



# COLLEGE OF BUSINESS BEACON

VOL. 10, NO. 1 • FALL 2008 • CENTRAL WASHINGTON UNIVERSITY

## ALUMNI PROFILE: ZABRINA JENKINS

# In the Scheme of Things: Zabrina Jenkins

by Angela Iverson

Central Washington University alumna and lawyer Zabrina Jenkins has attained a lot of professional and personal success since graduating in 1992. Now the director of corporate counsel for Washington powerhouse, Starbucks Coffee Company, Jenkins credits CWU for many of her achievements.

Jenkins had always considered becoming a lawyer, though it was not at the top of her list. A supportive family and a cadre of mentors helped her succeed.

With parents who were active participants on the CWU Foundation Board, Jenkins was off to a good start when she began her freshman year at the university. She was introduced to Dr. James Pappas, an administrator at the university, who instantly became an unofficial advisor. Jenkins worked part time under his lead in the Admissions Office as a student assistant until an internship program was developed that allowed her and two other students to take on the role of admissions counselors. Jenkins spent the first quarter of her senior year traveling to the Seattle-Tacoma area conducting high school visits and meeting with potential students.

*“The best doesn’t come easy, that’s why there’s nothing else like it.”*

“I just loved working with the high school kids because many of them didn’t consider higher education as an alternative,” said Jenkins, who was able to speak with them about the importance of higher education.

Upon graduating with a business degree specializing in finance, Jenkins took an unexpected turn. She declined a position with the Department



*Zabrina Jenkins, Director of Corporate Counsel  
Starbucks Coffee Company*

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# BEACON

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## CB VISION

CWU's College of Business will be recognized as a premier learning community creating an environment in which students, faculty, and staff reach their full potential.

## CB MISSION

CWU's College of Business faculty and staff create value and opportunity for our students by focusing on quality in undergraduate education at the Ellensburg campus and university centers in the Puget Sound and central regions of Washington State. We accomplish this through emphasis on excellence in teaching, strengthened by faculty research, and supported by professional service.

## CB STATEMENT OF CONDUCT

The College of Business is a learning community committed to a set of core values based on integrity, respect, and responsibility that guide our interactions.

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## DEAN'S CORNER

**Milt Kuolt**, founder and former president/chief executive officer of Horizon Air and a College of Business Distinguished Alumnus

recipient (2002), passed away on May 30 after a month-long illness. He was, without doubt, one of a kind!

Milt earned the nickname "The Grinder" and was known as a person of intense passion, integrity, loyalty, and generosity. I saw him a week prior to his passing. It was clear that he had not lost his sense of humor. He continued to express a growing interest in developments with the College of Business and Central Washington University.

Milt continuously encouraged me to "Press On!" and emphasized the importance of persistence and determination in advancing the work of the college. I truly appreciated his support and, more importantly, valued his counsel and friendship.

**Bill Ayer**, chairman and chief executive officer of the Alaska Air Group, spoke fondly of Milt. Bill worked for Milt at Horizon Air from 1982 to 1987.

According to Bill, "Milt believed in strong values: doing the right thing versus simply doing things right; having integrity and honesty; and caring about people."

Bill further noted that Milt "... recognized that a service business is all about people, and the key to success is everybody working together to create a great customer experience."

These are important lessons for all of us and particularly for our students as they begin their respective careers.

Bill emphasized that, "Milt was famous for his brass-tacks humanity and candor. He left an indelible imprint on thousands of employees who admire the man who built 'the little airline that could' — Horizon Air."

Bill refers to Milt as a "legend in his own time." I heartily agree. Milt will be missed, but his legacy endures through the personal and professional lives that he touched.

Dean Roy Savoian



## EDITOR'S NOTE

In September 2005, I stepped onto the Central Washington University campus with the understanding that in four years I would be leaving to pursue a career. Now, three and a half years later, I am almost there. The end is in sight, and just the thought of beginning my new life makes my heart race.

As I take a step back to observe these past years, I am stunned by the realization that nearly every minute I spent between then and now has taken me in a much different direction than I ever anticipated; nevertheless, I am ecstatic to be where I am.

My original intent had always been to major in communications with the goal of one day writing for a well known magazine. Somewhere between general education requirements and working in the Accounting Department, I became a business major. In a single moment, my major had changed and so had my future. I would no longer be working for the editor of a glamorous magazine publication after graduation, but would instead be immersed in the business world. At this point, I was only a year in and change was inevitable.

Someone once said that change wasn't always for the better; for me it was pure bliss! I got married in the middle of my sophomore year. Responsibilities increased and yet again my path had changed. Days flew by and so did another school year. I was accepted into the College of Business and took on the role of assistant editor of this publication. After a few months, I became the editor. The rest of my junior year was consumed with Beacon events, intense classes, and family activities. Before I knew it, summer was upon me and the coming months appeared empty. I solved the problem by taking classes that ended much too soon. Fortunately, fall quarter has begun and my minutes are once again flying by.

As I take a look at my future and compare it to where I assumed I would be, the changes are dramatic; yet, I could not be more thrilled for what now lies ahead. If I could pass on a bit of wisdom to all those who are reading this, it would be: Live in the moment, for each that passes will take you one step closer to your future.

Angela M. Iverson  
Editor-in-Chief

# Creating Futures

by Aleece Thibeault

Being an innovative and fostering individual, Dr. James Bailey makes a difference everywhere he goes. He has worked at and influenced three universities in his career. At Central Washington University he serves as the chair of the Department of Accounting and as the director of the Master of Professional Accountancy program.

Bailey began his professional career as a Certified Public Accountant where he specialized in the audit of public companies and also performed review, compilation, and tax work. Though he always had an interest in working with numbers and he enjoyed his job, he wanted to embark on a new career adventure.

Believing that he would excel in teaching accounting, Bailey enrolled at the University of Nebraska-Lincoln to get his doctorate degree with the intention of becoming a professor. After receiving his doctorate, he came to Central Washington University where he taught for eight years. As department chair, he led the planning and approval of CWU's Master of Professional Accountancy program.

"I help individuals and organizations succeed by helping them recognize and focus on the development of their strengths and opportunities."

Bailey took the opportunity to lead the business school at Truman State University, which is a highly selective public university in Missouri, after his initial time at CWU. Over a period of four years, Bailey improved student learning performance, maintained the school's AACSB International accreditation status, led the development of a business minor program, and was responsible for twenty-seven full-time faculty and approximately 1,000 business and accounting majors and pre-majors.

*"I help individuals and organizations succeed by helping them recognize and focus on the development of their strengths and opportunities."*

At the University of Southern Nevada, as MBA program director and acting dean, he took on the extraordinary task of developing a new business school where nothing of the sort existed. He took on the challenge because he saw it as an interesting, rare, and exciting opportunity. Bailey was responsible for everything from marketing to potential students and gathering qualified faculty to setting standards



Dr. James Bailey

for academic achievement and developing the business school's mission and goals. The faculty he recruited consisted primarily of former executives from major corporations who were working on completing their doctorates.

After accomplishing what he set out to do at the University of Southern Nevada, he wanted to return to Ellensburg to raise the last three of his eight children. Bailey thoroughly enjoys teaching his students. He loves it when he sees that they are really learning.

"I like to see the light come into their eyes when they understand something difficult," he said.

The feeling students have for Bailey is mutual. His student evaluation ratings are consistently outstanding, as well as the anonymous comments provided by students.

One student wrote, "Dr. Bailey knows accounting in and out. It makes class a lot easier to learn and more meaningful when real world examples are used as they were in auditing."

Though he has received many awards, including an Excellence in Teaching Award, Bailey is very modest about all of them. He is definitely not an award seeker and he shies away from talking about them.

A true asset to every institution that he has gone to, CWU is lucky to have Bailey. He is currently interested in seeing how the Master of Professional Accountancy program progresses. With a clear need to craft and nurture programs, he tends to boost the performance of everyone around him.

# CB CLUBS

## Dean's Council

The Dean's Council is a group of student leaders in the College of Business at the main campus in Ellensburg. Comprised of club presidents and the Beacon's editorial team, the Dean's Council meets the first Friday of each month to discuss club activities, upcoming College of Business events, successful club accomplishments, and other topics of interest. Through a collaborative effort, the Dean's Council adopted the following mission statement:

*The mission of the Dean's Council is to serve as a liaison between College of Business students and administration in order to facilitate communication, encourage student club interaction and collaboration, and showcase productive talents of student organizations. The Dean's Council intends to educate, promote, and enhance the College of Business in its quest for excellence.*



*The 2008-2009 Dean's Council: (back row, left to right) Charlie Costello, David Kurina, Justin Shewey; (second row, left to right) Nicholas Mote, Michael Tonge, Angela Iverson, Krista Johnson, Tony Sanchez; (third row, left to right) Joe Zeiger, Randall Alvord, Aleece Thibeault; (bottom row, left to right) Dean Roy Savoian, Debra Boddy, Barbara Hodges, Laura Milner.*

## ELLENSBURG

### Accounting Club

**Contact:** President Stephen Heller

**Club Office:** Shaw-Smyser Hall, room 307

This year looks to be the busiest yet in recent Accounting Club history. Members will be given the opportunity to network with accounting professionals through events such as the annual Fall Recruiting Banquet in Yakima, Washington. The Accounting Club also hosts presentations by firms and professionals ranging in topics from technical issues like mark-to-market accounting to business etiquette advice in the professional world. The club also has a growing presence in the community due primarily to programs such as the Voluntary Income Tax Assistance and the Financial Literacy Symposium, in which the club and the Washington State Society of CPAs host a symposium to promote financial literacy in high schools. All meetings, events, and memberships are open to all business and accounting students.

Stephen Heller  
President

### Alpha Kappa Psi

**Contact:** President Joe Zeiger

**Club Office:** Shaw-Smyser Hall, room 308

The Central Washington University chapter of Alpha Kappa Psi (AKΨ) strives to provide its members with a uniquely beneficial program of professional development, coupled with a social and philanthropic experience. Through close ties with AKΨ alumni from not only CWU but with other universities as well, our members develop large networks of business contacts and friendships that extend beyond the current CWU population. Soon our chapter will travel to Seattle for the first of three "alumni weekends" that will occur this year. Alumni will join us as we volunteer at a business conference hosted by the African American Chamber of Commerce, host a fundraiser at a University of Washington's Huskies football game, and tour the Woodland Park Zoo. This event exemplifies some of the primary aspects of AKΨ.

Joe Zeiger  
President

### Beta Alpha Psi

**Contact:** President Michael Tonge

**Club Office:** Shaw-Smyser Hall, room 307

Last spring, Central Washington University's petitioning chapter of Beta Alpha Psi put on its first-ever Financial Literacy Symposium. Drawing roughly 250 students from high schools throughout the state, the event was a huge success! This year, we will prepare to host our second (dare I say annual) Financial Literacy Symposium in late February. Having gained valuable experience last year, we hope to make this event even better than the first. In April, chapter members will get the chance to attend Beta Alpha Psi's northwest regional conference and give a presentation about the symposium and how well it was organized and conducted. It has been great to watch CWU accounting and finance students serve their community in such a compelling way.

Michael Tonge  
President

**E.C.O.**  
**(Exito. Conocimiento. Oportunidad.)**  
**Contact: President Krista Johnson**  
**Club Office: Shaw-Smyser Hall, room 308**

The Central Washington University Operations and Supply Chain Management (ECO) Club was established with the intent to help students gain a broader understanding of the opportunities, career paths, developments, and current issues in operations and supply chain management. ECO fulfills these goals by offering lectures from industry professionals, engaging in faculty relations, and other club-related activities. The club also seeks to leverage these programs in order to assist students with job and internship searches.

Fall events included hosting an information session with Bryan Dorwin, senior manager, IDS ASW/ISR Supplier Management, and Tammy Schilipetar, college recruiter for The Boeing Company. The club was also proud to welcome CWU alumnus and Supplier Management employee for Boeing, Richard Wang.

We encourage people who are interested in learning more about ECO to attend a meeting. More information and further updates can be found by visiting our club page on the CWU Web site.

Krista Johnson  
President

**Entrepreneurship Club**  
**Contact: President Nicholas Mote**  
**Club Office: Shaw-Smyser Hall, room 308**

The CWU Entrepreneurship Club was formed with the mission of creating an environment for innovation through a network that connects talented students with successful business leaders both on and off campus. The club will help give students the head start needed to perform in today's increasingly competitive market. In addition the club will provide students with the tools, mentorships, relationships, and guidance to make their business ideas a reality. We hope to encourage the collaboration between students and business leaders to spur new ideas, products, businesses, community initiatives, and jobs to strengthen the community.

Nicholas Mote  
President

**Society for Human Resource Management**

**Contact: President Randall D. Alvord**  
**Club Office: Shaw-Smyser Hall, room 308**

This past June the Society of Human Resource Management (SHRM) held its sixtieth annual conference and exposition in Chicago, Illinois, where Dr. Jim Nimnicht was honored with the National SHRM Advisor of the Year award. This was Nimnicht's second time winning the prestigious award, and he is the only advisor to have ever won twice!

In November CWU's SHRM worked in conjunction with the local Veteran's of Foreign Wars (VFW) to raise money and promote gift donation for our soldiers deployed to combat zones during the holidays.

Currently SHRM officers and members are preparing for the largest fundraiser of the year, the fifteenth annual SHRM golf tournament, to be held in the spring. Information about SHRM can be found on its Web site, [www.cwu.edu/~shrm](http://www.cwu.edu/~shrm) or contact the SHRM by e-mail at [AlvordRa@cwu.edu](mailto:AlvordRa@cwu.edu).

Randall D. Alvord  
President

**WESTSIDE**

**The Society of Student Accountants CWU-Lynnwood Club (SSA)**

**Contact: President Jim Barrett**

The Central Washington University-Lynnwood Society of Student Accountants (SSA) sponsors two recruiting events during fall quarter. The first was held at the Rock Salt restaurant in Seattle. Twenty-five public accounting firms and governmental agencies and more than 135 students from CWU attended. Many of the employers are CWU

alumni who enjoyed speaking with our students.

The second event was only for CWU-Lynnwood SSA members and was held at the Edmonds Conference Center in Edmonds, Washington. Fourteen firms and agencies from the north end of Puget Sound attended along with forty students. The SSA officers assembled student resumes into a book for each employer. This was a very successful event. Several e-mails have been received from students and employers alike expressing their enthusiasm. It was rewarding to see our members and prospective employers engaged in lively conversations. Thank you to the Lynnwood-SSA officers for their hard work in making these events so successful.

Jim Barrett  
President

**Society for Leadership Development CWU-Lynnwood (SLD)**

**Contact: President Sean McCoy**

The Society for Leadership Development continued to meet during the early part of the summer in order to complete the objectives for the club's inaugural year. The first year was successfully completed with the assistance of Dr. Graeme Coetzer who facilitated bi-weekly meetings. The club objectives were to examine, discuss, and practice the essential intrapersonal and interpersonal dynamics of leadership with a focus on emotional intelligence and communication skills. After a busy first year, the club is currently conducting new elections to determine officers for the coming year. A new series of meetings and workshops designed by Dr. Coetzer will be announced after the elections.

Sean McCoy  
President



*SSA club members had the opportunity to go to a Mariners game and sit in a suite above the "Hit it Here Café."*

# Competitive Edge Fund

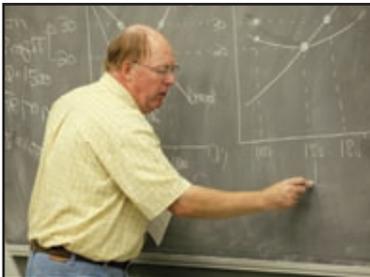
by Barbara Hodges

Created by the Central Washington University College of Business Advisory Board, the Competitive Edge Fund (CEF) primarily supports faculty professional development, along with some support for the college's external relations and student activities.

The College of Business makes it a priority to graduate students who are prepared for today's business world. Through small classes and an emphasis on teaching, business professors at CWU's Ellensburg campus and university centers are helping students transition into professional careers by bridging the gap between theory and practice.

Providing quality, value, and opportunity for our students starts with outstanding professors. Through the Competitive Edge Fund, the College of Business is able to supply the resources necessary for faculty to pursue appropriate professional development activities that reflect marketplace demands. The Competitive Edge Fund also ensures that our students are taught by faculty who are current in their respective field and meet the expectations for achieving AACSB accreditation.

All of CWU's business professors contribute to their students' successes. Here's how the CEF has already benefitted faculty and students:



**Dr. Robert Carbaugh**, professor of economics, recently examined the impact of public policy on the airplane manufacturing industry, which included an analysis of the Boeing-Airbus subsidy dispute. The *Global Economy Journal* published his research, which qualified for CEF

support. Carbaugh's international economics students benefitted from his project by studying a contemporary example of industrial public policy's affect on the Boeing Company.

**Dr. Ozden Bayazit** is an associate professor of operations and supply chain management at CWU-Lynnwood and director of the Supply Chain Management Institute (SCMI). She has an impressive record of journal articles recently published and supported by the CEF. She relies on the CEF as a funding source for pursuing scholarly activities and developing research projects. Bayazit is on the board of directors of the Western Chapter of the Institute of Supply Management. Her connections to industry



professionals have led to the development of an annual SCMI Student Career Development Workshop

## THE CEF INITIATIVE

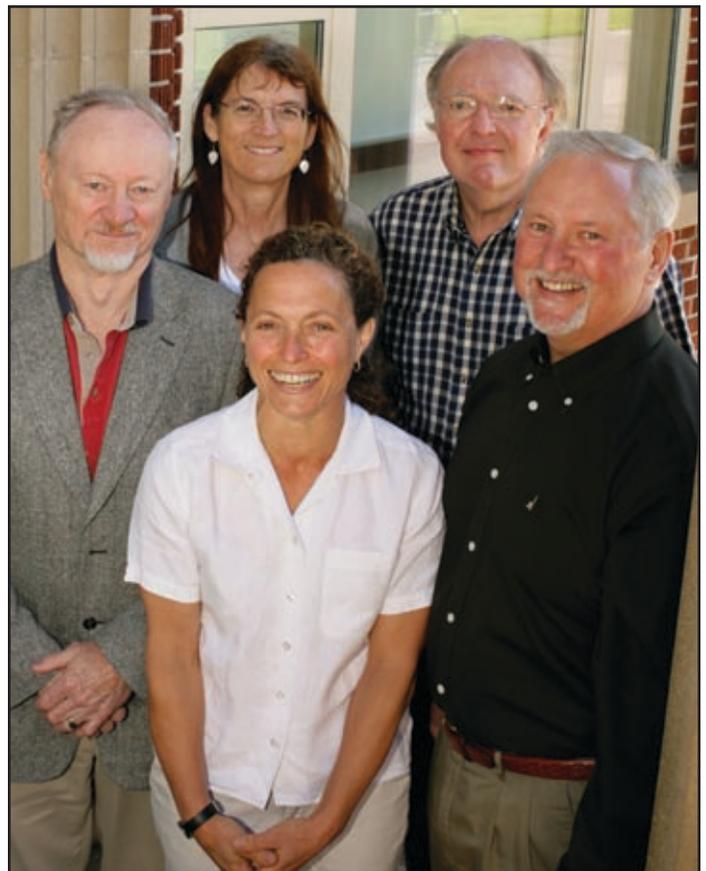
As we face the challenges of the twenty-first century, it is our objective is to raise awareness of the benefits that the CEF provides to faculty and students. It is our hope that alumni, friends, and corporate contributors will support our tradition of excellence and student focus.

## PLEASE JOIN US!

Your contribution to the Competitive Edge Fund supports faculty in their research that strengthens teaching and working with students. By contributing to this fund in the College of Business, you are making a direct investment in the success of our students.

For further information, or to make a contribution, contact:  
Barbara Hodges, CB External Relations Officer  
Telephone: 509-963-3057  
E-mail: [hodgesb@cwu.edu](mailto:hodgesb@cwu.edu)  
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(Back, left to right) Professor Gary Heesacker, Professor Karen Martinis, Dr. Robert Carbaugh; (Front, left to right) Professor Nancy Graber Pigeon, and Dr. Jim Nimmicht.

## Ideas for Business Success

*Mark Magnotti earned a BS in economics from CWU in 2002 and an MBA in supply chain management at ASU in 2005. He is assistant director in the Powertrain and Chassis Systems Purchasing Group at PACCAR in Bellevue, Washington. He completed the PACCAR Leadership Development Program prior to starting with PACCAR Purchasing, and is currently a part-time student at Seattle University pursuing a MS in finance. As a student at CWU, Magnotti demonstrated an uncommon determination, intellectual curiosity, and critical thinking ability that formed the basis for his successful business career.*

*Roy Savoian, Dean*

My career in supply chain management started at Central Washington University's College of Business. Often working forty hours per week while taking classes showed me the importance of getting things done right with a sense of urgency. One year after graduation, I left my position at a thriving online jewelry business to pursue an MBA in supply chain management from Arizona State University. Upon graduation I joined the PACCAR leadership development program in Bellevue, Washington. PACCAR is a global manufacturer of light-, medium- and heavy-duty trucks under the Peterbilt, Kenworth, and DAF nameplates. This program gave me the opportunity to work in over a dozen different aspects of PACCAR's global businesses in less than one year. This twelve-month experience prepared me for my current position in PACCAR Purchasing, where I am responsible for engine and powertrain purchasing for North America. This is a fast-paced, challenging environment in which implementing a constant stream of cost-reduction ideas is one of our primary objectives.

Success in business often consists of a common theme of generating and implementing ideas. This process facilitates cost savings, but it also facilitates new ways to market a product, evaluating real estate opportunities, or improving an accounting process to list a few other examples.

**Encourage idea generation:** Think brainstorming. No idea is a bad idea, quantity is important.

**Swiftly evaluate ideas:** The key here is quick, logical analysis using a wide variety of proven financial tools (internal rate of return, net present value, return on investment, etc.). Quickly identify ideas with the highest benefit to stakeholders.

**Gain buy-in from impacted parties:** Whether it is senior management or a supplier, everyone impacted must buy in to the costs, benefits, and risks of the idea. Without buy-in, implementation will be problematic and results will be unexpected.

**Project management:** Use proven skills to coordinate implementation of the idea. These skills can be as basic as taking notes or as sophisticated as setting up a project plan and determining the project's "critical path."

**Follow up to ensure success:** After a pre-determined period of time, review previously implemented ideas to ensure they were a success. Learn from any failures.

Drilling down into the second phase of this process—"swiftly evaluate ideas"—a common stumbling point in this process is "analysis paralysis." This phrase emphasizes the importance of making timely decisions based on appropriate information. Don't get trapped in the analysis phase of finding the best ideas. Five good ideas are often better than one great idea, and are always better than ten bad ideas.

**Prompt evaluation:** The faster you effectively assess ideas, the more good ideas you can implement.

**Sound conclusions:** Implementing bad ideas is a bad idea.

**Relevant facts:** Don't spend time analyzing information that isn't important. You will waste time and your decision will be clouded with unnecessary data.

**Uncertainty:** Minimize uncertainty, but don't try to eliminate it. A project with a strong benefit and some uncertainty is favored over a project with a weak benefit and no uncertainty.

**Externalities:** Consider how the idea will impact other parts of the business. For example, if you launch a new marketing program, how will production be impacted? Having extra demand is great, but only if you can fill it.

**Competition:** Do you know what the competition is doing? Consider how this idea will impact your competitive advantage.

**Input from others:** If you are stuck, ask for help. A new perspective will get the wheels turning.

Today's business environment is increasingly competitive. Urgency is exceedingly important, and we must continue to make sound business decisions to stay ahead of global competition. Apply this knowledge to your own situation and adjust as necessary. Keep a broad view of your company and your industry and don't get bogged down with unnecessary data. I hope this helps you to be effective in your current and future endeavors.



*Mark Magnotti*

# In Pursuit of the American Dream

by Angela Iverson

In March of 2007, retired General Colin Powell, the son of Jamaican immigrants, told *Forbes* magazine, “The American Dream is the ability to go as far as you can in life, limited only by your own dreams and willingness to work hard.”

Like Powell’s parents, Central Washington University student Aurel Perianu, who attends classes at CWU-Lynnwood, came to the United States to fulfill that dream.

In 2001, Perianu packed his belongings and made the eleven-hour journey from Bucharest, Romania, to Washington State. Fortunately for Perianu, he arrived in the country two weeks before the terrorist attacks of September 11. With both parents and a brother still in Romania, Perianu found himself separated from his family and alone in a strange country.

*“I came to the United States determined to make a better life for myself and my family.”*

Making the decision to come to the United States was not only ambitious but also arduous; nevertheless, a supportive family made the transition easier. Perianu wanted the challenge of branching out on his own to better himself, but that choice was not without consequences, such as leaving behind his family and a reliable job.

“It was a jump in the dark, and I was unsure of what I would find,” he said. “But, I came to the United States determined to make a better life for myself and my family.”

Choosing to study at CWU was simple for Perianu, who decided to attend the university based on its reputation. He knew of multiple job opportunities and was confident he’d be able to work and go to school at the same time. Perianu is continuing a family tradition by studying accounting, a field both his parents practice in Romania.

After settling in and learning more about CWU, Perianu became interested in the university’s supply chain management opportunities. He received his supply chain management certificate in the spring of 2008 and is now working as an intern for The Boeing Company. Perianu was assigned to the Supply Quality division and has enjoyed his time there; he was granted an extension to his internship after successfully completing his allotted time with the company.



Aurel Perianu

Although he has held many jobs within various industries, Perianu is ready to settle into a stable career. Dr. Ozden Bayazit, associate professor of operations and supply chain management and the director of the Supply Chain Management Institute, has thoroughly enjoyed Perianu, who she believes will be an asset to the business industry.

“I had the pleasure of having Aurel in my classes last year. He is one of those students who attracts your attention quickly,” Bayazit said. “His combination of intelligence, commitment, creativity, and compassionate character will certainly make him a valuable member of the business community, which is evidenced by his recent earning of a full-time internship at Boeing.”

With a degree in accounting and a supply chain management certificate, Perianu is now equipped with the tools to help him achieve his version of the American dream. With a successful Boeing internship in progress, Perianu has hopes for a full-time position with the company upon graduating.

Perianu is inspired by the film *The Pursuit of Happyness*, a film about a man who struggles with homelessness, only to end up a millionaire on Wall Street. Although he has never been in such a challenging situation, Perianu is inspired by the film’s message of continual perseverance.

When asked about his overall experience at CWU, Perianu responded with passion and gratitude. He had the opportunity of a lifetime to come to the United States and attend an institution of higher education. Perianu had this advice to give to Central students:

“Work hard, take advantage of all the facilities offered by the university, and don’t be afraid to ask questions.”

# STUDENTS REACHING THEIR FULL POTENTIAL

## STUDENT PROFILE: CHARLIE COSTELLO

# Knowledge Counts

by Aleece Thibeault

When choosing a college major, Central Washington University senior Charlie Costello looked for something that would combine his love of working with numbers with his interest in interacting with people. His search led him to finance. After taking a finance course, not only did Costello find that he truly enjoyed it, but his aptitude of the subject caught finance professor Dr. Michael Young's attention.

"Charlie is one of the best two students that I have seen in twenty years. He has a natural understanding of how finance works that is very unusual. I don't think that there is any limit to what he can accomplish if he sets his mind to it."

Similarly, the professors in the College of Business have impressed Costello. Having experienced some large classes at the University of Washington, he really enjoys the small class sizes at CWU and the interaction with professors. He believes that they truly care about the education of their students.

"I don't think I've had a professor yet who hasn't tried to learn everybody's name."

*"You're paying enough to go to college, you might as well learn as much as you can."*

Costello's grades are consistently very high. He views college in a very practical way.

"You're paying enough to go to college, you might as well learn as much as you can," he said.

Having found a student who fully understands finance, the Finance and Operations and Supply Chain Management (OSC) Department, at Young's suggestion, created the position of finance tutor and offered it to Costello. He now tutors for both the Finance and OSC Department and the Math Department and appreciates the experiences.

"It's nice getting the reward of helping someone understand something that they may not have understood otherwise."

In the summer of 2008, Costello was an intern with Boeing in the Finance Transformation Department. Costello's primary responsibility throughout the internship was to organize financial data so that people who were not as educated in finance could easily understand the information. From the start, his superiors encouraged him to do the work that he could successfully complete. What he did not know they would teach him.

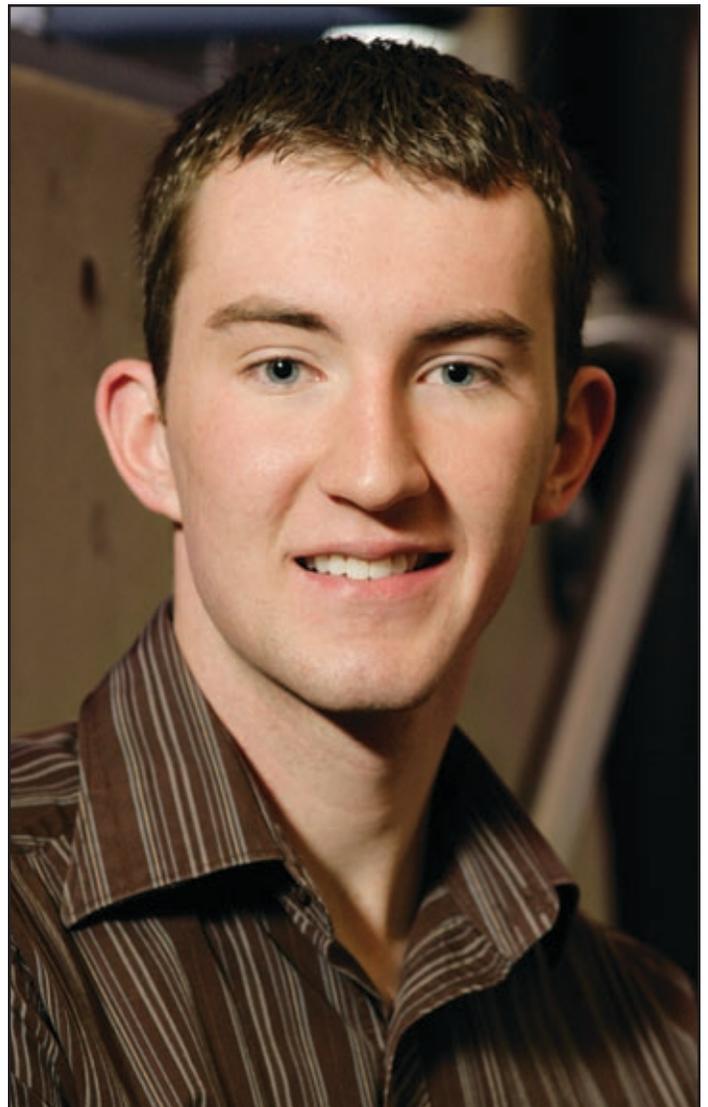
Costello said he appreciated his internship because he was able to directly apply classroom theories in real-world, on-the-job situations. Costello likes learning in the working world of finance because in class he must find the one correct solution, but in practice he is given a problem and must search for many possible solutions.

"It's like being given a box of puzzle pieces and told to put it together to find the picture," he said.

The internship at Boeing provided Costello with more than just a learning experience. The company has hired him as a financial analyst once he finishes his degree in the spring. Costello is eager to work for Boeing and take advantage of their willingness to pay for his master's degree in the future.

His advice to other students is to get to know their professors. They have a lot of knowledge, and they cannot cover all of it during fifty minutes of class. He also recommends students find their inspiration.

"Find what motivates you and run with it," he advised.



Charlie Costello

## Leading on the Edge

*Dr. Ron Tidd, a professor of accounting at the main Central Washington University campus, earned a BS from Iowa State University and a PhD from the University of Minnesota. He was a certified public accountant in the states of New Mexico, Iowa, and Idaho, and holds a membership in the Washington State High Technology Crime Investigation Association, the Association of Certified Fraud Examiners, and the American Institute of CPAs. Early in his career, Tidd worked in public accounting for nine years, first in auditing and then in tax. He joined the faculty at CWU in 2001 and was the 2003 recipient of the Excellence in Teaching award, given by the CB Advisory Board. He teaches at both the graduate and undergraduate levels, and enjoys a successful record of research with articles in refereed journals.*

*Roy Savoian, Dean*

I was lucky that PCs invaded the desktop early in my career as an accounting professional. My ability to effectively and efficiently serve my clients and sustain my career depended on my ability to master that technology. I was lucky a second time when the Web invaded college campuses early in my career as an accounting educator. Having learned how computers could enhance accounting careers, I decided to become a leader in their use to enhance learning outcomes. I was motivated still by career sustainability, but it was the sustainability of my students' careers as well as my own.

Many recognized the need for such leadership in higher education, but there were a couple of hitches. First, tenured educators generally were not sufficiently "computer friendly" to provide that leadership. Concomitantly, computer friendly untenured educators were advised that it would be a career-limiting move to fill that void at the cost of publishing rigorous academic research. Second, administrators were willing to fill the resulting leadership void. Whether motivated by a desire to increase the economic efficiency of the academic enterprise or to deploy the latest and greatest technology because they could, the results were not always in the students' best interest. (Consider, for example, efforts in which students were required to purchase laptops, but faculty were never trained how to integrate them into their classes.)

I viewed the opportunity to provide the necessary leadership as a career-altering, not limiting, move. My attitude was guided by my impression that education was at a unique time in history where information technologies and learning processes could converge with exciting results. In addition, I was interested in both the technologies and learning and I was intrigued by the chance to study learning theory, so that I could develop theory-based tools. I also was guided by my experience as an accounting practitioner, which had taught me that CPAs have a responsibility to fill voids (even when it might entail professional risk) and that a willingness to do so gets appreciated eventually.

My efforts are guided by my belief that I can help: 1) my students develop the knowledge and skills that they need for successful accounting careers, and 2) my colleagues develop the knowledge and skills that they can use to integrate computer technology into their courses. With respect to my students, we use Web pages and e-mail to manage the learning process and significantly reduce our dependence on paper. To enhance the learning process, we use Pro-Forma Excel

spreadsheets to solve problems from the text and simulations addressing client tax planning. They also use Word and PowerPoint to develop professional communications skills and online tax services to develop basic research skills. The emphasis is on using technology to enhance learning (i.e., computing to learn), but I hope that my students learn how to use the technology to become more professionally productive (i.e., learning to compute) and gain some insights into how accounting professionals serve their clients.

With respect to my colleagues in academia, I make all of the tools and processes that I develop available through presentations, publications, and my Web site. Since it takes a significant effort to develop theory-based digital learning tools, I hoped that this would facilitate integration by other faculty by relieving them of some of the development effort. Despite the efforts, I must admit that I have not been successful at convincing faculty that integration is feasible even with the other demands that they confront in their careers.

Fortunately, I enjoyed more success with my students. Some knew that they had something to learn from me because they did not understand how to use the tools that accounting professionals used to serve clients, even though they were in the "Net-Gen" cohort. But that was the situation with what some refer to as "Web 1.0" (a medium for accessing information sent via e-mail or displayed on Web pages). Now we have Web 2.0 (with its social networking, virtual worlds, and wikis) which supports online collaboration in the creation and dissemination of information and knowledge.

The professional literature describes how these tools are being integrated into business processes, while the popular press indicates that students find Web 2.0 engaging. Educators may find this digital environment more challenging. First, the "digital divide" between the computing skills of educators and students is likely to persist. Second, the cooperative creation of knowledge is at least mildly antithetical to the perspective that learning is an individual effort to be assessed at the individual level.

Thus, to engage their students in effective learning, educators will need to develop learning environments and tasks using technologies that are not necessarily consistent with the educators' perspectives on social interaction and learning. Once again, leadership will be required and we need to worry whether it will be supported.



*Dr. Ron Tidd,  
professor,  
Department  
of Accounting*

## Robyn Caspersen: 2008 Distinguished Alumna

Robyn Caspersen was chosen as Central Washington University's Distinguished Alumna for 2008 and presented with the award at the annual Alumni Banquet held during Homecoming weekend. As a 1984 CWU accounting graduate, Caspersen has had many job opportunities, including her current position as audit partner with the Las Vegas office of Deloitte and Touche LLP. Caspersen oversees internal control, auditing services, and Sarbanes-Oxley and SEC compliance.



*Robyn Caspersen*

She is involved in numerous leadership activities with Deloitte and Touche, such as overseeing the Women's Initiative for Las Vegas. A past member of the CWU College of Business Advisory Board, Caspersen worked with Dean Roy Savoian who said upon presenting Caspersen with the award, "I can think of no more deserving recipient or role model than Robyn Caspersen."

## Faculty Awards

At the 15th Annual College of Business Honors Banquet in May 2008, the Advisory Board Award for Faculty Excellence in each of the four categories was given to the following faculty:

- **Teaching: Professor John Lasik**, Department of Accounting (Ellensburg)
- **Advising: Dr. Linda Larson**, Department of Accounting (CWU-Lynnwood)
- **Research: Dr. James Avey**, Department of Management (Ellensburg)
- **Professional Service: Dr. Ron Tidd**, Department of Accounting (Ellensburg)

A stipend and plaque were provided by the CB Advisory Board for each award. Congratulations to John, Linda, James, and Ron.

During Homecoming each fall, the Central Washington University Alumni Association presents the Excellence in Teaching Award to one faculty member from each of the four colleges. The 2008 recipient from the College of Business was **Dr. Mark Pritchard** from the Department of Management. He received his award at the Homecoming Banquet on October 24.

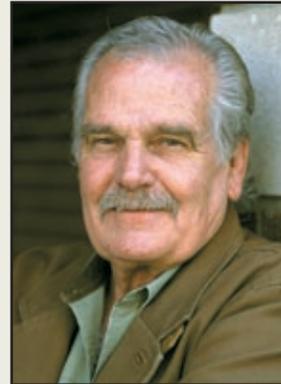


*Dr. Mark Pritchard (left) receives the Excellence in Teaching Award from Provost Wayne Quirk.*

The award is intended to recognize excellence in teaching by a tenure-track, junior faculty member with more than two years and less than six years as a CWU faculty member. It also recognizes success in advising and mentoring students.

Mark received a stipend and plaque for his award. Congratulations Mark!

## IN REMEMBRANCE... MILT KUOLT



1927-2008

Milton G. Kuolt II, the son of Lutheran missionary parents, was born in India in 1927. He passed away May 30, 2008.

He was thirteen years old when he first saw the United States as his ship sailed under the Golden Gate Bridge. He lived with his parents in Missouri and Pennsylvania, before serving in the U.S. Navy. Upon discharge, Kuolt found his way to Ellensburg and used his entrepreneurial talents and tree-cutting skills in exchange for tuition at Central Washington State College, now Central Washington University. After graduating with a bachelors degree in economics (1951), he went to work for The Boeing Company. He started by sweeping floors and progressed to the position of business planning manager for the 737 aircraft program.

After twenty years at Boeing, Kuolt became one of the Pacific Northwest's most well-know entrepreneurs when he founded Thousand Trails (a private membership campground chain) and O.M.T., Inc. (One More Time), a destination resort company. With the inaugural flight on September 1, 1981, he founded regional air carrier Horizon Airlines and served as President/Chief Executive Officer until Horizon Airlines was sold to the Alaska Air Group in 1987. Kuolt was awarded the CWU Distinguished Alumnus award in 1984. In 1988, he made one of the largest donations to his alma mater when he established an endowed faculty professorship that bears his name in the College of Business.

Kuolt was the recipient of the 2002 College of Business Distinguished Alumnus award. In November 2002, he was honored at the 21st Annual Pathfinders Award Ceremony at the Museum of Flight. The Pathfinders Award honors contributions of Northwest pioneers in aviation and aerospace. Kuolt was recognized along with Apollo astronaut Dick Gordon.

## SHRM Earns National Recognition

Three student teams from Central Washington University took home top honors at this year's 26th Annual Northwest Human Resource Management Association (NHRMA) Student Conference and HR Games in Portland, Oregon. Central students competed against fourteen teams from five other universities in a Jeopardy-style competition that tested their knowledge of human resources. Teams from Central, made up of members of the CWU chapter of the Society for Human Resource Management (SHRM), placed first, second, and fourth in the competition. Members of the first place team earned an all-expense-paid trip to Chicago in June to compete at the national HR Games finals.

"I am thrilled to say that our 2008 HR students have continued the winning tradition that CWU has enjoyed from the inception of HR Games' competition," said Dr. James Nimnicht, CWU professor of management and faculty advisor for Central's SHRM. "If anything, they have elevated the bar for others in the northwest and have established themselves as soon-to-be HR professionals with demonstrated knowledge of the profession."

Nimnicht was also recognized as the 2008 Society for Human Resource Management (SHRM) Foundation Advisor of the Year. Each year students from SHRM chapters worldwide nominate their advisors for the esteemed award. Advisors from all SHRM chapters, which total about 450, are eligible for the competition. The award recognizes the outstanding service and leadership provided to students by their advisor. Professor Nimnicht is the first two-time winner of the award. His first SHRM Foundation Advisor of the Year honor was in 2002.

there is always an air of politeness. During my time in Japan, I saw that everyone was friendly and willing to help a person that was obviously out of his element.

I would encourage everyone to study abroad at some point in their life. The people you meet and the experiences you share are nothing short of awesome, in every sense of the word. By living in a different culture you start to think in new ways, and there is a different adventure to enjoy each and every day. When thinking about studying abroad again my heart races, because I know wherever I decide to go next, I will have the opportunity to expand my horizons.



*Students celebrating the winning card tower at the FLS.*

## Financial Literacy Symposium Makes a Splash

by Angela Iverson

The Central Washington University chapter of Beta Alpha Psi and the Accounting clubs, in conjunction with the Washington State Certified Public Accountants, held an on-campus symposium to promote financial literacy on May 20, 2008. The event was attended by more than 250 high school students from around the state.

Designed to help students make sound financial decisions, the symposium was centered around educational presentations and interactive games. Key speakers included Stephanie Bala, tax manager from Moss Adams; Alan Crain, chief financial officer of Cashmere Valley Bank, and 2007 CWU accounting graduates Raj Gnanarajah and Jason Porter, both auditors from Deloitte and Touch, LLP. Each speaker presented their accounting career experiences and discussed the personal and professional benefits that are associated with a financial degree.

Attendees had the opportunity to participate in financial games, including the Credit Card Game and Stock 'n' Roll. The Card Tower leadership game was also played in which index cards and tape were provided to create the tallest freestanding tower. Each team was given a time constraint and they were required to complete the project without talking.

"This fun, informative event...enriched the knowledge and experience of students in the community," said Colleen Malmassari of Moss Adams.

The event was a huge success. Both the Beta Alpha Psi and Accounting Clubs have agreed to make this an annual event. Further information regarding the 2009 symposium has not yet been announced.



*Robert Jepson and friends in Japan.*

## Learning through Uncertainty

by Robert Jepson

As a Business Administration major at Central Washington University, I have been given so much more than an education. An opportunity presented itself to me through the Study Abroad Center to spend a full year studying in Tokyo, Japan at Asia University.

By going to Tokyo, I was immersed in an unfamiliar environment. My Japanese skills were not up to a conversational level when I arrived, so talking went out the window for a while. The experience taught me how to adapt and to read people's emotions and actions.

I was deeply moved by the Japanese culture and the level of respect the entire population possesses. No matter who you are or in what position,

## Welcome to the CB

The College of Business is pleased to announce new tenure-track faculty for the 2008-2009 school year.

**Dr. Ke Zhong:** assistant professor; Accounting (CWU-Des Moines)  
Most recently: assistant professor, University of Texas at Tyler

**Dr. Ke (Grace) Ke:** assistant professor; Operations and Supply Chain Management (CWU-Des Moines)  
Most recently: assistant professor, University of Arkansas, Monticello

**Dr. Jeff Stinson:** assistant professor; Marketing  
Most recently: assistant professor, North Dakota State University, Fargo

**Dr. Tyler Prante:** assistant professor; Economics  
Most recently: graduate student, University of New Mexico

**Dr. Hugh Spall:** retired CWU professor became the chair of the Department of Management for the next two years.

## Economic Outlook



*On October 28, 2008, the College of Business held the Economic Outlook Conference at Central Washington University. Dr. John Mitchell is pictured presenting his topic "A Barbara Streisand Cycle," which focused on regional, national, and global economic trends.*

-Photo courtesy of Joe Whiteside



**GREG NELSON**, a College of Business finance student, studied abroad on the Gold Coast of Australia for two terms. He took courses at Griffith University and is currently finishing his degree at CWU-Lynnwood.

Current CB student **ROBERT JEPSON** spent a year studying abroad in Tokyo, Japan. Read more about his experiences in the article "Learning Through Uncertainty."

**YURI ZOTOV** traveled home to his roots in Petropavlovsk Kamchatsky, Russia. He had an opportunity to visit with family and friends and share his experiences of studying at Central Washington University. Yuri is currently working in Los Angeles, California, for JELD-WEN as a regional sales representative. He graduated in spring 2007 with a degree in Business Administration specializing in Operation and Supply Chain Management.



# ASPIRATION AND PERSPIRATION: FOCUSING ON FACULTY SCHOLARLY ACTIVITY

## REFEREED JOURNAL ARTICLES

Faculty members play a fundamentally important role in the College of Business mission by actively balancing and blending their responsibility as a teacher and as a scholar.

The College of Business takes great pride in the range of professional development activities of its entire faculty. In particular, we recognize those faculty members whose research culminates in publications in scholarly journals. This achievement ensures faculty members maintain currency in their respective discipline or field of instruction. As a result, our students receive a more relevant education that reflects the needs and developments in business, and promotes an understanding of theory and its practical application.

Faculty scholarly activity includes recently published (or forthcoming) refereed journal articles, research monographs, scholarly books, or textbooks. For co-authored articles, College of Business faculty member is indicated in **bold**.

### DEPARTMENT OF ACCOUNTING

**Atkinson, MaryAnne** and Biliske, Margie, "Grounds for Dismissal," *Internal Auditor*, vol. 62, issue 1, February 2005, 95-99

**Gierlasinski, N., Nixon, D., & Nimmicht, J.** "A Comparison of Interviewing Techniques: HR versus Fraud Examination," *International Journal of Business & Economics*, vol. 7, no. 1 (Fall 2008)

### DEPARTMENT OF MANAGEMENT

**Avey, James B.,** West, B. J., & Crossley, C. D. "The Association Between Ethnic Congruence in the Leader-follower Dyad and Follower Organizational Position and Salary," *Journal of Occupational and Organizational Psychology*, vol. 81 (2008)

Luthans, F., **Avey, James B.,** Smith, R. C., & Li, W. "More Evidence on the Value of Chinese Workers' Psychological Capital: A Potentially Unlimited Competitive Resource?" *International Journal of Human Resource Management*, vol. 19 (2008)

**Boyle, Peter,** Hanlon, D., & Russo, J.E. "The Role of Group Conflict in Reducing Information Distortion," *Journal of Customer Behaviour*, (Forthcoming autumn 2008)

**Boyle, Peter,** & Lathrop, E. Scott, "Are Consumers' Perceptions of Price-Quality Relationships Well Calibrated?" *International Journal of Consumer Studies*, (Forthcoming)

**Coetzer, Graeme & Richmond, Lynn,** "An Empirical Examination of the Relationships between Adult Attention Deficit, Personal Task Management and Role Stress" *Journal of Behavioral and Applied Management*, (Forthcoming)

**Coetzer, Graeme,** Biberman, J. & Tischler, L. "Transcending Belief—A Non-theistic Model for Operationalizing Spiritual Values, Practices and States and Their Relationship to Workplace Behavior," *Interbeing*, vol. 2, no. 1 (Spring/Summer 2008)

**Stinson, Jeffrey L.** & Howard, Dennis R. "Winning Does Matter: Patterns in Private Giving to Athletic and Academic Programs at NCAA Division I-AA and I-AAA Institutions," *Sport Management Review*, vol. 11, no. 1 (May 2008)

## FACULTY RECOGNITION

Congratulations to **Dr. Ozden Bayazit** and **Dr. Charles (Chad) Wassell** for earning tenure and promotion to associate professor.

- Dr. Bayazit teaches Operations and Supply Chain (OSC) in CWU's Department of Finance and OSC at CWU-Lynnwood. She also serves as the director of the Supply Chain Management Institute. She earned her PhD from Ankara University, Ankara, Turkey.
- Dr. Wassell teaches in the Department of Economics. His course in the Economics of Energy, Resources, and Environment also serves graduate students in the MS Resource Management program. He earned his PhD from the University of Wisconsin, Madison.

Congratulations to **Dr. Mark Pritchard** for receiving CWU Sphere of Distinction funding.

- In August, President Jerilyn McIntyre announced the allocations to this year's Spheres of Distinction. Each year, proposals are funded in five "spheres" that have been adopted by the Board of Trustees: Interdisciplinary Programs and Research; Preparation of Professional Educators; Programs Nurturing the Development of Students; Programs Addressing Regional Needs and Enhancing Regional Resources; and University Centers. One of those nine funded proposals included Pritchard's.
- **Northwest Center for Sport Business (NWCSB)** *Mark Pritchard, Department of Management.* This project will establish the NWCSB and develop a Sports Business Advisory Group composed of executives from the private, public, and nonprofit sectors of sports business to provide advice and support for a proposed new sports business curriculum. The NWCSB was approved at the November 18th meeting of the Provost Council.

Congratulations to **Dr. Graeme Coetzer** and **Dr. Lynn Richmond** for their respective recognition.

- Dr. Coetzer received the 2008 Douglas McGregor International Research Excellence Award for an article (Bushe & Coetzer) published in *The Journal of Applied Behavioral Science*
- Dr. Coetzer and Dr. Richmond received the 2008 Research Excellence Award for their article published in the *Journal of Team Performance Management*



**CWU COLLEGE OF BUSINESS**  
**B2B Speaker Series**

**JIM WEBER**  
President and CEO,  
Brooks Sports, Inc.

**February 19, 2009**  
**Noon - 1:30 p.m.**  
Columbia Tower Club

Sponsor: John Delaney and  
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# FROM THE CB ADVISORY BOARD... BRIDGE TO THE FUTURE

## ADVISORY BOARD

The Advisory Board is a bridge between the College of Business and the business world.

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**John Delaney** (CWU '74 BSAD), President/CEO, Central Banc Mortgage Corporation, Bellevue

**Brent Johnson** (CWU '88 ACCT), Audit Partner, KPMG LLP, Seattle

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**J.J. Collins**, Resort Real Estate Consultant, Roslyn

**Alan Crain** (CWU '87 ACCT), VP and CFO, Cashmere Valley Bank, Cashmere

**Jeff Dantzer**, President, Comtronic Systems, Cle Elum

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**Zabrina Jenkins**, Director, Corporate Counsel, Starbucks Coffee Company, Seattle

**Karen Jones**, Director, Fabrication Division, Boeing Commercial Airplanes Group, Auburn

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**Roy Savoian**, *Dean*, CWU College of Business

### EMERITUS

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**Gail E. McKee**, [Past Board Chairperson], Vice President, Watson Wyatt & Company, Seattle

**Andrew Zuccotti**, Partner, K&L Gates, LLP, Seattle

## Boardroom Meets the Classroom

On May 8, 2008, the Central Washington University College of Business Advisory Board hosted the second annual event, Boardroom Meets the Classroom. At this event eleven board members were present to share their perspectives and experiences about career development and the skill set for success, as well as company and industry information. The Advisory Board consists of corporate executives and is a bridge between the College of Business and the business world. Board members assist in shaping College of Business programs and in linking the College of Business to developments in the economy in a variety of organizations across the region, state, and nation. Each board member had the opportunity to meet with two small groups of students for twenty minutes each. With about sixty-five students in attendance, this year's event proved to be an excellent networking tool with many students walking away with valuable information, connections, and insights. The next Boardroom Meets the Classroom will be held in Ellensburg on May 12, 2009.



*Karen Jones, Director, Fabrication Division, Boeing Commercial Airplanes Group, Auburn, Washington*



*Alan Crain, Vice President and Chief Financial Officer, Cashmere Valley Bank, Cashmere, Washington*



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## ZABRINA JENKINS CONTINUED FROM PAGE 1

of Revenue and instead began working in the Admissions Office at the University of Puget Sound. With this position, Jenkins had the opportunity to travel around the country and speak about the importance of higher education.

After two years, Jenkins decided it was time for a change. She enrolled at Syracuse University in New York where she began studying law. When asked what inspired her move East, Jenkins responded with an answer that again centered on CWU.

Jenkins' CWU residence hall coordinator helped her get involved in a law fellowship program at Gonzaga University that included thirty students of color from around the nation. The six-week program taught Jenkins the basics of law and allowed her to make connections all around the country. One of her friends, who had attended Syracuse, shared with Jenkins his experiences of leaving the West Coast for New York. His story inspired her to enroll at the university. Additional motivation came from Dr. Pappas, who put Jenkins in touch with the then chancellor at Syracuse University.

Ultimately, Jenkins said, "It was my connection to Central, the networking, and the people looking out for me after I left that led me to New York."

Soon after starting law school, Jenkins realized that it was not a perfect fit for her and took a leave of absence from the program. During that time, she attended graduate school at Syracuse, where she pursued a degree in education. After finishing her master's degree, Jenkins decided that becoming a lawyer was what she wanted and again returned to law school. After working for the law firm of Garvey Schubert Barer for a number of years, Jenkins learned of an opening with Starbucks from yet another CWU mentor and jumped at the chance to work for the coffee giant.

Currently, Jenkins supervises general liability litigation and provides counsel to the company's management team and partners. Although work keeps her busy, Jenkins is sure to make time for the things in life that truly matter to her.

Community involvement is a top priority for Jenkins who volunteers with several organizations including the CWU Foundation Board, the CWU College of Business Advisory Board, the Washington Attorneys Assisting Community Organizations Board, and the Future of the Law Institute Board.

She also volunteers for other legal and civic organizations and acts as a mentor to high school, college, and law students.

"I really enjoy working with the youth," she said.

*"It was my connection to Central, the networking, and the people looking out for me after I left that led me to New York."*

In her downtime, Jenkins loves to play basketball, which brings her back to the days of playing for Central. As the co-captain in a Pro-Am league, Jenkins was proud to say that her team recently won the championship game.

Traveling the world is also something that Jenkins loves to do. Thus far, her favorite destination has been Egypt and the Holy Land, where she had a chance to see the pyramids and even ride a camel.

Although Jenkins is passionate about being a lawyer, she has an intense grasp on what makes life worth living. Her volunteer and extracurricular activities play a vital role in her life, which is evidenced through her passion and commitment. If Jenkins has learned anything throughout her journey, it is that you should never underestimate the value of a great mentor.

Jenkins is guided by the memorable phrase of her father, Colonel Levaughn Jenkins, who said, "The best doesn't come easy, that's why there's nothing else like it."