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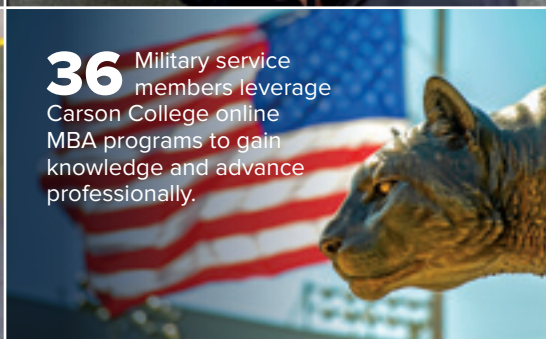
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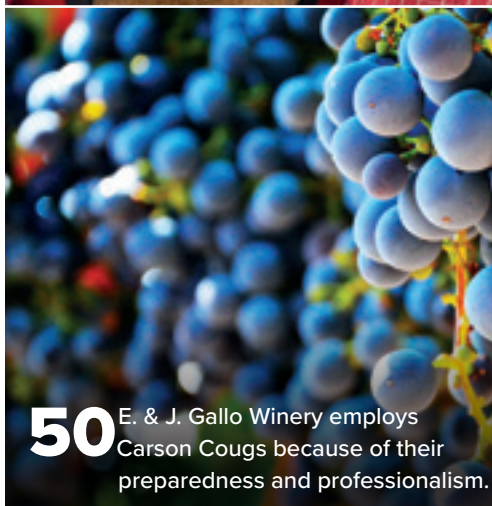


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A MESSAGE FROM THE INTERIM DEAN

Dear friends,

I'm pleased to introduce this issue of *Dividend* that celebrates a significant milestone in our college's history—the launch of our first class of Next Carson Coug graduates. As part of the original planning committee, I look back with pride at what it took to produce this generation who are perhaps better prepared to lead businesses than any class before them.

Several years ago, our college decided to reevaluate the effectiveness of our undergraduate curriculum. We compared ourselves to other colleges of business, read reports of what skills are in most demand, and consulted with frequent, knowledgeable employers of our graduates as well as with those who were more reluctant to hire our grads. Our assessment revealed our graduates had strong technical skills but could improve in professional polish. With this in mind, we created the Next Carson Coug curriculum based on a successful framework deemed "Know—Do—Be."

To be or become graduates with the characteristics employers find important, students must first know and apply business facts and theories and practice professional habits. Because we believe every student has a unique path, we infused our program with relevant experiences and leadership lessons that will help them launch successful careers and lives. You'll notice this theme illustrated throughout this issue.

Our process of creating skilled business leaders begins with first-year students attending our Launch program, which you can learn about in our cover story (p. 2). Offered each semester, this program ensures students understand what is expected of them as Next Carson Cougs. Launch focuses on helping new students acclimate to the college, prepare to engage in class, and to become leaders of their own academic success.

We'd like to see every one of our Carson Cougs as adaptable, pioneering, enthusiastic, grounded, and dedicated—traits that are the essence of the Carson College brand. You'll see many examples of how our students, faculty, and alumni reflect these traits, beginning with a section dedicated to successful student internship experiences in the US, Dubai, and Japan that have led to great job placements.

Our students' enthusiasm is unmistakable in scholarship features highlighting Kierra Flaherty, Molly Olney, and Diego Bante Rivera, whose academic and leadership competencies were rewarded by WSU, external agencies, and Carson College donors. You'll learn about course work and new industry and degree partnerships that help shape our students into corporate citizens with competency in diversity, equity, and inclusion.

Our MBA and doctoral students are grounded in leadership practices that inspire others, as you'll see in our graduate section showcasing how they are applying their skills to add value to their respective companies, as well as their military and academic careers.


The success of our students stems largely from their own aspirations and efforts, but also from the dedicated support of our donors, alumni, and industry partners who give back to our college in a multitude of ways. As you read about their engagement, I invite you to consider how you might help contribute to our students' success and leadership development.

Go Cougs!



Debbie Compeau





Carson College undergraduates attend Launch to build networks and understand what it means to be a Carson Cougar.

New Orientation Program **PROPELS** Carson Cougs Toward Academic Success

By Sue McMurray

“Hey dude! What time is the exam?”

Believe it or not, college students really send emails like this to their professors, according to Debbie Compeau and Tom Tripp, who spoke at the Carson College of Business Launch program at the start of spring semester.

Compeau and Tripp, both in leadership positions within the college, worked in partnership with Suzi Billington, director of the Carson Center for Student Success, and her staff to implement the program in fall 2022. Its purpose is to ensure undergraduates understand the expectations required of them as Next Carson Cougs.

All students who are new to the college must attend either the fall or spring Launch sessions in order to apply to the business program.

“Launch focuses on getting new students acclimated to the college, prepared to engage in class, and to become leaders of their own academic success,” Billington says. “We set clear expectations in their first year, so by the time

they are juniors and seniors, they understand what it means to be a Carson Cougar.”

Learning to adopt a growth mindset

The spring 2023 Launch kicked off with a *Family Feud*-style game focusing on Carson College expectations. Carson Center staff then led informational breakout sessions with active participation and self-reflection activities.

Billington’s session on a fixed mindset versus a growth mindset resonated with several students. A fixed mindset is the belief that skills, intellect, and talents are set and unchangeable. A growth mindset is the belief that these attributes can be developed through practice and perseverance.

For example, a student who fails a math quiz might think “I’m not a math person,” which is a fixed mindset. A growth mindset would flip that thought to “I’ve always had to work harder on math; what other strategies can I use to learn better?”

LAUNCH

The key lies in reframing the fixed mindset instinct, Billington says.

"Before attending this workshop, I often thought failure was due to the lack of abilities I had as person. Now I realize failure is just a minor setback and a great learning opportunity for me to grow as an individual," says Spencer Young, a finance major who spent five years in the US Air Force before enrolling at WSU.

"Launch helped me reinforce a growth mindset because it reiterated that if you make a mistake or get a bad grade, it isn't the end of the world but rather an opportunity to improve," says Jack Byers, a transfer student from Arizona State University.

"While I'm able to practice some growth mindset principles, I need to work on how I react when receiving a poor test score," says Will Wenrich, a first-year marketing student. "I'll also work on how to accomplish more than what is 'enough.'"

Carson Cougs do more than enough

Doing more than what is enough to graduate is a common attribute of Carson Cougs and complements the premise of The Next Carson Cougar curriculum, which focuses on being strategic with choices and experiences. Leaders in the college thought graduates needed more professional polish to complement their strong technical skills. Extensive research led to a revision of the undergraduate curriculum to create a balance of technical and professional skills such as communication, critical thinking, equity and inclusion, leadership,

professionalism, and teamwork.

These competencies are developed in class and through experiential learning in the college's Career Amplifier program outside of class. All Carson students complete this cocurricular program—a unique factor that sets Carson Cougs apart from other WSU majors and makes them more hireable.

"We want students to develop critical thinking and transferable

skills, not just focus on getting good grades," Tripp says. "We encourage them to take classes in their weak areas, where they have the most to gain."

didn't need to, and they participated much less. The lack of engagement also diminished the interactive vibe of the live classroom," Tripp says. Research shows students using e-devices distract others and cause their grades to suffer twice as much as those using the devices. Another study shows hand-writing notes is better for comprehension than typing them, he says.

Suzi Billington

Launch focuses on getting new students acclimated to the college, prepared to engage in class, and to become leaders of their own academic success.


"The most important thing I got out of Launch was learning about the Amplifier program and how to use it," Byers says. "I didn't even know how to get started, but I have a much better understanding of it now."

Expectations backed by research

Other college expectations such as showing up, participating in class, and putting e-devices away are backed by assessment and research.

"We found that in cases where in-person classes were livestreamed, many students who stayed at home

"Overall, the value of the Launch program is to create a critical mass of students who understand the value of engagement and are able to model it to their peers and eventually their employers," Billington says. "We also have students complete a personal values exercise. At midterms, they revisit and reflect on these values. Research shows this reminder of what is important to them can be a powerful motivator to help them persevere through difficult times."

"After completing my degree, I know I'll have the skills and knowledge to successfully transfer into a career and be a successful member of any work environment I choose," Young says. 

Alexander Stuart

Leadership Experience Launches Alexander Stuart's Career

By Sue McMurray

Alex Stuart, a member of the first graduating class of Next Carson Cougs, says growing up in Seattle and seeing drug use and homelessness juxtaposed with wealthy neighborhoods sparked his interest in the divide between prosperity and poverty.

A trip to the Dominican Republic when he was on a US baseball team further touched his heart as the plane flew over homes without roofs.

"The experience caused me to realize how blessed I was and that there isn't just a dichotomy of wealth but a spectrum," he says. "As a business professional, I want to be able to enhance people's lives."

Following in the footsteps of his father and grandfather, Stuart enrolled at WSU, drawn by the university's supportive community and business curriculum. Several WSU and Carson College scholarships helped him pay for his education.

"I've always had an entrepreneurial spirit," he says. "My goal is to eventually start my own business, and with that in mind, I was set on learning accounting."

Dual majors, double job preparedness

Marla Meyer, the Carson College's accounting relations manager, advised him to double major in management information systems to make him more competitive in the job market. The second degree would also help him acquire the 150 credits needed to take the CPA exam.

"Being a Next Carson Coug helped me push myself to the highest level. The best thing about the program is its intention to build students' leadership and professional development skills," he says. "It helped me realize how much more I should focus on the process of my education instead of the destination."


Stuart took on leadership roles in many areas, including becoming a Carson ambassador helping with college promotion and recruiting, a Granger Cobb Institute for Senior Living Corporate Scholar creating solutions to improve senior living, and president of Beta Alpha Psi—a scholastic organization for future accounting and finance professionals. He also worked as a certified recovery coach for Cougar Health Services.

"As Granger Cobb scholars, we had a lot of creative liberty for our projects but also had to build our own leadership structure within interdisciplinary teams, which was a huge learning experience," he says.

Internships solidify technical and soft skills

Internships with McKinstry, a Seattle company specializing in building services, and Deloitte, a Big Four accounting firm, gave him valuable experience with cost accounting, auditing, and formulating projections. Coupled with networking, interpersonal communication, and leadership skills he practiced as a Next Carson Coug, Stuart was well positioned for the workforce before graduating in May.

At the end of his summer internship, Deloitte offered him a risk and advisory analyst position in Tempe, Arizona.

"Whenever I interacted with younger students troubled about what they should major in, I always tried to emphasize that it is not what you major in that determines what you do but how you use what you study," Stuart says. "I plan to grow into a management position within Deloitte and someday start my own business." 

Sergio Castro

Internships Pave Way to Lucrative Career with J.P. Morgan

By Sue McMurray

Sergio Castro, a first-generation finance graduate from WSU Vancouver, says if he doesn't keep himself busy, he ends up wasting time. He wasn't about to take a haircut on his WSU education because of distractions, so he took on a packed academic schedule while working up to 25 hours per week at Fisher Investments, a client-focused money management firm.

"One of the main reasons why I chose to study business at WSU was because of its proximity to my home, not to mention the terrific professors and programs WSU has," he says. "Dr. Susan He was an amazing resource, not only for advice but also for information about possible career paths and market conditions."

Two years ago, Castro hadn't considered a career in personal wealth finance or banking, but internships and a competitive spirit changed his mind.

Friendly peer competition inspires internship search

Castro remembers the moment he learned one of his friends studying finance at the University of Washington had received a prestigious internship. "I can't let him outdo me," he recalls thinking. "It really motivated me to start researching and applying for internships."

He first completed a 10-month internship in financial planning at Fisher in 2021, which led to a part-time job as a junior associate working on 401(k) solutions for clients.

Then in June of 2022, he was one of a handful of students in Washington state to be offered a nine-week, paid internship in Seattle with JPMorgan Chase & Co., an investment banking company. Being the only candidate familiar with "haircut" lingo—meaning a reduction in an asset's value for collateral purposes—made him stand out.

"I had applied to many internships. I got a few interviews but only two offers," he says. "J.P. Morgan was the better offer in terms of career progression and compensation, so I accepted."

Networking skills important for career launch

The core of his work there consisted of attending training and completing small-group projects and a case study. Side projects were encouraged but not mandatory, and managers encouraged him to reach out to analysts, associates, and bankers throughout the firm to ask for work.

Networking was one of the most important parts of the internship, he says, and ranged from one-on-one sessions to attending events or even a company happy hour. Interns were also assigned an "analyst buddy" who served as a go-to person for any questions.

"Managers pushed us to meet as many people as possible during the internship to help build up our networks," he says. "One of the most important things in my career preparation was those relationships with analysts and associates as well as with managers and managing directors."

Castro's commitment to these processes paid off. Before graduating in May, he accepted a six-figure analyst position with J.P. Morgan.

"The best thing is the huge learning opportunities that come with the role," says Castro. "Being an analyst entails meeting with business leaders, being on earnings calls, and getting an inside view into different stages of a company's financials. The number of skills a person can pick up is never-ending." 

Kaili Enyeart

恵比寿MFビル

THE BEST DECISION
I EVER MADE

INTERNING ABROAD

By Kaili Enyeart

Photos courtesy Kaili Enyeart

Kaili Enyeart

“ I learned so much about myself professionally and personally.”

If you would have told me in my first year at WSU that by my senior year in 2022 I would not only be double majoring but also interning abroad, I would not have believed it. However, going into my senior year, these two accomplishments were not only my reality, but looking back on my college experience, the two best decisions I made thus far for my personal and professional development.

Due to COVID restrictions and cancellations of all summer study abroad programs at Japanese universities, I had to find other options to fulfill my study abroad requirement for the Carson College of Business's international business major. Regardless, I was determined to have my international experience in Japan. With the help of my advisors, and through my own research, I found an approved international internship with Apex K.K., a global executive search firm located in Tokyo's Ebisu community.

The Apex internship supported my human resources major, as it gave me hands-on experience with recruitment and hiring processes. Apex connects their large medical firm clients to potential candidates with executive experience in the pharmaceutical/medical industry. The diversity of the Apex team sets it apart from competitors, as the office is half-English-speaking and half-Japanese-speaking. This allows Apex to recruit people from around the world. For me, this was an incredibly unique opportunity to work with people from other cultures and learn how they conduct business and communicate with their team.

Diverse experiences result in reciprocal value

As the operations intern, my time was divided 50/50 between the back and front offices. Back office work

ranged from data entry, creating expense reports, and managing a company event, to more advanced work such as interviewing candidates. As one example, I used the Apollo database platform to pull more than 5,000 names with the company, position title, location, email, and phone number of each candidate. This was one of my most valuable contributions to the company, as the data will remain as a resource for recruiting teams for years to come.

One of my most valuable learning experiences was being the sole proprietor of Apex's 2022 internship program. Eventually, I was able to run the entire hiring process on my own. Apex used a ranking process similar to a method used in my HR class at WSU. It was great to see the application of the concept in real life. I worked alongside Director of Operations Dave Spence, whose helpful feedback and mock interviews helped me overcome my nervous habit of speaking too fast and not giving the interviewee much of a chance to talk. Because of this training, I ran the offer meetings while Dave sat in and gave me pointers after each meeting.

As for the front office, I mainly assisted in making recruiting more efficient. This involved making call lists, drafting scout emails, and formatting job descriptions for each "hot job"—a new vacant position a partnered firm wanted Apex to fill. If I decide to one day go into the HR field, this knowledge will likely be very useful for any future job, as I am now confident in my ability to run an interview and hire someone.


Total immersion leads to personal and professional growth

Compared to the average study abroad, I believe mine was much more immersive than the typical

exchange program because I lived on my own in Shin Nakano, a small city near Tokyo. I accounted for every resource myself, including learning the transportation system. Each morning was a 45-minute commute to work involving two trains and a short walk to my office. At first, the train system was daunting. However, after about a week of using Google Maps and my Japanese skills to occasionally ask for help, I began to understand the patterns of the train lines. Eventually I was even able to comfortably explore other cities on my time off.

As with most people who go abroad for an extended period, I went through the expected emotional stages of this experience. After the excitement of arriving the night before my first day at work, nerves began to settle in. I began doubting myself and my ability to work in a global environment. What if Dave saw something in me that wasn't actually there? What if I ended up being horrible at my job?

Despite these questions, I knew there was no pulling out. As I made more friends at my office and they began inviting me to eat lunch or grab drinks with them after work, my mindset shifted. I started to appreciate the chance to experience new things fully on my own.

Looking back on my experience, I am glad I pushed myself to continue through it. I learned so much about myself professionally and personally. I feel this has been the most beneficial experience I've had during college. Not only did I gain valuable work experience, I also found a deeper sense of cultural awareness. This will help differentiate me in a largely competitive workforce, as I plan on carrying these lessons with me far beyond graduation. 

A portrait of Sala Moreno, a man with a beard and mustache, wearing a blue suit, white shirt, and red tie. He is standing in front of a building with a brick wall and arched windows. The photo is taken from the chest up, and he is looking directly at the camera with a slight smile.

Sala Moreno

Dubai Study Abroad and Internship Empower Multiple Career Aspirations

By Sue McMurray

Airplane pilot, automotive enhancement entrepreneur, Airbnb owner, and Interpol officer: these are just some of Sala Moreno's professional interests. For a person contemplating so many career paths, Moreno has a solid plan for succeeding at any of them.

Moreno took classes at Boise State University but ultimately decided the WSU Carson College of Business was the best place for him to study international business, a direction that would develop his global business perspective and open unique career opportunities. His love for travel has already taken him to 23 countries, including Dubai.

In his junior year, Dubai's "wow factor," coupled with scholarship support, inspired him to study abroad there for a week at the Emirates Academy of Hospitality Management. Dipra Jha, assistant director of the WSU School of Hospitality Business Management, developed and launched the Dubai study abroad program in 2022.

Taking the road less traveled

"I always knew I wanted to lean into new experiences, and I pride myself on taking the road less traveled. Dubai is currently the pinnacle of success for hospitality and international business, but it's not yet a familiar option for many American students," Moreno says. "Experiencing business at the highest level, paired with the opportunity to trailblaze this program for future students, made it feel like the right option for me."

During his senior year, Moreno returned to the Emirates Academy, spending six months developing a portfolio of business skills that will support anything he chooses to do professionally. Following that, he accepted a six-month internship at the Jumeirah Al Qasr luxury resort in Dubai.

"I don't know another place in the world where I can spend time off on a yacht without breaking the bank. For some people here, that is just your average weekend," he says.


Internship hones versatile business skills

Dubai's exploding business opportunities draw some of the world's most ambitious and successful CEOs, entrepreneurs, and other executives. Moreno soon found himself working alongside them.

His duties as a human resource/learning and development intern included data entry and overseeing the hotel's employee learning app and related questions. He launched the hotel's Yammer program, which is like Facebook for companies. "We used it to make our hotel more competitive by posting about our exciting educational and other opportunities," he explains. He also helped implement new corporate training and was heavily involved in onboarding processes.

"The most valuable skills I developed in my program were marketing, sales, customer service, communication, and negotiation—as the Arabic culture is to negotiate everything," he says. "Leadership, networking, problem-solving, delegation, time management, and project management were paramount to my internship."

Moreno attended WSU commencement ceremonies in May, then returned to Dubai to finish his internship. His plans for the future are wide open.

"With international business being so broad and versatile, I don't want to be limited to just one field but instead try a few things out in life," he says. "I regularly seek out challenges in my personal and professional life and pursue diverse opportunities. Ultimately, I want to make my money work for me, not work for my money." 

Jeffrey Styborski

Internship at Dubai's Burj Al Arab Paves Way to Luxury Hotel Career

By Sue McMurray

After taking a couple of years off from school and working dead-end jobs, Spokane native Jeffrey Styborski accepted a position at a Best Western Plus hotel, a pivotal decision that put him on a path toward becoming a future luxury hospitality business owner.

"I absolutely loved it," Styborski says of his Best Western work experience. "After working my way up to general manager, I knew this was the industry for me and decided to return to school. WSU's renowned hospitality program, prestigious reputation, financial assistance, and location were a perfect fit."

Several scholarships made it possible for him to pursue his degree in hospitality business management and study abroad. He attended a year-long program at the Emirates Academy of Hospitality Management in Dubai and accepted a full-time position as a rooms manager in training at the Four Seasons Hotel Boston before graduating from WSU in May.

Building career experience through an international internship

"The Emirates Academy not only offered an incredible hospitality program to further my education, it was also the only program that offered an internship with one of their numerous partnered companies throughout Dubai," he says. "Especially as I prepared to graduate, the opportunity to gain immediate exposure, connections, and experience in luxury hospitality truly made the Emirates Academy the only choice for me."

He spent his first seven months at the academy learning from industry leaders around the world and engaging in student council. He also worked part-time at the Burj Al Arab, a luxury hotel, as a waiter and restaurant/beach club host. After completing his studies, he began a five-month front office internship there. His duties included check-in/out, ensuring quality guest experiences, and designing projects to improve guest relations, communication, and operations.


"Mastering how to precisely communicate, adapt, and work as a team in a high-performance establishment such as the Burj Al Arab was invaluable," he says. "These skills are crucial to any business, and being able to hone them in a global, luxury environment is simply something I couldn't have experienced back home."

The experience directly aligned with his hospitality major, which requires 1,000 hours of paid hospitality experience prior to graduation.

Study abroad leads to personal growth

Styborski says the amount he learned about himself as a result of the experience surprised him. "Everything changed when I studied abroad; I could not be more grateful. It reaffirmed and redesigned my perspective and beliefs. Things that I never paid attention to in the US are now constantly on my mind as I work around cultural differences."

The most rewarding thing about studying abroad was the people, he says. From guests to colleagues, the diversity of people he met led to some of the most incredible conversations, ideas, and connections.

"Studying abroad might not be for everyone; it can be difficult, expensive, and disruptive," he says. "But if you have the chance, do it with open arms. Studying abroad made an unimaginable impact on my life. It answered questions about myself I didn't know I had and gave me a strong foundation, deep passion, and unwavering motivation for leadership." 

INTERNATIONAL CARSON COUGS



Photos courtesy Mathilde Lang

César Ritz Colleges graduate Mathilde Lang loves nature and hiking in places like Caux, Switzerland, on a beautiful day.

Mathilde Lang Taps WSU/César Ritz Colleges for Food & Beverage Training

By Sue McMurray

As the daughter of a business owner and an accountant, Mathilde Lang could have easily followed a similar career path. But at 15, while working a summer job in a restaurant, she realized her professional calling lay in hospitality.

"I really liked the contact with the clients and providing service," Lang says. "I developed a passion for it before I finished high school."

Lang hails from Poissy, a small city near Paris, France, where some of the world's finest cuisine and wine can be found. She earned a bachelor's at École Notre-Dame Les Oiseaux in Verneuil-sur-Seine. While there, she researched Swiss Education Group

(SEG) schools for her next step. SEG is the largest private educator in Switzerland and operates four of the world's top hospitality schools, including César Ritz Colleges Switzerland.

WSU/César Ritz Colleges joint hospitality degree provides unique perspective

César Ritz Colleges, Lang's pick, has offered a joint bachelor's degree program with the WSU Carson College of Business since 2012. Students may simultaneously earn a bachelor of international business in hotel and tourism management from César Ritz Colleges and a bachelor of hospitality business management from WSU.

"Everything in the program relates to real-world business," Lang says. "The American teachers bring a different perspective and practical advice—something we need for the workforce. Having an American hospitality degree is a definite career advantage."

Internships are the stepping stone to Lang's future food and beverage career


During the pandemic, Lang persevered with a positive outlook. She says business law classes, diverse guest speakers, networking, and innovative teaching were the most valuable experiences.

But a six-month food/beverage internship at the Royal Plaza Montreux topped the list.

"The internship absolutely confirmed I want a career in food and beverage," she says.

In addition to food and beverage training, she completed several rotations in hotel management at the Royal Plaza.

Currently, Lang is completing an internship at the Mark Hotel in New York. Next, she says she'd love to go to Costa Rica for work experience.

"Someday I'd like to be a general manager of a food and beverage business and later open my own restaurant there," she says. "You can learn so much from international culture." 

→ To discover more about Carson College of Business study abroad and international business programs, visit go.wsu.edu/studyabroad.

INTERNATIONAL CARSON COUGS



The cliff of Stepan Razin on the Volga River in Saratov Oblast, Russia, is a beautiful location near Ekaterina Pomazunova's birthplace.

Courtesy Ekaterina Pomazunova



Ekaterina Pomazunova Develops Entrepreneurial Goals through Joint Degree

By Sue McMurray

Ekaterina Pomazunova began learning the art of hospitality as a child. Her parents commonly held feasts on holidays and special events at their home in Saratov, located in the southeast European part of Russia.

"My mother instilled in me this special culture of Slavic hospitality, and I loved it," Pomazunova says.

During her childhood, when her family traveled across Europe, Pomazunova admired the decor of the hotels they visited. She remembers talking and playing with hotel staff who treated her with sweets.

"Growing up, I realized the atmosphere is created not only by the building but also by the hotel staff," she says. "As an adult, I didn't hesitate to choose to study this particular industry."

Pomazunova enrolled in the WSU/ César Ritz Colleges Switzerland dual bachelor program in 2019.

"I was impressed with the program's price, quality, and reputation as one of the best in the hotel

industry," she says. My education helped me learn how to study and predict markets. It ignited in me the mindset of a leader and entrepreneur. I stopped being afraid of my crazy ideas and put them into practice."

'Difficult doesn't mean impossible'

Pomazunova dreams of opening her own wine business.

She believes there may be potential for opening a chain of wine bars in the East or Middle East, after recent geopolitical changes led people in the Commonwealth of Independent States countries to move to eastern countries. Many expats among them are already familiar with the developed wine industry.

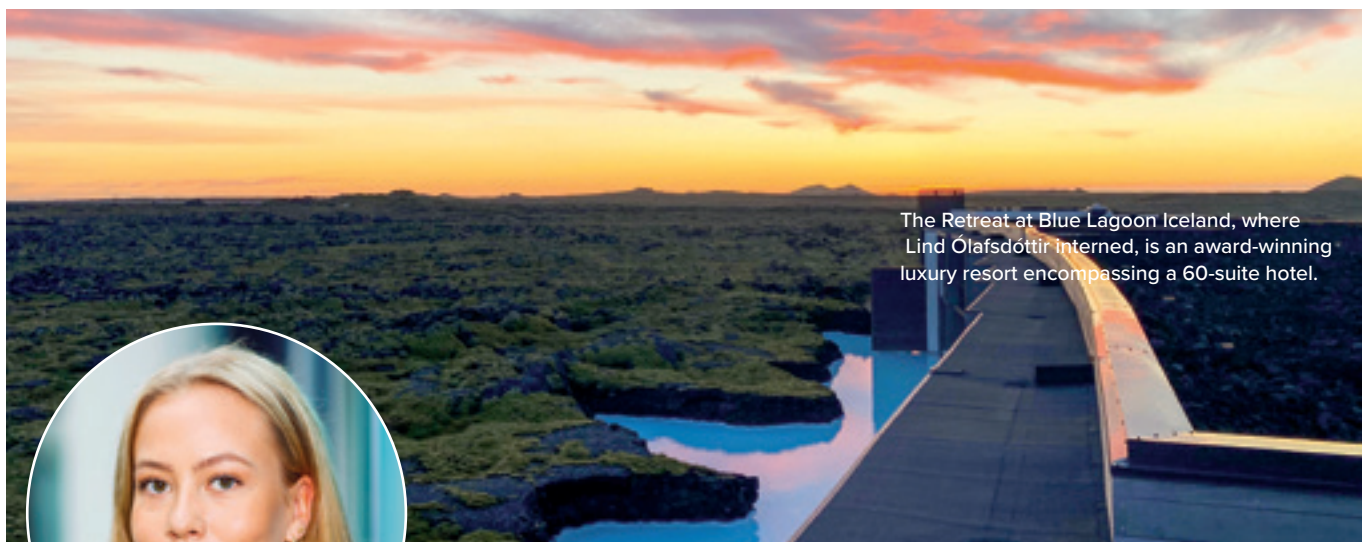
"Since there is a demand for such businesses in these eastern countries, there is a possible niche," Pomazunova says. "In some countries, it's difficult to get a license to sell alcohol, but difficult does not mean impossible."

Program fosters entrepreneurial spirit

The dual-degree program trains students to understand processes in a fine dining restaurant and buffet. A little later, they study finance, law, and operations. At the end of the training, they write a business plan for their own business venture. During this time, Pomazunova gained waitressing experience and completed an internship at the Lotte Hotel in Moscow. She also studied wine in classical tasting environments.

"Through this training process, you grow from an ordinary waiter to an entrepreneur with your own unique vision and goals," she says. "This is an amazing path that allows you to achieve success in the hotel industry."

Since graduating, Pomazunova completed a food and beverage internship at Crans Ambassador hotel and spa and has started her master's in wine management. 



The Retreat at Blue Lagoon Iceland, where Lind Ólafsdóttir interned, is an award-winning luxury resort encompassing a 60-suite hotel.

Photos courtesy Lind Ólafsdóttir

Lind Ólafsdóttir Preps for Wine Career with Renowned Hospitality Education

By Sue McMurray

For Lind Ólafsdóttir, the decision to pursue the WSU/César Ritz Colleges Switzerland joint bachelor's degree was a natural fit for her longtime interest in food and beverage. Ólafsdóttir grew up in Reykjavík, Iceland's capital and prime tourist destination. She entered the hospitality industry at 17 when she got a job at Apotek, a popular restaurant.

After working there about three years, she got the chance to be a wine server on the weekends, and it sparked her professional interest in wine.

Her five years of experience at Apotek aligned perfectly with the César Ritz Colleges recommendation that prospective students work in the hospitality field before entering the program. While she worked, Ólafsdóttir also completed her diploma in hotel, motel, and restaurant management at Reykjavík University.

When a former colleague and friend told her about the joint bachelor's degree, she took notice.

"The restaurant industry has always interested me, and the program was

appealing," she says. "I didn't exactly know at that time what I wanted to do in the future, so I asked myself, 'Why not try it at least?' So I did."

Over the three years of her program, Ólafsdóttir did more than just try. She *excelled*.

Immersion experiences inspire creativity and passion

Ólafsdóttir participated in many activities to advance her professional skills, including the Student Ambassador Forum, the César Ritz Wine Club, and the Eta Sigma Delta Honor Society. She entered tasting competitions, made honor roll, and passed her Wine and Spirit Education Trust Level 3 certification.

Ólafsdóttir also completed an internship at Iceland's Blue Lagoon resort. While there, she checked in guests, gave property tours, and booked guest activities, adding another point of success to her résumé.

"Creating experiences for people is my passion," she says.


Learning to think outside the box

Ólafsdóttir says the most challenging experience occurred in her second year when students work in groups to put on an event for their classmates and teachers.

"Because of the COVID-19 regulations, we were limited to around 30 guests, and half of my classmates were online. Creating a fair workload for the online and offline students was challenging," she says. "The struggle taught me a lot about group work."

Building a foundation for a future career

Ólafsdóttir is now a sommelier in Blue Lagoon's Moss Restaurant. She's continuing her wine studies and encourages others who are considering the WSU/César Ritz Colleges program to "take the leap" like she did.

"WSU and César Ritz Colleges are widely known. Having this stamp of quality on a curriculum vitae will result in career advantages for anyone," she says. 

INTERNATIONAL CARSON COUGS



Courtesy Sarah Alwasil

The majestic Matterhorn mountain in an alpine setting—one of the famous, iconic views César Ritz Colleges students have the privilege to enjoy while studying in Switzerland.

Sarah Alwasil Parlays Hospitality Training toward Public Policy

By Sue McMurray

Before her family moved to Switzerland, Sarah Alwasil grew up living in hotels across Europe and Asia while her father worked as a Saudi Arabian diplomat to the United Nations. The constant shifting of her environment may have contributed to her indecisive personality (self-described), but it also developed her confidence and interest in trying new things.

When she completed her high school education at the International School of Geneva, she first considered a college program in classical civilization, then switched to sociology. But when she heard about the double bachelor's degree in hospitality offered by WSU and César Ritz Colleges Switzerland, she became intrigued by its reputation.

"I never lived in Saudi longer than six months, but when I saw the country's list of highly recommended universities, César Ritz Colleges was on it," she says. "I knew if I went back to Saudi with a universally esteemed Swiss/American hospitality degree, I'd be scouted immediately."

Alwasil now lives in New York. She says her program was the right choice to prepare for her future.


WSU/César Ritz program inspires achievement

"I was the only Saudi female in my class," she says. "As women, we have to prove ourselves worthy of the workplace. I pride myself on my education. The WSU program instructors, like Professor Dipra Jha, brought innovative teaching styles and

opportunities for dynamic learning that inspired me to achieve my best."

She says the advice of good mentors and completing internships in investment banking and hotel operations made her realize there are many career opportunities in hospitality. Eventually, Alwasil says she'd like to work in a business capacity in Saudi's tourism sector, "but right now I just want to be me."

For Alwasil, that means starting a master's degree in public policy. She may also explore working in a human rights role.

"I stumbled into hospitality by accident," she says. "I've lived a privileged life and want to follow in my father's footsteps by using my hospitality training to help others." 

Kierra Flaherty

ENTHUSIASTIC

During her last two years at Washington State University, Kierra Flaherty's day started at 3 a.m. at the US Post Office in Pullman.

An accounting major and Honors College student, Flaherty spent five hours sorting mail as a postal clerk before heading to her morning classes. She devoted part of each afternoon to horseback riding and her duties as president of WSU's equestrian team, then fell asleep as soon as she finished her homework. "I really needed that full night of sleep," she says.

Kierra Flaherty

“I’ve had many jobs, but this was my first career-type job. It gave me an understanding of what working 8 to 5 in an office setting is like.”

Accounting Scholarship Creates Flexibility for **KIERRA FLAHERTY**

By Becky Kramer

Flaherty, who graduated in May, is proud of working her way through school. But she's also grateful for a \$10,000 scholarship from the non-profit Public Company Accounting Oversight Board (PCAOB) and other grants from WSU that offset housing and tuition costs.

The \$10,000 scholarship, in particular, came at just the right time, creating flexibility in Flaherty's schedule during her senior year.

"I was able to take some days off work when I had big assignments or projects due," Flaherty says. "It was really nice, especially during fall semester when I was taking 18 credits."

To qualify for the PCAOB award, students must be accounting majors who plan to work in the field of audits.

"The scholarship recognizes Kierra's initiative in pursuing her degree, her strong academic performance, and her leadership in extracurricular activities at WSU," says Marla Meyer, Carson College's accounting relations manager.

Choosing accounting

Flaherty grew up in California's San Francisco Bay Area. She transferred to WSU Pullman after spending a semester at a private university. "Coming from a middle-class background, I was looking for more socioeconomic diversity in the student body," she says.

At WSU, the chance to compete on the equestrian team was also a draw, and initially, so was the College of Veterinary Medicine.

"I've always ridden, and I thought I wanted to be a vet," she says. "When I realized I didn't want to see animals at their worst, I switched to business."

An assignment through Carson's Career Amplifier program helped Flaherty choose her major.

"We had to do an informational interview with someone in our chosen career field," she says. "I didn't want to do it. I thought it would be so awkward."

Instead, the interview was fantastic. Flaherty talked to one of her dad's friends, a finance executive. She was leaning toward a finance major but was unsure how she wanted to use the degree. He encouraged Flaherty to consider accounting. Working at one of the Big Four accounting firms would give her broad exposure to different career paths, he told her. After working for a few years, Flaherty says she'll have a better idea of where to specialize.

"Everything he said was so helpful; I still have the notes I took on my phone," she says. "Without the assignment, I wouldn't have talked to him."

Through the Carson College, Flaherty also got her first taste of international travel. She headed to Dubai over spring break for a faculty-led study abroad during her senior year. "It was my first time outside of the United States," she says.

Career after graduation

Flaherty completed an accounting internship at KPMG in the Bay Area

after her junior year, which led to a full-time job offer after graduation.

"Marla Meyer was a big resource for me in applying for the internship," she says. "She worked her contacts at various firms and helped me identify what was available."


During the internship, Flaherty got acquainted with a cohort of other interns and listened to KPMG employees talk about their careers. She also learned about professional expectations in a corporate setting.

"I've had many jobs, but this was my first career-type job," she says. "It gave me an understanding of what working 8 to 5 in an office setting is like."

After graduation, Flaherty spent the summer studying for the CPA exam before joining KPMG's Southern California office. She'll be part of an audit team, and she anticipates using leadership skills she gained as president of the equestrian team.

People often ask Flaherty if she sees parallels between equestrian competitions and accounting. "There's a lot of self-motivation involved in each," she says. "You need to pull your weight for the rest of the team."

The WSU equestrian team is a club sport, which requires fund raising. As team president, Flaherty was also the liaison between the university and the 30-member club, and she worked directly with the owner of the riding stable that leased horses to the club.

"Teamwork, building professional relationships, and communicating professionally—I learned so much as president, and much of it carries over into audit," Flaherty says. 

Molly Olney

Molly Olney enjoys helping people bring their best selves to the game.

She started developing those skills as captain of her high school lacrosse team, helping resolve conflicts between other players. She continued honing those skills at the Carson College of Business, where she majored in management with a human resource focus.

"I'm passionate about HR because I'm passionate about helping people," says Olney, who graduated in May. "I want to make the world a better place, and I feel I can do that through my career in HR."

With a knack for organization and an outgoing personality, Olney says she often finds herself in leadership roles. At WSU, her confidence in managing people, negotiating, delegating, and building teams developed through her classes and extracurricular activities.

Molly Olney

“I want to make the world a better place, and I feel I can do that through my career in HR.”

MOLLY OLNEY Seeks to Make the World a Better Place

By Becky Kramer

Developing leadership

During her senior year, Olney was president of WSU's Society for Human Resource Management (SHRM). She got involved in the club's leadership through the encouragement of Ron Moser, scholarly associate professor in the Department of Management, Information Systems, and Entrepreneurship.

After a stint as the club's secretary, Olney decided to run for president. "Ron Moser helped prepare me for the role," she says. "He encourages students to try new things and push the boundaries of their comfort zones."

In the role of SHRM president, Olney and her team worked on growing attendance at meetings, advertising events, and bringing in engaging speakers. She also had a chance to interact with the college's National Board of Advisors, expanding her HR network through the two board members who mentored her—Jon Morgan and Tanya Platt.

As part of The Next Carson Cougar program, undergraduates are encouraged to participate in clubs to develop skills in leadership, communication, and professional networking.

"Having mentors was one of the best things about being in the SHRM Club," Olney says. "My mentors helped me with my professional development, especially when applying for internships and jobs."

Morgan and Platt helped her with mock interviews, networking, and insights into career paths available in HR. They were also resources for class projects and her work as SHRM president.

"It's been incredibly rewarding and a great learning experience," Olney says of her term as club president. "You know when you see someone in a role and you think, 'I could do that,' but it's more challenging than you initially realize."

Growing academically

Olney lists a course in negotiations skills among her favorite management classes. She and classmates worked in teams to practice negotiating complex cases. One scenario they worked on involved a property purchase involving water rights and development issues.

"After taking the class, I felt prepared to participate in a business negotiation and make strategic decisions," she says.

An HR conference for students in Spokane helped her appreciate how well her Carson College experience had prepared her to work in the HR field.

"The conference sessions all had information we had covered in class," Olney says. "My college experience set me up to succeed in the HR world and set myself apart."

Olney also credits WSU's Honors College for stretching her academically. Her senior honors thesis researched how impostor syndrome influences work efficacy and performance.

"I've always done well in school," she says, "but conducting a study, analyzing the results, and learning to write in a research style challenged me at a different level."

Staying involved

Olney says her WSU Regents Scholarship, which was awarded over four years, helped her earn a bachelor's degree without debt. She also received awards from her sorority, credit union, and a lacrosse organization.


Having the financial support helped Olney make the most of her WSU experience, allowing her to get involved in leadership and extra-curricular activities. Besides serving as SHRM president, she was also active in leadership through her sorority, Kappa Delta.

"I was so happy and thankful when I found out I was receiving the scholarships," Olney says. "I hope one day I will be able to sponsor a scholarship and give back."

Her scholarships also allowed her to do summer internships instead of gravitating toward the highest-paid summer job. After her sophomore year, Olney interned at Heritage Wealth Advisors on Mercer Island, working in both client services and HR. She spent the next summer as an HR operations intern at McKinstry in Seattle.

Olney plans to work in Chicago as a recruiter. "After graduating, I wanted the challenge of moving to a different part of the country and establishing a career in a new city," she says.

She plans to stay involved with the college as a "friend of the board" for the National Board of Advisors.

"I'm so proud to be a Carson Cougar," Olney says. "I found a lot of joy in leadership and helping people, but I wasn't sure how it could translate into a career. The Carson College provided me with the pathway." 

DEI Course Helps Create Future Corporate Citizens

By Sue McMurray



R. Xach Williams, assistant professor of comparative ethnic studies in WSU's School of Languages, Cultures, and Race, develops business and other students' professional competency in diversity, equity, and inclusion.

Over the last six years, the Me Too and Black Lives Matter movements accelerated gender and racial backlash across the country and also shined a spotlight on gender inequities and power dynamics in the workforce. In the wake of this shift in social awareness, being career-ready has taken on a new meaning for business graduates who will one day lead or work in corporations.

Tom Tripp, Carson College of Business senior associate dean for academic affairs, and Carmen Lugo-Lugo, director of the WSU School of Languages, Cultures, and Race,

collaborated to offer business students Race/Ethnic Dynamics and the Corporate World, a sophomore-level course. The training helps students develop professional competency in diversity, equity, and inclusion (DEI), and it aligns with WSU's commitment to DEI as an institution.

"Equity and inclusion is a key competency we want future business professionals to understand," Tripp says. "It's one of several career-readiness competencies the National Association of Colleges and Employers recommends for students to be successful in the workplace and lifelong career management."

The joint collaboration aims to produce future corporate citizens who aren't likely to force their companies to spend money mitigating for their inappropriate behavior related to race/ethnicity. Students gain skills to help prevent their future employees or coworkers incur such behaviors and help companies mitigate race-related events when they do happen.

R. Xach Williams, assistant professor of comparative ethnic studies in the WSU School of Languages, Cultures, and Race, teaches the three-credit course twice a week on the Pullman campus.

R. Xach Williams

Students need to know DEI practices are not only morally right but a path toward improving business profitability.

Lessons for success in the corporate world

In class, Williams strives to make conversations of race and inequality tangible. Daily readings examine social, cultural, and historical contexts of racism and racial inequality. Open discussion helps students understand the role racial undercurrents play in the workplace, especially in US-based corporations.

He says in general, his students aren't comfortable talking about race and equality or don't know how.

"One of the key things I want students to know is the difference between race and ethnicity," he says.

"This points to a lack of conversation in broader society. We've moved a bit past 'color blindness' as the dominant racial approach, but we still live in a climate where talking about race is taboo. It prevents students from developing the appropriate language they would need to use in the workplace."

Students talk about how race and ethnicity have been defined historically, as in the case of certain groups of European immigrants who shifted their ethnic names and languages to fit into an American construct of whiteness. "The point is for students to understand 'whiteness' isn't a natural category that came from a geographic region like Europe; it was a historical process," Williams says.

Talking about race is a way to practice having hard conversations about things that aren't necessarily about race but are difficult topics they may face as business leaders, for example downsizing, layoffs, cost-of-living adjustments or the lack thereof, he says.

Williams also provides a mix of statistical data and studies on racism and inequality in the workplace. Acts of microaggression are a topic of discussion. Students examine workplace scenarios they might encounter, for example someone who makes people feel inferior by assuming a person of color is a service worker, or someone who assumes people who speak with an accent are less intelligent.

"I want students to recognize these things when they happen and have the courage to call out bad behavior," Williams says. "They need to see DEI strategies consistently as the best thing for the company and develop a thick skin and not get defensive if their own behavior needs to change."

One of the biggest challenges he sees is the disparity between a commitment to DEI and an inability to articulate it or understand the profit

margin value. According to a 2022 World Economic Forum article on the future of work, in terms of ethnic and cultural diversity, top-quartile companies are 36 percent more likely to outperform bottom quartiles in return on equity. Additionally, companies in the top quartile of gender diversity on executive teams are 25 percent more likely to experience above-average profitability than peer companies in the bottom quartile.

"Students need to know DEI practices are not only morally right but a path toward improving business profitability," he says.

Class helps Sarah Marotti prepare to work with minority-owned businesses

Even though she doesn't need the credits to graduate, Sarah Marotti, a sophomore studying business management with a focus in innovation and change, signed up for Williams's class. She aspires to become a small-business consultant to minority business owners.

By learning about how cultural influences affect decision-making, she hopes to help companies stay in business far into the future. But as a white, cisgender woman, she knows it won't be easy.

"I learned how to be conscious of what's going on around me and the importance of talking about things even if they may be uncomfortable, whether it's just having discussions about race and racism or confronting someone who makes a racist comment," says Marotti. "Professor Williams always reiterated this issue is only going to get larger, and that's something I think will always stick with me. I feel there is nowhere else I could get a better education than at WSU, where people really care about sending you into the real world with the appropriate skills for success in the modern workforce." 



EVERETT

Partnership Boosts Bachelor Degree Accessibility

By Corrie Wilder

WSU

Recent collaboration between Washington State University Everett and Everett Community College makes pursuing a bachelor's degree more accessible and equitable.

The Degree Partnership program (DPP), an innovative approach in Washington state, enables students to attend classes concurrently at WSU Everett and EvCC, seamlessly transfer credits, combine credits for financial aid, and use facilities and services at both institutions.

The DPP launched in August at the start of fall semester with the business administration and hospitality business management programs. Both institutions' faculty and student services are

developing additional DPP curriculum pathways for cybersecurity, communication, and data analytics.

"The DPP allows students to focus on their academic and career goals and spend less time and money navigating the transfer pathway," says Paul Pitre, WSU Everett chancellor. "We have a shared commitment to student success. Our collaboration breaks down barriers, improves access, and makes the education continuum easier to navigate. It's a win for our graduates and our community."

Students enrolled in the DPP receive automatic transcript updates to WSU Everett every term, access to advisors on both campuses, and transfer guidance. The DPP also covers financial



WSU Photo Services

Scholarly Assistant Professor Mark Beattie, center, celebrates commencement with WSU Everett students.

aid for both institutions, and more credits are likely to transfer to new institutions.

“EvCC is excited to partner with WSU Everett to expand equitable access to education for Trojans and Cougs,” says Darrell Cain, former interim EvCC president. “By leveraging the resources of both colleges, students participating in the DPP will have comprehensive support from the start to help them reach their academic goals and prepare for successful careers.”

Partnership program addresses barriers in transfer pathway

Research shows that transition from community college to a

four-year institution can be financially and logistically complicated for students. Credit transfer is one of the biggest hurdles. Students typically lose about 40 percent of their credits when they transfer, the equivalent of a semester of full-time enrollment. The degree partnership program addresses this barrier with a joint application, specialized advising at both institutions, increased flexibility in scheduling, and access to libraries, computer labs, and student organizations on both campuses.


“I have been working toward this goal for quite some time,” says Anna McLeod, WSU Everett’s director of student services. “The DPP is an

intentional, supportive program that ensures students are engaged with WSU Everett advising, services, and student involvement while attending EvCC. It’s a seamless pathway for our students to pursue a bachelor’s degree. It’s exciting to know we are improving access to postsecondary education in Snohomish County!”

Research shows DPP students are more successful in college

The WSU Everett/EvCC program is modeled after a successful DPP launched in 1998 between Oregon State University (OSU) and Linn-Benton Community College. A recent study shows that DPP-enrolled students take fewer credits, save money, avoid unnecessary student debt, and have higher GPAs and graduation rates than traditional transfer students. The program has since grown to include partnerships between OSU and more than 20 community colleges in Oregon and Hawaii.

Laurie Franklin, EvCC’s vice president of student services, worked in OSU’s Financial Aid and Scholarships Office in the earliest days of the DPP. “When the thoughts of how to serve more transfer students surfaced, the innovative and groundbreaking ideas came to fruition, and I didn’t realize the impact this model would have in the future,” she says. “Twenty-five years later, it’s humbling to see how it changed and affected students’ lives, and I’m happy to see it being developed here between EvCC and WSU Everett.”

“Transfer students should have the same access to bachelor’s degrees as traditional students,” says Alex Tadio, WSU Everett’s associate director of student services. “The DPP breaks down barriers by providing a seamless pathway to transition between our institutions.” 

Washington State Hospitality Conference

A Place to Learn, Connect, and Celebrate

By Sue McMurray

In 2020, when Bob Harrington became director of the WSU School of Hospitality Business Management, he envisioned becoming the “go-to” institution for the study of hospitality business management through strong relationships with the hospitality industry and the strength of Carson faculty and students.

Later that year and into 2021, while the pandemic severely impacted the hospitality industry, he stayed true to the mission by bringing business professionals and advisory board

members to campus to share insights on business recovery and navigating careers in a changed world. He also continued to build the school's Hospitality Week program and Hall of Fame membership.

Inducting Anthony Anton ('91 Poli. Sci.), president and CEO of the Washington Hospitality Association (WHA), into the Hall of Fame in 2020 led to a pivotal partnership in 2022.

The hospitality school and WHA are both leading sources of education and business insights for the state. Acutely aware of Washington's vast shortage

of hospitality employees, Anton, Harrington, and Carson College of Business Event Manager Angie Senter saw value in collaborating to provide hospitality professionals with opportunity for education and networking.

Working diligently for about six months, they created the Washington State Hospitality Conference.

More than 300 hospitality professionals, WSU alumni, faculty, and students convened in Tacoma for the conference trade show, educational sessions, and a dinner raising \$66,200 for hospitality school programming.



WSU Photo Services

Kelly Fong, SHBM student; Brian McGinnis, WSU faculty session leader; and John Sommer, Hilton Hotel Company; network at the Washington State Hospitality Conference.

"You wouldn't have known there were two separate staffs and volunteers working to pull off a great event," Anton said. "They worked together as one, focused on the larger goal of creating a greater picture of hospitality."

WSU faculty led six different sessions and moderated panel discussions on industry topics and trends, including post-pandemic workforce development, technology, alcohol and dining forecasts, tourism, and sustainability.

Insights on hospitality workforce development and retention

"One of the biggest challenges ahead of us is how we change perception about the industry to show it's one of opportunity," said Phil Costello, WHA chief of staff and panelist in Mark Beattie's session on staffing and workforce development. Panelists discussed resources that educate the public about hospitality careers, including the WHA Education Foundation that supports ProStart®, a restaurant management and culinary training program for high school students, and ServSafe®, a training program for food handlers.

"In your operations, see who's ready for the next step of leadership and support their educational needs," Beattie said. "We need more students going into hospitality."

Others in this session offered tactics for employee retention, such as paying tuition for employees, employee award programs, and recognition events. "Recognition is vital for employee retention," said David Porter, Ilani Resort director of hospitality and guest experiences. "It keeps team members with us during growth phases."

Creating a pipeline for internships

Brian McGinnis ('77 H&RA), who serves as the WSU Marriott

Foundation corporate engagement coordinator, led a session on building internships to attract potential hospitality employees.

"Many attendees weren't aware a WSU hospitality undergraduate degree requires 1,000 hours of industry experience such as internships or jobs," he said. "Internships are important because they not only confirm students are in the right major but also allow them to gain real-life work experience."

Panelist Amy Alonzo, WSU Marriott Foundation industry relations manager, explained internships can be tailored to fit both the company's and students' needs and often include cross-training. "The company may not have to hire an extra employee, and students gain experience in more than one area," she said.

In 2022, the hospitality school had 45 employers attend the Burtenshaw Hospitality Career Night with hundreds of internships and career opportunities for students. At least 49 students were placed in internships, and more than 44 were hired into the industry, she said.

What hospitality professionals need to know about changing landscapes

In other sessions, panelists discussed trends hospitality professionals will need to be prepared for. Rapid advances in technology, specifically service robots and cybersecurity, were at the core of Dipra Jha's session.

"The use of robots in various tech roles is gaining momentum. They will fill a void for dirty, dull, or dangerous tasks," said panelist John Senaga, Bear Robotics territory account manager. "AI and machine learning in guest services can offer huge labor savings."

With the increase in labor and production costs, robot use in restaurants

and other technologies will increase, said Jim Harbour, who led a session on trends influencing dining experiences. "We need to think outside the box to continue to create valuable guest experiences. This includes but is not limited to online ordering and payment in broader segments, use of robots, and forecasting programs to better schedule labor."

He said demand for unique, experiential dining is growing, and customers are interested in supporting operators who align with their values—a concept discussed in Jenni Sandstrom's session on moving tourism forward after the pandemic.

Sustainability is part of the fabric

Tourism as a shared community value has been an industry topic for many years and now has greater relevance, Sandstrom said. She explained destination management organizations like Visit Vancouver are making a bigger effort to educate community members about the economic advantages of tourism and get their buy-in.

Convincing customers to support sustainability efforts hinges on communication, added Dogan Gursoy, who led a session on addressing sustainability challenges. He said more people will book green hotels and buy carbon-offsetting products if they are informed with the right messaging. "Managers can increase customers' willingness to pay for sustainable efforts by giving them objective information about what will be gained—or lost—when not taking sustainability actions," he said.

"It's important for communities to understand tourism and how it dovetails with sustainability. Our hospitality graduates are part of this equation and will be well prepared to support the tourism goals of our state," Sandstrom said. 

Challenging Stereotypes

Feminists Spend More on Premium Beauty Products

By Eric Hollenbeck



Over the decades, the beauty business has shaped American feminine ideals and also opened discussions on sensuality, gender expectations, and self-empowerment. In the late 1960s and '70s, feminists across the US encouraged women to discard anything men might use to objectify them. However, their arguments didn't persuade those who believe a socially appropriate appearance that included makeup was important for the workplace. Others acknowledged while they might wear lipstick to attract a man, they also wore it for themselves and shouldn't have to give it up.

A new study by researchers Mycah Harrold ('23 PhD), assistant professor of marketing at Regis University, and WSU Carson College of Business faculty coauthors Chadwick Miller and Andrew Perkins, explores the intriguing connection between feminist identity and spending habits on beauty products.

Their paper "Pink Tasks: Feminists and Their Preferences for Premium Beauty Products,"

published in *Psychology & Marketing*, finds that contrary to popular assumptions, self-identifying feminists tend to invest more in beauty products compared to nonfeminists.

"Our research found feminists tend to spend more money on beauty products, despite the idea that these practices are often perceived as societal expectations rather than personal choices," Harrold says.

Traditionally, feminists are portrayed as advocates for gender equality, often challenging societal norms and rejecting traditional beauty standards. This research challenges such perceptions, revealing a complex paradox that prompts a reevaluation of the narrative surrounding gender empowerment and personal expression.

Feminist consumers challenge societal norms

According to Harrold, this unexpected trend may be attributed to feminists' keen awareness of the pressures and scrutiny placed on women's appearances. By purchasing beauty products, feminists may be reclaiming control over their own image, defying the notion that embracing feminism necessitates rejecting traditional femininity.


Anecdotal evidence, as well as scholarly research, suggests that feminists may experience conflicting pressures surrounding consumption associated with a feminine identity—such as

applying makeup, shaving one's legs, keeping fingernails manicured, and styling one's hair. Research also suggests feminists invest just as much time and resources into meeting feminine beauty standards as their nonfeminist counterparts but report feeling guilt around their beauty efforts.

"Some women feel like they have to wear makeup every day because society expects them to. The feminists who felt that pressure owned a lot of premium products. They were putting in the effort and money to buy these high-end products, versus going to a big-box retailer, like Walmart, and grabbing something off the shelf," Harrold says.

Moreover, the study challenges the common assumption that feminism and the pursuit of beauty are mutually exclusive. It emphasizes that women, regardless of their ideological beliefs, face intricate choices within a society that often conflates self-expression with conformity.

"Our study observed feminists who felt compelled to wear makeup were more likely to invest in premium products, demonstrating their active choice to participate in beauty practices," Harrold says.

The researchers' work highlights the nuanced nature of feminist identity and initiates crucial discussions about identity, choice, and the evolving relationship among gender, empowerment, and self-image. 



Associate Professor Robert Crossler's recent study suggests ways managers can encourage employees, especially remote workers, to keep company information safe.

CARROT or STICK?

Examining What Motivates Workers' Security Compliance

By Will Ferguson

Fear of what could go wrong is the greatest motivator when it comes to getting remote workers to protect their employer's information technology security, according to a recent study in *Computers & Security*. But it tends to work best when employees also have a solid understanding of the severity of potential security threats, including the knowledge of what to do when the worst happens.

As millions of Americans continue to work remotely, the research provides employers with key insights to keep their valuable information safe.

"Employees need to feel a security breach is a big deal if it happens, so the number one thing employers can do is clearly communicate what the threats are and how serious they could be," says Robert Crossler, a corresponding author and chair of the Carson College Department of Management, Information Systems, and Entrepreneurship. "For most people, this is not their job. Their job is to make or sell something, not to make good security choices, even if it's critical for their organization."

Comparing approaches for motivating security compliance

For the study, the researchers examined and compared two approaches for motivating security compliance

behaviors in a changing work environment.

The first is protection motivation—a theory suggesting organizations can encourage secure behaviors through fear and threat messages, and by promoting employees' ability to respond to a particular threat. The practice, which often utilizes surveillance to monitor employee actions, has been used effectively for decades to deter people from engaging in risky behaviors at work and to discourage unhealthy practices such as smoking or having unsafe sex.

The second is stewardship theory, in which an organization motivates the employee's behavior through a sense of moral responsibility versus using force. For example, management encourages the employee to buy into the organization's overall vision while giving them support to act independently when confronted with a security threat.

Helping employees make the right decision

For the analysis, 339 people who worked at companies with IT security policies were surveyed with three scenarios: describing common policy violations relevant to remote work, such as the use of unauthorized storage devices; logging off

a sensitive account when not in use; and refraining from sharing passwords.

Respondents indicated their likelihood to act in a certain way based on various protection motivation and stewardship theory factors. The study showed fear and threats emphasized in protection motivation theory were far more effective at preventing employees from violating security policy than a strictly stewardship-based approach.

The researchers also considered a security approach that integrated factors of both theories.

They found that collectivism—or promoting mutual benefits of good behavior for both the employee and the employer—helped increased the efficacy of protection motivation theory-based methods.

"Basically, we found that the more workers felt that their organization's resources were their own, the more likely they were to protect its security policies," Crossler says. "While stewardship theory didn't work as well as protection motivation, our results suggest managerial decisions informed by a stewardship perspective can help employees better understand security policy violations and make the right decision." 

PhD Corner

A Google search for “leadership qualities” produces a plethora of leadership characteristic lists covering everything from honesty to vision to empathy. Of all the espoused leadership qualities, I believe the core quality of any effective leader must be the ability to **inspire others**. Without willing followers, a leader just spews hot air. With willing followers, a leader can change the world, for better or worse.

During their program, PhD students learn how to inspire others in at least three ways: observing effective faculty leaders, leading their own collaborative research projects, and teaching their own students.

As effective leaders themselves, tenured faculty members become role models for their own PhD students. By observing their faculty acting in various leadership capacities, students can learn firsthand what works (and in some cases what doesn’t work) as their mentors implement various tactics to inspire others. In fact, students who ultimately defend their dissertation often look back in appreciation of their mentors’ motivational methods that helped them cross the finish line to earn that PhD.

Ideally, students work on multiple research projects while in the program, and most, if not all, of these involve coauthors. At some point, students become lead authors of one or more of these projects. Through firsthand experience, students learn how to divide tasks and motivate all members of the team to complete the project in a timely manner.

Whether holding TA office hours during their first semester or teaching their own course later down the line, nothing beats the personal experience of teaching to find ways to inspire students to learn. When a group project exceeds expectations, or students stop by to learn more about a subject outside of class, teachers know they have lit a spark in somebody—a core leadership ability.

In addition to inspiring others, PhD students learn several other leadership lessons on their journey. The process of completing a PhD dissertation teaches **perseverance**. **Integrity** is reinforced via formal ethics training. **Resilience** is built by absorbing criticism from instructor feedback, student evaluations, research paper reviews, and challenging mentor feedback. **Creativity** is practiced by generating undiscovered knowledge. **Communication** skills are honed by teaching and presenting research many times.

Truly, with a multitude of experiences over four to five years, the path toward a PhD provides numerous lessons for the academic leaders of tomorrow.

Chuck Munson

Chuck Munson, PhD Program Director



WSU Photo Services

**GOUTHAM ABOTULA | FINANCE**

BS, University of South Wales • MBA, University of Massachusetts, Boston
MSBA, Washington State University

DISSERTATION

Essays in Capital Structure Decisions: Risk Management Perspective

MAJOR ADVISOR

Douglas Fairhurst

PLACEMENT

West Texas A&M University

**FEIWEI CHEN | FINANCE**

BS, Southwestern University of Finance and Economics • MS, University of Connecticut

DISSERTATION

Climatic Disasters, Mutual Fund Trading, and Asset Pricing

MAJOR ADVISOR

Hanjia Zhang

PLACEMENT

University of Nevada, Las Vegas (Visiting Professor)

**DEMI SHENRUI DENG | HOSPITALITY AND TOURISM MANAGEMENT**

BS, China Agricultural University • MITM, Auckland University of Technology
MSBA, Washington State University

DISSERTATION

Innovative Approaches to Wine Marketing: Applications of Influencers, VR Technology, and Gender Cues

MAJOR ADVISOR

Robert Harrington

PLACEMENT

Auburn University

***DAN FERGUSON | ACCOUNTING**

BA (2), University of Alaska Anchorage • BBA, University of Alaska Anchorage
MBA, University of Alaska Anchorage • MS, Washington State University

DISSERTATION

Do Visuals Matter? Analyzing the Readability of Tabulated Financial Data in the Annual Report

MAJOR ADVISOR

Beau Barnes

PLACEMENT

Cornerstone Holdings Inc.

*Graduating December 2023

**MENGJIAO (REBECCA) HE | MANAGEMENT**

BS, Oklahoma State University • MSBA, Washington State University

DISSERTATION

An Examination of Manager-Facilitated Moral Repair in the Workplace

MAJOR ADVISOR

Ken Butterfield

PLACEMENT

Gettysburg College

**MUZI LIU | MARKETING**

BA (2), Washington State University • MSBA, Washington State University

DISSERTATION

When Salespeople Come Calling (for Payment!): The Effect of Late-Payment Collection on Customer-Directed Deviance and Seller-Buyer Relationships

MAJOR ADVISORS

U.N. Umesh and Jeff Joireman

PLACEMENT

Marist College

**YUN MA | FINANCE**

BS, Emporia State University • MSF, Boston College
MSBA, Washington State University

DISSERTATION

Insider Trading: Strategic Information Disclosure and Implications on Stock Returns

MAJOR ADVISOR

George J. Jiang

PLACEMENT

Truman State University

**DEEPIKA NAIDU | MARKETING**

BS, BA, Arizona State University • MSBA, Washington State University

DISSERTATION

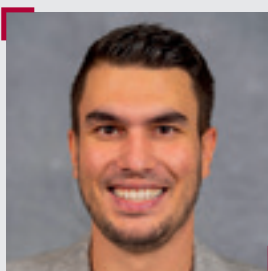
Body Size Diversity in Marketing

MAJOR ADVISOR

Andrew Perkins

PLACEMENT

University of Nevada, Reno

**VASILIS PAVLOPOULOS | OPERATIONS & MANAGEMENT SCIENCE**

BS, Polytechnic University of Patras • MS, Polytechnic University of Patras
MS, Washington State University • MSBA, Washington State University

DISSERTATION

Distribution Analysis and Change-Point Detection and Estimation

MAJOR ADVISOR

Stergios Fotopoulos

PLACEMENT

University of Alabama in Huntsville

**GURDEEP SINGH RAINA | MANAGEMENT**

BE, Nagpur University • MBA, Symbiosis International University
MSBA, Washington State University

DISSERTATION

Diversity in Upper Echelons and Organizational Performance Implications

MAJOR ADVISOR

Arvin Sahaym

PLACEMENT

University of Texas Permian Basin

**JALAL SARABADANI | MANAGEMENT INFORMATION SYSTEMS**

BS, Payam Noor University • MSIS, University of Tehran
MSBA, Washington State University

DISSERTATION

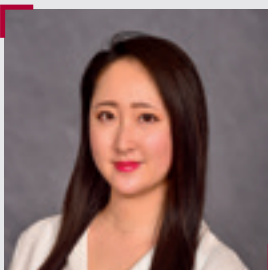
Linking After-Hours Work Connectivity with Job Satisfaction: A Stress and Coping Perspective

MAJOR ADVISORS

Deborah Compeau and Richard Johnson

PLACEMENT

San Jose State University

***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

Berry College

*Graduated December 2021

**KIELY YONCE | ACCOUNTING**

BBA, University of North Florida • MS, University of Maryland

DISSERTATION

Unrestricted Cash Windfalls and Nonprofit Operating Outcomes

MAJOR ADVISOR

Beau Barnes

PLACEMENT

University of Detroit Mercy

**HUIZHI YU | MANAGEMENT**BS, Dongbei University of Finance and Economics • MS, Old Dominion University
MSBA, Washington State University**DISSERTATION**

Three Essays on Crisis Management: Investigating Strategic Remedies Following Product Recall and Their Impact on Corporate Performance

MAJOR ADVISOR

Arvin Sahaym

PLACEMENT

Texas Woman's University

**LU YUAN | HOSPITALITY AND TOURISM MANAGEMENT**BA, Wuhan University • MS, Hubei University
MSBA, Washington State University**DISSERTATION**

Internal Branding of Hospitality Organizations in a Technology Area

MAJOR ADVISOR

Hyun Jeong Kim

PLACEMENT

Wuhan Business University

**S M ZAHID | FINANCE**BBA, University of Dhaka • MBA, University of Dhaka
MA, Central Michigan University • MSBA, Washington State University**DISSERTATION**

Essays on Corporate Financing Decisions

MAJOR ADVISOR

Douglas Fairhurst

PLACEMENT

Robert Morris University (Visiting Professor)

FOOD & WINE PHENOMENON



Demi Deng Breaks Traditional Expectations

By Eric Hollenbeck

Demi Deng is on a mission to bridge the gap between academia and the wine and beverage industry.

Through her industry, educational, and cultural experiences, Deng sees a need for academic institutions to better prepare students for real-world experiences and hopes to infuse her unique perspective into the classroom.

Deng earned her doctorate from the WSU School of Hospitality Business Management this past summer and is a newly minted assistant professor at Auburn University. She feels she has in-depth understanding of what wine and beverage students need to succeed and where they are lacking in skills and experience.

Her passion for food and wine began when she was a university ambassador during her undergraduate years, where she met a University of California, Davis, professor who encouraged her to explore wine appreciation and knowledge.

"I remember he brought a bottle of Meritage from Washington state, and I thought that was interesting.

I wondered why a professor from California, a place known for its wine, was drinking this wine from another state," Deng says.

The professor offered a tasting of the wine, and Deng provided some tasting feedback, although she admits she was quite inexperienced with wine tasting. He told her she had a good palate and encouraged her to continue to study wine.

"After that, I landed in New Zealand, a rising wine country renowned for Marlborough sauvignon blanc and Central Otago pinot noir, to pursue my master's degree," she says.

Deng credits her experience in New Zealand and her mentor, Cameron Douglas, the country's first and only master sommelier, for her success in the industry.

She feels her background and culture offer a different point of view, allowing her the freedom to break traditional food-and-wine pairing rules and provide leadership to her students.

"Introducing Asian and fusion styles to traditional Western pairings could lead to interesting and unexpected results," Deng says.

Despite her many successes, she says she has faced challenges as an Asian woman in the industry. However, she has managed to overcome these biases by virtue of her strong character and her capacity to impart new knowledge to others.

"I try and overlook a lot of what people talk about. I strive to teach others about food-and-wine pairings while offering suggestions from my own perspective," Deng says. "So, I've had to ignore the biases I've encountered as a woman and Asian manager, and it takes a longer time and more effort to succeed."

Setting her sights on the top

Deng is also passionate about the wine industry and is a member of various wine associations, including the American Wine Society. She earned a scholarship from the SommFoundation supporting her master sommelier studies. The master sommelier certification is recognized worldwide and considered the highest achievement in the wine industry.

The process can take many years of dedicated study, practice, and

GROUNDED

Demi Deng

“I’ve had to ignore the biases I’ve encountered as a woman and Asian manager, and it takes a longer time and more effort to succeed.”



WSU Photo Services

Recent doctoral graduate Demi Deng is exploring ways to use virtual reality to increase brand awareness for the Washington wine industry.

experience. Exams are known for being extremely challenging, and only a small percentage of candidates pass them.

“My passion for wine and my desire to educate others about its culture drive me to pursue my goal of becoming a master sommelier,” Deng says. “It signifies not only a deep knowledge and understanding of wine but also exceptional skills in wine tasting, service, and business management.”

Boosting Washington wines through VR


In addition to her many academic accomplishments, Deng received the Carson College’s Outstanding

Doctoral Student Research Award for her exceptional talent and performance. During her doctoral program, Deng published several research papers in top-tier hospitality journals.

Deng’s current research revolves around the hospitality industry’s current trends, including how social media marketing and technological advancements impact the industry. One of the unique aspects of her research is exploring increasing brand awareness for the Washington wine industry using virtual reality (VR).

Deng is investigating why the reputation of California wines exceeds that of Washington wines, even though Washington wines are of

excellent quality. She’s working on a USDA/WSU-funded research project that aims to significantly increase consumer recognition of Washington state as an inspiring wine region and producer of competitive wine brands. Using VR, data will be collected to develop marketing strategies benefiting the Washington wine industry.

“Washington is becoming more of a tourism-driven state, but it’s not really known as ‘wine country’ for people outside of the Pacific Northwest,” Deng says. “But there are so many exceptional wines made here, and we [WSU] are just trying to help develop ways to elevate their reputation.” 

Shana Singer

Courtesy Shana Singer

Shana Singer

“ With no impending promotion in sight and a tremendous amount of free time, I decided to pursue my MBA.

SHANA SINGER Leverages Leadership Skills with an MBA and International Business Certificate

By Mia Gleason

Looking back at her 14-year tenure at Boeing, Shana Singer ('23 MBA) wanted to diversify her career as a supply chain analyst. She was passionate about supply chain work and the aerospace industry, but wanted new challenges outside of these areas.

She took advantage of every opportunity the company offered for growth and advancement. This included leveraging their tuition assistance program.

"I finished my undergraduate in strategic communication in December 2020, right in the middle of the pandemic," Singer says. "With no impending promotion in sight and a tremendous amount of free time, I decided to pursue my MBA."

Singer says she and her husband were both dedicated Cougs, and it made sense for her to explore the WSU online MBA program. The positive reviews and national ranking also helped her decide it was the best choice.

"The program fit my lifestyle and schedule," she says. "It's designed specifically for the working student who is already in their career, but just needs the extra boost to get them to the next level. I felt

less overwhelmed with my MBA curriculum than I did with my undergraduate courses. It's where I was meant to be."

Singer also completed a certificate in international business to complement her MBA, a decision that would later impact her career path.

Nine months into her MBA program, she received a promotion increasing her Boeing salary by 29 percent. But going to school in the pandemic really drew Singer's interest toward immunology and immune therapy.

Within months, she was offered a higher position as a senior business process analyst at Adaptive Biotechnologies, a Seattle biotech startup pioneering new medical technologies.

International business certificate enhances global perspective

At Adaptive, Singer leverages her MBA training in management and leadership to lead a team in identifying approaches to drug treatment and discovery. Through patient sample research and development, her team performs sequencing and produces data pharmaceuticals and academia can access for research and development purposes.


She says the international business certification has helped her concentrate on the global impact of her work.

"In preparation for the next pandemic, thinking globally is the only way to be proactive," she says. "We have expanded to Australia, the UK, Europe, and India. Knowledge sharing between cultures and countries can lead to more scalable treatments."

Singer's typical day consists of managing schedules, budgets, scope of work, and supply chain team dynamics. She is constantly searching for ways to make her department and unit more efficient.

"I am on my second implementation of software that improves demand, accuracy, and inventory management. It also reduces the manual data exchange between internal organizations," Singer says. "That's a big deal in the industry."

She plans to eventually relocate to San Diego and continue working in supply chain processes supporting biotech.

"I am extremely interested in the software solution space and would love to work with biotech warehouses to improve inventory accuracy, reduce manual processes, and integrate quality and compliance," she says. 

Monika Murugesan

Monika Murugesan ('15 EMBA) will be the first to tell you she didn't know what product management was when she was starting her career as an engineer. She often wondered why particular products were being made and who the decision-makers were behind their development. She couldn't escape the feeling there was something greater to be explored in the industry.

As her desire to gain a broader understanding of business functions grew, she began preparing for the next step in her career by considering MBA programs.

Armed with a bachelor's degree in electrical engineering, a master's in computer engineering, and a great career in engineering and engineering management, Murugesan already had leadership skills and extensive management experience.

Monika Murugesan

QR The curriculum helped me confidently make the first change in my career.

MONIKA MURUGESAN Kicks Off Career Change with an Executive MBA

By Mia Gleason

"I was looking for something more than a traditional MBA program to get me to that next level," she says.

The WSU Executive MBA proved to be the best choice for Murugesan's goal to transition from research to product management. "The curriculum helped me confidently make the first change in my career," she says.

Today, she leads multimillion-dollar product portfolios at global organizations within the energy sector and coaches others on product management.

An affinity for Washington State University

Having lived in Pullman for more than 17 years when she began researching graduate programs, Murugesan was already aware of the WSU Executive MBA's reputation for quality.

"The WSU Carson College Executive MBA was one of the top-ranked programs when I was searching for an advanced degree," she says. "Plus, I was looking forward to the opportunity to visit the campus, or meet the professors as needed. This helped me network with the faculty and feel more connected to WSU, which I know can be a challenge for some in an online program."

Murugesan says she also liked the flexibility of online evening classes so any work-related travel obligations would not interrupt her education. All the other institutions she considered had weekend residencies or in-person requirements that wouldn't have allowed her the ability to continue her work while studying.

"Since I had young children at the time, it was important to me to

spend my weekends with them, so the WSU Executive MBA worked out to be my best option," she says. "As a global campus program, I learned along with students from around the world and from many different industries, which I believe added greater value to my degree."

The executive edge in an advanced degree

Murugesan says there were many interesting classroom experiences in her program, but being part of a cohort and forming a network with fellow students was something she appreciated in her program experience.

"I have remained in touch with a few of them through the years," Murugesan says. "Being someone who was transitioning from a technical management role to a business role, I greatly benefited from the innovation management, international business, and marketing classes."

Two key incidents really stood out to her.

One was in a leadership class where the professor creatively tied ancient literature and movies with leadership lessons. One of the assignments was discovering lessons from the *Wizard of Oz* relating to leading with the head, heart, and courage.

The other was learning about corporate social responsibility and sustainability in a business ethics class.

"Today, I have a key role in supporting commercial and industrial customers with their sustainability goals," she says.

A champion for women in leadership


A strong advocate for supporting women, Murugesan has a passion for coaching and mentoring. She joined the Carson College's Marketing Board of Advisors. "Being a member of the advisory board helps me support curriculum planning and participate in events that allow students professional exposure," she says.

Recently, she served on a panel for the 2023 Women's Leadership Summit, hosted by the WSU Alumni Association, where she discussed lessons learned from her career and the role WSU played in her professional journey.

"Women are commonly taught to be humble. We are wired to be up-front and fight for others but sometimes not for ourselves," she says. "But fighting for my teams over the years helped me overcome a natural tendency to be too humble."

Murugesan also acknowledges the challenges women in business may face and encourages others to break out of societal expectations and make their own mark in their careers.

"Challenges make us stronger," Murugesan says. "I thank people who have said no to me because I learned more and was more motivated to accomplish what I was denied, especially being the first working woman in my family and the first to leave India."

For any graduate of the Carson College, but especially women, Murugesan shares this advice: "The power is within you to get what you want. Become part of a community that supports and uplifts others toward a collective mission." 



SEEKING SELF-IMPROVEMENT

—A Leadership Lesson for a Lifetime

By Matt Beer

The Carson College of Business MBA programs are home to a variety of students, from newly minted managers to seasoned executives. A common thread, however, is their desire for personal and professional growth. According to Scott Carson, the college's namesake, his No. 1. piece of advice for leaders is to "seek opportunities to improve yourself."

His philosophies align well with the Carson MBA Veterans program. Military service provides a steady regimen of rigorous technical training, professional military education, and early opportunities for leadership. But for service members seeking to get outside their comfort zone, increase their knowledge, and broaden their experiences, the college's online MBA programs serve as a unique path to self-improvement and professional advancement.

COMMUNICATION IS KEY



Courtesy Olivia Marx

Leadership challenges came early for US Air Force Lieutenant **Olivia Marx**. Her first assignment was managing the maintenance of 30 aircraft with 360 personnel in one of the Air Force's premier fighter-aggressor squadrons. Seeing her squadron come together after losing two of its members reinforced her belief that communicating with kindness is essential for leaders. "You never know what someone is going through unless you ask," Marx says. With plans to make a career of military service, she decided to pursue

her MBA. "Maintenance is definitely a business," she says, "so I *knew* this degree would be useful to me as I progress." Carson's online MBA not only fit in with her busy schedule but also aligned with her leadership values. "I have had super-supportive advisors and professors who helped me through any issues and followed up afterward, free of judgment," Marx says. Earning an MBA is hard work, but she says that, like serving in the military, "not all the good things in life come easily!"



Courtesy James Charapich



MAKE TIME

Even senior military leaders are encouraged to carve out the time for education. US Navy Commander **James Charapich** earned his Executive MBA while stationed at the Missile Defense Agency in Colorado in preparation to command an EA-18G squadron at Naval Air Station Whidbey Island. Charapich says deliberately dedicating time and space to make important decisions is central to his leadership philosophy. “As a leader, my goal is to propel the people who work with me to greater heights, achieve their goals, and become the best version of themselves” he says. Charapich applied the same willingness to carve out time and space to his degree. “You get out of the program what you put into it,” he says. “Hard work is rewarded with deep understanding and learning across disciplines with broad applicability to work and life in general.” For those considering an MBA for executives, Charapich says, “Go for it! It will be challenging at times, but it is possible to balance it with work and family through advance planning and disciplined execution.”

Courtesy John Bamonte



FINDING BALANCE

US Navy Helicopter pilot **John Bamonte** was already eight years into his military career when he decided to earn his MBA. From commanding a single helicopter to leading 14-day training exercises on San Clemente Island, Bamonte has embraced balance in his leadership style. He sought the same thing from his MBA program. “Education is necessary for promotion into the senior ranks within the military,” he says. “I thought it important to meet and learn from professors and

students outside of my industry to broaden my perspective.” Bamonte was frequently at sea while enrolled in Carson’s MBA program, and he found its flexibility allowed him to balance rigorous academic demands with his mission. The program honed his managerial decision-making, and he hopes to use his fresh insights to someday command a helicopter squadron. “It wasn’t easy to juggle both school and a full-time job,” Bamonte recalls, “but it was worth it.”

For more information on how you can support the Carson MBA Veterans programs, please contact Matt Beer at matthew.beer@wsu.edu.

CARSON COLLEGE OF BUSINESS

Outstanding Faculty Service Award



Beau Barnes,

Department of Accounting, is committed to encouraging and guiding doctoral students to pursue their interests rather than conforming to mainstream research. His exemplary service to the department, including his appointment as the PhD program coordinator, has resulted in significant growth and development

of the Carson College doctoral program. Barnes's willingness to mentor students and make himself available for guidance has been invaluable to their success.

Outstanding Faculty Research Award



Jacob Jaggi,

Department of Accounting, has published two papers in top accounting journals since joining the department in 2020, and another is in the final stages of review. He supports fellow researchers by providing multiple written reviews for their work. Jaggi's commitment to publishing in prestigious journals

is commendable as he researches topics including corporate governance, monitoring mechanisms, and debt contracting.

Outstanding Faculty Teaching Award

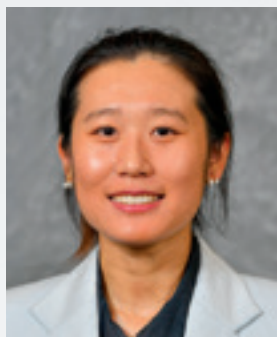


Kevin Chase,

Department of Marketing and International Business, is an exceptional instructor. His courses incorporate hands-on, role-play exercises that build and sharpen students' sales skills. Chase has made valuable contributions outside the classroom by supporting the director of the newly established Center

for Professional Sales through partnerships with 15 organizations and raising nearly \$85,000 in sponsorships. He has also coached students to success in various sales competitions, resulting in direct recruitment from firms.

Outstanding Doctoral Student Teaching Assistant Award



Ruixue (Rachel) Gao,

Department of Finance and Management Science, demonstrates passion for helping students succeed and is committed to holding office hours, grading assignments, and leading review sessions. Her work ethic and knowledge of the course material allow her to break down complex concepts and facilitate

active learning. Gao has consistently achieved high levels of student satisfaction for her teaching. She fosters an inclusive and supportive learning environment where all students feel welcome and valued.

Outstanding Doctoral Student Teaching Award



JT Bates,

Department of Management, Information Systems, and Entrepreneurship, is an exceptional instructor who prioritizes his students' learning experience. His approach to teaching through practice and real-world experience is highly effective and engaging for his students. His outstanding dedication to

students is reflected in their feedback. He creates a comfortable learning environment where students feel encouraged to engage in class. His logistical skills, passion for teaching, and care for his students' future are truly remarkable.

ANNUAL AWARDS

Outstanding Doctoral Student Research Award



Demi Deng,

School of Hospitality Business Management, has shown exceptional talent and performance in her doctoral program. She's actively involved in grant writing and successfully received a USDA grant to study the use of virtual reality in the marketing of Washington state wines. She has published multiple papers in top-tier hospitality journals and received a tenure-track assistant professor position at Auburn University for fall 2023. She is a committed academic and researcher who has received numerous awards and recognition.

Outstanding Staff Student Engagement



Stephanie Leeper,

WSU Vancouver, is recognized for exceptional contributions to the WSU Vancouver Business Growth Mentor and Analysis program. She provided substantial support to keep the program thriving during the leadership transition. Leeper has a strong work ethic, pays attention to detail, and seeks innovative ways to improve

student engagement. She went above and beyond to help students achieve academic and personal success and created an in-depth data analysis system to provide a more student-centered approach to the Carson Career Amplifier program on the Vancouver campus.

Outstanding Staff College Engagement



Hans Schnabel,

Office of the Dean, has been instrumental in solving problems related to scheduling and securing great spaces for classes, while also providing excellent customer service to all who seek his help. Schnabel has played a critical role in ensuring the accuracy of myWSU advising reports for all business majors on all campuses.

He serves as a "connector" of department chairs, administrators, and advisors.

Outstanding Staff Faculty Engagement



Joan Halsey,

Graduate and Online programs, demonstrates unwavering commitment to professionalism, kindness, and attentiveness. She exhibits willingness to go above and beyond in supporting remote instructors, such as implementing the Faculty Mentorship program, which has greatly benefited students and faculty. Halsey's

contributions to the Carson College have been instrumental in creating a positive and productive learning environment.

YEAR IN REVIEW

The Granger Cobb Institute for Senior Living received AACSB International's Innovations That Inspire 2023 Award. L to R, Chip Hunter, Nancy Swanger, Patrick & Linda Dooley, and WSU President Kirk Schulz.



As a part of CougsGive '23, students wrote messages of gratitude on a giant thank-you card to donors supporting the Carson College of Business.



Dipra Jha (center), assist. dir. of the School of Hospitality Business Management, received the 2023 Excellence in Diversity and Inclusion Award from the West Federation Council on Hotel, Restaurant, and Institutional Education.

Chad Mackay, founder & CEO of Brigado, networked with students at the 2023 Burtenshaw Hospitality Luncheon on the Pullman campus.





Nancy Swanger, founder and director of the Granger Cobb Institute for Senior Living, was recognized by the United Nations as one of the top 50 senior living leaders in the world.



At the 2022 EMBA Leadership Conference, Tina Zingmark met Michael Nassirian, author of *...I'm Tired: How to Survive and Succeed in Corporate America*.



y255 venture team won the Herbert B. Jones Foundation \$15,000 grand prize at the 20th annual WSU Business Plan Competition for their innovative advertising agency that leverages video games to reach a Gen Z demographic.



Professional Sales Center competition student award winners with industry partners from Grainger and TK Elevator.

STUDENT EVENTS

CARSON COLLEGE OF BUSINESS CALENDAR OF EVENTS 2023-2024

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



PATHWAYS YOU MAKE POSSIBLE



Innovative programs are funded in part by generous gifts from Carson Cougs like you who invest in the Carson College of Business.

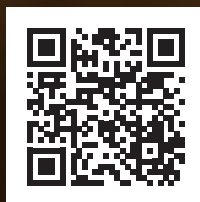
Simply put, we can't do this without your help.

Please consider renewing or making a gift to the Carson College Business fund supporting **The Next Carson Cougar** program.

Your gift will change lives.

Visit

@ go.wsu.edu/ccbgive





Students benefit from professional sales networking opportunities, thanks to dedicated industry partners who support the college's Center for Professional Sales.



The Cougs on Wall Street program, sponsored by several WSU alumni, takes students to New York annually to learn about global finance markets and network with finance leaders.



In memory of their son Calvin Brett, the Burtenshaw family sponsors the Burtenshaw Distinguished Lecture Series, two career nights, and a scholarship to support Carson Cougs.

ALUMNUS **SCOTT CARSON**

IMPARTS LEADERSHIP LESSONS FOR LIFE

By Sue McMurray

Scott Carson

Find opportunities to invest in the institution you believe in. Relationships matter.



WSU Photo Services

DEDICATED

When Scott Carson ('72 Busi. Admin.) comes to campus to speak about leadership, people show up. In fact, anyone squeezing in late to one of his lectures will have a hard time finding a seat, as was the case when he presented "Whole Life Leadership" in Ron Moser's senior-level business management class in the Carson College of Business.

Though these students were only in middle school when the College of Business was renamed as the *Carson College of Business* in 2014 in recognition of Scott and Linda Carson's many contributions, they were highly aware of the couple's long history of supporting WSU and the college.

During the late 1990s, Scott served as The Boeing Company's executive contact for WSU. Under his leadership, the Boeing Scholars program was established. He chaired WSU's \$1 billion "Campaign for Washington State University: Because the World Needs Big Ideas" from 2006 to 2015 and served on the WSU Board of Regents and in many other volunteer capacities across WSU. Together, the couple created the Carson Center for Professional Development, later named the Carson Center for Student Success, and helped establish the Boeing Scott and Linda Carson Chair in Marketing in 2005. The Carsons also have supported numerous scholarships and other excellence funds across several WSU colleges and campuses.

Before his leadership presentation, Scott immediately established rapport by greeting students and asking them what they wanted to learn from the lecture. Whether intentional or not, he effectively modeled "building a relationship focused on others"—one of the top 10 leadership lessons he shared with the class.

"We focus so much of our time and energy on ourselves and forget about the people that matter most," said McKenna Bremer. "Scott embodies this because he came up to every single person in our class and shook hands. All of us wanted to get to know him, but he went out of his way to get to know *us*. It was such a good reminder everyone needs."

Leadership lessons for life

Scott's succinct list of leadership lessons stem from a lifetime of professional and personal experiences. He held several roles over the span of his nearly 40-year career with the company and retired in 2009 as the president and CEO of Boeing Commercial Airplanes.

During those years, he was challenged by Boeing's massive layoff in the 1970s, the 9/11 terrorist attack, and finding a healthy work/life balance in a very demanding career.

"My generation prided ourselves on how little sleep we'd get," he said. "We convinced ourselves of how balanced we were."

He recalled teaching a very early morning class in St. Louis and being put on the spot when asked how he personally handled work/life balance. He glossed it over—saying it's different for everyone—but then someone asked, "What would Linda say? Let's find out." Things got a little uncomfortable when one of his staff boldly placed a call to Linda on the classroom speakerphone. After several rings, Linda sleepily answered the call and then paused for an uncomfortably long time before she said, "Oh. You want me to lie."

Her response forever shifted his perspective on the importance of finding equilibrium, and it became one of his top leadership tenets—one that resonated highly with the students.


"Hearing this from Scott Carson was especially meaningful because he is living proof that maintaining your boundaries and prioritizing family and other non-work aspects doesn't have to mean you must sacrifice professional success," said Soho Divers.

Self-improvement, positivity, and giving back pay off

Scott shared additional insights about self-improvement, adaptability, and being a positive influence during his career, especially during times when he had to take risks or manage unforeseen circumstances. He recalled when his career changed abruptly, and he moved to Houston without his family for two years to serve as deputy program manager at the Space Center. Though a difficult transition, it turned out to be a highlight that shaped everything in the last decade of his career, he said.

He later ran Connexion by Boeing, a service that pioneered in-flight, online internet connectivity, until 9/11 prompted a severe drop in airline travel. Scott then worked in sales until he got an unexpected call from his boss telling (not asking) him to serve as CEO of commercial airplanes for The Boeing Company.

"All of these work events caused me to grow," he said. He focused on leading teams with positive energy, respect, and a solutions mindset. "We won or failed together," he said. "I always valued friendship over forcing an employee to do something or be fired."

One final leadership quality Scott strongly imparted to students is giving back to an organization, community, family, and yourself. "Find opportunities to invest in the institution you believe in," he said. "Relationships matter." 

Popular Engagement Event Offers Students **Face Time** with Faculty

By Sue McMurray

Imagine being a nervous first-year student, unsure about your college plans, not knowing what to expect from your professors, and perhaps feeling intimidated about networking. It's a common scenario for lots of university students, but no longer an issue for Carson Cougs.

With some financial support from Don Lionetti ('87 Mktg.), Michelle Chapman was able to create a faculty engagement panel and networking event to help students get to know their faculty as well as their peers. As Assistant Director for Student Engagement and Career Development, Chapman oversees the college's Career Amplifier program, which helps students develop professional skills through engaging,

hands-on experiences. Business students may attend the faculty engagement event to complete one of Amplifier's professional development opportunities.

The event has proved to be one of Amplifier's most popular; more than 200 students attend each semester. But they don't just do it for credit.

"It gave me a chance to practice talking to new people with little risk because we were all there for the same thing," Katie Carstens says. "I was hoping to get more comfortable talking to people I don't know. I put myself out there, introducing myself to more people than I thought I would."

"I wanted to learn about what it took to reach the level of excellence faculty hold now," Rymar Hernandez

says. "By asking one-on-one questions, I gained very insightful details into how to take advantage of the opportunities handed to you."

"I was hoping to hear about opportunities connected to accounting," Colin Olmstead says. "That worked out well for me because I learned more about VITA and decided it was something I wanted to do." VITA is the IRS's Volunteer Income Tax Assistance program and a registered student organization at many colleges that offers free tax assistance to low-income taxpayers.

Raising event quality increases attendance

One of the reasons for the event's success is the preparation Chapman puts into it. She first tried offering it at the



Kevin Chase, assistant professor of marketing, networks with business student Janelle Chavira during the event.



A centralized meeting space, catered refreshments, and open conversation are key elements of success for the faculty engagement panel and networking event.

department level in spring 2022 when students returned to campus after the pandemic. Student attendance was very low, and the event didn't meet any of the goals she had in mind.

She spent over a month revising it, including moving the fall event to a centralized location in the CUB and adding catered refreshments, made possible by Lionetti's financial contribution. She provided students with networking practice beforehand and gave faculty some talking points. She also built out the agenda.

"At the start of the event, I ask students to introduce themselves to faculty and to each other and talk to as many people as possible for 15 minutes," Chapman says. "Faculty panelists then talk about their own positive and negative experiences and career paths. They also give robust feedback to students during the Q&A. This personal approach removes students' fear and uncertainty, and faculty also benefit from the experience."

Face time with faculty boosts student confidence

"This event was a great opportunity to connect with students in a large, interactive setting and engage in meaningful dialogue about obtaining their career goals," says Robert Crossler, chair of the Department of Management, Information Systems, and Entrepreneurship. "I felt like I was part of a team helping Carson students prepare for internships and initial career placements."

"I just enjoy getting face time with students beyond my own classroom," says Nancy Swanger, founder and director of the Granger Cobb Institute for Senior Living. "Networking with students after the formal presentation led to one of them declaring senior living as their choice of major."


Students who attend the event are affected in different ways, but several report gaining more confidence about their own networking ability, professionalism, and career path.

"Although the classes I'm taking are teaching me a lot, the amount of wisdom I gathered from simply talking to the faculty within my industry was priceless," Felipe Garcia says. "Being able to walk up to Dr. Robert Crossler, someone so meaningful in a time when I was unsure about what I wanted to do with my degree, truly helped and inspired me."

For Elyse Baker, the advice and knowledge the professors shared were most impactful. "I felt like I got good advice that provided me a sense of confidence and assurance about where I am in school currently and the direction my future is headed," she says.

Rewards of supporting student development

Through the faculty engagement event and other activities offered through the Amplifier program, the Carson College is producing business-ready graduates, which perpetuates employers' confidence that a Carson Cougar graduate will be an asset to their companies.

"My wife, Julie, and I are committed to giving back to our great university, and the knowledge that our annual giving is benefiting a great number of students is humbling and gratifying," says Lionetti, a sales director at Microsoft. "I would like to see more alumni earmark their giving to the Carson Center for Student Success and the Amplifier program. And I'd like to remind people corporate matching programs, if available, can double the impact of a gift." 



To learn more, visit
go.wsu.edu/ccbgive

Industry Treks Create **PATHWAYS** to Success

By Sue McMurray

Helping students chart their career paths through industry engagement has long been a part of the Carson College of Business's academic culture. This engagement takes on many forms such as internships, guest lectures, and mentoring but also includes career excursions, known in the college as "industry treks."

These off-campus trips give students networking experience and insight into their future workplaces and are an essential component of Amplifier, the college's career preparation program. Undergraduate and graduate students across Carson

campuses benefit from these opportunities.

Recent support from donors and corporations has enabled more Pullman-based students to participate in Seattle-area treks.

Dedicated support from alumni and corporations makes it possible

"We're grateful for donors who support our vision to produce career-ready graduates," says Chip Hunter, former college dean. "Their dedication helps us equip students with the experiences they'll need to meet their employers' expectations very quickly."

Several sources enable treks, including the McKinney Public Industry

Treks and Forum, which Rich McKinney ('73 Busi. Admin.) supports. The Society for Hospitality and Foodservice Management has provided more than \$10,000 since 2016. Two anonymous, million-dollar-plus gifts to the accounting program and an investment from J. Willard and Alice S. Marriott Foundation also help fund the excursions.

In 2022–2023, more than 100 students visited 10 accounting firms; 12 hospitality-affiliated businesses; Amazon, Microsoft, and PACCAR; and 3 Palouse companies: Lightcast, Schweitzer Engineering Laboratories, and Northwest River Supplies.

Many WSU alumni make treks possible at their companies through

LIGHTCAST

Hogan Heytvelt ('21) and Cara Christopher ('19) lead a Q&A about working in tech.

MICROSOFT

Don Lionetti ('87) has facilitated Carson treks for 10 years.



Lightcast trekkers learn what business skills are helpful in a workforce data company.

Microsoft trekkers hear from marketing, sales, finance, & employee development experts.

CLIFTON LARSON ALLEN, LLP

Avery Frank ('19) educates students about transitioning to professional accounting roles.

generous donations of time, meals, gifts, and spaces for networking events.

Avery Frank ('19 Accounting, Mgmt. Info. Sys., Entrep.), a CPA at CliftonLarsonAllen, LLP, has supported treks since he graduated. "It feels good to give back and share my professional experiences with younger Cougs," he says. "It's important for students to determine if they can see themselves working in the environments they're touring."

Brian McGinnis ('77 H&RA) came out of retirement to work part-time as the WSU Marriott Foundation corporate engagement coordinator. He organizes treks for the School of Hospitality Business Management, which helps students get a good look at hotel and restaurant front- and back-of-house operations.


Treks showcase a variety of professional paths

Christopher Veloicaza, a WSU Vancouver student, plans to work in hotel management. While on the hospitality trek, he was struck by the importance of continuous learning and adaptation in the hospitality industry. "Staying updated on trends and adapting strategy requires flexibility, creativity, and open-mindedness, which will be essential in my future career," he says.

Thanks to the collaboration of PACCAR employees Meegan Prince ('05 Comm.), Hannah Botsford ('23 MBA), and Matt Beer, director of Carson master's programs, both undergraduates and MBA students on their respective treks got to see the world's largest manufacturer of medium- and heavy-duty trucks.

Denise Thrush ('23 MBA), who has worked in health care for 20 years, found the experience insightful: "I'm torn between advancing my current career or transitioning into a more international role. This PACCAR experience, as well as studying abroad in Prague, opened my eyes and mind to so many possibilities."

At Microsoft, Don Lionetti ('87 Mktg.) and five other WSU alumni hosted Janel Lang, the college's corporate engagement manager, and over 20 students.

"We've done treks at Microsoft a few times over the last decade, and students' progress has been dramatic," Lionetti says. "I see better-qualified graduates every year. It's rewarding to see their genuine excitement as they envision their careers." 

The Carson College of Business is deeply grateful to ALL WSU and Carson College alumni who help make industry treks possible.

AMAZON

(L) Jamie Scarr ('17) & Cody Nelson ('13) develop students' insights on careers & global e-commerce.



PACCAR

Hannah Botsford ('23) hosts MBA students at Kenworth Manufacturing & PACCAR Parts plants.



Students experience **Amazon's** famous landscape architecture.



TUTTA BELLA

Students get hands-on experience, thanks to owner Joe Fugere ('84).



Undergrads and MBA students gain insights into the manufacturing industry at **PACCAR**.

E. & J. Gallo Winery

Develops Carson Coug Talent with Blended Approach

By Sue McMurray



E. & J. Gallo Winery headquartered in Modesto, California, offers Carson Cougs career workshops, event sponsorships, mentorships, internships, and employment opportunities.

If the enthusiasm, adaptability, and dedication of Carson Coug graduates could be bottled, there would never be a labor shortage in the food and beverage industry. While there's no silver bullet to solve this issue, E. & J. Gallo, a winery headquartered in Modesto, California, has tapped the Carson College of Business as a reliable source of talented employees to help position the company for the future.

As the need for workers has increased over the last decade, a good deal of time and thought has gone into what companies can do to attract

and retain the workforce needed to meet market demand. During this time, E. & J. Gallo has engaged with the college on several levels by offering career workshops, event sponsorships, mentorships, internships, and employment opportunities.

In the last four years, the company has placed Carson Cougs in several of its 16 available internships in Seattle and Northern California and hired nine full-time employees in 2022. Approximately 24 current E. & J. Gallo employees are WSU graduates, says Sam Cole, E. & J. Gallo sales recruiting manager.

"We recruit at eight core schools in the Pacific Northwest, and our metrics on university graduates show we are successful when we hire Cougs," Cole says. "Coug employees have a high promotion rate and a diverse number of roles within the company."

Overall, Cole says WSU alumni are very well prepared, but recruits from the Carson College wine and beverage business management and professional sales programs are impressive and a particularly good fit for E. & J. Gallo.

The reason may be linked to The Next Carson Coug undergraduate

curriculum that focuses on developing a balance of technical and interpersonal skills such as leadership, communication, teamwork, and global perspective.

“When recruiting, we look for traits we can’t coach,” Cole says. “Our industry is glamorous, but the day-to-day work is hard. Self-motivation, work ethic, and empathy—things that can’t be taught—go a long way. Carson alumni stand out because they are professional and excited about their unique focus in the industry. It’s fun to watch.”

Workshops support Carson Career Amplifier program

In the last year, E. & J. Gallo has given several workshops on résumé development, self-branding, and career readiness and helped sponsor the college’s professional sales competitions and wine and sales networking tailgate events. The company’s engagement helps business students fulfill requirements for Amplifier, the college’s cocurricular program offering professional development opportunities.

During a workshop designed to help students successfully plan for life post-graduation, James DePaso, director of E. & J. Gallo’s sales and leadership development program, offered students several tips on preparing for and navigating jobs, beginning with finding a company that aligns with their values and interests.

While E. & J. Gallo doesn’t require specific majors, DePaso said the college’s Professional Sales Certificate is a useful credential for working in a winery or any job requiring sales experience. “Academic minors are also an awesome way to specialize in or explore business, and language minors translate across a lot of jobs,” he said.

Regarding interviews, he advised students to research the company and avoid asking questions that can be looked up. “Do your homework first,”



Sue McMurray

James DePaso offers students advice during workshops on the WSU Pullman Campus.

he said. “Research the interviewers and learn something about them beforehand. Ask what they like about the company and their jobs.”


For those with little work experience, he suggested including high school jobs on a résumé. “Don’t feel it doesn’t matter; I love seeing continual work history on entry-level applicants’ résumés,” he said.

DePaso’s advice on moving up within a company? Be open-minded and focus on who’s doing the work, not who’s getting the credit. He encouraged students to be their best selves—the person they’d want to manage as a supervisor.

Mentorship makes a difference

Mentorship from E. & J. Gallo executives is helping to make a difference in students’ professionalism and confidence.

“During my E. & J. Gallo internship, I met with managers in every role of the business. I was partnered with a mentor, and we met weekly to go over what I learned and what I could work on next,” says Brian Patrick, a recent management graduate. “This experience helped me learn how to organize a professional schedule, collaborate with teams, understand industry trends, and further develop my leadership skills.” Patrick now works as a sales representative for E. & J. Gallo in the Seattle area.

“Our goal is to always innovate and add value to everyone,” Cole says. “If we invest in helping students develop leadership and other professional skills, they will be that much better when we hire them.” 

The Carson College is becoming the top choice for business education in the Pacific Northwest.

3,152

BUSINESS
UNDERGRADUATES

1,547

GRADUATE STUDENTS

1,619

**TOTAL DEGREES
CONFERRED**

BACHELOR'S **1,117**

MASTER'S **494**

DOCTORAL **8**

(Subject to change as 2023 degree processing continues.)

ACROSS WSU CAMPUSES

23%

UNDERGRADUATES
ELIGIBLE FOR PELL GRANTS

433

SCHOLARSHIPS AWARDED

\$1,118.670 TOTAL SCHOLARSHIP
DOLLARS AWARDED

31%

OF CARSON GOUGS
ARE FIRST-GENERATION

76%

JOB PLACEMENT RATE

(Data reflects fall 2021, spring 2022, summer 2022.)

OF JOBS TAKEN, **80%** ARE
FULL-TIME WITH A MEDIAN SALARY
OF **\$65,000**

(Data reflects rates collected up to six months
after graduation.)

Diego Bante Rivera

As a child, Diego Bante Rivera, a first-generation student from Walla Walla, Washington, watched his family struggle to make ends meet. As he got older, college was clearly out of his reach financially, but he admired the ambition of his sister, who dreamed of becoming an accountant and was paying her own way at Walla Walla Community College.

Diego Bante Rivera

“ I started researching accounting careers and learned you can do a lot of things. Accounting is really the language of business.”

Scholarship Access Is **LIFE-CHANGING** for Diego Bante Rivera

By Sue McMurray

After high school, Bante Rivera worked in the agricultural and landscaping industries and didn't think about furthering his education. But a spinal cord injury changed all of that.

In 2016, he was paralyzed from the chest down and spent the next year recovering and adapting to life in a wheelchair.

"After my injury, I had to rethink my life and the need for higher education," he says. "I watched my sister chase her dream of becoming an accountant but ultimately give it up, because as an undocumented student, she couldn't afford to go beyond her associate's degree. It motivated me to start my degree."

Unlike his older sister, Bante Rivera was able to receive financial aid when Washington state allocated it to undocumented students. He enrolled in online classes at Walla Walla Community College. Unsure about what direction to take, he followed in her footsteps and tried an accounting class. He enjoyed it and earned a good grade, which proved to be a lightbulb moment.

Scholarships and other resources ease the burden

"I started researching accounting careers and learned you can do a lot of things. Accounting is really the language of business," Bante Rivera says. "And when you graduate, employment opportunities are everywhere."

After completing his AA degree, Bante Rivera transferred to WSU to double major in accounting and finance. Initially, he took classes online through Global Campus.

But he craved face-to-face opportunities to make friends and engage in activities that would build his professional skills.

Scholarships and financial aid made it possible for him to move with his wife and children to the Palouse and begin classes at WSU Pullman. He was accepted into EDGE, a Carson College scholarship program that supports first-generation students. He received scholarships from the industry and the Department of Accounting and became a Granger Cobb Institute for Senior Living Corporate Scholar and a Carson Ambassador. Combined, these resources help support his education.

But financial aid does not solve all the logistical problems a person with a disability faces when trying to navigate campus.

"The first time I came to the Pullman campus, I second-guessed myself," he says. "Looking at all the hills, I thought 'How can I be successful if I can't get around?'"

Support from Miguel Inzunza, then a recruiter in the Carson Center for Student Success, made him realize it would be possible. "He gave me a tour, pushed me up hills, and mapped out a path for me to get to class," Bante Rivera says.

An accessible parking permit, which he pays for with scholarship funds, allows Bante Rivera to park by building entrances, and he's allowed additional time to get to class. The WSU Access Center provides accessible testing space and puts tables in classrooms on his behalf. "Wherever I turn, there's someone to help, and

that really takes the weight off my shoulders," Bante Rivera says.


Putting in the work to create positive change

At WSU, Bante Rivera immersed himself in career preparation activities because he knew he wouldn't be able to get an internship as an undocumented student. "I looked for anything that would give me professional experience such as teamwork and public speaking," he says.

"The first time I met Diego, I knew he was someone special. I could see how impactful he was going to be in our college and beyond," says Michelle Chapman, Carson assistant director for student engagement and career development. "As a Carson Ambassador, he's developed into a confident professional whose talents will have a lasting effect long after he graduates. He is the epitome of a Carson Cougar!"

Last summer, Bante Rivera received a work permit and accepted a tax internship with Hayden Ross, PLLC, in Moscow. He's gaining valuable experience toward his goal of becoming a CPA and working in the tax sector after he graduates in December.

It takes getting up at 4:45 a.m. and a lot of coffee, but he's able to handle it all.

"My education and internship have really taught me how to become a professional," he says. "You just have to put in the hard work because that's how it will be in industry. I intend to be the positive change for my family." 

Tom Tripp

Honors Legacy of Rom Markin

By Sue McMurray



Courtesy Jodi Tripp Photography

If you ever need to negotiate for a kidney, you want someone trained by Professor Tom Tripp to do the talking.

For 32 years, Tripp has taught Leading People and Organizations, a Carson College of Business leadership course in which students learn how to communicate persuasively. He designs specific assignments to help them develop this skill, including the “kidney exercise”—a scenario where eight candidates require a kidney, but there is only one to be had. Students divide into eight teams and determine who they think should get the kidney. Each team then presents a persuasive argument using tactics discussed in class.

Besides persuasive communication, students learn other important skills in class that will benefit their careers as future business leaders, for example, how to develop trust with coworkers, create a fair workplace, and lead organizational change.

“I cannot count how many times I referenced a lesson from this course,” says Anthony Lloyd, a 46-year-old WSU Vancouver student who works as a machine shop supervisor. “It really showed me the way to success in my career. I changed the way I manage as a result of this

course and continue to improve due to the concepts presented.”

The college leadership course and other scholarly activities Tripp conducts are enhanced by his role as the Rom Markin Endowed Leadership Chair in Business, an appointment he earned in 2018 recognizing his achievements as a scholar, teacher, and researcher.

During his 15-year tenure as dean, Markin led the college’s development as a modern, comprehensive, professional school of business.

“Having this chair gives me more credibility with the students,” Tripp says. “It allows me to learn more about leadership, especially in areas of managing conflict, that I can share with them.”

Endowed chairs typically accomplish two particularly important goals in college settings: providing faculty with resources to conduct research that improves best business practices, and providing competitive salaries to attract and retain prestigious faculty.


Endowed chair enables Tripp to advance college programs

As the Markin chair, Tripp advances the college’s educational programs in an increasingly competitive environment. He led the college’s

biggest revision of the undergraduate program, launching The Next Carson Coug (TNCC) curriculum that focuses heavily on career preparedness.

Since TNCC launched in 2019, Tripp has supported the faculty and staff to revise and build new courses, reduce class sizes, and develop the Carson Career Amplifier program, which encourages students to engage in career-building activities early in their college years.

Tripp is a management professor at WSU Vancouver and the college’s senior associate dean for academic affairs. He leads efforts to improve learning effectiveness and the overall experience of business students. The Markin chair endowment covers a portion of his salary so he can work on learning effectiveness at each Carson College location. The chair also supports Tripp in attending conferences, building professional networks, and conducting research.

“I hope that by the time I retire, my work honors Dr. Markin’s legacy while I help make the Carson College of Business the school of choice for students who want to study business in the Pacific Northwest,” Tripp says. 

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