU mean to you?

WSU means everything to me (Jack). We were so fortunate to have the professors we had. My accounting professor, Jan McEldowney, tutored me at her home during my senior year when I was missing school for NFL scouting. Only in Pullman would this happen! I (Molly) visited a best friend in Pullman and realized this was the college experience I wanted. I transferred to WSU as a junior, and I'm just so happy I did. WSU truly feels like home to Jack and me. In addition to the great education we received, we came away with lifelong friends who are exceptional people who also love WSU as much as we do! ■

Cougs Looking out for Cougs

By **Sue McMurray**

Photo courtesy of
Tammy and Jon Hossfeld



Q&A

Tammy ('96 Busi. Admin.) and Jon Hossfeld ('91 Poli. Sci.) have generously supported the creation of The Next Carson Cougar program and its implementation through donorship and Tammy's service as chair of the Carson College's National Board of Advisors. Together, they explain what motivates them to give back to WSU.

Since you are graduates of different WSU colleges, what motivates you as a couple to support The Next Carson Cougar (TNCC) undergraduate program, and how does TNCC align with your passions?

The Next Carson Cougar is such a different approach to a traditional curriculum and will benefit our students as they move forward toward their careers. No matter which college you attended within WSU, Cougs just want Cougs to succeed! Hopefully the success of this program is something that other colleges within the University are able to emulate.

What do you both want other Cougs to know about TNCC—what makes it unique?

The beauty of TNCC is that its genesis came entirely from the vast knowledge of our National Board of Advisors. Everyone assumes that all graduates, regardless of the university they attended, will know the basics of the business world, but what can truly set a graduate apart are the necessary soft skills such as the ability to cross collaborate, manage projects, and think analytically, among others.

What are the top skills you think undergrads need to enter the business world?

In today's world, it's important for undergrads to have the ability to work cross functionally and be adaptable. Strong interpersonal skills can oftentimes get you further than technical skills.

What successes would you like to see as a result of supporting TNCC?

As we continue to strive to be the business school of choice in the Northwest, it's important the quality of our graduates is even better under the new curriculum. One positive

effect from the pandemic has been the increased number of companies now virtually recruiting at WSU. The ultimate hope is that all of our students will have strong career options as they graduate.

What would your call to action be to other WSU and Carson College alumni in regard to supporting TNCC?

We encourage all alumni to learn more about TNCC and how it approaches undergraduate work in a unique way. The hard work the Carson College put into the development and execution of this new curriculum is commendable. While financial contributions to support TNCC are important, it's also vital to have alumni willing to volunteer time to work with the students through mentoring, mock interviews, or other professional development experiences.

Tell me about your best memory or experience with the Carson College.

We are not sure it could be narrowed down to one specific memory. It's always wonderful to be engaged in events that involve the students so that we can see first-hand their enthusiasm and desire to better themselves as they advance toward receiving their degrees.

What do you value most about your own WSU education—how has it contributed to your careers and life success?

We both treasure the time we had in Pullman. We feel we received quality educations, and more importantly, have been blessed with an amazing network of Cougar alumni. Whether it is a friend or a stranger, Cougs always look out for Cougs—and this is especially true within the business community. That desire to give back to WSU was fostered during our college years and subsequent careers. ■

WSU: A Common Thread for Love, Success, and **GIVING BACK**

By *Sue McMurray* • Photo courtesy of *Molly Philopant*



Jim ('73 Busi. Admin.) and Molly Malone ('76 Accounting) Philopant met at WSU. Molly says WSU was the common thread between finding her life partner, experiencing a fulfilling career, and some of the most memorable years of her life. They began supporting WSU with small donations to the Alumni Association in the late '70s/early '80s and expanded over time to support a number of WSU priorities. Though Jim lost his battle with cancer at the young age of 55, Molly continues their legacy of supporting WSU, including The Next Carson Coug (TNCC).

Q&A

You've been a loyal supporter of WSU and the Carson College for several years. What motivates you to support University and Carson College programs?

I grew up learning it was important to share your time, talents, and treasure with others. Motivation changes over time from an expectation to a conscious decision to help those less fortunate in hopes of improving their lives and the ensuing joy it brings the donor. Jim was, and I continue to be, proud WSU graduates. Although he was a quiet person, Jim earned the respect of many in the accounting profession and Spokane business and civic communities; I knew they would want to remember him after his death in 2005. One of the ways my daughter and I chose to honor him was establishing the James W. Philopant CPA Memorial Endowed Scholarship for accounting students. The recipient must demonstrate a passion for the accounting profession, high moral and professional standards, and a commitment to community through volunteer service. The recipient is also urged to give back to WSU after graduating. TNCC assists students in developing these attributes. After listening to a presentation about TNCC in 2018, I was asked to consider an investment in this innovative change for the Carson College of Business. I did not hesitate to say yes to this opportunity and made a five-year commitment.

What aspects about TNCC appeal to you the most?

I was excited to learn TNCC students declare their major at the end of the freshman year after completing a required class. I think this earlier exposure to the business program will help students assess whether a business degree is right for them. Also, emphasis on soft skills development caught my attention. The modules for sophomores covering collaboration, leadership, critical thinking, spreadsheets, data visualization, etc. should serve TNCC's purpose to have job-ready graduates. What a wonderful opportunity to learn these soft skills as a sophomore and then have two years to perfect them. Personally, while I had a very fulfilling career, I did not attain the ultimate goal I set for myself my freshman year—becoming a partner in a CPA firm. Looking back, I know I lacked some of the soft skills TNCC students will develop.

One of the TNCC reforms is to reduce class sizes. Why do you think faculty-to-student ratios are important?

I think reduced class sizes and faculty-to-student ratios are one of the most significant changes of TNCC. This change reduces lecturing and increases the opportunity for learning through activities and hands-on experiences, and hopefully results in higher knowledge retention. The improved learning environment provides students with a better opportunity to interact with their instructors as well as with each other.

In what ways do you think TNCC does a great job of preparing students for the future?

As a result of working in a small CPA firm over the summers during my college years, I know firsthand the benefit of applying the technical skills in a real-life setting. The Carson College goes above and beyond providing students with the technical skills needed for their specific business areas. TNCC fills the gap between mastering technical skills and producing career-ready graduates by also requiring soft skills such as teamwork, communication, work ethic, and professionalism. Graduates will be able to adapt with the needs of their future employers and thereby succeed in their chosen careers.

How do you think TNCC will grow the Carson College's reputation and attract students?

Hiring a new employee represents an investment by the employer and the expectation of a return for the shareholders or owners. I think TNCC will result in well-prepared graduates who will have a higher probability for success with their employer. The employer will remember this success and look to the college for future hires. The college's consistent placement of graduates with high-caliber employers is a key factor for successful student recruitment.

How has your business degree added value to your career and life?

I entered WSU in the fall of 1972 knowing I wanted to become a CPA. The required classes prepared me to successfully pass the national CPA exam. My degree helped me land my first job and begin a career in Spokane, which included 10 years in public accounting and 25 years in accounting and financial management positions with nonprofit organizations. I feel very fortunate to have had an enjoyable career that also challenged me and provided opportunities for continued growth. During my career, I met a number of people who are now long-time friends. ■

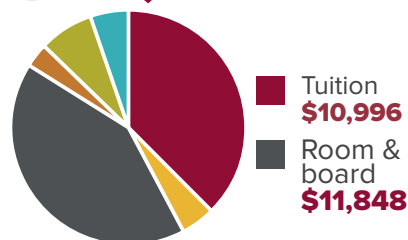
2020–2021 STUDENT IMPACTS

The collective generosity of alumni and friends reduces financial barriers for many students, allowing them to shape their Carson College experience to fit their goals.

2021–2022 ANNUAL COST OF EDUCATION AT WSU

*Undergraduate Washington Resident
(estimated year total)*

TOTAL COST
\$28,756



- Books **\$960**
- Miscellaneous living expenses **\$2,108**
- Transportation **\$1,434**
- Mandatory fees **\$1,410**



CARSON COLLEGE OF BUSINESS SCHOLARSHIPS

227
STUDENTS
RECEIVING
SCHOLARSHIP
SUPPORT

373
SCHOLARSHIPS
AWARDED

Total does not include study abroad awards.

4,936
BUSINESS
STUDENTS

PULLMAN **3,336**
VANCOUVER **606**
TRI-CITIES **147**
EVERETT **18**
GLOBAL/ONLINE **829**

FIRST-TIME FRESHMEN: **681**
TRANSFER STUDENTS: **420**
FIRST-GENERATION
STUDENTS: **1,528 (31%)**

442
BUSINESS MINORS

PULLMAN **294**
VANCOUVER **31**
TRI-CITIES **11**
EVERETT **12**
GLOBAL/ONLINE **94**

CARSON EDGE SERVING FIRST-

ENGAGEMENT/FALL 2020-21

32%
3.9 OR
HIGHER GPA

91%
3.00 GPA

91%
RETAINED
YEAR 1 TO
YEAR 2

100%
IN GOOD
ACADEMIC
STANDING

100%
COMPLETED
PROGRAM
REQUIREMENTS

For more information, please contact ccb.development@wsu.edu.

ACROSS **WSU** CAMPUSES



1,413

DEGREES CONFERRED

BACHELOR'S **1,145**

MASTER'S **253**

DOCTORAL **15**



79%

UNDERGRADUATE JOB PLACEMENT RATE

(data reflects summer 2019,
fall 2019, spring 2020)



OF JOBS TAKEN, **93%** ARE FULL-TIME WITH A MEDIAN SALARY OF

\$50,000

(data reflects rates collected
up to six months after graduation)

GENERATION BUSINESS STUDENTS

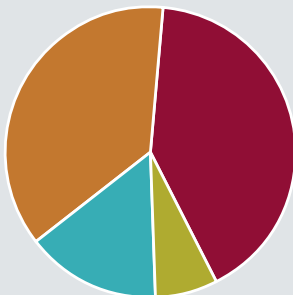
ENROLLMENT

47%

ENROLLMENT INCREASE
2018–2021

22

NEW STUDENTS



2020–21 COHORT

7% Black/African American

15% Asian American/
Pacific Islander

37% White

41% Latino

PERFORMANCE OUTCOMES

SERVING **41** STUDENTS

3.42

AV. GPA

57%

ARE PEER MENTORS

100%

GRADUATE ON TIME

“I’m so grateful.”

Scholarships Help Paris Kemmer Make the Most of Her WSU Experience

By *Becky Kramer*

Photo courtesy of *Paris Kemmer*



By the time she graduated from Puyallup High School, Paris Kemmer had earned nearly a year’s worth of college credits through advanced placement classes.

College academics didn’t intimidate Kemmer, who is among the first of the women in her family to pursue a four-year degree. But paying for college was up to her, and at first, the financial commitment seemed daunting.

During her freshman year at WSU, Kemmer received two scholarships. Knowing that alumni and friends of the Carson College of Business were investing in her education was a tremendous feeling, she says.

“I realized I wasn’t alone in my struggles with the financial side of college,” says Kemmer, who will graduate in May 2022 with a double major in marketing and management, and career ambitions of working for a Fortune 500 company. “There were people willing to support students like me and recognize our efforts and hard work.”

OPPORTUNITIES FOLLOW SCHOLARSHIPS

Without four years of scholarship support, Kemmer says she would have worked extra jobs and tried to graduate after her junior year.

“I wouldn’t have added a second major in management,” Kemmer says, “or a certificate in behavioral business research.”

And she wouldn’t have become a Boeing Scholar—a highlight of her WSU experience. Kemmer will spend her senior year working on a Boeing-sponsored research project with a team of business, engineering, science, and communication students.

“It’s an incredible opportunity for students seeking bigger challenges,” says Lynne Cooper, the Boeing Scholars advisor and a clinical assistant professor in the college’s Department of Management, Information Systems, and Entrepreneurship. “I’m glad to have Paris in the program. Besides her academic strengths, she’s articulate, thoughtful, organized, and a team player.”

“There are so many opportunities that follow scholarships,” Kemmer says. “My parents and I are so grateful for the financial support I’ve received.”

Thanks to scholarships, Kemmer will finish her last two years of college with minimal loans.

In addition to a Boeing Scholars scholarship, Kemmer earned the Guy Dissmore Memorial Scholarship, the Steven Kreck Memorial Scholarship, and the Community 1st Credit Union Scholarship. She also receives a Cougs Helping Cougs Scholarship for working as a peer mentor to first-generation college students.

PAYING IT FORWARD

Kemmer also works part-time as a Carson ambassador to help pay for school. In that role, she talks to prospective business students, answering their questions and working on digital marketing.

“I enjoy leading and supporting other people and talking in front of groups,” she says. “I knew being a Carson ambassador would be a great way to get involved at WSU.”

Kemmer says she plans to stay involved as a Carson College alumna, giving back financially and through professional mentoring of students.

“If I can help someone else get an education, it would be such an honor,” she says. “And to all the donors who supported me, I say ‘thank you.’ I was able to extend my education with an extra major and get more involved in the Carson College. Without their support, I wouldn’t have had the same WSU experience.” ■

Reed McCurry Scholarship Provides Full Tuition for Carson Cougs

By Sue McMurray • Photo courtesy of Reed McCurry

When Reed McCurry left his home in Fall City, Washington, in 1966 to attend WSU, a small scholarship during his freshman year helped ease his financial burden. The impact of that assistance stayed with him for over 50 years and was the inspiration for his recent legacy donation to the Carson College of Business.

The Reed McCurry Scholarship provides full tuition and fees or demonstrated financial need to full-time juniors or seniors, with first preference given to accounting majors, and second preference to entrepreneurship students. Fifth-year graduate program students also qualify for the award.

"I want to make students' time in school less stressful and help them graduate with less of a burden from student loans," McCurry says. "The success I was able to achieve from my WSU education and career in accounting provided me with the independence and financial means to explore the world."

PRIDE IN ACCOUNTING AS A CAREER CHOICE

Decades ago, a career in accounting was not seen as the most exciting option, and that still holds to some degree today, McCurry says. He aims to help others to know how outstanding a career in accounting can be by sharing his story.

McCurry ('70 Accounting) spent 20 years working in accounting at major companies before segueing into entrepreneurial and investor roles. "What I learned in accounting was absolutely vital in setting me up for success in the other things I chose to do in the business world," he says. He has had several successful small businesses and eventually invested in residential and commercial real estate.

McCurry's career success allowed him the financial independence to travel the world and visit over 100 countries. "I often wear my Cougar gear in other parts of the world, and I've received 'GO COUGS' on the beach in Zanzibar, on the grounds of a Portugal palace, and on a mountain in Chile," he says.

He also saw much of the United States through his work, driving around in a brand new sports car his company provided or flying in the corporate Learjet.

INSPIRING OTHERS TO CREATE ACCESS TO KNOWLEDGE

"I had experiences and opportunities that were simply amazing," he says. "My support of WSU, the Carson College, and the accounting program will endure long after I'm gone. I hope many others will see the value of giving back and jump on board to do the same thing." ■

To learn more about creating scholarships, please contact ccb.development@wsu.edu.



Reed McCurry shows Cougar pride in Torres del Paine, Patagonia Chile.

Erik and Carmina Johansson Scholarship

SUPPORTS MULTICULTURAL COUGS

By **Sue McMurray** • Photo courtesy of **Erik and Carmina Johansson**

Erik ('00 Busi. Admin.) and Carmina Johansson, a professional couple with busy careers in California's insurance and real estate industries, felt they had to do something positive when recent changes in the world unleashed a wave of negativity in how people communicate and treat others. As they examined their personal values of hard work, desire to achieve, and contributing to society, they decided a Carson College of Business scholarship supporting multicultural students in need would be the perfect way to make a difference.

The basis of their decision to give back has many roots, from the scholarship support they both received as undergraduates, to appreciation for the Carson College's role in helping Erik get his first job, and generational influences of both their families.

BECOMING COUGS

Erik grew up in Spokane in a Cougar-loving household. "I went to every home football game from age 6 through college," he says. He studied insurance in the finance and management science department and credits Professor Mike McNamara for making the connections that led to an interview and offer to work at American Contractors Indemnity Company in Los Angeles, a position that launched his insurance brokering career. "Without that opportunity, my life as it is wouldn't exist," he says.

Carmina, a graduate of California State University, Fullerton, adopted WSU as a "second school" shortly after she and Erik married in 2010. "Erik's love for WSU impressed me," she says. "I started attending games with his family and grew to appreciate WSU's welcoming community and

culture. Those memories help me still feel close to Erik's dad, who has passed on."

"We weren't flush with money in our 20s, but it was important to us to pay it forward however we could," says Erik. He sought opportunities to speak to Carson College students studying risk management and joined the college's Risk Management and Insurance Advisory Board. Their contributions grew over time. "Giving exists in all kinds of ways, and they're all important," he says. "We are excited to help the Carson College not only become the top tier business school in the Pacific Northwest but also in the United States."

FIRST-GENERATION EXPERIENCE DRIVES DESIRE TO GIVE

While supporting multicultural students is a mutual passion for the couple, Carmina's background gives a deeper perspective into their motivation for establishing the endowed scholarship.

Both her father and mother grew up in Mexico in large families. At the ages of 16 and 20, they separately immigrated to the United States and worked hard throughout their lives to provide for themselves and their children. Carmina and her older brother both earned degrees, but she says college was never a priority in their family. "I had the drive to become something, but I was limited in family guidance beyond my older brother," she says. "There's so much more students can do if they have the right support."

"We hope our scholarship helps change the thinking of similar multicultural households who don't see college as a priority," says Erik. "We encourage recipients to give back to WSU and invite others to consider giving Carson students a helping hand." ■

To learn more about supporting scholarships, please contact ccb.development@wsu.edu.



Erik Johansson



We weren't flush with money in our 20s, but it was important to us to pay it forward however we could.



Chad Mackay

“

Remote work is here to stay. We can schedule events, book wine orders, and hold virtual tasting events—things I never thought could be done successfully remotely.

Fire & Vine Hospitality CEO **Chad Mackay** Shares Insights on Corporate Recovery after COVID

By **Sue McMurray** • Photo courtesy of **Chad Mackay**

REVEL & CELEBRATE
FIRE & VINE
HOSPITALITY

Corporate engagement has long been a part of the Carson College's DNA. Programs across the college have a history of inviting industry professionals to the table to offer business students key insights into enterprise environments around the world. Each individual who supports the college either monetarily or through other means creates access to transformative learning experiences for Carson students and upholds a standard of excellence that sets the college apart.

The School of Hospitality Business Management celebrated the 40th anniversary of the Burtenshaw Distinguished Lecture Series this year. The annual event taps corporate hospitality leaders to share career advice and industry perspectives with students.

This year's speaker, Fire & Vine Hospitality CEO Chad Mackay, discussed moving forward in an industry the most severely affected by the global pandemic.

VALUES FOR LIFE

Growing up in a family in the restaurant business gave Mackay an early appreciation for hard work and insights on navigating adversity. His father, Paul Mackay, worked in the restaurant industry throughout his career, including serving as the general manager for the original El Gaucho and other iconic Seattle restaurants. Some ventures were successful and others failed before he relaunched El Gaucho in 1996 and built a company and culture around it.

"I wasn't born with a silver spoon in my mouth," says Mackay. "My dad had to sell everything and relaunch his career. I learned the value of hard work by mowing lawns, having paper routes, and other jobs."

This work ethic earned Mackay a business degree from Seattle University and an accounting career before he found his way back to his hospitality roots. He joined El Gaucho in 2003 and became CEO in 2013. Over the years, he strategized to foster continual growth and the legacy of El Gaucho's service to guests and the community. In 2017, the company launched Fire & Vine Hospitality, which provides operational leadership, culinary expertise and product sourcing, marketing, and technology support for some of the Pacific Northwest's most iconic properties.

SILVER LININGS IN A CLOUD OF COVID

When COVID-19 hit Seattle in early 2020, Mackay's leadership was challenged like never before. Within a couple of months after the first COVID case, his revenues dropped. By March 5, he began layoffs, and

by March 14, he shut down operations. The enterprise's 485 employees dropped to just 22.

While Mackay accepted this setback, he rejected failure. He led his team by embracing the Stockdale Paradox, a prisoner of war survival concept steeped in an unwavering certainty to prevail. To support employees, Mackay paid unemployment and family health care premiums for six weeks. Realizing he would have to reinvent his business model, he and his team developed practices that could thrive in a world with COVID.

"We knew we could only go forward," says Mackay. "We structured our decisions and purpose around our heritage of hospitality values such as individual responsibility, professionalism, stewardship, a strong community, and free enterprise. We planned to reunite the familiar faces of guests and our teams in a financially sustainable way."

During the first shutdown, El Gaucho closed for 100 days. During that time, Mackay upgraded software systems and launched virtual wine dinner events that are now part of his business model. He also allows some employees to work remotely.

"Remote work is here to stay," he says. "We can schedule events, book wine orders, and hold virtual tasting events—things I never thought could be done successfully remotely."

He also describes the success of an annual industry conference that normally had 12,000 participants but grew to 120,000 when delivered virtually. "Offering a hybrid of in-person and virtual engagement could be a boon for the future," he says. New tourism locations outside of large cities and other resort market opportunities are also promising.

HINDSIGHT GUIDES VISION FOR SUCCESS

Mackay is optimistic about the future of the hospitality industry and encourages students to examine their values and mindsets to chart their path. Take a chance on something you want to try—a first job doesn't define a person, he says. He also supports connecting with alumni and faculty networks for career advice and referrals. The best skillset is being humble, coachable, and open to others' perspectives, he says.

The value of a handwritten thank you note or personal phone call can go a long way, he says—something he knows from personal experience. As a college student, he was selected for an internship over 40 applicants because he was the only one who called the employer back.

"Your path is what you make it," he says. ■

Corporations seeking to learn more about engaging with the Carson College, please contact the Office of Development at ccb.development@wsu.edu.

Fire & Vine HOSPITALITY SCHOLARSHIP

Supports Underrepresented Students Interested in Hospitality Careers

By **Sue McMurray**



FIRE & VINE
HOSPITALITY

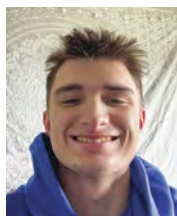
THE 2021 STUDENT AWARDEES



Landon Carter



Gabriella Deason



Luke Eiland



Alma Sarai Guerrero



Aolani Mendoza



Sheridan Roberts



Amir Yasir

Though Fire & Vine Hospitality has supported the WSU School of Hospitality Business Management for many years, a recent philanthropic agreement takes their commitment to the next level. In May, the company established the Fire & Vine Scholarship in Hospitality, awarding \$10,000 each to seven students interested in hospitality careers at WSU Pullman and WSU Vancouver.

The scholarship aims to give underrepresented students a pathway to careers into an industry that lacks Black, Indigenous, and people of color (BIPOC).

“Our team wanted to do something meaningful and ongoing to show our commitment to creating additional pathways to opportunity,” says Chad Mackay, Fire & Vine Hospitality CEO. “This scholarship aims directly at encouraging BIPOC students to pursue a career in hospitality and bring a more diverse group of talents and voices to the industry. We look forward to celebrating their achievements.”

“This scholarship completely changes my financial situation,” says Amir Yasir. “I want to own a hotel one day, and I intend to use this scholarship to put me one step closer to this goal. Also, getting a degree will show my three younger siblings that they could earn one too.”

“I hope to work in this field and plan on paying this scholarship forward by making a difference in people’s lives with what I will learn at WSU and my own experiences with hospitality,” says Aolani Mendoza. “This award will bring me one big step closer to getting my degree and fulfilling my dream.”

Sheridan Roberts, who is paying her own way through college, initially took a gap year to work and figure out a

plan to move forward with her education and achieve her goal of working in the restaurant industry. “I cannot express enough how thankful I am to receive the scholarship,” she says. “I also started the WSU-ACFEF Culinary Certificate Program this fall, and that was just another bit of added financial stress. The scholarship will leave me as debt-free from college as I can be.”

DEDICATED TO SUPPORTING CAUSES OF EQUAL OPPORTUNITY

Fire & Vine Hospitality provides operational leadership and support to some of the Pacific Northwest’s most iconic restaurants and lodging properties including Revelers Club locations: El Gaucho Seattle, Bellevue, Portland, Tacoma and Vancouver; AQUA by El Gaucho; Aperlume; Basel Cellars Estate; Walla Walla Steak Co.; and Crossbuck Brewing.

In 2020, Fire & Vine donated the revenues of all their establishments from Juneteenth—an annual holiday on June 19 commemorating the end of slavery in the United States—toward the scholarship. The company supports the cause of equal opportunity and is dedicated to exemplifying that in their relationships with guests, community, and one another.

“The BIPOC community is underrepresented in the hospitality industry, and we are excited to partner with Fire & Vine Hospitality to help change that,” says Bob Harrington, WSU School of Hospitality Business Management director. “As a college, we are committed to giving underrepresented students equal opportunity to achieve academic and career success, and scholarships are a critical tool in that mission.” ■

For more information about supporting scholarships, please contact ccb.development@wsu.edu.



Debbie Compeau, senior associate dean for faculty affairs and research, is also the Hubman Distinguished Professor of Information Systems. The endowed professorship supports her teaching efforts and research focused on the interaction between people and information technologies in organizations.

SUPPORT THE CARSON COLLEGE WITH AN ENDOWED PROFESSORSHIP OR CHAIR

Endowed professorships and chairs are one of the highest honors the Carson College of Business can bestow on a faculty member. Within academia, an endowed position is a coveted and widely recognized accolade, signaling a colleague is at the top of his or her field.

By endowing a professorship or chair, you make it possible to attract and retain Carson College faculty, one of its most important resources, and help the college become the school of choice for business education in the Pacific Northwest.

Once you decide to create an endowment, a Carson College development professional will work closely with you to help define your endowment to meet both your wishes and the needs of the University. For more information or to ask questions about establishing an endowment, please contact ccb.development@wsu.edu.

Endowed Professorship Brings **SCHOLARLY PRESTIGE TO THE PALOUSE**

By **Sue McMurray** • Photo courtesy of **WSU Photo Services**

Elizabeth (Betsy) Howlett was very happy as a professor of marketing at the University of Arkansas Sam M. Walton College of Business, where she worked for 23 years teaching and conducting research on consumer health and welfare issues. An accomplished scholar with over 65 journal publications, Howlett served as a consultant and expert witness in numerous litigation matters involving consumer confusion, and she helped countless students achieve their academic goals.

She saw no reason to make a change until she learned more about the research reputation of the Carson College through her friend David Sprott, a former Carson College marketing professor and senior associate dean. The two share a passion for consumer research, and Sprott recruited Howlett to join the college's marketing and international business faculty.

In 2017 when Howlett interviewed at WSU and recognized the great leadership in the dean's office and opportunity for collaboration with colleagues across disciplines, she began contemplating a move to the Palouse.

Receiving the Gardner O. Hart Distinguished Professorship clinched the decision.

ENDOWED PROFESSORSHIP EXTENDS GLOBAL TEACHING AND RESEARCH IMPACT

"It was such a great honor to be awarded this professorship," says Howlett. "It gave me the opportunity to extend the impact of my research at the state, national, and international levels."

Hart ('29 Econ.) established the endowed professorship in 2003 to support a faculty member's teaching, research, and service efforts. The recipient is expected to teach and engage both doctoral and undergraduate students in research supporting WSU's land-grant mission and the college's efforts to create global insights and opportunities through the study of business.

"Recognition of my accomplishments that have positively influenced the health and welfare of consumers is very humbling," says Howlett. "I am very grateful for the financial support as well. The research funds have allowed me to continue to work on finding solutions to

marketing problems that can make a significant difference in people's lives."

HOWLETT'S AWARD-WINNING RESEARCH BENEFITS SOCIETY

Howlett says the endowed professorship enables her to focus on what she does best—teaching and research. She is able to conduct studies necessary to achieve publications in top journals. Publications in premiere journals typically require four or more studies. Just obtaining the necessary number of participants can easily cost \$10,000 to \$15,000 per publication, she says.

Her research has significantly improved the understanding of how calorie menu labeling, front-of-package labeling, and nutrition information influence consumers' health choices. This year, her publication "Understanding the Calorie Labeling Paradox in Chain Restaurants: Why Menu Calorie Labeling Alone May Not Affect Average Calories Ordered," published in the *Journal of Public Policy & Marketing*, won the 2021 American Marketing Association-EBSCO Annual Award for Responsible Research in Marketing. The award honors outstanding research that produces both credible and useful knowledge that can benefit society.

"It is very important to offer endowed professorships to recruit faculty members who are leaders in their disciplines," says Jeff Joireman, chair of the Carson College Department of Marketing and International Business. "They advance the college's research mission and bring a wealth of knowledge and experience into the classroom. Betsy's research on public policy is recognized internationally, and her work with graduate students has helped them achieve their career aspirations. All of this contributes to the college becoming the top school for business education in the Pacific Northwest." ■

A portrait of Elizabeth Howlett, a woman with long brown hair, smiling. She is wearing a white button-down shirt under a dark blue textured jacket. The background is a bright, out-of-focus outdoor setting.

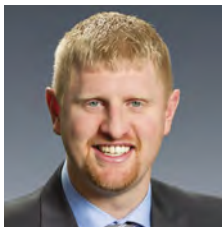
Elizabeth Howlett



Recognition of my accomplishments that have positively influenced the health and welfare of consumers is very humbling.

NATIONAL BOARD OF ADVISORS

CREATING PATHWAYS



JARED THEIS, CHAIR

ACCOUNTING ADVISORY BOARD

We are working to support the vision of Bernie Wong-On-Wing, department chair. We are expanding and diversifying our board with representation from smaller firms and industry leaders, with additional gender and ethnic backgrounds. We've also focused on development and fundraising, particularly for the incredibly valuable Moss Adams accounting career advisor position. We are discussing more long-term funding options including involvement of multiple firms, alumni, and individuals.



SCOTT THOMSON, CHAIR

ENTREPRENEURSHIP ADVISORY BOARD

We are engaged with CES staff to provide mentoring, advising, career coaching, and professional networks for students interested in entrepreneurial skill development. Members speak across multiple colleges, departments, and classrooms at WSU, and their diverse backgrounds provide connections for students to find successful careers while also advancing The Next Carson Coug initiative. This approach promotes long-term relationships between students and our external network.



JEFF TERRILL, CHAIR

FINANCE ADVISORY BOARD

We work with the finance department to offer events featuring experienced finance professionals. 2020 events included Advice for Students, Finance Professionals Night, Women in FEM, November Election Impacts, and Financial Empowerment for Women. We also worked with the FIRE Club to offer a panel about entering the job market. The *eDividend* newsletter highlighted member Kaycee LeCong's efforts to shape the financial literacy curriculum in two new financial planning classes.



JOHN SOMMER, CHAIR

HOSPITALITY BUSINESS MANAGEMENT ADVISORY BOARD

Each year, we participate in guest lectures, mentoring, judging student competitions, focus groups, fundraising, and recruiting. Participating in Hospitality Week is a highlight. Board members represent companies such as Hilton, Marriott, and Puget Sound Hospitality and interact with students. Member Jerry Burtenshaw ('56 H&RA) and his wife Angelina sponsor the Burtenshaw Lecture and Career Night. Members Chris Burdett, Jerry Burtenshaw, Tom Norwalk, Brian McGinnis, George Forbes, and Andy Olsen are SHBM Hall of Fame inductees.



JOE DAVIS, CHAIR

HUMAN RESOURCES AND MANAGEMENT ADVISORY BOARD

Shannon Flynn led development of an HR/management planning case study for students in BA100 and worked with board members to deploy the Career Essentials Design workshop for seniors. Cooper Greenfield and Bernadette Berney created "Internship in a Box," a playbook for potential employers. Kay Meyer and Tanya Platt led the student mentorship program connecting students with professionals and careers of interest. Tim Mulligan worked with the Society for Human Resource Management (SHRM) chapter on an executive panel discussion and funding to send students to national conferences.



JUDY KOLDE, CHAIR

INTERNATIONAL BUSINESS ADVISORY BOARD

We offer advice on issues facing the international business program and are learning more about economic barriers and scholarship funding to increase all Carson students' access to international experiences. We present to the International Business Club chapter, invite them to board meetings, and work with the club advisor Courtney Anne Jackson. Students shared the impact COVID-related travel restrictions had on their academic plans and experiences.



NICOLE WEYNANDS, CHAIR

MANAGEMENT AND INFORMATION SYSTEMS ADVISORY BOARD

Our multiple projects include a mentoring program matching juniors and seniors with board members/friends for career advice, assisting with curriculum assessment, and the annual Business Technology Symposium impacting 300+ students. At the 2020 virtual event, Russ Burtner, PNPL, and Niels Hanson, Deloitte, explored issues and opportunities surrounding the future of work and data analytics. Their recorded interviews later reached nearly 1,000 students in the introductory information systems class and introduction to business class.



ALEX FISCHER, CHAIR

MARKETING ADVISORY BOARD

We established pillars and subcommittees to address faculty and students' needs, especially focusing on mentorship and career prep. A post pandemic subcommittee is planning lunch & learns, corporate tours, fireside chats, and tailgate meetups at football games. The board contributed to a fund to enhance departmental efforts and worked with chair Jeff Joireman and faculty to create a curriculum incorporating real-world business experiences of board members with faculty members' expertise.



MATT WILLIAMS, CHAIR

RISK MANAGEMENT AND INSURANCE ADVISORY BOARD

We support students' exposure to insurance industry organizations and professionals. Each fall, we host the Walton Lecture and Insurance Industry Night. The lecture provides insights into the insurance industry and unique challenges and opportunities. Insurance Industry Night features insurance professionals who inform students about industry career opportunities. We work with faculty member Mike McNamara throughout the year to provide guest speakers in his classes as well as for student club meetings.



GARY SPANNER, CHAIR

WSU TRI-CITIES ADVISORY BOARD

Our board subcommittee teamed with the Tri-City Regional Chamber of Commerce to pilot the Association of Washington Business Institute's Washington Workforce Portal program (see go.wsu.edu/wwportal). The portal lists internships, career information, résumé repository, a place for employers to search résumés, and resources for faculty. We recruit businesses to offer internships and encourage WSU Tri-Cities business students to use the program. Read more about the board's engagement with students on page 8.



SIERRA ECKMAN, CHAIR

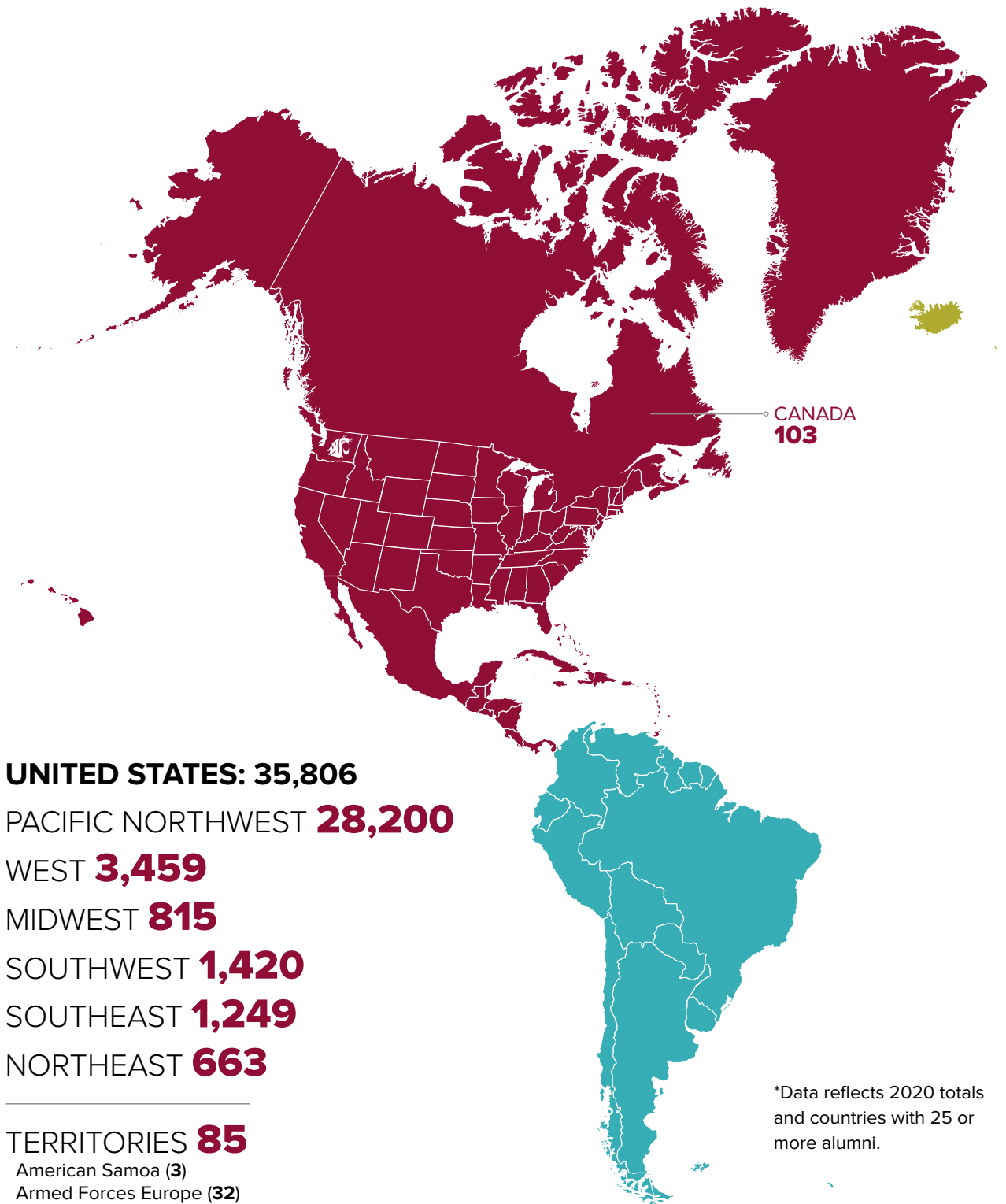
WSU VANCOUVER ADVISORY BOARD

We collaborate with faculty/staff to provide coaching, guest lectures, student competition judging, and more. Our newest project is the Student Board Membership Pilot program. Two student members will share their experiences at five board meetings. Student responsibilities align with professional development achievement in the Carson Career Amplifier Program. Students will gain leadership and professional experience, share student feedback, and share board updates and topics with classmates to increase engagement with the board.



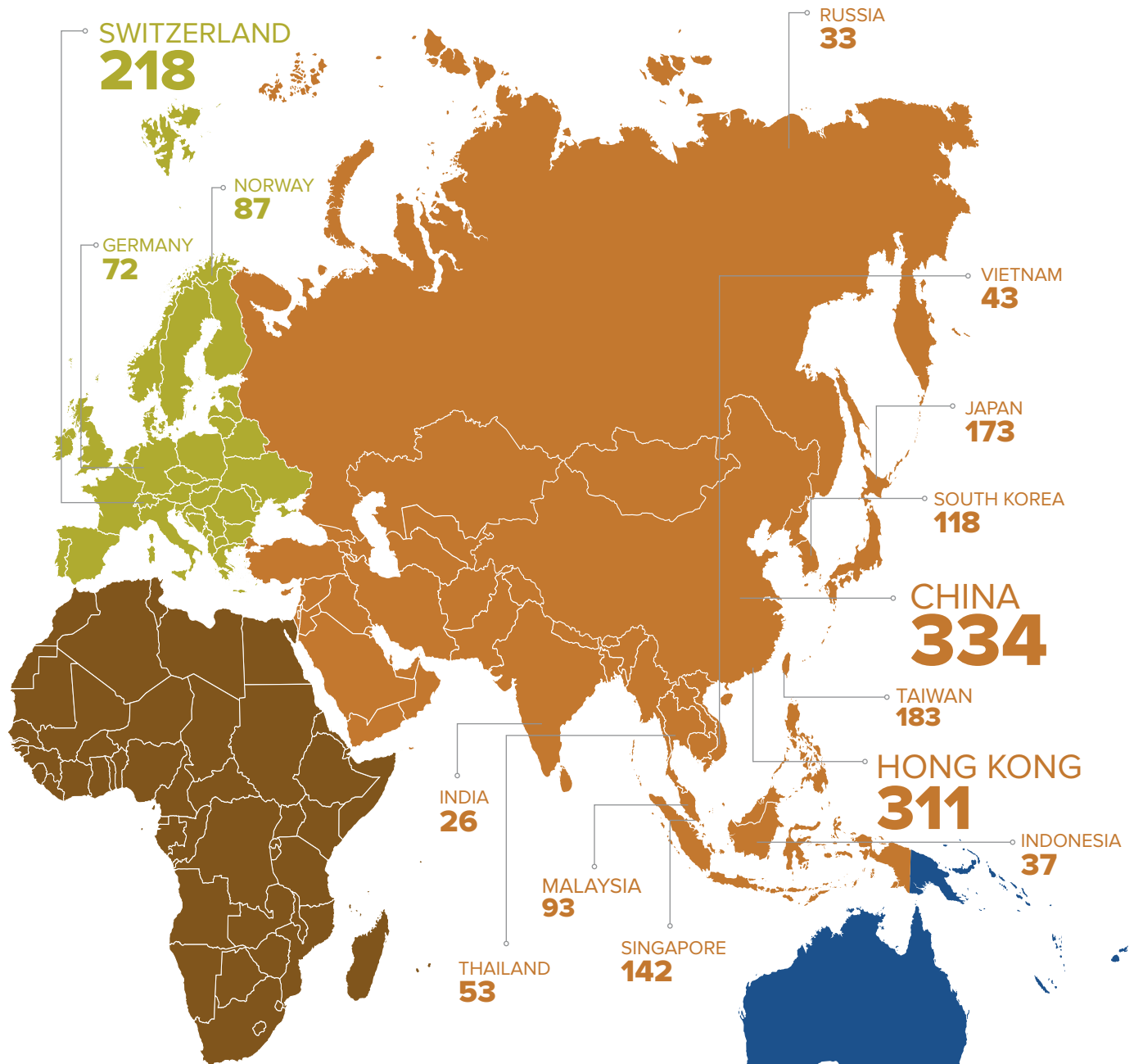
The National Board of Advisors volunteers to serve the college in shaping its vision and goals. To learn more, please contact Stephanie Rink, NBoA relations manager, at stephanie.rink@wsu.edu or **509-335-2019**.

CARSON COLLEGE **ALUMNI**

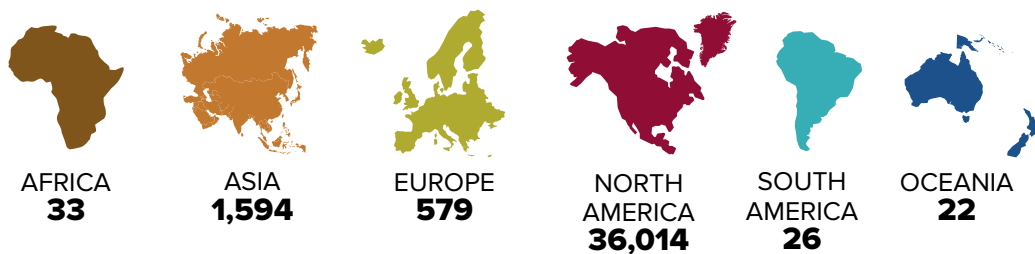


*Data reflects 2020 totals and countries with 25 or more alumni.

AROUND THE WORLD



CUMULATIVE TOTALS PER CONTINENT



FANNY CHEN AND ISAAC FONTAINE



The Fontaine/Chen family
enjoying a Cougar basketball
game on the Pullman campus.

Coug Couple Highlights the Value of Networking and WSU's Lasting Influence

By **Becky Kramer** • Photo courtesy of **Fanny Chen**

Fanny Chen often tells Carson College of Business students to get to know their peers. Friendships they form at WSU will form the basis for a network they can tap into for years to come.

"You never know what the future will bring," says Chen ('97 Mgmt., Human Res.). "Fifteen years from now, that classmate sitting next to you in statistics might be working at a company with an opportunity you're interested in."

Chen works as a lead talent acquisition consultant for LinkedIn's Talent Solutions, a suite of products companies use for their hiring and recruiting strategies. When she talks to Carson College students and WSU student-athletes about the value of networking and how to create and leverage a professional presence online, Chen draws on her own experience.

"At every phase of my career, someone I knew at that company helped me get my foot in the door for that opportunity," she says.

Chen's volunteer work also extends to serving on the college's Human Resources and Management Advisory Board, and she's mentored students interested in working in the tech industry.

Chen is half of a Carson College alumni couple. Her long-time partner is Isaac Fontaine ('97 Busi. Admin., Mgmt.), a WSU Hall of Fame basketball player and senior tax associate at KPMG.

"A SPECIAL PLACE IN OUR HEARTS"

Chen and Fontaine say the four years they spent at WSU had a lasting impact on their personal and professional lives.

"People took the time to share their expertise and insights and help me," Chen says. "I've always appreciated that, and it's been a passion of mine to give back."

"WSU is where my network started, although I didn't realize it at the time," Fontaine says.

The couple lives in the Sacramento area with their 11-year-old son, Isaac Fontaine V. They visit eastern Washington to see Chen's parents in Richland, and they head to the WSU Pullman campus about once a year.

"WSU holds a special place in our hearts. We're definitely a Cougar family," Chen says.

"Our son has been running around Martin Stadium since he was two," Fontaine adds.

Martin Stadium holds memories for Chen, who was part of the inaugural Pom Squad dance team, now called

Crimson Girls. Fontaine scored many of his 2,003 points at Beasley Coliseum, and he still ranks number 1 on the Cougar men basketball's all-time scoring list.

They also visit the Rotunda (now called South Side), the dining hall where they met their freshman year. "We still go back there when we go to homecoming, although it looks completely different now," Fontaine says.

"SOMETHING I STILL USE TODAY"

WSU's influence on Chen's career started even before she enrolled as a student. During high school, she worked as a server at the Red Lion Hotel in Richland, where the hotel's human resources manager was a WSU alumna.

"She took me under her wing and let me job shadow her," Chen says. "She continued to mentor me during my four years at WSU."

Fontaine, a high school basketball standout, was heavily recruited by top universities. When he was visiting the Pullman campus, WSU's college town vibe felt right to him.

After graduation, Fontaine played professional basketball for ten years, including a stint at the Memphis Grizzlies. He found that his business degree was an asset in the world of professional sports. It gave him the financial acumen to manage and invest his money and to prepare free tax returns for other players. He also used his knowledge of management and behavioral science.

"Being able to assess people and recognize what motivates them is something that carried over," Fontaine says. "When I was a team captain or leader, I used those ideas and theories. It's something I still use today in my work."

"I REMEMBER BEING IN THEIR SHOES"

At LinkedIn, Chen works with some of the world's largest companies.

"I talk with these customers about their team strategy," she says. "I'm able to take a pulse on the industry. When I talk to students, I can provide context and perspective on what companies are looking for."

Chen says it's rewarding to share her expertise with students.

"I remember being in their shoes," Chen says. "It's daunting. It's scary to reach out for that first job or that first internship. If you get an opportunity to see behind the curtain, maybe it becomes less daunting and scary." ■



CREATING PATHWAYS IN THE CARSON COLLEGE

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 contributing to the success of our students. Your involvement, 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.

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