

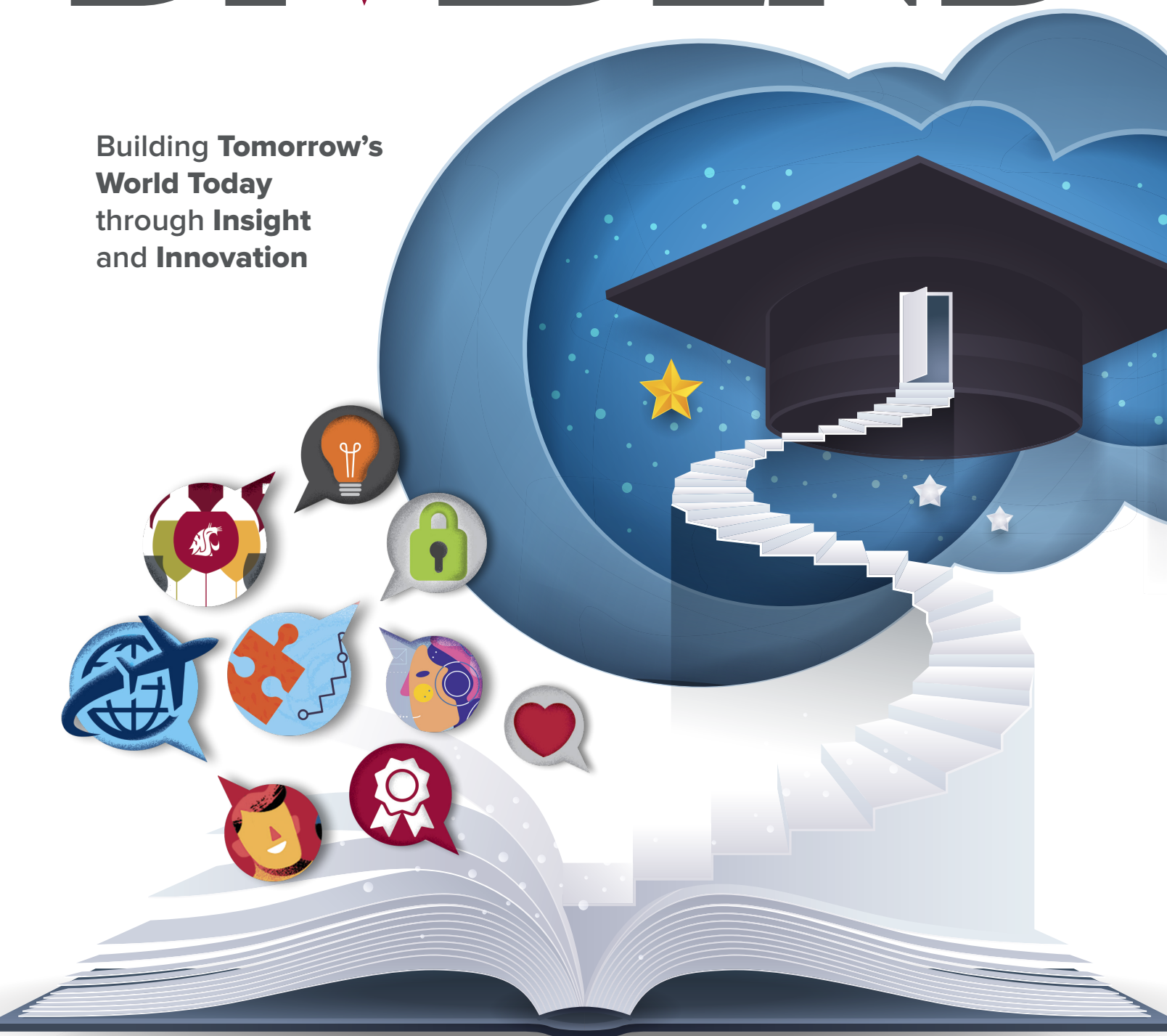
CARSON COLLEGE OF BUSINESS

FALL 2022

VOL. 36

DIVIDEND

Building Tomorrow's
World Today
through Insight
and Innovation



WASHINGTON STATE
UNIVERSITY

DEAN:
Chip Hunter

SENIOR ASSOCIATE DEAN:
Debbie Compeau
Faculty Affairs and Research

SENIOR ASSOCIATE DEAN:
Tom Tripp
Academic Affairs

ASSOCIATE DEAN:
Sung Ahn
International Programs

ASSOCIATE DEAN:
Cheryl Oliver
Professional Programs

ASSOCIATE DEAN:
Nancy Swanger
Inter-College Partnerships

ASSISTANT TO THE DEAN:
Stephanie Rink

CHIEF FINANCIAL OFFICER:
Rita Whitcomb

CO-CHIEF DEVELOPMENT OFFICERS:
**Michelle Snyder
and Micah Howard**

CHIEF MARKETING OFFICER:
Sarah Druffel

EXECUTIVE WRITER AND EDITOR:
Sue McMurray

Dividend
2022, Vol. 36

CONTRIBUTING WRITERS:

Margaret Bader, Matt Beer, Nicole Dalton,
Dominic Devengenzo, Shannon Flynn, Eric Hollenbeck,
Tammy Hossfeld, Chip Hunter, Becky Kramer, Matt Larson,
Brighton Maughan, Chuck Munson, Maegan Murray,
Ryan Orcutt, Charlotte Singer, Corrie Wilder, Sara Zaske

CONTRIBUTING PHOTOGRAPHERS
& ILLUSTRATORS:

AdobeStock.com/izabelita, AdobeStock.com/tonofotografia,
Laura Campbell, Carson College of Business,
Natalie-Ann Clevenger, Holly Connley,
Monique Van Sant Coppinger, Nicole Dalton,
Filling the Frame Photography, Shannon Flynn,
Suzy Fonseca, Torry Godwin, Matthew Haugen,
Gustaf Ö Hjalmar, Tammy Hossfeld, iStock.com/DrAfter123,
iStock.com/Gugai, Matt Larson, Sue McMurray,
Amanda Morgan, Maegan Murray, Kaiya Phillips,
Andrey Polinko, Port of Benson, Margie Rehart, Ian Roe,
Griffin Sissel, JD Vargas, WSU Photo Services

Dividend is produced annually by the
WSU Carson College of Business,
PO Box 644750, Pullman, WA 99164-4750
business.wsu.edu | 509-335-3596

Send updates to sue.mcmurray@wsu.edu.

Published and designed by Design and
Printing Services, Washington State University.

Copyright October 2022
Washington State University. All rights reserved.

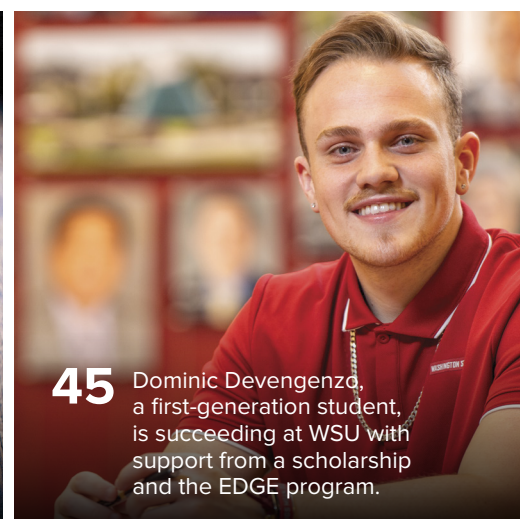
*Admission to Washington State University is granted without
regard to race/ethnicity, color, creed, religion, national origin,
gender, sexual orientation, age, marital status,
disabled veteran or Vietnam-era veteran status,
disability, or use of a service animal.*



6 A new study abroad program in 2022 took students to Dubai and Abu Dhabi to experience international business in the United Arab Emirates.



11 WSU Tri-Cities has launched an online Wine Tasting Room Certificate that is growing in popularity.



45 Dominic Devengenzo, a first-generation student, is succeeding at WSU with support from a scholarship and the EDGE program.

12 WASHINGTON STATE TAX CONFERENCE PROVIDES DISCUSSION PLATFORM

Each August, the conference brings nearly 200 to WSU Pullman to discuss Washington's tax system.

20 GUESTS PREFER SERVICE ROBOTS WITH FEMININE FEATURES

Soobin Seo is studying how hotel guests feel about interacting with AI service robots.

54 GRANGER COBB INSTITUTE PILOTS CORPORATE SCHOLARS PROGRAM

A cohort of students is developing ways to improve senior living communities.

1 FROM THE DEAN

2 COVER STORY

4 FEATURES

20 RESEARCH

22 GRADUATE EDUCATION

34 COLLEGE AFFAIRS

38 CREATING PATHWAYS TO EXCELLENCE

Cover: [iStock.com/Gugai](https://www.iStock.com/Gugai)

A MESSAGE FROM THE DEAN



Photo by WSU Photo Services

Dear friends,

How do we balance support for our students in a post-pandemic world while challenging them to make the most of their opportunities to learn? This is a hot topic for discussion in our college and among our stakeholders. It's also a theme evident throughout this issue of *Dividend*.

Our cover story reflects what we learned during our switch to "Zoom University"—when our historic experience in distance delivery allowed us to pivot quickly and effectively. Accomplishing our goals while delivering remote classes to students accustomed to in-person instruction was not simple. For example, streaming allowed us to accommodate ill students, but we found attendance—and classroom interaction—plummeted when we extended this flexibility to all students. We also learned that without face-to-face experiences, many of our students had to work harder to develop the habits we expect of all Carson Cougs.

These insights pushed us harder to deliver innovative programs that prepare students for tomorrow's world *today*.

Throughout this issue, you'll learn about these programs and why they're thriving. For example, our Carson Career Amplifier requires all Carson Cougs to complete a high impact learning experience before they graduate. Study abroad is one of their options. This year, we developed a new study abroad program in the United Arab Emirates. Learning about Dubai's luxury hotel and tourism industry influenced Kaiya Phillips, an international business and marketing student, to add a hospitality minor, something she'd never considered. She's also planning an internship at the Emirates Academy of Hospitality Management after graduating from WSU.

This is just one example of how innovation is taking The Next Carson Cougar (TNCC) undergraduate education platform to a new level, and in some cases, literally changing students' educational and career paths.

Our focus on innovation extends to building opportunities for first-generation students. This issue highlights alumni support through mentoring and paid internships for our Expanding Diverse Group Experiences (EDGE) program. And a feature on WSU Everett's faculty member Joseph Scott Gladstone illustrates his work to bring diverse voices into the field of business management and to represent research from Indigenous viewpoints.

Additionally, our online MBA program shines as the first choice for working students in the Pacific Northwest and for its service to veteran students. Matt Beer's article showcases a suite of new resources that support students actively transitioning from the military.

Across the college, we've developed new, creative approaches that bring life to TNCC's vision of producing career-ready graduates. You'll read about the inaugural marketing symposium launched last spring, a Center for Professional Sales education at WSU Pullman, recent industry collaboration supporting entrepreneurship and wine and beverage education, and a pilot program focused on solving senior living industry challenges.

As you page through this issue, I encourage you to accept our invitation to engage with the Carson College, and in doing so, to help students find paths to success in tomorrow's business world.

Go Cougs!

Chip Hunter

@ChipHunterWSU



Illustration by Gustaf Ö Hjalmar

ABILITY

Insights from Distance Delivery Shape Trajectory of Next Carson Coug Residential Program

By Sue McMurray

As “Zoom University” became the norm during the global pandemic, Carson College faculty creatively found ways to innovate instruction and help students find jobs and internships during a recession. They adapted well because of the college’s many years of experience in distance delivery.

During this time, the proportion of business majors increased, and the number of nonbusiness majors served continued to grow. The college’s leadership in the online space also helped position it as the top school in the Pacific Northwest for online business education.

But it wasn’t all smooth sailing.

career STRATEGY

education GOAL

Lessons learned during distance delivery of a face-to-face undergraduate program

The Next Carson Coug (TNCC) program focuses on the professional skills needed to be competitive in tomorrow's business world. It was designed for on-campus students as well as Global Campus (100 percent online) students. During COVID, on-campus students moved to Zoom delivery.

"We were pioneers in video conference classes, having used them for over 30 years to connect campuses. Our ability to pivot into the Zoom space was better because of this history," says Tom Tripp, senior associate dean for academic affairs. "But a course designed to be delivered totally online is very different than a course designed to be face-to-face that's suddenly switched to a Zoom format."

Faculty gained additional insights about distance and face-to-face instruction. Students who preferred face-to-face were less comfortable shifting to Zoom. Some exhibited Zoom fatigue and anxiety, as well as "back of the class" disengagement. Students who shut their video camera off during a Zoom class, for example, figuratively moved themselves to the back of the class.

"TNCC wants students present—it's part of the design and why we reduced class sizes. We want to metaphorically move disengaged, 'back of the classroom' students toward the front of the classroom," says Tripp.

Faculty also noted the flexibility distance delivery allows can be complicated.

On one hand, distance delivery enabled faculty to expand their teaching repertoires. For example, David Whidbee, chair of the Department of Finance and Management Science, organized 22 guest speaker events for his financial management course, something he couldn't have done in an in-person class. On the other hand, while class recordings and livestreaming benefited ill students, attendance plummeted when *all* students had that level of flexibility, says Tripp.

Some TNCC students who didn't get a face-to-face experience had to work harder to develop the habits expected of them, especially in the areas of communication, leadership, and professionalism.

Brian Patrick, ASWSU president and a junior studying business, realized this on his own. "Most of my business classes were engaged on Zoom, but many of my core classes weren't, especially in breakout rooms. People would just shut off their cameras and mics," he says. He took charge of his learning experience and moved back to his Pullman fraternity, where he created his own professional habits. "I treated every day as if I were going to class—I studied in the sunroom from 9 a.m. to 3 p.m. and also did my homework

there with a small group of others," he says. "I didn't realize how much I missed the face-to-face experience."

Carson innovation abounds after Zoom experience

Armed with these new perspectives, the college is collectively creating innovative teaching approaches and programs.

As one example, Michelle Carter, associate professor of management, is implementing contract grading. "I sensed at the end of the 2020–21 school year many students were tired and a bit disconnected from learning," she says. "I wanted to get them actively involved; when they feel they're in control of their grades, they are often more motivated."

A new teaching lunch hour allows faculty to discuss teaching techniques, new cases, and solutions to students' challenges.

Jason Porter, scholarly assistant professor of accounting, is leading the college in expanding the use of case studies in the curriculum, particularly cases about Pacific Northwest businesses. "Case studies are one of the most effective ways to challenge and assess our students," he says.


Tripp oversaw classroom upgrades to enhance discussion and group work. "The tiered seating enables students to see and hear each other and me," says Hana Johnson, assistant professor of management. "This makes them more accountable, and the layout simply encourages conversation."

What's ahead for Carson Cougs

The college is developing learning opportunities to supplement TNCC's vision of producing career-ready graduates, says Chip Hunter, college dean.

Brand new programs include a Center for Professional Sales at Pullman, an annual marketing symposium, online professional certificates, a corporate scholars pilot focused on solving senior industry living challenges, and a study abroad program in Dubai.

Individual departments are also building on the TNCC platform. The Department of Accounting is developing a menu of career options and tracks under the guidance of a dedicated career advisor and support from two anonymous endowment gifts totaling \$5 million. The Department of Finance and Management Science is evolving its three unique tracks—personal finance, financial services, and financial analysis—aimed at increasing all WSU students' financial literacy and career preparation.

"During this challenging time, faculty did not simply 'get by,'" says Hunter. "They kept the focus on rigor, keeping students engaged, and ensuring a Carson College degree maintains its value for tomorrow's graduates." 



Courtesy of Kaiya Phillips

High Impact Learning Experiences Elevate Seniors' Career Readiness



By **Sue McMurray**



Courtesy of Griffin Sissel

Like all Next Carson Cougar seniors, Griffin Sissel was required to complete a high impact learning experience (HILE) that is part of the Carson College Career Amplifier program. The HILE requirement falls under the program's career and self-development distinction badge students earn before graduation.

Griffin Sissel

The goal is to help seniors transition from a college student into a professional and develop valuable skills employers seek.

"As I progressed in my college experience, I was always looking for more hands-on learning, something practical and easily translated to the real world after college," says Sissel. "I chose the Vancouver's Business Growth Mentor and Analysis (MAP) student consultancy program because I knew it would be high impact."

Sissel worked with a team to help A.C.T. Builders LLC, a Vancouver construction company, to grow a new aspect of the company and successfully enter a thriving market. "I learned new marketing tactics, the importance of teamwork, and created relationships I'll cherish for a lifetime," he says. "This program was an amazing experience."

"The high impact learning experience combines students' technical knowledge learned in the classroom with their soft skills and career competencies," says Michelle Chapman, assistant director for student engagement and career development. "It really gives them an opportunity to hone and learn new skills. Participation can be life changing."

Personalized projects complement career interests

MAP is just one of many HILE options students have, as the purpose is for students to personalize their experience to their career intentions.

Acceptable experiences include internships; study abroad; research projects; participation in Boeing, Frank, or Corporate Scholars programs; MAP or Carson Business Solution courses; and competitions. Several types of projects also qualify, such as research, workplace, independent, student club/organization, or community service. It's generic by design; students can fill out a proposal form to see if their idea fits requirements.

"We can make anything work within the constraints students face, for example a Global Campus student who is working full-time, may have kids at home, or is otherwise stacked with responsibilities," says Chapman. "We'll tailor projects to students' degree interests."

Kaiya Phillips



The study abroad experience was perfect for me because I want to travel and work with people of international backgrounds.

Study abroad leads to adaptability, self-awareness

Kaiya Phillips chose the college's faculty-led study abroad program in the United Arab Emirates to meet her HILE requirement.

The sophomore studying international business and marketing visited Dubai and Abu Dhabi with Associate Professor Dipra Jha and a group of WSU students. They studied at the Emirates Academy of Hospitality Management for a week packed with intense cultural experiences, high-profile industry visits, and sessions with entrepreneurs, among other activities.

"The study abroad experience was perfect for me because I want to travel and work with people of international backgrounds," says Phillips. She also developed stronger self-awareness and adaptability that will help her enter unfamiliar work environments. The experience created a bridge for her future plans of earning an MBA at the Emirates Academy and completing its internship program.

Internships build relevant industry experience

According to industry partners and companies who recruit Carson graduates, internships are one of the most valuable experiences companies look for in new hires, a finding the National Association of Colleges and Employers (NACE) confirms in its 2022 Job Outlook report.

"Companies want to see students apply what they learn in

the classroom in a professional work setting, which is what internships are all about," says Suzi Billington, director of the Carson Center for Student Success. "Internships also tell employers the student is interested and committed to gaining industry relevant experience."



Courtesy of Natalie-Ann Clevenger

Natalie-Ann Clevenger

Natalie-Ann Clevenger, a management information systems senior who would love to work in data or business analytics after graduation, completed a business development internship for Kū-A-Kanaka LLC. The Hawaiian company promotes and advances Hawaiian language, culture, and tradition. Clevenger chose the internship because it closely aligned with her major. She focused on cleaning and sorting survey data the company planned to use to earn grants.

"This internship taught me how feedback data can be used to showcase a company's success," says Clevenger. "Not only have I gained a variety of technical skills related to my major, but I've earned a better understanding of the business world as a whole."

Workplace project results in career insights




Courtesy of Torry Godwin

Torry Godwin

Nontraditional students like Torry Godwin may often choose a HILE workplace project to enhance their leadership and business skills, thereby adding value to their workplace.

Godwin has worked in IT for over 25 years and is the chief information officer at Bluegrass Hive & Honey. He chose to create and run a tradeshow sales event at the company, which manufactures products made from honeybees.

"From this experience, I gained an ability to understand the needs of the marketing team and how I can build IT systems to help them," he says. "Not only did I learn marketing terminology but also understood why there's a constant shift in how IT supports the marketing side of the business. This insight will allow better future integration of the two efforts." 

New United Arab Emirates Study Abroad Program Unveils Educational and Career Opportunities

By **Sue McMurray**

Some call it the “Manhattan” of the Middle East, but

Andrey Polinko, a WSU Tri-Cities business major, took one look at Dubai’s tall buildings, clean sidewalks, luxurious cars, and unique infrastructure and thought “**utopia!**”



Courtesy of Andrey Polinko

The 21-year-old from Richland, Washington, was one of 23 students from across WSU to participate in the Carson College's new faculty-led study abroad experience in the United Arab Emirates.

He admits he was skeptical the program would even happen due to a rise in COVID-19 cases, but as the March 12 departure date inched closer, he started to feel excited.

"After getting off the longest flight of my life—14 hours—it seemed like I traveled 20 years into the future. I thought to myself, 'I belong here,'" he says. "Over the trip, my goals grew exponentially. I realized what our generation is capable of achieving, and my entire plans for my future changed."

The global business perspective and cultural insights Polinko and other students gained during that week are due to the leadership of Dipra Jha, assistant director of the School of Hospitality Business Management, who planned for 18 months to deliver an immersive study abroad experience like none other. Everything was hand crafted for the best educational experience for the students from the time they got off the plane, Jha explains.

"Very few American students study abroad in the Middle East," he says. "The destination is culturally very different than our European locations and challenges students to examine stereotypes and misunderstandings about this part of the world."

Jha collaborated intensely with the Emirates Academy of Hospitality Management to host the students as they spent time in Dubai and nearby Abu Dhabi learning about Emirati traditions, industry, and entrepreneurship. He says students experienced firsthand the city's phenomenal transformation from a fishing village 40 years ago to the mega metropolis it is today.

Jha regards Dubai as a prime destination to learn about international tourism based on its culture, hospitality and tourism, and business development. Touring some of the most luxurious hotels and tourist spots in the world such as Atlantis, The Palm; the Burj Al Arab; the World's Fair; and Burj Khalifa, the world's tallest building, gave students an understanding of what it takes to operate properties at an exclusive level.

Emirati hospitality and culture open hearts and minds

Witnessing the opulence of "seven-star" hotels and the cosmopolitan lifestyle of the wealthy wasn't what impressed students the most. When speaking about their experiences, several say it was the hospitality and modern thinking of

the Emirati people that touched them in ways they didn't expect, and in some cases, prompted a change in academic and career plans.

For Kaiya Phillips, a sophomore majoring in international business and marketing, visiting mosques and learning about etiquette and traditions at the Center for Cultural Understanding made her more self-aware and eager to embrace other cultures.

"There's a certain beauty in experiencing another culture. It forces you to think differently and breaks down stereotypes, for example, that all of the Middle East is unsafe," says Phillips. "As a woman, I felt safer in Dubai than in the United States."


While she was already planning to pursue her MBA at the Emirates Academy, Phillips decided to add hospitality training to her WSU program.

"The trip 100 percent influenced my decision to add a hospitality minor," she says after discovering an opportunity to do a six-month paid internship at a luxury hotel through the academy, after her MBA program. "This plan works perfectly because I want to work with people of international backgrounds and travel. I'll be more prepared and efficient from the start."

Dubai's emphasis on women in tech sparks career exploration

Jaclyn Seifert, a senior studying public relations, and science and technology, says learning about Dubai's progressive emphasis on women in tech is a huge reason she hopes to return to Dubai to complete an MBA and find a full-time job. From networking sessions with industry leaders and entrepreneurs, she learned about Dubai's focus on striding toward and reimagining the future of technology and innovation such as robotics and AI aimed at solving urgent challenges and improving lives. "I want to be part of that world," she says. "Dubai's strong initiatives for women in tech fuel my passion and give me a sense of purpose for my career."

Mackenzie Mosca, an accounting and management major, says seeing women in hotel management positions inspired her thinking about career opportunities outside of accounting and management. "It made me consider working in hospitality," she says. "The international perspective and networking experience I gained in Dubai will benefit me anywhere I work."

Because the Dubai experience was so successful, the Carson College is planning to offer it again in 2023, benefiting students across WSU campuses and majors. 

Center for Professional Sales Extends to WSU Pullman

By Sue McMurray

As young academics working at other universities across the United States, three newly hired faculty in the Carson College Department of Marketing and International Business say they were “sold” on WSU when they learned about the potential of developing a professional sales program on the Pullman campus.

Since joining WSU Pullman, this trifecta of faculty sales experts—Bitty Balducci, Kevin Chase, and Alec Pappas, in conjunction with WSU Vancouver leadership—have extended the Center for Professional Sales to WSU Pullman.

The center has successfully prepared students for marketing careers in professional sales and customer account management for years at WSU Vancouver under the direction of marketing professor Ron Pimentel. The program offers a professional sales certificate and collaborates with leading local businesses to provide students with hands-on experience and skills needed for any type of persuasive communication.

Pimentel recently retired, and Julie Nelson joined WSU Vancouver to serve as the formal director of the system center governing sales education at both WSU Vancouver and WSU Pullman.

“The sales programs at WSU Vancouver and WSU Pullman won’t be expected to do the same things,” says Chip Hunter, Carson College dean. “Students and faculty research areas will be different, but we’ll have one center structure with shared college identity and administrative efficiency.”

The center has the potential to foster research as well as build students’ skills and connect them with job opportunities, he says. “It also builds upon the framework of our Next Carson Cougar undergraduate program that develops students’ technical acumen as well as the professional and soft skills that allow them to solve real business problems.”

Sales program accelerates at WSU Pullman

Since the professional sales certificate launched at WSU Pullman, student demand for sales classes has increased dramatically. “We’ve seen staggering enrollment growth since fall 2020—from 30 students to over 200—and 23 students are pursuing sales certificates this year,” says Chase. “We anticipate demand for the professional sales certificate will continue to grow as students get exposure to sales.”

Recent graduate Reed Ellis took his first sales class in fall 2021 and learned more about the breadth of opportunities available in the sales field and effectively engaging with customers. He says one of his favorite things was the interactive nature of the class. “I learn by doing. That was something unique about this class. We practiced role-playing and interacted with other students to help the material sink in.”

Ellis also participated on the sales competition team, a new opportunity traditionally offered at WSU Vancouver but now available at WSU Pullman. Team members compete regionally and nationally in front of sales recruiters and managers. Typical events include both speed selling and multistage role-plays where students compete against each other in mock sales calls. Speed selling is beneficial for the hiring process, as students practice their skills, says Balducci. In this event at the regional and national sales competitions, competitors give a 90-second pitch to ten companies. “It helps students perfect how they express their strengths to employers,” she says. “A concise, clean presentation is essential to a real-life interview in front of employers looking to hire.”

New initiatives attract nonbusiness students and corporate sponsorship

The WSU Pullman sales faculty have established events and competitions exclusive to the WSU Pullman campus,



JD Vargas

“Every interview I had revolved around the sales certificate. That’s what got me the interviews in the first place.”



Courtesy of JD Vargas




Jennifer Vasquez, left, and recruiter Lauren Patti role-play during the semi-annual WSU Sales Competition.

including a fall and spring competition that simulates a 15-minute sales call with a customer, role-played with sales program partners. “Students learn strategy, and it’s a fun way to build their skill set,” says Pappas. “About 40 WSU Pullman students participated in the 2021 inaugural event and about 50 in spring 2022.” Pappas also advises the WSU Pullman Sales Club that’s open to any WSU major. Club

activities refine students’ professional development and offer engagement with recruiters, he says.

These new initiatives have sparked interest in partners of the professional sales program where companies help fund activities to recruit students for sales-related roles. Corporate partnerships are available at four different levels, each with six options of engagement benefiting both the partner and the center.

“Most importantly, we see students across WSU benefiting from these efforts,” says Chase, pointing to alumnus JD Vargas (’21), a humanities major who completed the professional sales certificate and sales classes. Upon graduation, Vargas interviewed with more than a dozen companies and received four job offers. He credits much of his success to the skills he learned in the classroom: “Every interview I had revolved around the sales certificate. That’s what got me the interviews in the first place.” 

To learn more about the WSU Center for Professional Sales, please contact Kevin Chase at kevin.chase@wsu.edu.

WSU Tri-Cities and Port of Benton Partnership Offers Wine and Culinary Education at Walter Clore Center

By Sue McMurray

If Walter Clore, a man largely known as the “Father of Washington wine” could see the educational offerings the Carson College of Business is bringing to a center that bears his name, he would undoubtedly raise a toast to progress.

Last year, WSU Tri-Cities and the Port of Benton formed a partnership to implement wine and culinary education offerings at the Walter Clore Center in Prosser, Washington, adding to its continuing education and workforce development programs.

“We are elated to offer programming that will not only educate individuals about the history of Washington state wine, but also provide sensory and other hands-on experiences that will allow individuals to do a deep dive into all that Washington wine has to offer,” says WSU Tri-Cities Chancellor Sandra Haynes.

“WSU’s alignment with regional wine and culinary education is indisputable, and we’re delighted to take this next step with them in ensuring Dr. Clore’s memory is honored,” says Diahann Howard, professional port manager and Port of Benton’s executive director.

Clore Center program innovation prevails during unexpected closure and loss

WSU Tri-Cities School of Hospitality Business Management faculty Bob Harrington and Byron Marlowe, along with Joan Giese, career-track associate professor of marketing, met with wine industry professionals and Clore Center staff to create plans for seminars, events, and coursework at the facility. As one example, students could complete sensory components for the WSU hospitality school’s online Wine and Beverage Business Management Certificate—before unexpected events disrupted program delivery.

Due to the pandemic, the center closed temporarily. In late December, Marlowe, who was overseeing the hospi-

tality school’s programming at the center, passed away unexpectedly.


Both incidences created uncertainty regarding when and how programs would resume at the center. Currently, Harrington and Giese are moving forward with plans for in-person wine and beverage business management training.

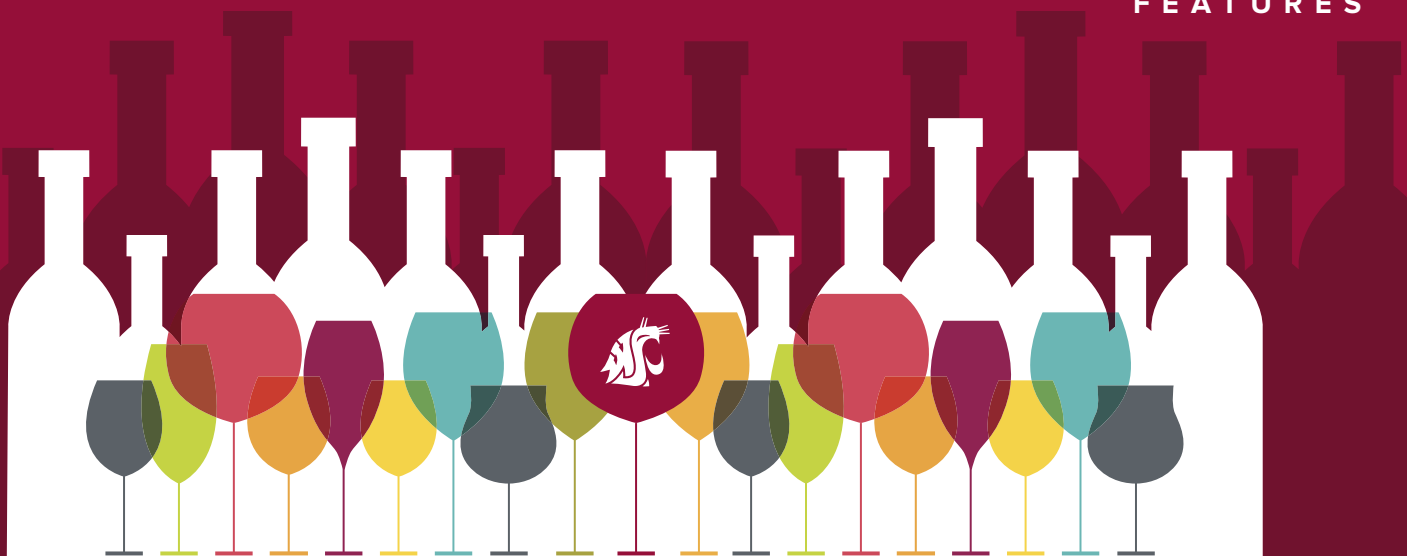
New programs on the horizon

The center’s spacious facility will provide the perfect venue for the in-person role-play credential the hospitality school is developing as a supplement to the online Wine Tasting Room Certificate. The certificate offers training for winery tasting room servers, managers, or anyone interested in learning more about Washington wines. When winery owners expressed value in adding the credential to the certificate, faculty began developing plans to offer it at the center in the future.

Harrington may extend the hospitality school’s current culinary arts certificate with an ESL aspect for individuals seeking to develop their English language skills in the contexts of food service and hospitality operations. While the certificate will be delivered primarily through the Pasco Specialty Kitchen, a commercial kitchen for food entrepreneurs, there is potential to offer in-person components of the certificate at the center. The program will be designed to help bridge language barriers and promote professional and personal growth.

“Businesses are looking for a way to train and retain workers,” says Harrington. “WSU needs to be this partner.”

Excerpts taken from “WSU Tri-Cities Partners with Port of Benton to Offer Wine and Culinary Education at Newly Reopened Clore Center” by Maegan Murray, published September 16, 2021, in the WSU Insider. 



Wine Tasting Room Certificate **Pours Knowledge** into Beverage Industry By Sue McMurray

As one of the sectors most severely impacted by the global pandemic, the food and beverage industry is starting to rebound. Washington state wineries are strategizing to return to postpandemic normality that will likely be different as experts predict a shift toward more personalized experiences for guests and smaller groups.

To meet industry needs, the Carson College of Business at WSU Tri-Cities developed the online Wine Tasting Room Certificate that is growing in popularity.

The program trains winery and tasting room servers on wine business customer service, knowledge of Washington wines, sensory attributes of wine, as well as suggestions for selling wine.

“Noncredit professional certificates that are online and on demand are a unique selling point,” says Joan Giese, career-track associate professor of marketing and director of lifelong learning at WSU Tri-Cities. “It’s the only way this type of training could meet fast-paced industry needs.”

Benefits of the certificate program are its affordable \$249 price tag and rapid completion time. The course’s four modules take approximately eight hours to master and cover the following topics:

- Exploring wine
- Wines of Washington
- Keys to proper wine service and sales
- Wine tasting, evaluation, and food pairing

Industry partners help refine content

Giese and WSU Tri-Cities hospitality faculty Bob Harrington and the late Byron Marlowe developed the certificate through an iterative process with winery owners and tasting room managers, building in a midway checkpoint and feedback from servers who evaluated the material.

“Halfway through the course development, we learned we were missing a section on wine flights,” says Giese. “Lots of legwork went into it before launching.”


Anyone interested in wine may benefit from the certificate, especially wine tasting room servers seeking to add a credential to their résumés. Individuals who complete the course will learn about the unique aspects of Washington wines, how they are made, and wine service.

“WSU’s certificate is a valuable resource for wineries and their current and potential tasting room staff, says April Reddout, founder of Reddout Wine Consulting. “The training offers a foundational understanding of the industry’s history and highlights so employees can focus on learning the story and specific operations of their employers.”

Role-playing and historical knowledge slated as possible training opportunities

Giese notes winery owners have indicated the value of in-person role-play as a possible add-on credential to the Wine Tasting Room Certificate. Currently, WSU Tri-Cities faculty are discussing plans to further develop supplemental role-playing and other training content, for example, a “watch list” of films significant to the history of the wine industry.

“The outcomes of the certificate program are well-trained servers who are confident in their abilities to know, serve, and sell wine, as well as well-served guests who are delighted with enjoyable tasting room experiences,” says Giese.

Excerpts taken from “WSU Tri-Cities Launches Online Certificate Program to Train Winery, Tasting Room Servers” by Maegan Murray, published November 16, 2021, in the WSU Insider. 

Talking Taxes

Hoops Tax Institute

Brings Opposing
Sides Together

By *Becky Kramer*



It sounds like the punchline to a joke: Take a bunch of tax attorneys, CPAs, and business people and put them in a room with state tax regulators. What do you get?

The Washington State Tax Conference.

Each August, the conference brings about 200 people to WSU Pullman for two days of unfettered discussion about taxes. Nothing is off limits as participants hash over Washington's tax system, which generates more than \$20 billion in annual revenues to pay for state services.

"This isn't like other tax conferences," says Darcy Kooiker, Ernst & Young LLP indirect tax managing director. "We don't just talk about plain vanilla topics. We talk about the juicy, meaty issues that often don't have clear answers."

For the tax-minded, that includes topics like: What constitutes gross income? And, how will Washington's new capital gains tax be administered?

Now in its third year, the conference is a partnership between the state Department of Revenue (DOR) and the Hoops Institute of Taxation Research and Policy at the WSU Carson College of Business. The conference promotes understanding among stakeholders who often have opposing viewpoints.

Many of the conference's participants would normally meet in adversarial situations, such as tax litigation or enforcement actions. As an academic institute, Hoops provides the neutral ground for the tough discussions, says Gil Brewer, DOR's senior assistant director of tax policy.

"If the agency said, 'Hey, the Department of Revenue is having a tax conference,' it would naturally raise suspicion from the CPAs and tax attorneys," he says. "The Hoops Tax Institute's involvement reinforces people's willingness to participate."

The institute was established in 2012 by the late Howard ('50 Hosp. Mgmt.) and Billie Hoops. The couple traveled extensively during Howard Hoops's career with the American Red Cross, and he noticed few people understood taxes or their role in government.

"Part of his vision was to increase public awareness of tax issues," says Jeff Gramlich, accounting professor and director of the Hoops Tax Institute. "We're proud to further that vision by hosting the conference at WSU."

A complicated tax system

The Department of Revenue administers about 60 different taxes, including Washington's sales and use taxes. The revenues collected generate more than 90 percent of Washington's general fund, which pays for education, social services, corrections, public safety, and other services.

"Even when you live in the world of taxes, the system still seems complicated," says Vikki Smith, the agency's director. "Businesses need a fair tax system they can understand, and one that's sound, so we can administer it. This conference hits all those different factors."



The annual Washington State Tax Conference brings about 200 people to campus to discuss the state's tax system.

Smith encourages key DOR employees to attend, so they can hear directly from the CPAs and attorneys representing Washington companies on tax issues. About half of the conference attendees are from DOR, and Washington companies also participate.

"It gives us insight into what the business community and taxpayers are thinking," Brewer says. "In this type of free-flowing conversation, we're not advocating for a particular position; they're not trying to get a specific result. We're just talking taxes."

Kooiker's favorite conference session is titled, "Ask the department anything about tax policy."

"It's fantastic the DOR officials are willing to tackle those thorny issues," she says. "It really opens up the dialogue in a less guarded setting."


Kooiker also appreciates the after-hours conversation. "So much gets discussed when you're sitting around the hotel and chatting informally," she says. "Everyone wants a tax system that is easy to comply with and audit. This conference provides a forum for taxpayers, tax representatives, and the DOR to work together toward that goal."

Opportunities for tax research

The conference also provides opportunities for academic research. A Carson College doctoral student recently studied DOR's selection criteria for tax audits—an idea that grew out of the conference.

"He evaluated whether our audit selection produced what we were expecting," Brewer says. "That's an important question for us. Working with the Hoops Tax Institute gives us access to academic researchers who can provide a neutral analysis."

During its relatively short tenure, Gramlich says the Washington State Tax Conference has built a strong reputation.

"I'm excited about what this partnership will create in the future," he says, "and how it will benefit the state of Washington and its taxpayers." 

WSU Tri-Cities Launches New Entrepreneurs in Residence Program

by *Maegan Murray*



Courtesy Maegan Murray

Christina Lomasney and Paul Carlisle will help WSU Tri-Cities students develop entrepreneurial concepts.



Christina Lomasney

“The pieces are already here: a thriving Tri-Cities economy, a local national laboratory presence, growing venture capital resources, and access to a strong academic foundation.”

Washington State University Tri-Cities, known for its contributions to industry and agriculture, is about to produce a new kind of “cash crop”—by cultivating future entrepreneurs who will potentially improve the region’s economy.

The campus launched a new Entrepreneurs in Residence program to connect students to successful entrepreneurs who can help them scale entrepreneurial concepts into reality. Entrepreneurs in residence will provide free advice, coaching, and mentoring as well as industry networks for potential partnerships.

The program resulted from conversations between WSU Tri-Cities Chancellor Sandra Haynes and regional entrepreneurs Paul Carlisle and Christina Lomasney.

“We see an opportunity to build a pipeline of future entrepreneurs starting on the WSU Tri-Cities campus,” Lomasney says. “The pieces are already here: a thriving Tri-Cities economy, a local national laboratory presence, growing venture capital resources, and access to a strong academic foundation.”

“This new opportunity at WSU Tri-Cities complements our work in promoting student entrepreneurship across the WSU system,” says Chip Hunter, Carson College dean. “Mentoring and networks are keys to learning.”

Carson College grad and technology expert Paul Carlisle leads new program

Carlisle ('06 Busi. Admin., '07 MBA) leads the program at WSU Tri-Cities. He is a Carson graduate of the Tri-Cities campus, where he developed the business plan for his technology business, elevate, which provides technology solutions for businesses and organizations across the Pacific Northwest. Carlisle announced the sale of elevate and is excited to give back to students. He is an adjunct Carson faculty member at WSU Tri-Cities and chairs the college’s WSU Tri-Cities advisory board. He received the


Sam Volpentest Entrepreneurial Leadership Award in 2016, recognizing community leaders who support entrepreneurs in the region.

“Over the past 12 years, I’ve taught entrepreneurial courses around management, marketing, and strategy,” Carlisle says. “We look to build on the decade of successful coursework in those areas to engage students where they are. For example, a young undergraduate, a graduate engineering student, and a seasoned business professional would all have a place at the table to access what they need to succeed on their unique journeys.”

Christina Lomasney contributes executive-level entrepreneurial expertise

Lomasney cofounded Modumetal Inc. and was the company’s president and CEO until 2020. The company partnered with leading Fortune 500 companies to commercialize revolutionary classes of nanostructured metals. Prior to Modumetal, she cofounded Isotron, creating advanced materials for environmental remediation and nuclear, biological, and chemical defense. As the director of commercialization for Pacific Northwest National Laboratory, Lomasney now advises technology companies in energy, transportation, defense, manufacturing, and advanced materials sectors. She is also a registered patent agent and a board director on Washington state’s main initiative to secure critical material supply chains, JCDREAM. *Fortune* named her one of the “World’s Most Promising Women Entrepreneurs” in 2015.

Lomasney says the WSU Tri-Cities program will open an unlimited horizon for business, science, and technology students to go beyond learning and to build for a better future.

Both Carlisle and Lomasney will spend time regularly at WSU Tri-Cities to work with classes, individual students, and student groups on entrepreneurial concepts. 

For more information about the WSU Tri-Cities Entrepreneurs in Residence program, contact Paul Carlisle at go.wsu.edu/ccbentrepreneurs

Joseph Scott Gladstone

Expanding the Culture of Business Education

Photo by Laura Campbell



By **Becky Kramer**

Studying business can leave Native American students feeling conflicted, says Joseph Scott Gladstone, career-track assistant professor at WSU Everett.

“They often perceive Western business ideas as capitalistic, highly competitive, and profit-driven—contrary to the Native way of doing things,” he says. “They wonder, ‘Is it OK to be Native and major in business?’”

Gladstone’s answer to the question is an unqualified “yes.” He teaches a range of business management courses and coauthored *American Indian Business: Principles and Practices*, an introduction to American Indian business practices. He’s also an enrolled member of the Blackfoot Nation and a Nez Perce Tribe descendant.

Gladstone has visited Native communities throughout the United States. He views management and business skills as transformative in helping tribes alleviate poverty through economic development and job creation.

When he worked in public health on Indian reservations in Arizona, Gladstone noticed that many of the health issues people faced were tied to poverty. The realization led him to a doctorate in management.

“Instead of treating the symptoms, we need to fix the economic problems,” he says, “and I think we should fix them through business.”

But Gladstone, who joined WSU Everett last year, also advocates for expanding the cultural context of business education. In an essay published in the *Academy of Management Learning and Education*, he describes why it’s important for business educators to understand Native and Indigenous perspectives on community and relationships.

A degree begins with relationships

For Native American students, the journey to a college degree often begins through relationships in their community, Gladstone says.

“They were told by their elders to go to college, get educated, and come back to help their people,” he says. “But choosing to leave your community is a risky venture—particularly when you’re entering a much different environment.”

Native Americans make up less than 1 percent of both the US undergraduate and graduate student population,

Joe Gladstone



Instead of treating the symptoms, we need to fix the economic problems, and I think we should fix them through business.

according to the nonprofit Postsecondary National Policy Institute. Studying business on a university campus can feel lonely and lead to a perceived clash of values.

"If Native students perceive business theory as coming from the West, with a focus on individual wealth acquisition, that creates conflict," Gladstone says. "But there are other ways to look at wealth creation—the wealth we generate creates resources that benefit our entire community."

Expanding business voices

Gladstone is working to bring diverse voices into the field of business management and increase the academic research from a Native and Indigenous viewpoint.

He founded the Native and Indigenous Peoples Caucus at the Academy of Management, the professional organization for management and organization scholars. The caucus brings together management scholars with Indigenous backgrounds from all over the world.


He's also the author of "Coyote Learns Commerce," a textbook chapter used at tribal colleges that explores

American Indian worldviews and modern-day business practices.

Gladstone is eager to share his perspectives in the classroom. Last semester, he taught a business ethics seminar class, where he encouraged Carson College students to think broadly about values.

"We looked at classic issues such as cheating and financial ethics," he says. "Students also discussed business ethics in the context of environmental protection and community service."

Gladstone's perspective is a valuable one for the Carson College, says Robert Crossler, Philip L. Kays Distinguished Associate Professor and chair of the Department of Management, Information Systems, and Entrepreneurship.

"I am very excited to have Joe in the MISE department. His insights as a management professor and Native American help prepare our students to enter a diverse workforce," Crossler says. "Their ability to understand different cultural views about business decisions will increase their likelihood of success." 

Marketing Symposium

Connects Students to Industry Experts

By *Becky Kramer*



Mad Men created a popular narrative around advertising agency jobs, but working in marketing doesn't really resemble episodes from the period TV drama.

"We're not like the Don Draper character," said Andi Day ('91 Hist.), executive director of Visit Long Beach Peninsula Tourism Bureau and speaker at the Carson College of Business's inaugural marketing symposium. "We aren't sitting around in an office all day, thinking up pitches."

The college launched the symposium in April, giving students a chance to explore marketing careers through networking with industry professionals and hearing about current trends. Over time, the symposium's goal is to strengthen relationships between the professional marketing community, the college, and students.

The digital age has transformed the industry, amplifying opportunities to reach consumers through social media and digital marketing channels.

"We've moved beyond placing an advertisement in *Golf Digest*, because that's where our audience is," said Jeff Joireman, professor and chair of the Department of Marketing and International Business.

However, many marketing fundamentals remain the same, speakers said. That includes understanding the customers' needs, responding quickly to requests, and helping connect people with brands.

"At the end of the day, marketers are the ones driving growth. We are connecting people with products, services, and experiences," said Alex Fischer ('13 Intl. Busi.), a Google account executive who chairs the college's marketing advisory board.

Keeping pace with digital marketing's rapid changes

The student Marketing Club worked closely with club advisor Kunter Gunasti, assistant professor of marketing, and National Board of Advisors members to design the symposium.

"We held focus groups and sent out surveys to determine what students were most interested in," said Ryan Orcutt ('22 Entrep., Mktg.), club president. "We used feedback to help craft the sessions."

Speakers included marketing professionals from nonprofits to the tech industry, and from startups to global corporations.

Tristan Rees, chief technology officer for Armoire, a Seattle-based company that rents out designer women's clothing, shared advice on how to keep up with digital marketing's rapidly changing landscape. "Teach yourself to learn new things," he told students.

Employers value the ability to acquire new skills along with a strong academic foundation, Rees said.

Analyzing data is a critical skillset, and advancements in technology have made data accessible to people outside the C-suite, he said.

To keep up with new industry trends, Rees said he listens to podcasts and follows a carefully curated list of business professionals on Twitter.

Values-driven marketing— an upcoming trend

Mady Dewey is the CEO and cofounder of Herd Social, a social media platform that launched in 2021. She talked about how values-driven marketing led to Herd Social's mission of creating a less toxic online environment, particularly for women.

"Women are particularly sensitive to comparisons on social media," Dewey said. "We wanted to create a social platform where women felt better when they logged off than when they logged on."

Instead of featuring social media influencers, Dewey said Herd focuses on ways to create community among people who might actually meet and become friends.

"We're becoming desensitized to influencers telling us how much they love something," Dewey said. "But we're never going to be desensitized to friends giving us a recommendation."

Charting a path in marketing


Industry professionals also offered tips for starting and growing a marketing career.

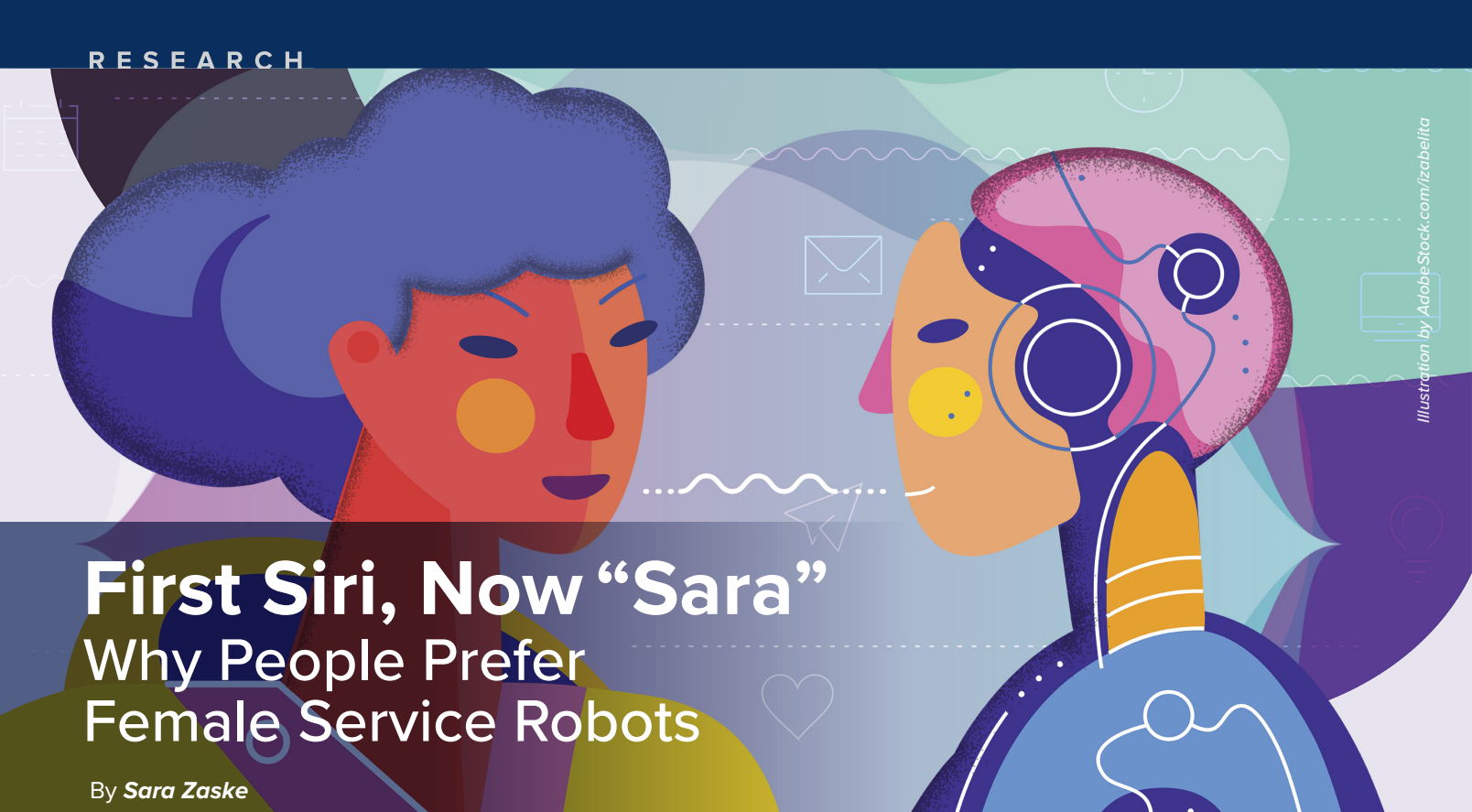
"Tell the story as well as you possibly can," said Paul Warner, digital marketing manager for Schweitzer Engineering Laboratories in Pullman.

Warner draws on his prior news media experience to help share stories about his company's commitment to integrating renewable energy sources into the power grid.

Professional sales skills are also a plus, said Don Lionetti ('87 Mktg.), a sales director at Microsoft. "Even if you aren't selling a product or service, you'll be selling ideas to your boss," he said.

Lionetti also encouraged students to network with their WSU peers, explaining how he used his Cougar connections during a mid-career job transition. A former fraternity brother worked at Microsoft and was able to provide insights about the company's hiring process and working there.

"That's the beauty of the Cougar family; we are there for you," Day said. "These are people who will help you for the rest of your life." 



First Siri, Now “Sara”

Why People Prefer Female Service Robots

By **Sara Zaske**

People are more comfortable talking to female rather than male robots working in service roles in hotels, according to a study by Carson College of Business hospitality researcher Soobin Seo.

The study, which surveyed about 170 people on hypothetical service robot scenarios, also found the preference was stronger when the robots were described as having more human features. The findings are published online in the *International Journal of Hospitality Management*.

“People have a tendency to feel more comfort in being cared for by females because of existing gender stereotyping about service roles,” says Seo, assistant professor of hospitality at WSU Everett. “That gender stereotype appears to transfer to robot interactions, and it is more amplified when the robots are more humanlike.”

Even before the pandemic, the hotel industry struggled with high turnover of employees. Seo notes some hotels have turned to robots and automation for a variety of functions from dishwashing and room cleaning to greeting guests and delivering luggage.

Examples range from the female humanized robots named “Pepper” at the Mandarin Oriental Hotel in Las Vegas to the fully automated FlyZoo hotel chain in China where guests interact only with robots and artificial intelligence (AI) features.

Feminine, humanlike service robots rate higher than those with male, machinelike features

For the study, survey participants were presented with one of four scenarios about interacting with an AI service robot at a hotel. In one scenario, they were greeted by a male


service robot named “Alex” described as having a face and humanlike body. A second scenario was worded exactly the same with just two changes: the robot’s gender was female, and its name was “Sara.” In two other scenarios, the robots were both gendered and named differently but described as “machinelike” with an interactive screen instead of a face.

The respondents ranked how they felt about the interactions. The participants presented with the female robot scenarios rated the experience as more pleasant and satisfying than those who had scenarios with male robots. The preference for the female robot was more pronounced when the robots were described as looking more human.

Seo cautions that replacing human hospitality workers with AI robots of any gender raises many issues that need further research. For instance, if a robot breaks down or fails in service in some way, such as losing luggage or getting a reservation wrong, customers may want help from a human employee.

Further research to examine influence of AI robot personality traits

Seo is also investigating how the personality of AI robots may impact customers’ perceptions, such as if they’re extroverted and talkative or introverted and quiet. These are important considerations for AI robot developers as well as for hospitality employers to consider as they think about adopting robots more widely, she says.

“We may start to see more robots as replacements of human employees in hotels and restaurants in the future, so we may find some of the psychological relationships we see in human-to-human interaction also implemented in robot interactions,” she says. 

Artificial Intelligence in Human Resources Offers Many Solutions, but it's No "Silver Bullet"

By *Eric Hollenbeck*



Photo by WSU Photos Services

Richard Johnson is exploring the benefits of AI-backed systems and their unintended consequences.

The allure of using artificial intelligence software to automate some functions of human resources is strong for organizations looking to improve efficiency and reduce costs. From chatbots that answer employee questions to virtual job recruiters, the use of artificial intelligence (AI) in human resources (HR) offices is a growing trend worldwide.

Fortune Business Insights reported the global human resource technology market growth at \$24 billion in 2021 and expects it to grow to \$36 billion in 2028. That's because AI offers unique advantages for human resource managers. For example, AI-enabled recruiting is more effective and efficient at reaching larger, more qualified applicants, and AI-enabled chatbots provide quality, self-service options for employees.

But HR managers should know the limitations of technology.

"It's not a 'silver bullet,'" says Richard Johnson, Carson College associate professor of management, information systems, and entrepreneurship.

Johnson, whose expertise is in information systems and human resources management, recently published a paper that explores the benefits of AI-backed systems and their unintended consequences.

"AI has a lot of benefits, but we really need to understand limitations and potential risks that come along with its use," he says.

Risks include unintentional bias given to certain types of candidates over others. For example, Amazon leadership was trying to support promotions within the firm, and they discovered that no matter what they did, they could not remove bias against women.

"They were keen on promoting people who were successful in the past. And historically, males had been promoted into

leadership roles at a greater rate than females; AI picked up on this pattern," says Johnson.

Organizations must be smart about advantages and unintended consequences of AI


Organizations and HR managers interested in adopting AI-backed solutions must keep in mind or commit to developing a clear set of guidelines and policy audits to ensure things run smoothly, not a "set it and forget it" mentality.

"These systems use machine learning, which means they are taking in data and using AI to process it. Typically managers don't have a clear understanding of the hows and whys of that process," says Johnson.

When managers are not aware of what's "happening underneath the hood," they may not catch errors or recognize when the system makes choices with unintended consequences. In recruitment, for example, a candidate may be screened out of the process. "The hiring manager may never know why someone was denied an opportunity," says Johnson.

The future of AI-backed technologies shows no signs of slowing, so it is imperative that organizations—both large and small—understand not only the benefits but also the unintended consequences of AI.

Johnson stresses the importance of HR professionals gaining the appropriate education and training for AI-enabled technologies prior to implementation, and for organizations to build solid policies and ongoing education to train its workforce to avoid costly, or even litigious, errors.

"This is particularly important in the context of human resources, because we're making decision about people, right? People's livelihoods are at stake," he says. 

PhD Corner


"She is my favorite instructor at WSU. Please hire her!"

Such sentiments often appear in the course evaluations for our top PhD student instructors. This begs the question, "Why don't we hire our own PhD students?" After all, the best ones are a known commodity that have already demonstrated effective engagement with WSU students. In the corporate world, for example, why would Microsoft train people to go work for Apple?

Academia is a different beast than the corporate world in many ways, including this issue. While cases certainly exist where hiring our own graduates makes sense, universities generally discourage it to avoid academic inbreeding and stagnation of creativity. When PhD students share their diverse research ideas at other universities, they drive thought innovation across academia.

PhD students introduce their own fresh backgrounds, experiences, and perspectives to an academic department. They combine this with state-of-the-art theory and methods learned to create new knowledge and brew some of the most innovative research ideas in their field. Additionally, students question established norms and bring fresh ideas that simply were never thought of previously.

Our PhD profile highlights Carlos Torres, who joined us from Colombia on a Fulbright scholarship. After 25 years in the IT industry, he earned his PhD in information systems and is researching ways to help companies stop cyberattacks, which are crippling companies worldwide. Torres has now brought all he knows to Texas at another Carnegie Research I university, Baylor.

We have other graduates cross-fertilizing across the country, from California to Connecticut and points in between. Meanwhile, we have recently hired faculty with fresh perspectives from such schools as Indiana University, Georgia Tech, Penn State, and the University of Missouri. Without this influx, older faculty like me might stagnate, and academia would be worse off. With it, we are changing the world, one idea at a time. 

Chuck Munson

Chuck Munson, PhD Program Director



Photo by WSU Photo Services



KAMAL AHMMAD

MARKETING

BBA, University of Dhaka

MBA, North Carolina A&T State University

DISSERTATION

Consumer Resistance to Transformative Consumption Behavior

MAJOR ADVISOR

Elizabeth Howlett

PLACEMENT

Utah Valley University



LIANCHENG FU

ACCOUNTING

BS, University of Utah

MAcc, University of Utah

MSBA, Washington State University

DISSERTATION

Jurors' Liability Assignment under Group Audit Failures

MAJOR ADVISOR

Bernard Wong-On-Wing

PLACEMENT

California State University, Stanislaus



NASIR HAGHIGHI

MARKETING

BS, Sharif University of Technology

MBA, Sharif University of Technology

DISSERTATION

What Helps and What Hurts: Modeling the Product Performance Metric Consequences of Review Helpful Votes in Online Platforms

MAJOR ADVISOR

Elizabeth Howlett

PLACEMENT

University of Washington, Tacoma



MYCAH HARROLD

MARKETING

BS, Western Oregon University

MS, Washington State University

DISSERTATION

Pink Tasks: Why Feminist Women Value Gendered Products More Than Non-Feminist Women

MAJOR ADVISOR

Andrew Perkins

PLACEMENT

Regis University



YAFANG LI

MANAGEMENT INFORMATION SYSTEMS

BS, Beijing Foreign Studies University

MS, Beijing Foreign Studies University

DISSERTATION

Commit to Be Fit: Antecedents and Consequences of Goal-Directed Health and Fitness Technology Use

MAJOR ADVISORS

Michelle Carter and Robert Crossler

PLACEMENT

University of Memphis



TENGIAT (LAWRENCE) LOI

MANAGEMENT

BA, Washington State University

MBA, University of Macao

DISSERTATION

Mixed Blessings in Organizational Behavior

MAJOR ADVISOR

Kristine Kuhn

PLACEMENT

University of Minnesota Duluth



JESSICA MURRAY

HOSPITALITY BUSINESS MANAGEMENT

BA (2), Washington State University

MS, Washington State University

DISSERTATION

An Examination of Local Food and Agritourism: Connections, Perceptions, Drivers, and the Impact of COVID-19

MAJOR ADVISOR

Robert Harrington

PLACEMENT

Washington State University (Postdoctoral Position)



EUNJEONG SHIN

MANAGEMENT

BS, Washington State University

DISSERTATION

Understanding Stigma in the Workplace: Managers' Perceptions of Various Stigmatized Groups and Their Willingness to Hire Them

MAJOR ADVISOR

Jerry Goodstein

PLACEMENT

Washington State University (Visiting Professor)



CARLOS TORRES

MANAGEMENT INFORMATION SYSTEMS

BS, Universidad Industrial de Santander

MBA, Universidad de Los Andes

MIB, Florida International University

DISSERTATION

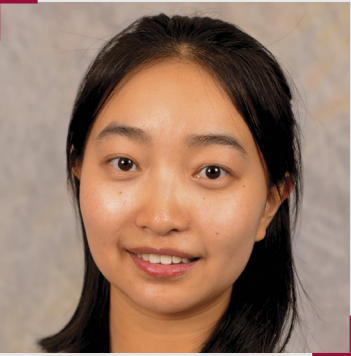
Values and Legitimacy: Moving Beyond Fear in Information Security Policy Compliance

MAJOR ADVISORS

Robert Crossler and Richard Johnson

PLACEMENT

Baylor University



AO WANG

FINANCE

BA, Sichuan International Studies University

MS, Southwestern University of Finance and Economics

DISSERTATION

Two Essays on Mutual Fund Managerial Skills and Performance

MAJOR ADVISOR

George Jiang

PLACEMENT

Washington State University Vancouver



HAN YAN

ACCOUNTING

BS, Qiqihar University

MA, Liaoning Normal University

MA, Emporia State University

MBA, Emporia State University

MSBA, Washington State University

DISSERTATION

Internal Audit Quality and Risk Management

MAJOR ADVISOR

Beau Barnes

PLACEMENT

Fairfield University



About 90 percent of the problems we have in security are caused by people. Unintended human error.

PHD PROFILE
Carlos Torres

Photo by WSU Photo Services



Cybercrime and Fear

Researching Better Ways to Improve Security Compliance

By *Eric Hollenbeck*

Cybersecurity incidents cost organizations trillions of dollars a year, and firms spend billions annually to defend their systems from security attacks and data breaches. But no matter the level in which firms invest in system tools to protect their data assets, there is one area of cybersecurity which remains the most vulnerable: security breaches caused by human error.

“About 90 percent of the problems we have in security are caused by people. Unintended human error,” says Carlos Torres, a recent management and information systems graduate.

Torres’s doctorate in management information systems (MIS) focused on security policy compliance and messaging that persuades and motivates employees to make wiser decisions about cybersecurity without the use of fear-based tactics, such as the consequences of the cybersecurity threat or a possible disciplinary action for noncompliance.

The cost of cybersecurity incidents is expected to reach \$10.5 trillion annually by 2025—developing cybersecurity communications and compliance programs is vital for firms to reduce their risks of attacks, shore up vulnerabilities, and even retrain employees.

“It’s a preventative measure with potential for significant cost savings for organizations,” says Torres.

Torres has over 20 years of industry experience in information technology management and sales. He worked in the Americas and Europe leading projects for Latin America and telecommunications companies switching from 3G to 4G wireless networks or designing value-added services and new products successfully launched into markets.

As both a successful IS manager in the field and now an assistant professor, Torres understands the value of motivating employees

to make decisions in ways that have lasting effects.

A change of course

At first glance, it seems like Torres’s career from industry to academia was straightforward; however, the path to his PhD wasn’t always clear. In fact, Torres says he thought about earning a doctorate several times but ultimately felt he was too far along in his career to give it a shot. “I felt like my time had passed,” he says.

But, an opportunity presented itself at an unlikely moment.

“I’m lying in bed, chatting with my wife and she asks, ‘What is one thing that you’ve wanted to do? Something that if you don’t do it, you’ll look back and wish you had done it?’ So, I told her ‘get my PhD,’” he says.

With that, the course was set. Torres applied for and received a Fulbright Scholarship to study in the United States. He was one of a handful of PhD students to receive the award for information technology-related studies.


“It felt like a miracle to receive that award,” he says.

An environment for success

Torres says two things drew him to the Carson College PhD program: the strength of the program and the faculty.

“We have great people in the Carson College of Business,” Torres says. “Professors are all very renowned in their fields.”

In August, Torres joined the faculty at Baylor University’s Hankamer School of Business as an assistant professor in information systems.

“Doing research is the thing that motivates me the most, but helping develop people is also great,” he says. “I benefited from that at WSU and look forward to continuing that in my own career.” 



We're about instilling that spark of hope in kids, which they may not have received in their family.

Photo by Matthew Haugen

MBA PROFILE

Julie Wukelic

A Cougar Believed in **Julie Wukelic**, Putting Her on the Path to an MBA

By **Becky Kramer**

Believe in Me, a Spokane-based foundation, works to transform underprivileged children's lives by providing grants to nonprofits serving youth across the Inland Northwest.

"We're about instilling that spark of hope in kids, which they may not have received in their family," says Julie Wukelic, the foundation's CEO. "Most of us, if we have amounted to anything, have had that person who said, 'You're really good at this. You need to invest more of yourself in it.'"

Wukelic ('08 Fin., '10 MBA) received a similar spark of hope after her marriage ended. She was working as a Shopko pharmacy technician when her boss—a Cougar alumnus—spotted Wukelic's knack for business management.

"He sat me down and said, 'Have you ever thought about going to WSU?'" Wukelic recalls. "He didn't see me counting pills and billing insurance all day. He said, 'I really think you're meant for something more.'"

No one had encouraged Wukelic to attend college before. She and her three children moved to Pullman, where she juggled school, parenting, and work. After graduating in finance from the Carson College of Business, she immediately started her MBA studies.

"I felt like I was starting out late, and I needed to catch up with my peers to make myself competitive in the marketplace," she says. "This was 2008, during a very challenging recession."

After earning her MBA, Wukelic managed clinical trials at Rockwood Clinic in Spokane and later worked for a marketing consultant. She was recruited to serve on Believe in Me's board of directors.

"I found myself daydreaming about leveraging my knowledge and skills to help benefit the community, specifically kids who have been mistreated, abused, or were homeless," Wukelic says.

In 2020, Wukelic was hired as Believe in Me's chief executive officer.

Using financial skills to benefit nonprofits

As Believe in Me's CEO, Wukelic draws on her background in finance, accounting, and marketing to carry out the foundation's mission and make sure it retains a healthy asset base.


"In the nonprofit sector, people are mostly trained in social work," Wukelic says. "Having a mindset for the bottom line is important, because even as a nonprofit, you need to be sustainable."

She also draws on her knowledge of contracts from a business law class. "It helps to be able to negotiate a contract with terms and conditions that benefit the organization, or know when you need an attorney to step in," she says.

Volunteering to give back

During her time as an MBA student, Wukelic participated in two WSU Business Plan competitions. She's now a judge in the high school division, which Believe in Me also supports as a sponsor.

Helping high school students learn about business startups aligns with the foundation's mission. And by volunteering, Wukelic gets a chance to express her gratitude by giving back.

"There's an intrinsic value around volunteering your time with WSU," she says. "Setting aside time to volunteer reenergizes your soul and gives you purpose." 



COUG  ALUM



Everyone at WSU was absolutely committed to making sure my student experience was the best it could be. **Go Cougs!**

Courtesy of Margie Rehart

EXECUTIVE MBA PROFILE

Margie Rehart

Accounting and Finance Professional **Margie Rehart** Ups Her Game with Executive MBA

By **Sue McMurray**

If you want to know how Margie Rehart (EMBA '21) feels about her WSU experience, no words need to be exchanged. From the WSU class ring, wristwatch, and alumni t-shirt she wears, to the framed diploma on her office wall, it's obvious Rehart identifies as a Cougar. But when she does talk to others considering the Carson College's online executive MBA program, there's no mistaking her loyalty.

"ENROLL! Now. Don't pass go; don't collect \$200! It was a lot of hard work but absolutely worth it!" she says enthusiastically. "It was the best student experience I have ever had."

Choosing to attend WSU was not just a toss of the dice, Rehart says.

The EMBA program's top *US News and World Report* ranking and online format through Global Campus were an ideal fit while she worked full-time and took care of her disabled mother. Rehart says the program's administrators, teachers, enrollment staff, and advisors—particularly Meghan Steinbeiss—convinced her WSU was truly the right place.

"When my enrollment hit a snafu because of a mix up with student loans, Meghan was very supportive. I was literally in tears, and she said, 'Don't worry. You're still a Cougar, and we'll see you in August,'" says Rehart. "Meghan made me feel like family, and I knew I had found my home. Everyone at WSU was absolutely committed to making sure my student experience was the best it could be."

EMBA program extends Rehart's business operations skills

Rehart is an accomplished professional with 25 years of experience employing accounting and financial management best practices and team


leadership. Her expertise spans financial statement preparation and analysis, forecasting, cost control, and Microsoft Excel applications. She holds bachelor's and master's degrees in accounting and is a licensed financial modeling and valuation analyst.

Despite her success as an accountant and financial controller for several companies, as well as her substantive education, Rehart discovered she needed more training after working with a very demanding CEO.

"I was inspired to pursue an executive MBA when I realized I needed additional education in areas of business operations to properly do my job," she says.

Earning her EMBA has given Rehart a much better understanding of how her role impacts the management and success of her organization. The program encourages students to think outside the norms of business and to try new ways of approaching problems—important tenets for tomorrow's finance professionals, she notes. This approach was particularly helpful when the organization she worked for changed enterprise resource planning systems. Drawing on planning resources she learned in her information technology courses, she helped her company increase productivity.

"I'm able to better fulfill my professional responsibilities because I can look beyond accounting and consider the business as a whole," she says.

Rehart is currently studying to take her CPA exams and hopes to move into a director of accounting/finance or CFO role. "I am convinced the WSU EMBA will be a significant asset in this pursuit," she says. 

HELPING **VETERANS** Build a Better Future

By **Matt Beer**

Reimagining your career can be exciting and scary for anyone, but for America's military veterans, it can be even more daunting. Ian Roe, an intelligence analyst with the US Air Force, enrolled in the Carson College online MBA program through WSU's Global Campus to set himself up for success for life after the military.

What he found out about himself came as a surprise.

"When I decided to leave the Air Force," says Roe, "I quickly learned there was a lot I didn't know about entering the civilian workforce."

Data drives development of meaningful resources for student veterans

Each year some 200,000 veterans leave the military, and regardless of their length of service, the process can be thrilling, rewarding, and disorienting all at the same time. At least 35 percent of our student veterans are actively transitioning from the military to corporate America. A key goal of the Carson MBA Veterans program is to help them develop the tactical skills required to make that leap to be successful in tomorrow's business world.

A survey for incoming student veterans helps to identify gaps in student knowledge and confidence and steer development of meaningful services and programs. Over the past two years, survey results have shown personal branding skills like LinkedIn, networking, and résumé writing are top concerns for Carson's student veterans.



VETERANS WAY

Photo by WSU Photo Services

Ian Roe



When I decided to leave the Air Force, I quickly learned there was a lot I didn't know about entering the civilian workforce.

Courtesy of Ian Roe



Carson MBA Veterans program offers personal brand coaching

Courtesy of Holly Connley




Holly Connley

To meet these unique needs, Carson MBA Veterans has partnered with personal brand coach Holly Connley. With over a decade of experience coaching students in higher education, Connley brings fresh insights to help students create their personal brand. "Personal branding efforts should focus on an authentic representation of your unique character, skills, and attributes," says Connley.

The Carson MBA Veterans program has developed a variety of highly personalized offerings to help military students fulfill this vision including résumé reviews, LinkedIn consultations, customized mock interviews with industry, and specialized topic webinars. All are designed to meet student veterans where they are in their journey. "Oftentimes," shares Connley, "when people start shaping their personal brand, they look at their past to define it. When I work with student veterans, I encourage them to embrace the transition by focusing on where they're going."

Carson student veterans have responded enthusiastically. In 2021, 112 MBA students participated in Connley's offerings, with 35 involved in three or more activities. Those 112 students represent a very real need and are a key differentiator from other online MBA programs.

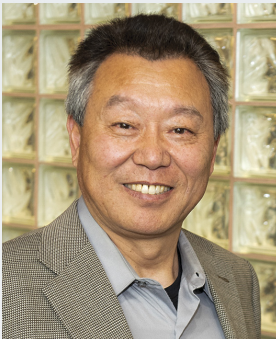
Roe couldn't agree more. "Ms. Connley helped me reimagine my résumé, coached me through LinkedIn, and provided me networking skills that supported my trip to the annual MBA Veterans Conference," he says. "I separated from the Air Force in July 2022 and have a new role as a senior consultant with Guidehouse's National Security Segment in Washington, D.C."

Carson MBA Veterans program leaders are pleased to see the skills and confidence students are gaining and look forward to deepening relationships with alumni and corporate partners. 

For more information on how you can support the Carson MBA Veterans program, please contact Matt Beer, Carson's military and veteran affairs manager, at matthew.beer@wsu.edu.

CARSON COLLEGE OF BUSINESS

Outstanding Faculty Research



George Jiang,

Department of Finance and Management Science, had 14 research papers accepted for publication in the past three years, including one in a premier academic journal and several in top publications. Many of these publications are with current and former doctoral students, showing his dedication to helping others develop their research skills.

Outstanding Faculty Service



Claire Latham,

Department of Accounting (retired), has completed hundreds of service hours related to the college's assurance of learning for the Association to Advance Collegiate Schools of Business's accreditation process. She led her committee through an extensive overhaul that aligned the

process with The Next Carson Cougar curriculum's new learning goals. This work involves analyzing course and class content, testing students, and informing faculty about the outcomes.

Outstanding Faculty Teaching



Joe Compeau,

Department of Management, Information Systems, and Entrepreneurship, is a teacher who strives to create an outstanding educational experience while developing future business leaders. He reduced the lecture time in his classes and increased learning through small group

activities and student-instructor interaction. He also mentors new faculty and doctoral students to develop their teaching skills.

Outstanding Doctoral Student Teaching Assistant



Shazzad Sikdar,

Department of Management, Information Systems, and Entrepreneurship, gives students detailed feedback on assignments and helps them track their progress over time. He also is very interested in teaching techniques. When classes moved online during the start of the COVID-19

pandemic, a professor suggested using a comic-strip style approach to illustrate case studies and increase student engagement. Sikdar reviewed websites for designing comics based on cost, ease of use, and quality of graphics. He also helped students transition back to in-person learning.

Outstanding Doctoral Student Teaching



Muzi Liu,

Department of Marketing and International Business, has a teaching style that encourages students to apply marketing concepts to relevant, real-world situations. She encourages students to ask questions and make meaning contributions in class. Students consistently give her high scores during evaluations for the wide range of classes she teaches.

ANNUAL AWARDS



Outstanding Doctoral Student Research



Nasir Haghighi,
Department of Marketing and International Business, inspires his peers through his research. He coauthored an article recently in the *International Journal of Research in Marketing*. Due to his research credentials, the University of Washington hired him to work on its Tacoma campus after graduation.

Outstanding Staff – College Engagement



Lisa Wood,
Department of Marketing and International Business, stepped up to help two other departments in addition to her regular administrative duties. She provided administrative support for the Department of Finance and Management Science when it was without an administrative assistant and served on the search committee to fill the position. She also helped the new administrative assistant in the Department of Management, Information Systems, and Entrepreneurship get acclimated.

Outstanding Staff – Student Engagement



Leanne Ralstin,
Carson Center for Student Success, took on extra duties during a time of transition in the center. Despite overwhelming responsibilities, she stepped up to ensure the Career Networking Night, numerous Boeing and PACCAR events, the college's mentorship program, and the weekly

student newsletters went smoothly. She was invaluable in guiding students to satisfy Carson Career Amplifier requirements through events and workshops.

Outstanding Staff – Faculty Engagement



Marlene Ibsen,
Department of Accounting, goes above and beyond in her job, helping new faculty get acquainted with the college's processes. She responds quickly to requests, completing reimbursements within one or two days and reserving classrooms as soon as they are available. Colleagues say she is pleasant to be around and makes them happy.

YEAR IN REVIEW



Zaya Tsengelmaa and Danielle Hurley, aka team Bloom, won the grand prize and a total of \$25,000 at the 2022 Business Plan Competition for their app matching first-generation students in Washington state with regional scholarship providers.



Recipients of the Delbert J. Hayes Scholarship in Accounting: Owen Boreson, Jenna Frei, and Molly Williams. Each year, this scholarship is dedicated to one Clarkston High School graduate with at least a 3.0 GPA who is seeking an accounting degree.



The 2022 Burtenshaw Distinguished Lecture featured Sarah Phelps, director of astronaut and customer experience at Blue Origin, who spoke about hospitality for the new golden age of space travel.



Butch T. Cougar and a Carson graduate celebrate commencement in the Carson Center.



The Carson Center for Student Success hosted Donkeys and Donuts, a mental health and community building student event, with Paco and Peaches courtesy of Angie Senter, event manager.



Michelle Carter, associate professor of information systems, received a 2022 WSU Faculty Woman of Distinction award.



During Hospitality Week, the Carson College received over \$61,000 to support scholarships and programs in the School of Hospitality Business Management.



Power Breakfast/Seattle panelists Philip Jacobs, executive director, Washington Employers for Racial Equity; Mary Kipp, chief executive officer, Puget Sound Energy; and Tony Rojas, president, Slalom, spoke about the effect of diversity, equity, and inclusion on business culture.

Photos courtesy of Carson College of Business

CARSON COLLEGE OF BUSINESS **CALENDAR OF EVENTS** **2022–2023**

The Carson College of Business offers more than 200 engagement and professional development events each year for our students, alumni, and donors 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**

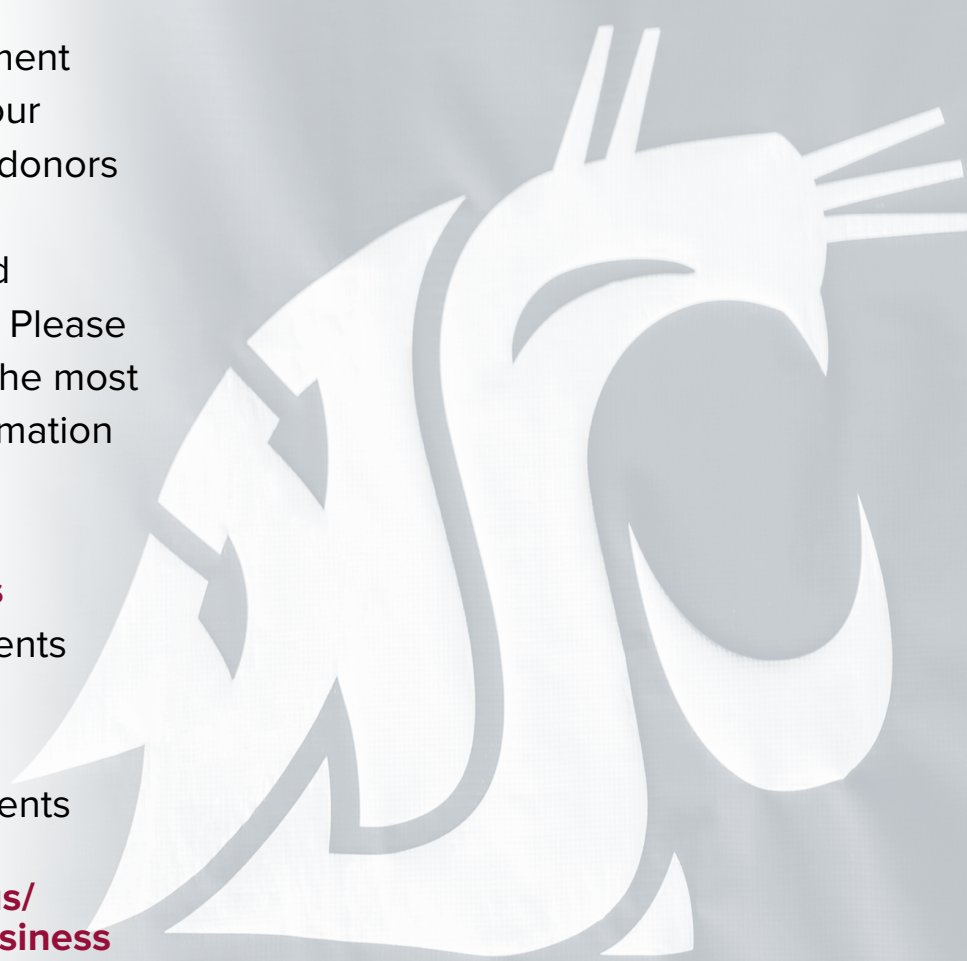
go.wsu.edu/ccbevents

WSU Tri-Cities Campus

go.wsu.edu/tricitiesevents

WSU Vancouver Campus

go.wsu.edu/vancevents



Creating Pathways to Excellence

Read about exciting philanthropy efforts and college stats in this section!



39 WHY NATIONAL BOARD OF ADVISORS MEMBERS SUPPORT THE NEXT CARSON COUG

40 BUSINESS STUDENTS DESCRIBE WHAT BEING A CARSON COUG MEANS TO THEM

46 WHY AMANDA MORGAN AND SUZY FONSECA SUPPORT CARSON EDGE

48 SEE A SNAPSHOT OF ENROLLMENT, SCHOLARSHIP SUPPORT, AND THE CARSON EDGE PROGRAM IMPACTS ACROSS WSU CAMPUSES



50 DISCOVER THE IMPACT OF SCHOLARSHIPS ON CARSON COUGS

52 ANONYMOUS PHILANTHROPY IDENTIFIES NEW OPPORTUNITIES FOR ACCOUNTING PROGRAM

54 GRANGER COBB INSTITUTE FOR SENIOR LIVING PILOTS NEW CORPORATE SCHOLARS PROGRAM

56 GARY P. BRINSON ENDOWED CHAIR GEORGE JIANG ENRICHES FINANCE EDUCATION

59 KENDRA LEWIS FOLLOWS PASSION FROM WSU EVERETT TO WALLACE FALLS



60 CREATING PATHWAYS IN THE CARSON COLLEGE

61 WAYS TO ENAGE WITH THE CARSON COLLEGE

MULTIPLY THE IMPACT OF YOUR GIFT!

Your Donation + Your Company's Matching Donation = Maximum Impact!

All corporate matching gifts will be designated to the area to which the donor originally contributed. To learn more, contact ccb.development@wsu.edu or call 509-335-2043.



Scan to discover if you work for a matching gift company.

National Board of Advisors: Why I support **THE NEXT CARSON COUG**

Established in 2019, The Next Carson Coug (TNCC) undergraduate curriculum is our promise to complement our historic strengths—technical skills, a work ethic, and a spirit of community—with a new focus on professional skills students need to be competitive. Below, members of the college's National Board of Advisors (NBoA) share personal reasons why they support this program that is changing the face of tomorrow's business leaders such as those featured in the following pages.



Matt Larson

Chair | National Board of Advisors

The past two years have filled me with immense pride in the Carson College and optimism about our future. The manner in which our students and faculty adjusted to remote learning while keeping TNCC moving ahead should make every one of us proud. Furthermore, the college's commitment to increasing diversity and inclusion will give our students, as tomorrow's business leaders, a great foundation for the future. I'm excited to support TNCC because it's a way for me to directly impact our commitment to extend students' growth beyond the classroom. TNCC, including the Amplifier program, will uniquely distinguish our students in the business community, and I feel fortunate to be a part of it. Working together and with our Coug work ethic, tenacity, and grit, we have an exciting and bright future ahead!



Shannon Flynn

Vice chair | National Board of Advisors

TNCC's new approach to business education is a huge advantage to our students and the communities we serve. I was a new member of the NBoA when the dean asked us to help identify what employers wanted to see from our graduates. These were early conversations but helped inform the direction TNCC is moving toward today. I don't know of any other program built with so much industry and alumni feedback, and I am excited about the impact it will have in setting our graduates apart when looking for jobs. The experiences TNCC students are getting through innovative teaching, new expectations for presentations, engaging in classes, and the Amplifier program's networking and professional development opportunities are like nothing I've seen before. I am so excited about TNCC and the positive impact I'm already seeing in the professionalism and workforce preparedness of our students.



Tammy Hossfeld

Immediate past chair | National Board of Advisors

TNCC is such a different approach to traditional curriculum and benefits our students as they move forward toward their careers. TNCC emphasizes career and self-development, communication, leadership, and professionalism—soft skills that truly set graduates apart. They will leave WSU knowing the basics of the business world but also be able to collaborate, manage projects, and think analytically. The quality of our students is even better because of the high impact learning experiences and cocurricular activities they complete before graduation. Students prepared for tomorrow's business world are part of the Carson College legacy of adding value to the world. I support TNCC because the world is ever changing, and this new approach addresses gaps that traditional college curricula have overlooked. I commend the college for being proactive in how they are shaping the student experience.



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

THE NEXT CARSON COUG



Charlotte Singer

Finance and HR Management, Psychology Minor
Class of 2022

Hometown: Menlo Park, California

Photo by WSU Photo Services

Being a Carson Coug means that Cougs help other Cougs.

I think this is shown through the work of the college's National Board of Advisors and the amount of Carson Cougs I've seen willing to come give advice to current Cougs. This is such an amazing group of people who just want to help others and share success. It means so much to be able to be a part of a community that continues to help even after graduation.


I am an extremely people-oriented person and thrive at task management. I knew I wanted to be in a management-related field. Taking Kristine Kuhn's human resources (HR) classes affirmed HR was my passion. Her class taught me a lot about HR, and I found the topics interesting and applicable.

She presented us with HR scenarios to solve, which will help me in my career as I apply those lessons to real-world situations. I also wanted to have a technical skill, so I pursued a finance degree too. After college, I hope to gain a full-time position in either HR or finance.

The person who has impacted my college experience the most is probably Nori Pearson, instructor for Accounting 230. I didn't think I would do very well in that class because the subject material was difficult. But that class taught me to work hard and have discipline. I was also able to seek advice from Nori, but I wasn't coddled. That was very helpful—I really excelled and became a better student.

I was a first-generation student. When I graduated in May, it gave me a great sense of accomplishment to be the first person in my family to graduate from a university.

You helped make all of this possible for me and my fellow Carson Cougs across our campuses. I worked as a resident advisor to help pay my way, but I relied on your support to help pay my tuition. Your support helped reduce the amount of student debt I had when I graduated. **Thank you!**

It will be exciting to visit WSU again as a Carson Coug alumna. I look forward to giving advice to the next generation of undergraduate Carson Cougs, as others have done for me. Truly, we are Cougs helping Cougs. 

Being a Carson Coug means joining a network of alumni that will always take care of each other.

It also means getting involved and being a leader wherever you go. The Carson College of Business creates well-rounded students who are prepared for the workforce.


I have always had a drive to serve others and a passion for food from a young age. When I learned you can study and pursue a degree in hospitality, I was all for it. The supportive faculty and staff in the School of Hospitality Business Management made the Carson College feel like home for me from my first semester.

I learned so much in my hospitality classes, especially in my capstone course. We formed groups to create innovative concepts and business plans, which taught us about the financial, operational, marketing, and legal aspects of opening a hospitality business. We also learned how to successfully collaborate online. In our pre-capstone course, we participated in the international Intercollegiate Wine Business Invitational competition, winning the Best Label Design category.

Being a School of Hospitality Business Management ambassador helped me excel in my major. Initially, it allowed me to know the faculty and staff on a personal level, so in the classroom, I was more willing to participate and reach out for help when needed. Career-wise, it gave me opportunities to meet industry professionals and apply what I learned from them toward my coursework.

Chef Jamie Callison probably had the biggest positive impact on me, beginning with my freshman year. He was at the center of many of my learning experiences over the years, along with multiple people in the college. Everything he did was for the students, and that showed every day. I am so grateful for the opportunities I have been given.

Thank you so much for investing in my classmates and our futures and for believing in us and the programs that make this possible. Being a graduate of the Carson College means more than just having a random degree; it holds a lot of weight in the business world.

I hope to one day establish my own hospitality scholarship at WSU to help students just like me. I want to invest in other students' futures, just as you have in mine. 

THE NEXT CARSON COUG



Margaret Bader

Hospitality Business Management

Class of 2022

Hometown: Everett, Washington

Photo by WSU Photo Services

THE NEXT CARSON COUG



Brighton Maughan

Entrepreneurship

Class of 2022

Hometown: Kirkland, Washington

Photo by WSU Photo Services

For me, being a Carson Coug means coming full circle.

Though I was the first in my family to attend the Carson College, my great grandmother, Halcyon Delight Maughan, served for years as chairwoman of the Department of Foods and Nutrition at Washington State College, now known as Washington State University.

I often enjoyed sitting on the bench given in her honor in front of the Honors College on the WSU Pullman campus. This special connection brought it all back home for me since I became an entrepreneur in the food industry here, in the place where my great grandmother also spent her career.

One of the most important things I've heard repeatedly about starting a business is that the founder and owner must truly believe in their product—a lesson I took to heart.


I grew up watching my dad make his secret family recipe for ginger sauce, and I saw the smiles on faces after tasting his sauce.

Marie Mayes's Entrepreneurship 486 class made a huge impact on my success. I learned how to create a realistic business plan incorporating marketing, finances, public speaking, and presenting. A large part of the class was meeting the requirements for the Business Plan Competition. This experience introduced me to networking opportunities and connected me with people who want to help me grow and succeed.

Last year, my roommate, Cole Hensley, and I entered and won the WSU 2021 Business Plan Competition by creating a business plan based around Uncle Drew's, my dad's ginger sauce.

Becoming an entrepreneur during these trying times would not have been possible without the help we received. My dad and I have used the prize money to fund this real-life business. We bottled our ginger sauce and started selling it shortly after winning the competition!

In the future, I hope to give back by helping younger entrepreneurs, either through classroom presentations or one-on-one meetings, to offer advice about building a business plan on paper and bringing it to life. We Cougs help Cougs!

You help make all this possible for me and fellow Carson Cougs across all our campuses. We are appreciative of your support! Thank you! 

To me, being a Carson Cougar means being part of a family.



THE NEXT CARSON COUG

In every business class I took, I made friends and connections. Whenever I needed help, there was someone there to help me. We worked together on studying and projects—and we knew that we could count on each other.

The main reason I chose to study business, specifically marketing, was because I am fascinated with how marketers strive to understand the way people think and use that insight to try to sell them a product. Marketing will always be exciting because it's ever changing, and you have to learn to adapt to people of all ages and cultures.

As a first-generation college student, I tried to immerse myself in as much of the college experience as possible. For example, participating in the Business Plan Competition helped me greatly in both entrepreneurship and marketing. It allowed me the experience of creating a business venture and practicing a sales pitch. I gained overall confidence in my business skills, especially professionalism and public speaking.

I also took advantage of Carson College's mentoring program, and it was a great experience. The program helped me gain a plethora of knowledge about the business world. Also, my mentor helped me with interview skills, my LinkedIn profile, and revising my résumé.

Being the first in my family to attend college made me work harder and make the best of every experience given to me at WSU.


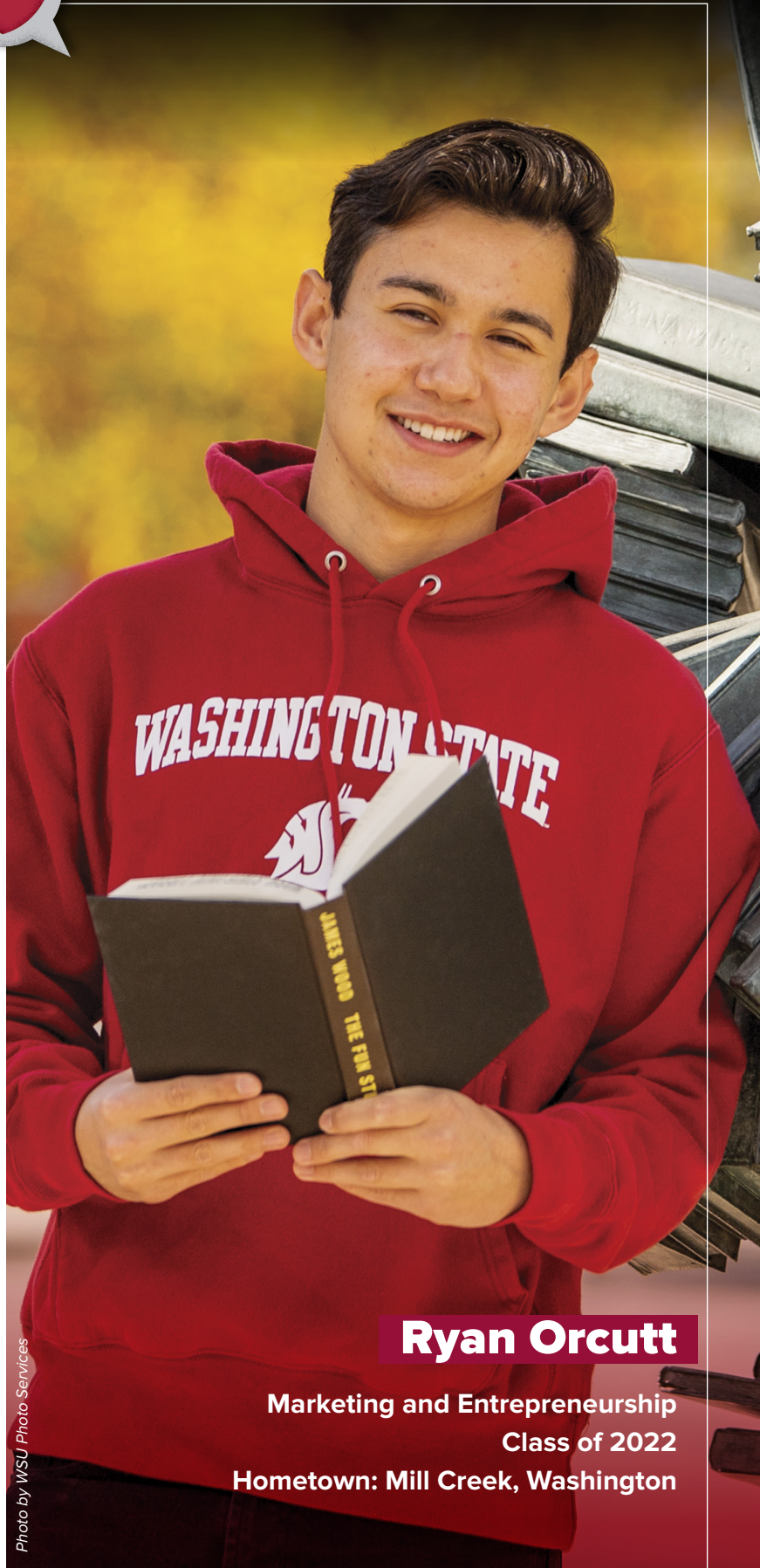
Your support empowered me to pursue my passion for marketing and entrepreneurship. It allowed me to have one less stressor, focus on my education, and try new things. For instance, it allowed me to try business clubs like Collegiate DECA, which helped me gain confidence and grow professionally. I plan to get a job that can help me gain more knowledge in either marketing or building my own company. 

Photo by WSU Photo Services



Ryan Orcutt

Marketing and Entrepreneurship
Class of 2022

Hometown: Mill Creek, Washington

THE NEXT CARSON COUG



Nicole Dalton

International Business and Spanish
Class of 2022
Hometown: Bellevue, Washington

Courtesy of Nicole Dalton

To me, being a Carson Coug means pride and kindness.


Carson Cougs make up a large community of people who are supportive of one another in all aspects of our careers and lives. I chose WSU to continue a family tradition, and I am proud to be a part of this community.

Since my senior year of high school, I have worked full-time during breaks and part-time during the school year to pay for school. I am fluent in Spanish and have a love for traveling. My goal had always been to attend a university and study abroad while there. For a couple of years, I dreamt about studying abroad in Switzerland. Carson College scholarships and program support made this dream come true for me. Receiving them helped me feel like my hard work was recognized.

During my time at WSU, I really enjoyed learning from many professors in my business classes. They were down to earth, made their class enjoyable, and tried to connect concepts we learned in class to real-life situations. Having an academic advisor in the Carson College through my WSU career was very helpful. When COVID-19 delayed my study abroad plans, my advisor helped me readjust. I studied abroad in Switzerland during fall semester of 2021 and learned more about myself while enjoying learning about the culture there.

Experiencing all of this has made me even more passionate about the importance of traveling abroad to expand one's horizons.

My goal is to find a career which will allow me to utilize my Spanish on a daily basis. I also would like the opportunity to travel in my career—it can provide so many new experiences and contact with a variety of people with interesting backgrounds. I enjoy meeting new people and learning about new cultures and languages; that curiosity helps keep me motivated.

I worked to help pay my way, but support from donors like you allowed me to focus more on my studies and work fewer hours. Thank you! You helped me achieve my dreams. In the future, I would like to volunteer to mentor other students wanting to travel and experience new cultures and languages. 


Being a Carson Coug is an honor, but it also comes with a great responsibility.

It is more than a prestigious title—there is a reason Carson Cougs find success in life. My part of this legacy is to go into the world and represent the Carson College of Business well, for it has provided me endless opportunity to ensure my success.

As an out-of-state student, I overcame lots of obstacles to come to WSU. Initially, my parents were not going to be able to send me here due to the expense. I had a gut feeling about attending WSU, and I knew that by following my heart, things would work themselves out. Upon the beginning of my freshman year, I was awarded the Philip and June Lighty Leadership Award. This scholarship covered the cost of tuition across the entire four years of my time here, which has been an absolute blessing and completely changed the scope of my life. The possibilities for where I go in life are limitless because of this financial support. I have goals beyond my wildest imagination and the motivation to achieve them. Knowing that there are people in my corner has been an amazing feeling.

I am a member of the Expanding Diverse Group Experiences (EDGE) program, one of the innovative Carson Center programs that helps ensure the success of first-generation business students. Being a first-gen student, I look forward to being able to make my family proud and inspire my siblings to do amazing things with their lives. The EDGE program has been instrumental in assisting students like me to find opportunity and successfully navigate their career paths. My role in EDGE enables me to feel better prepared to take charge of my life and take advantage of opportunity. I also feel I can teach what I learn to other students.

After I graduate, I look forward to giving back to WSU for the bountiful opportunity it gave me and continuing the tradition of Cougs helping Cougs.

Without the generous support of donors like you, my life story would look much different today. Receiving financial assistance has meant everything to me. What people don't see is the ripple effects this support has had on my family. It is truly an honor to them as it is to me. Thank you! 

THE NEXT CARSON COUG



Dominic Devengenzo

Accounting & Management Information
Systems/EDGE Program

Class of 2024

Hometown: Concord, California

Photo by WSU Photo Services

Why I Support the EDGE Program

Alumni Amanda Morgan and Suzy Fonseca Share Motives for Helping First-Generation Students Succeed

By **Sue McMurray**



Amanda Morgan

If Amanda Morgan could wave a magic wand, she would love to grow the Expanding Diverse Group Experiences (EDGE) program beyond its current capacity of serving 25 new students per year. She became involved in EDGE, a Carson College of Business program supporting first-generation students, a couple of years ago.

Having been a first-generation student herself, Morgan ('06 Hosp. Busi. Mgmt.) found the idea of mentoring EDGE

students very appealing when program director Stacey Smith-Colon approached her about helping out. As a Carson College graduate, she has great memories of caring professors and a sense of community within the university system.

"Being a part of a college that actively works to remove barriers to success is invigorating and compels me to stay connected in any way I can," she says.

Meeting students where they are

As the associate director of WSU's Academic Success and Career Center, Morgan lends her advising expertise to EDGE students whenever needed. For some, it's just reviewing their résumés or walking them through resources. For others, she engages in whatever capacity is needed. She's attended EDGE orientations in person and virtually, worked with students in small group settings, and participated in the college's 2021 panel discussion on first-generation students.

Morgan says developing communication and confidence are among the top skills first-generation business students should have. "There is such a sense of impostor syndrome that can happen when entering a new environment, especially as first-generation students are approaching their new post-WSU career," she says. "They should know they have overcome many obstacles, are resilient, and have a stellar education that has prepared them for this role."

As a result of working closely with WSU students across campus, she sees firsthand the need for students to engage in high impact learning experiences and build long-lasting networks, and how EDGE is helping first-generation students achieve that.

Morgan encourages others to support students in any way possible. "Even if you cannot make a financial commitment, your time mentoring and supporting students can be just as valuable, perhaps even more so," she says.

Suzy Fonseca

Investing your time and financial support yields generational change.



Suzy Fonseca

Suzy Fonseca prepares students for leadership roles

Suzy Fonseca, regional president of Lower Valley Credit Union, a division of Self-Help Federal Credit Union, in Sunnyside, Washington, once lived in farm labor camps with her family. She didn't enter college until she was an adult with a young family and recalls the intensity it took to balance classes, work, and family.

"As a first-generation graduate, I love it when I get to share my experiences with students," she says. "Knowing I might be able to impact a first-generation student's life is very motivating for me."

Like Morgan, Fonseca ('14 Mgmt. Op.) became involved in supporting the EDGE program after meeting Smith-Colon and being inspired by her dedication to first-generation students. Fonseca also accepted an invitation to be a participant in the college's 2021 first-generation panel discussion. From there she became a mentor

and has leveraged her organization to offer three paid internships for EDGE students.

She says interns develop strong leadership skills by being self-contributors and responsible for working directly with the branch leadership team, community organizations, and contributors to develop strategic business plans. Interns are exposed to a multibillion dollar financial institution focused on serving minority individuals and also get to test their theories, evaluate successes, and identify areas for improvement of the plans.

Moving forward, Fonseca would like to see an ongoing partnership evolve between Self-Help Federal Credit Union and the EDGE program. She would also like to see families become more involved in their students' educational path and not shy away because of their social, economic, or citizenship status.


Habits for success

Fonseca suggests first-generation business students practice four key competencies prior to joining the workforce, starting with knowing their audience when speaking. "I'm not talking about a language barrier, I'm talking about pace and motivation in communicating," she says. A strong work ethic, being a team player, and passion also top the list when it comes to making a candidate stand out, she notes.

Fonseca would love it if more EDGE students work directly with mentors in their industry of interest. "This could do one of two things—it could solidify their choice in the respective field, or it could help them decide on another path," she says.

Rewards of philanthropy

Witnessing the passion of EDGE students and investment of the staff resonates with her the most, says Fonseca. Growing up as a first-generation student who benefited from an employer's philanthropic donation, she strives to give back by lending her voice to her demographic while helping them attain their financial goals.

"Investing your time and financial support yields generational change," says Fonseca. "As a donor, this is phenomenally rewarding." 

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

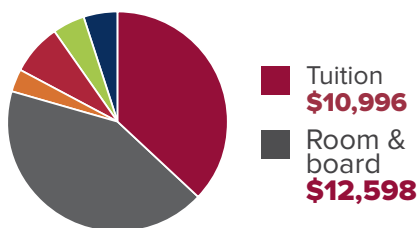
2021–2022 Student Impacts

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.

2022–2023 ANNUAL COST OF EDUCATION AT WSU

*Undergraduate Washington Resident
(estimated year total)*

TOTAL COST
\$29,660



- Books \$960
- Miscellaneous living expenses \$2,252
- Transportation \$1,434
- Mandatory fees \$1,420

CARSON COLLEGE OF BUSINESS SCHOLARSHIPS

291
STUDENTS RECEIVING SCHOLARSHIP SUPPORT

402
SCHOLARSHIPS AWARDED

4,631 BUSINESS STUDENTS

PULLMAN **3,123**
VANCOUVER **541**
TRI-CITIES **119**
EVERETT **18**
GLOBAL/ONLINE **830**

FIRST-TIME FRESHMEN: **672**
TRANSFER STUDENTS: **454**
FIRST-GENERATION STUDENTS: **1,429** (31%)

548 BUSINESS MINORS

PULLMAN **373**
VANCOUVER **51**
TRI-CITIES **11**
EVERETT **5**
GLOBAL/ONLINE **108**

EDGE PROGRAM SERVES FIRST-GENERATION



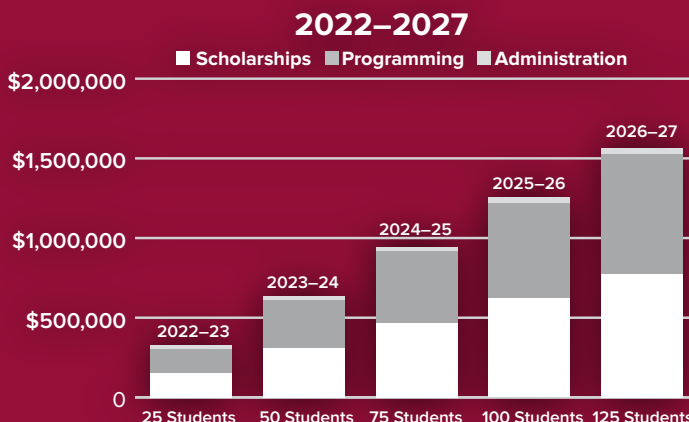
The Expanding Diverse Group Experiences (EDGE) program supports low-income, first-generation business students for three years. Currently, the program serves 25 students per year—our goal is to support 125 per year by 2026. Together, we can make EDGE a success!

—Stacey Smith-Colon, director



SUPPORT THE EDGE PROGRAM

EDGE Program Funding Needs



Across **WSU** Campuses



1,455
DEGREES CONFERRED
BACHELOR'S **1,148**
MASTER'S **294**
DOCTORAL **13**



67%
UNDERGRADUATE
JOB PLACEMENT
RATE
(data reflects fall 2020, spring 2021)



OF JOBS TAKEN, **80%**
ARE FULL-TIME WITH A
MEDIAN SALARY OF
\$50,000
(data reflects rates collected up
to six months after graduation)

THE NEXT CARSON **COUG** ENGAGEMENT

1,620
ACTIVITIES OFFERED
ACROSS CAMPUS

3,758
PARTICIPANTS

SPECIALIZED, UNDERGRADUATE CURRICULUM: experiential learning, innovation, data visualization, data-informed decision-making, high impact learning experiences, teamwork, ethics

AREAS OF NEED: naming opportunities to support student success, facility redesign and renovation, expanded access to technology, sustainable funding for growing curricular and noncurricular opportunities for students and alumni



**SUPPORT
THE NEXT
CARSON **COUG****

CARSON COLLEGE OF BUSINESS STUDENTS

ENGAGEMENT FALL 2021–2022

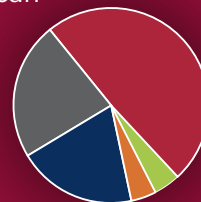
44% 3.5 or higher GPA
100% retained year 1 to year 2
100% in good academic standing
100% completed program requirements

PERFORMANCE OUTCOMES

Currently serving **55** students
3.4 avg GPA
57% are peer mentors
93% graduate on time

2021–2022 COHORT

4% Black/African American
17% Asian American/
Pacific Islander
30% White
45% Latino
4% Unknown race/ethnicity



Scholarships Help Viviana Murillo Rangel Achieve Her Dreams, Work for Change

By *Becky Kramer*

Photo by WSU Photo Services

Viviana Murillo Rangel grasped how powerful financial knowledge can be when she was a teenager helping her mother file her federal income taxes.

"I realized that managing and planning finances was something I enjoyed very much," says Rangel, who grew up in a family of farmworkers in Sunnyside, Washington. "But I didn't have the privilege of being financially literate from a young age, and neither did my mom. We lived paycheck-to-paycheck."

The drive for knowledge brought Rangel to WSU's Carson College of Business, where she's a senior majoring in finance and accounting. After she graduates, Rangel plans to pursue a career that will allow her to help others achieve financial literacy and stability, including low-income families.

"I would like to give back to communities like my own, whose residents are immigrants and farmworkers," she says.

Overcoming obstacles

Rangel transferred to WSU Pullman after taking community college classes in high school through Washington's Running Start program. Scholarships made her four-year degree possible. While she was proud to be a first-generation college student, Rangel also felt tremendous pressure to succeed and sometimes doubted her abilities. In the unfamiliar higher education environment, the Carson College's supportive community helped her overcome obstacles and gain self-assurance.

When Rangel's laptop and phone crashed during her first year at WSU, she had \$60 in savings. She used the Terrell Library's computers to keep up with her studies, but

when the campus shut down early in the pandemic, she was in a lurch.

"I was embarrassed to tell anyone and feeling somewhat hopeless," she says. "Most of my money had gone to pay for school, and I was scared to take on any debt."

Rangel's peer mentor through the college's EDGE program—which is designed to help first-generation students transition to WSU—lent her a laptop, and Rangel later received a Carson College hardship grant to purchase a new one.

"Being a Carson Cougar means you always have a family to turn to," she says. "Business students at WSU especially understand the importance of having a strong network."


Rangel also credits Professor David Whidbee, chair of the Department of Finance and Management Science, for helping build her confidence in the classroom.

"He was very open to questions," Rangel says. "He never made me feel belittled, and that gave me the confidence to ask for help in my other classes."

Challenging the odds

Rangel says her experience illustrates both the struggles and resilience of first-generation students. "We may not ace all of our classes on the first try, but we persevere and don't let failures stop us."

Besides the scholarships that made a WSU education possible, Rangel says she's grateful to the Carson College alumni who volunteered their time to help her with career networking and professional development.

"You help so many of us achieve dreams we thought weren't possible," she says. "You ultimately make a huge impact on our communities, helping us challenge the odds and stereotypes in real time." 

Scholarships Create Foundation for Abigail Ofenloch's WSU Experience

By **Becky Kramer**

Abigail Ofenloch's dad was shaking when he handed her the phone. By the time she finished talking to the WSU scholarship representative, Ofenloch and her parents were in tears.

They were tears of joy—Ofenloch had been chosen for a WSU Distinguished Regents Scholarship, which covers the cost of tuition.

"I have never felt more excited and relieved," Ofenloch says, recalling the moment from her senior year of high school. "It was so empowering to know someone believed in me enough to give me a scholarship, and I could pursue my academic goals without financial strain."

Ofenloch graduated from the Carson College of Business in May with a double major in accounting and finance. The Regents scholarship and others she received set the foundation for a well-rounded collegiate career. An Honors College student, Ofenloch earned top grades while participating in student leadership opportunities at WSU.

Ofenloch spent a year as the chief financial officer for her sorority, working under an advisor to manage a \$750,000 annual budget. Ofenloch also was involved in Beta Alpha Psi, an honor society for accounting, finance, and information management students, including serving as president her senior year.

"I can't say 'thank you' enough to WSU and the Cougar community for investing in my future," says Ofenloch, now an audit associate at KPMG. "I was on my own for college and able to graduate with a minimal amount of debt. I also had time to get involved in activities that bridged the gap between classroom learning and the social skills I'll need to be successful in a career."

The path to accounting

Complicated math problems have always intrigued Ofenloch. Her principal at Freeman High School near Spokane spotted her aptitude for numbers and encouraged her to check out an accounting career.

Her career plans were cemented during her sophomore year at WSU when she met Marla Meyer, the college's Moss Adams accounting relations manager. Meyer develops career programming and builds industry relationships to assist students and alumni with career placement.


"She was taking a group of students to Portland that weekend to meet with accounting firms. She had a last-minute opening and invited me to go," Ofenloch says.

In a whirlwind day, the students visited seven firms. Ofenloch's favorite firm was KPMG, where she completed an internship after her junior year. She started her senior year with an offer for a full-time position upon graduation.

"Marla Meyer has had an amazing impact on my college experience," Ofenloch says. "My professors did a great job at teaching me accounting concepts and preparing me for the CPA exams, and Marla helped me with my résumé, cover letters, and preparation for job interviews."

Giving back to WSU

Ofenloch says she plans to stay involved with WSU and the Carson College after she graduates.

"I hope to invest time and money into Carson Cougs, just as alumni have invested time and money into me," she says. "I'd also like to mentor students and help them find the career path that is right for them." 

Anonymous Philanthropy Identifies New Opportunities for Accounting Program

By **Sue McMurray**

Two anonymous, multimillion dollar gifts this year will distinguish the Carson College Department of Accounting as one of the best accounting program in the Pacific Northwest in terms of professional development for students and matching them with career opportunities.

In December, the department received a \$3.5 million donation to establish the Endowed Program for Student Success in Accounting. The gift supports operations within the program, including helping accounting students develop communication, leadership, and networking skills that will give them a competitive edge as they begin their professional careers upon graduation.

“We are so grateful to have a philanthropist who recognizes that the educational, advising, and career placement needs of Carson College accounting students are unique,” says Chip Hunter, college dean. “This endowment will help us continue to equip accounting graduates with the skills and experiences they’ll need to meet their clients’ expectations very quickly.”

WSU President Kirk Schulz also praises the generous and thoughtful commitment to student success.

“At its core, philanthropy is about changing lives,” says Schulz. “This transformational investment demonstrates the far-reaching impact that just one generous donor can make to advance WSU’s land-grant mission and create opportunities for WSU students today and for future generations.”

Game changer for accounting students

According to Marla Meyer—the department’s Moss Adams accounting relations manager since 2018—the new endowment will not only cover salary and administration support for the advising position, but also fund professional options for both current and potential accounting majors.

One of the core options is a series of in-person tours of accounting firms—both top 20 firms as well as smaller, independently owned firms and businesses in Seattle, Portland, and Spokane. These tours, which Meyer coordinates and supervises, are essential because major employers in this field tend to be located in metropolitan areas, away from Pullman.

Through these visits, students get a taste of the career possibilities in accounting, connect with potential employers, and

learn what it takes to be fully prepared to join an accounting team.

Other services include external scholarship assistance, hands-on training in networking strategies, interview preparation, and professional presentation. For instance, Meyer supports the WSU student chapter of Beta Alpha Psi to plan and host the accounting case competition, which will become a regional event in the future. She coordinates dinner etiquette classes where students learn how to conduct themselves during a recruitment meal. “The employers tell us they love our students because they are so hardworking. But some students are not as polished as they could be,” she says.

The gift also supports an overnight accounting camp for high school students on the Pullman campus. The one-day program features presentations by current accounting students and young alumni working in the field, plus presentations from large accounting firm reps as well as in-house accounting professionals at large corporations such as Costco and Weyerhaeuser.

“These resources will allow us to recruit a more diverse population of accounting students that matches the population of Washington state,” Meyer says. She also plans to expand recruiting efforts in eastern and central Washington where there are large concentrations of underrepresented high school students.

Second anonymous gift extends accounting program’s services

A second anonymous \$1.5 million gift in April established the WSU Carson College of Business Department of Accounting Endowed Excellence Fund. The fund will help meet a wide range of objectives, which can evolve from year to year and may include—but are not limited to—undergraduate advising, career guidance, and event support.

The latest donation complements the first endowment and will support the highest priority needs of the accounting department each year.

According to Bernard Wong-On-Wing, professor and chair of the accounting department, the gift will help the department increase high impact, active learning that motivates more student engagement. It will also support

the faculty's continued excellence in teaching with an innovative curriculum that includes topics such as environmental, social, and governance issues; data analytics; and cyber security.


"These specifics primarily emphasize faculty teaching responsibilities and required technical skills," Wong-On-Wing adds. "As such, they complement the activities designed to develop the soft and professional skills that are also important for our accounting students to learn."

Hunter recognizes the gift's impact on student recruitment and learning outcomes.

"The accounting program plays a significant role in achieving the Carson College's vision of becoming the top choice for business education in the Pacific North-

west," he says. "This gift will help us continue to excel at preparing accounting students with the skills and experiences they need to land that first job, and to become leaders in the profession and in the communities they will serve."

Schulz recognizes the gift's wide scope, the latter of which allows the Carson College dean flexibility in allocating funds.

"Unrestricted support can be incredibly impactful," he says. "Priorities, initiatives, and technologies to support our students, faculty, and staff inevitably change over time. The flexible nature of unrestricted support creates opportunities for our leaders to make strategic investments where they will have the greatest return on that investment." 

Chip Hunter



This gift will help us continue to excel at preparing accounting students with the skills and experiences they need to land that first job.

Accounting students Justus Rogers and Mariasanjuana Angel Garay compare notes.

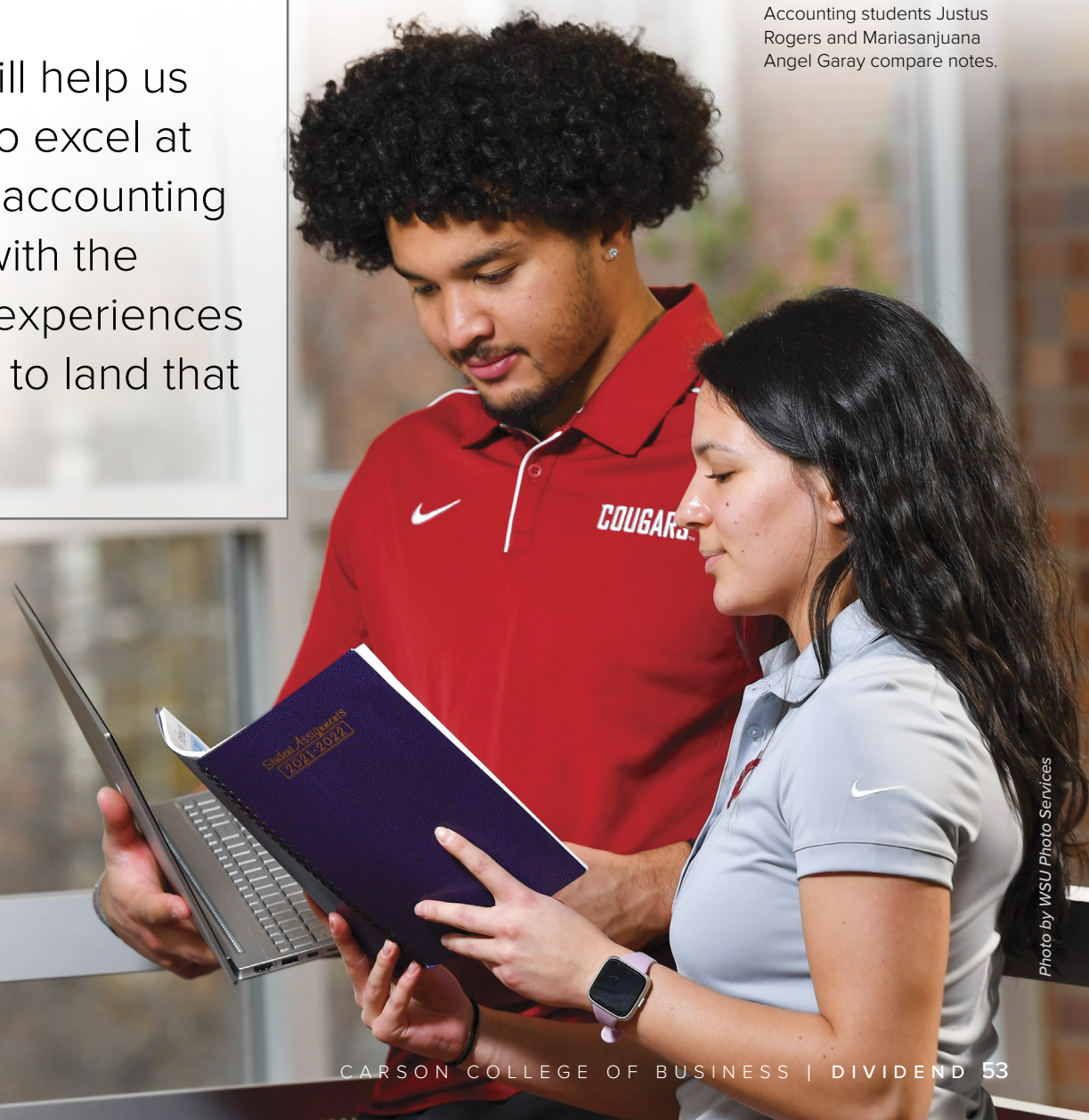


Photo by WSU Photo Services

Granger Cobb Institute for Senior Living Pilots New Corporate Scholars Program

Story by **Sue McMurray**



Photos by Sue McMurray

Murano Senior Living in Seattle hosted the WSU GCISL Corporate Scholars for a three-day immersive internship.

Everyone gets old. Dealing with this universal truth is no picnic, but the WSU Granger Cobb Institute for Senior Living (GCISL) is helping shed the stigma of aging by giving students a firsthand look at the rewards and opportunities to be had in the senior living industry.

Working with Carson College staff and leadership, the institute created GCISL Corporate Scholars, a pilot program challenging students across WSU majors to address problems related to senior living. All WSU juniors expecting to graduate in 2023 were eligible to apply. Scholars received \$1,000 and completed an immersive internship experience. As seniors, they'll receive \$3,000 and develop projects to solve a problem in the senior living industry.

GCISL Corporate Scholars, along with the Boeing Scholars program, falls under Carson's overarching Corporate Scholars program that builds students' professional skills needed for the modern workforce. Scholars work in interdisciplinary teams on projects for their sponsoring organizations.

"This program raises the bar for students who are already excelling," says Lynne Cooper, the program's founding

faculty lead. "Corporate scholars can compete academically with any university in the nation."

An inside look at senior living inspires career paths, innovation for change

Professor Cooper and Nancy Swanger, founder and director of the Granger Cobb Institute, worked intensely with senior living industry partners in Seattle to create the immersive internship experience in March. The current GCISL scholars cohort lived among senior living residents for three days at Murano Senior Living, a luxury retirement community, and also toured Aegis Living, a luxury community specializing in memory care, and Truewood by Merrill, a senior community for middle income residents.

Students interacted with CEOs and executive leadership of all three firms, learning insights about the range of services at each location, operations, and the types of careers available.

"It's a rare opportunity in other majors to have access to the CEO and top leadership of a firm," says Swanger. "This has been part of our senior living program from day one."

CJ Hilgaertner, who studies business management and criminal justice, says the scholars program spoke to him because he'd watched his grandparents suffer from dementia and Alzheimer's. While working as a police cadet in his hometown of Tigard, Oregon, he participated in calls for missing elderly people. As he plans for a career in law enforcement, he says the internship experience will help guide his reactions when dealing with seniors.

Bioengineering student Uma Vangapaty became a GCISL scholar to learn about senior living because it's not as popular in India, her native country, as it is in the United States. "I'd like to use my bioengineering degree to make an impact on senior living," she says, "for example, by creating medical instruments."

Similarly, Tracy Dao, an international business and finance major from Vietnam, joined the program to learn about the potential for senior living development in south-east Asia. During the trip, she gained perspective from Tana Gall, Merrill Gardens president, who is involved in Merrill's plans to expand into China. "It's important to embrace the culture of the place before building," advised Gall.

During the trip, business majors Alexander Stuart (accounting/management information systems) and Diego Bante Rivera (accounting/finance) noticed how prohibitive cost can be for middle class seniors. Both of them desire to develop ideas to bring a higher level of service to a middle market.

Mackenzie Brinton, who studies psychology and human development, and Flor Trinidad, a bioengineering student, say the experience strengthened their interest in careers related to senior living. "Working in senior care is the perfect application for what I want to do with my education," reflects Brinton. "It would be fulfilling to design programs that make things easier for residents."

Josilyn Watson, an environmental and ecosystems sciences major, also studies philosophy. She's considering using her interdisciplinary skills to create a project that combats seniors' isolation and promotes intergenerational engagement.


After the internship experience, students brainstormed over 30 concepts ranging from apps and other technology to physical and emotional tools supporting seniors. They selected final projects this fall and will work with industry mentors before final presentations to the GCISL Advisory Board and at WSU's showcase for undergraduate research in spring 2023.

Scholars' success hinges on strong corporate relationships

The cornerstone of the program is its connection with corporations, the Carson College, and students. It's mutually beneficial in that students receive mentoring, internships, and career opportunities, and industry partners obtain fresh ideas on relevant problems and a potential pipeline of new hires.



GCISL Corporate Scholars gained real-world career experience through interactions with Murano residents and staff.

"I'm very proud of our rigorous selection process that allows us to help students with tremendous potential get to the point of polished professionalism," says Cooper. "Our vision is to raise awareness across campus about the program and connect students to senior living professionals in this growing industry." 

The sustainability of GCISL scholars and the entire Corporate Scholars program depends on building corporate relationships. To learn more about these opportunities, please contact Mark Hansen ('84 Mktg), senior director of corporate engagement, at markc.hansen@wsu.edu.

George Jiang



Because of the expanded opportunities I've had as the Brinson Chair, I've been able to expose students to research concepts that might guide their interest in finance careers.



Gary P. Brinson Endowed Chair Holder

GEORGE JIANG Enriches Finance Education

By *Sue McMurray*

Ten years ago, when finance professor George Jiang was looking for the next step in his academic career, the potential benefits of becoming the WSU Gary P. Brinson Endowed Chair in Investment Management were too enticing to pass up.

Endowed professorships and chairs are one of the highest honors a faculty member can achieve—a highly recognized accolade that signals a colleague is at the top of his or her field.

Jiang, an accomplished scholar and researcher of financial markets and information efficiency, knew the endowed chair would enable him to expand his research agenda, do more with doctoral students than ever before, and collaborate with elite faculty.

As a professor who's helped hundreds of students prepare for finance careers, Jiang fit the vision global investing authority and philanthropist Gary Brinson ('68 MBA) had in mind when he established the chair in 1993. The endowment recognizes a faculty member who is an exemplary finance scholar, a student resource, a program and faculty leader, and a liaison to investment management community and service groups.

Jiang left his faculty position at the University of Arizona and joined the Carson College's Department of Finance and Management Science. His wife, Linda, also joined the WSU accounting department at that time. "We loved the small town feel of the Pullman community," says Jiang. "At WSU, there is a sense of shared identity and collaboration like none other."

Brinson Chair provides unique graduate and undergraduate opportunities

The endowment extends the finance department's ability to offer unique learning opportunities to both graduate and undergraduate students. For example, Jiang has used its funds to purchase several specialized research databases doctoral students need for their research—an exclusive benefit few universities offer because of the expense. The options trading data, which typically costs about \$20,000, has supported several finance doctoral candidates' research.

"OptionMetrics data was very helpful to me as a PhD student. I used it in every paper I wrote, including my dissertation. I would not have been able to do the research I did without it," says Cuyler Strong ('20 Fin.), a financial economist fellow in the US Securities and Exchange Commission's economic and risk analysis division. "I have continued to use the data and am one of the commission's three OptionMetrics subject matter experts—any employee can reach out to me if they need help with the dataset."

Finance juniors and seniors have the opportunity to participate in Cougs on Wall Street—a three-day international forum in New York featuring discussion panels, workshops, and keynote speakers. "Students enjoy it very much, and many get jobs as a result of the networking and professional development opportunities at the event," Jiang says.


The endowment also supports annual distinguished lectures, and funds were used recently to partially support Bloomberg terminals within the Tom and Linda Nihoul Bloomberg Financial Laboratory. The terminals give students and faculty access to news, data, and other tools that are the "gold standard" within the industry. Finance majors can earn various Bloomberg certificates and gain research and analysis proficiencies—all of which will give them a competitive advantage in the job market, says Jiang.

"One of the most impactful benefits of the chair is helping our undergraduates interested in research," says Jiang. "Because of the expanded opportunities I've had as the Brinson Chair, I've been able to expose students to research concepts that might guide their interest in finance careers. Our research helps investors and firms adapt to global transitions in financial markets and industry as we navigate through the pandemic toward a new economic environment."

Supporting a legacy of scholarly and research excellence

Looking back over the last decade, David Whidbee, chair of the Finance and Management Science Department, says Jiang's leadership as the Endowed Brinson Chair has elevated the Carson College's overall finance research profile and improved its standing among peer schools. Though it was established 30 years ago, the chair ties directly to the college's current goal of being the leading source of research-based insights and critical thinking about business.

Because of Brinson's generosity, the quality, relevance, and distinction of the finance program will endure long into the future. In 2004, he made an additional gift of securities valued at more than half a million dollars to further support the endowed chair.

"By endowing a professorship or chair, you make it possible to attract and retain faculty, one of the college's most important resources, and help the college become the top choice for business education in the Pacific Northwest," says Whidbee. 

To support an endowed chair or professorship, or for more information, please contact ccb.development@wsu.edu.



Kendra Lewis

I genuinely believe that what you put into something is what you get out of it.



Photo by Filling the Frame Photography

KENDRA LEWIS

Follows Passion from WSU Everett to Wallace Falls

By **Corrie Wilder**

Kendra Lewis ('21 Hosp. Busi. Mgmt.) is a people person with an enterprising spirit. Her laugh is contagious, and her demeanor is bright and approachable. It is hardly a surprise she found herself working in hospitality even before her journey through Cougar Country.

As a young adult, her strong work ethic and knack for developing relationships led to rapid advancement and a desire to pursue management. "It wasn't long before I outgrew the opportunities available to me," she shared during an interview with Mark Beattie, associate vice chancellor for academic and student affairs at WSU Everett. "I realized I had hit the ceiling within my industry, and I would need to pursue higher education to achieve my new goals and ambitions. So that is precisely what I did!"

Finding joy in the journey

It is easy to get swept up in Lewis's enthusiasm when she talks about her academic experience. Her love of learning and unshakeable desire to give of herself to others inspired research into hospitality business management programs. When she discovered the Carson College of Business at the WSU Everett campus, she saw her future as a Cougar and WSU graduate. Her passion for event management grew as she explored the industry through her classes and projects.

As a senior with a sharp vision of how she would shape her career, she began building her professional network.

"With the pandemic still in effect, I was concerned I would not find work in the industry," Lewis shared. But Carson Cougs are known for their networking skills, and that strength paid off. "I was offered an internship as an event manager at a local wedding venue, The Wallace Falls Lodge."

Working for a small, family-owned business in Gold Bar, Washington, was exactly the experience she was looking for, and she was eager to put her education into practice. "I didn't know it at the time," Lewis says with a broad smile, "but I had landed my dream job."

The hospitality industry has a strong foundation in small business. "It is wonderful to see one of our Everett graduates




Kendra Lewis and Mark Beattie at Wallace Falls Lodge.

Courtesy of Filling the Frame Photography

find their passion with a small business that contributes to our local community," notes Beattie.

Focus, discipline, and positivity

Balancing academics and self-care can be challenging. Lewis believes caring for her physical, mental, and spiritual health was critical to her success as a student and a professional. As a full-time student, working professional, single parent, and a Boeing Scholar, she knows how perseverance, the ability to communicate, and going after real-world experience pay off. "I genuinely believe that what you put into something is what you get out of it. Although an academic journey can be long and very challenging, it will pay off in the end!"

The alumna says the quality of her professional hospitality degree will support a long and successful career in the hospitality industry. Lewis also recognizes that in addition to the challenging work, sacrifice, and faith in herself necessary to achieve her goals, her ability to lean on others for support along her journey was crucial. "I would like to give special thanks to my supportive and loving grandparents, parents, daughter, Uncle Jared and Aunt Reca, brothers, and dearest friend Tasha for the tremendous amount of love, support, and encouragement." 



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.

Support the Carson College of Business and our students today by contacting ccb.development@wsu.edu or visit go.wsu.edu/ccbgive.

Ways to Engage

WITH THE CARSON COLLEGE

JOIN THE CONVERSATION **#CARSONCOUGS**

Follow **@CarsonCollege**



business.wsu.edu



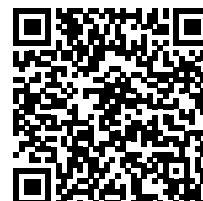
WSU Carson College @CarsonCollege

Offering an array of business degrees at the baccalaureate, master's, and doctoral levels. Home to tomorrow's business leaders. Graduating top [#CarsonCougs](#).

CREATE YOUR **CARSON ALUMNI SPOTLIGHT**



Sharing your Carson College experience on our social media channels is a great way to stay connected to other Carson alumni and friends. Submit your questionnaire and create a spotlight at go.wsu.edu/carsonalum.



SUBSCRIBE TO **eDIVIDEND**

our quarterly e-newsletter, at go.wsu.edu/edividend

SHARE YOUR IDEAS OR **MAKE A GIFT**



Connect with us to:

Learn More • Recruit • Invest

Email ccb.development@wsu.edu



Visit go.wsu.edu/ccbgive



WASHINGTON STATE
UNIVERSITY

Carson College of Business
PO Box 644750
Pullman, WA 99164-4750

Nonprofit
Organization
U.S. Postage
PAID
Pullman, WA
Permit No. 1

Bring your most innovative ideas to life.

Start your company. Advance to the executive level.
Change the world. At WSU, the choice is yours.

Online MBA | Executive MBA Online

Learn from the brightest minds in business.

Study 100% online with class sessions that fit your schedule.

No GMAT required for qualified candidates.



Get more details.

