

COLLEGE OF BUSINESS

# BEACON

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TRANSITIONS

# BEACON

CWU COLLEGE OF BUSINESS  
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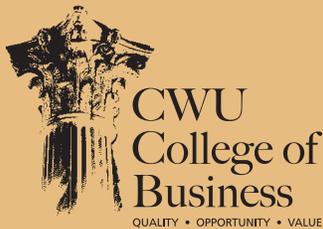
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## CB VISION

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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*Kathryn Martell*

## Dean's Corner

As I sit down to write this, my first "Dean's Corner" column for the *Beacon*, a song from an old Broadway show keeps playing in my head:

"Getting to know you, getting to know all about you.  
Getting to like you, getting to hope you like me."

Although I became dean of the College of Business in July, I began "getting to know" Central in April when I flew to Seattle to interview for the dean's position. I did my homework before the interview, of course, and read everything I could find about the university and the college. I was impressed with the history, leadership, and location, and looked forward to seeing the campus and meeting Central's people.

The interview process took two days, and included visits to the CWU university centers in Lynnwood and Des Moines, in addition to the Ellensburg campus. I met with advisory board members, faculty, students, administrators, advisors, and local business people. By the time I headed west over the pass to

travel home to New Jersey, I was in love with Central. I was thrilled when the provost called to offer me the job a few weeks later. Before I knew it, it was time to travel 3,000 miles with my daughter Maureen, (daughter Sarah stayed behind at New York University), the cat, the dog and 10,000 pounds of "stuff" to begin our new life in Ellensburg.

My initial positive impressions of Central were not misplaced—the more I "got to know," the more I became convinced that this is a very special place. At the helm of the university, the president and the provost provide vision, energy, and leadership. In spite of unprecedented cutbacks in state funding, the university continues to make strategic investments for continuous improvement. The residential historic campus is lovely, and the Des Moines and Lynnwood campuses are pulsing with energy. Almost half of our business students and 40 percent of our faculty are located at these two centers.

The college is in great shape. Dean Roy Savoian accomplished a great deal in his tenure. The faculty, one-third of whom have been hired in the past five years, has exceptional credentials and a passion for teaching. Classes are small—the full-time faculty to student ratio is 14:1—our students are hardworking, and the curriculum is cutting edge. Student clubs are thriving and the Advisory Board is exceptional. Last, but not least, the college is accredited by the Association to Advance Collegiate Schools of Business-International—an accomplishment that puts it in the top five percent of business schools in the world. The college, already well positioned, is poised to move to the next level. What a great place to be!

I love the university's tagline, "Learn. Do. Live." It serves as a theme running throughout this issue of the *Beacon*. The faculty voices in this issue talk about the learning that goes on in the college. Three new business faculty are featured on these pages, telling us about their backgrounds, teaching philosophies, career goals, and providing advice for students. Professors Chase Thiel and Erica Holley (business management) encourage students to be self-aware and get the most out of their education. Don't be a spectator in your education! Professor Deepak Iyengar (supply chain management) reminds students to use their time at Central wisely and "be employable in the eyes of the employer." All three are passionate about teaching—a passion we also see in the words of Professor Kun Liao (supply chain management) whose article on experiential learning shows how he teaches students to "Do" what they learn.

One way that students can "Do" what they learn is through internships. Hopunion LLC, a leading supplier of hops to the craft brewing and home brewing industries, has hired a number of CWU students for internships. Student Nicole Gordy was so enthusiastic about her experience there that she nominated her supervisor, Ken Black, for the Employer Partnership in Excellence award. Internships provide an invaluable opportunity for students to gain experience and apply what they've learned in a business setting. Professors have opportunities to participate in this type of experience as well.

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Last summer, professor Peter Boyle (marketing) had the chance to apply what he teaches by becoming a “visiting professor” at Razorfish— one of the world’s largest interactive agencies specializing in digital marketing. In his article, Boyle tells us what a tremendous experience it was, and encourages students to apply for internship programs at Razorfish and other companies.

Another way to “do what you learn” is to be active in student clubs. The clubs in the College of Business provide an excellent way to network with other business students, meet with business professionals, and tour companies. The clubs also provide a chance to build interviewing skills, which accounting students and supply chain students put to good use at several club-organized career fairs last fall.

Student Polina Desnitsky, who is featured in this issue, is active in on-campus clubs and activities despite working full time and raising a three-year old daughter. “I enjoyed every moment of my time at CWU,” says Polina. Clearly she wasn’t a spectator in her own education! *Beacon* Editor-in-Chief Barbara Wyatt is another example of a student who is very involved in “doing” what she’s learned. The student teams participating in the business plan competition provide another great example of how students supplement their coursework with “hands on” experiences.

A number of the articles speak to the last part of the university tagline— “live.” International student Sum-Yi Lung lives her life with gusto, fully embracing life in America. She is involved in many activities both on- and off-campus to make sure she gets the most out of the Central experience. This issue also features the inspiring life stories of three alumni. Kathy Elser, named Chief Financial Officer of the year by the *Puget Sound Business Journal*, is this year’s College of Business Distinguished Alumna. Howard Bafford, also an accounting graduate, was recognized as CWU’s Alumnus of the Year. Both Elser and Bafford live full lives, with personal successes to match their extraordinary professional success. They have also demonstrated the importance of “giving back” to those institutions that contributed to their success. Alumnus David Garcia’s work with the CWU College Assistance Migrant Program, and his current work as program coordinator at Gonzaga University, provides another great example of how values can be combined with professional skills to shape a rewarding life. The passion with which these students, alumni, and faculty approach their lives inspires me, and I hope you as well.

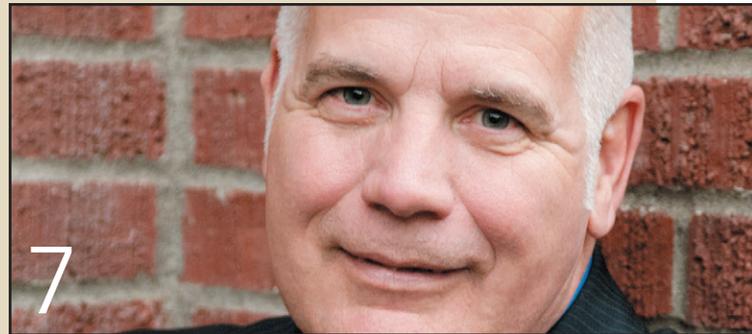
Yes, Central is a great place to be. I look forward to meeting you in the days ahead, hearing your stories, and gathering your input on how we can become even better. My door is always open.

Warmly,



Kathryn Martell, Dean

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# TRANSITIONS

by Robert Lowery

*Marking transitions that have taken place over the years, in the hallway of the CWU College of Business (CB) dean's suite are portraits of the seven men and women who, since 1980, have served as dean of the university's School of Business and Economics, now the CB. An eighth portrait will soon join them.*

Kathryn Martell became the CB's new dean on July 1. She came to CWU from Kean University in Union, New Jersey, where she was dean of the College of Business and Public Administration.

Now settled into her new job, Martell says, "Our college is in great shape and is poised to go to the next level. It has four thriving [outreach] centers, faculty with national and international reputations, high-caliber staff, and a 14-to-one ratio of students to faculty. The school I came from was 70-to-one. Central provides a private school experience at a public school price.

Martell gave much of the credit to her predecessor, Roy Savoian, who stepped down after 14 years as dean.

Savoian was quick to pass along the praise, saying, "The faculty and staff have contributed in significant and meaningful ways to elevating the College of Business to a level marked by excellence in teaching, strengthened by research, and supported by professional service."

During his tenure, the CB initiated a Master of Professional Accountancy program, and founded the Supply Chain Management Institute, Northwest Center for Sport Business, Northwest Center for Organizational Research, and Institute for Innovation and Entrepreneurship, where Savoian is now director as well as serving on CB faculty as a professor of economics.

However, Savoian will be most remembered as the driving force behind the international accreditation of the CB by the Association to Advance Collegiate Schools of Business (AACSB), which is granted to only the top 5 percent of business schools in the world. It was not among his priorities when he arrived in Ellensburg.

"Originally, that was not one of my responsibilities," he said. "When I came, my primary responsibilities were in the areas of strategic management of the college and in fundraising. But [achieving accreditation] clearly became a focal point. It was a long haul."

When Savoian arrived at CWU in 1998, it was believed that the university was on the verge of receiving AACSB accreditation. However, the peer review team for accreditation determined that the university had some deficiencies standing in the way of accreditation, particularly in the area of the number of academically and professionally qualified faculty, which Savoian learned his first week on the job.

With that revelation came a refocusing of priorities. Savoian began a process of working with faculty to developing mission and vision statements, shared values, and a college code of conduct; establishing faculty research goals and funding those efforts; hiring additional and new faculty members; and strengthening and expanding the CB Advisory Board, all with an eye on the accreditation goal.

Those efforts, combined with five years in the AACSB candidacy program, and two required self-evaluation reports later, the peer review team conducted a site visit on campus in the spring of 2010. Three-months later, the announcement was made that accreditation had been achieved.

"Changing the culture of the College of Business was really what was taking place, where expectations about research were understood and achieved by faculty, and the fact that teaching and research go together," Savoian pointed out.

Martell said, "If we didn't have [accreditation], it would put us at a competitive disadvantage. So it really was crucial that we received it."

Savoian says his decision to retire was driven, in part, by the timeline for maintenance of the AACSB accreditation. To maintain it, CWU will have to be ready for a new set of standards that change every 10 years, along with regular five-year visits by accreditors.

Martell added, "There will be challenges but it will not nearly be as challenging as getting accredited to begin with. Having to maintain our accreditation is not as glamorous, but still a lot of work."

A nationally recognized expert on student learning assessment, Martell has worked closely with the AACSB to help institutions meet rigorous association standards.

"I've done a lot of consulting," Martell said. "The last time I counted, I had visited more than 100 colleges of business in 10 countries to help them with their accreditation."

She also is a frequent speaker at AACSB national and regional conferences, and she developed the content for AACSB's online Assessment Resource Center. She will be presenting at the AACSB's annual international conference in April.

"I did a survey and asked our faculty what they were most proud of," Martell said. "I thought they would all say accreditation, since they've worked for it for 35 years. They are proud. But, mostly, they're proud of their students and their dedication to teaching. That was a nice surprise."

Martell's career has included 12 years in Washington DC as a consultant, a trade analyst for the US Department of Commerce and director of Congressional Affairs at the US Department of Energy. However, saying, "My passion is undergraduate education," she left the public sector to become associate dean, associate provost, and professor of management at Montclair State University, Montclair, New Jersey.

"I grew up in New Jersey and I've been there for the last 10 years," said Martell, a self-identified "Jersey girl." However, she developed a desire to see "the other coast" and began a casual job search for schools out West. None of the positions seemed like the right fit, until she came upon the CWU posting.

"It looked good on paper and then, once I got here, I really liked it," she recalled. "I can identify with the students at Central. Many are working to put themselves through school. That was me. I never thought I would

*“I did a survey and asked our faculty what they were most proud of,” Martell said. “I thought they would all say accreditation, since they’ve worked for it for 35 years. They are proud. But, mostly, they’re proud of their students and their dedication to teaching. That was a nice surprise.”*

be an academic. I started out in community college not being sure about what I was going to do, like so many of our students. There was an economics class—with a really engaging professor—that caught my interest. It was a life-changing experience.”

Martell went on to earn a bachelor of arts in economics from the University of Chicago and a PhD in Strategic Management from the University of Maryland.

When offered the CWU job, Martell recalls, “I didn’t have a single reservation about coming here.”

She says she’s enjoying being on a residential campus, as compared to her previous universities, which were primarily commuter campuses. Martell also acknowledged being “intrigued” by the CWU University Centers, particularly CWU-Des Moines and CWU-Lynnwood, where more than half of university CB students attend class and 40 percent of the college’s faculty teach.

Martell says she plans to further integrate those centers with the Ellensburg campus and also wants the CB to be even more closely aligned with business and industry. The college already has forged strong ties with regional corporations, such as Boeing, Microsoft, Starbucks, and Tree Top, along with major accounting firms and financial institutions. CB alumni are recognized throughout the world as industry leaders and many either own companies or are CEOs or CFOs of national and international businesses.

“There’s already been a good start, with our great advisory board, and at the centers,” she said. “I would also really like to work with the faculty to design a curriculum that’s more professionally focused and do an even better job of professionally developing our students in their communication and teamwork skills, and in the area of certifications.”

Martell also looks to expand internships and mentoring opportunities, develop continuing education courses, have a more pronounced presence in the university’s Douglas Honors College, and bring an international focus into play within the CB, which is something she has done in her previous university positions.

“We have a task force that is looking at what type of international curriculum we’d like to offer over the next few years,” Martell said.

Martell also hopes to grow the college enrollment by about 10 percent to around 900 in the coming years. As a way to get to know students in the college better, she anticipates teaching a strategic management course at some point in the future.

“It’s the final course, so you get the students right before they go out,” Martell said. “Your job is to pull all of it together. It’s a course I’ve always taught, and I’m looking forward to it, because I’ll be seeing the products of our curriculum in that class and I’ll get some valuable feedback from them.”

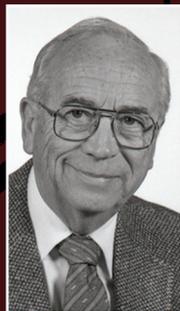
While it is years in the future, Martell already knows where she wants the CB to be at the time of the next dean’s transition.

“I’d like to leave the school being able to say that 90 percent of our students have jobs at the time of graduation,” Martell said. “That implies that they received a professionally relevant education, that we have the contacts, a really engaged alumni, career services available to them, and that our reputation is well known. We have students here that want to work in business. That’s their goal, and I would like to be able to deliver on that goal.”

## CWU COLLEGE OF BUSINESS: DEANS OVER THE YEARS



**1974**  
Lyle Ball



**1980**  
Lawrence A. Danton



**1987**  
Gerald Cleveland



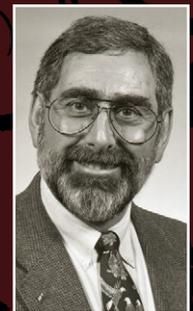
**1992**  
Joan F. Mosebar  
(acting dean)



**1993**  
David P. Dauwalder



**1996**  
Jay D. Forsyth  
(interim dean)



**1998**  
Roy Savoian

## Perseverance is the Key to Success

by Barbara Wyatt

“I believe we are here to serve those who are placed in our care, to assure the preservation of their dignity, and to provide them an opportunity for success.”

So says Howard Bafford, Central Washington University’s Alumnus of the Year. Bafford, a 1974 College of Business graduate, earned his degree in business administration.

Bafford recalls that College of Business professors emeriti Gary Heesacker and Pat O’Shaughnessy took him “under their wing as a student and a person.” They taught him that it is important to work hard in order to be successful, and that it is all about the people you are there to serve in your life. It was a lesson well learned and he has gone on to lead many companies to success.

Bafford’s first position came in 1974 with Lamb Weston as a cost accountant. It was the beginning of a highly successful professional journey. He became a Certified Professional Accountant in 1977. Two years later, he joined the Carnation’s Potato Division as a member of a “turnaround team.” It was where Bafford learned how to increase productivity, which led to increased profits. During this time, he began to understand the importance of creating an environment that allows people to succeed and reach their goals.

When Nestle acquired Carnation in 1985, Bafford was integral in merging the companies into one cohesive operating unit. He worked with Nestle for 23 years, helping to improve revenues and operational efficiency through developing highly effective work groups. As vice president and general manager of the company’s Potato Strategic Business Unit, Bafford traveled the world to build relationships with customers and potato business groups. In 2001, he assisted with another merger between Nestle and Simplot. It was then that Bafford decided to venture into business ownership with Ochoa Foods, where he remains part of a management committee that is focused on reaching company goals.

Bafford holds a great appreciation to team members that he has worked alongside for 15 to 25 years. As he pointed out, that’s “longer than most marriages.”

Bafford also enjoys spending time with his family and traveling. Recently, he visited France, Portugal, and Spain. Interestingly, he says that his hobbies often evolve into business ventures. He still enjoys achieving goals in his ongoing career and his free time, as well as assisting others in accomplishing their goals.

Not only did Bafford provide many insights into his career, he also offered a few tools for success in any venture. The first is that “the task is the boss,” recommending that businesses always select the person with the greatest skill set to undertake the goal in mind and fully support and work for them. If you cannot do this as a business leader, he



Howard Bafford

says you will limit the success of your organization. Next, perseverance is the key to success. In order to be an expert at anything, he says you must put in the time and effort of experience. “Make sure you have prepared yourself for the challenges you wish to take on before you jump into them,” he recommended. Finally, Bafford encourages truthfulness, adding that, in the long run, being honest is always easier and more beneficial.

**Editor’s Note:** I thoroughly enjoyed the conversations I had with Howard Bafford. Not only did he provide many insights into the success of his career, he praised the team of the individuals that helped him reach his success. Howard’s humble and down-to-earth personality was a breath of fresh air and very inspiring. I will take away many valuable resources from our interview and I am thankful for his willingness to be a part of this publication of the *Beacon*.

**Books Bafford suggests are worth reading:**

*The Servant* by James C. Hunter

*The One Minute Manager* by Ken Blanchard

*Fish* by Steven C. Lundin, Harry, Paul, and John Christensen

*Outliers* by Malcolm Gladwell

# INTRODUCING THREE NEW FACULTY



## Deepak Iyengar

by Barbara Wyatt

Supply Chain Management Professor Deepak Iyengar is excited to open a new chapter of his career here in the CWU College of Business. He wishes our students the best in both school and career, and was eager to share the following insightful tips to ensure each student has a successful future.

*Deepak Iyengar*

First, it's essential to take advantage of every opportunity you get in order to make yourself "employable in the eyes of your employer." Business courses offered by the College of Business lead to *professional* degrees; hence, it's important to take classes that would appeal to a person hiring you.

It's also a good idea to take advantage of the multidisciplinary faculty available within the College of Business and throughout the university, and benefit from them as much as possible.

Another tip is to come to class *prepared*. In order to gain the most from class, and to promote discussion and debate, read the assigned material beforehand. Students often learn the most from peer-to-peer discussions and by relating their experiences to the study material at hand. This process is enhanced by students asking relevant questions in class and challenging their peers and instructors.

Iyengar feels that these three success strategies will allow students to get the most from their time in the College of Business and will help jump-start their careers.



## Chase Thiel

I feel very fortunate to be a new faculty member in the Department of Management. Our school's faculty, administration, and students make it a special place. Coming into one's first academic appointment is never easy (or so I'm told), but the people here have made my transition relatively painless.

In 2013, I hope to develop open, constructive relationships with my students and help them become

*Chase Thiel*

better individuals. I also would like to be known as a challenging yet fair and effective teacher. Finally, I plan to continue publishing even after I gain tenure. I never want to experience the feeling that I am an academic because it's an easy job. Though they offer plenty of flexibility and freedom, academic careers are anything but easy.

As a brand-new faculty member, I plan to spend most of my time honing my teaching ability with the help of evaluations and self-feedback. I hope to find or create assignments that will allow students to truly master course objectives. I'm also experimenting with different instructional methods in hopes of finding effective ways to engage students and facilitate their success.

I am active in research and enjoy working on that part of my academic responsibilities. This year, I hope to have six or seven of my articles published and would like to write an additional four. I have one finished and another nearing completion, so I'm almost half-way there! I hope that my research will help improve real-life organizations, but I also think it's essential for professors to do research for its own sake. Constant engagement with the field keeps us current in the literature and refines our ability to reason and think critically.

My advice to students is to become more self-aware. A successful student *must* understand what it takes to succeed in class, in the marketplace and in life. I feel that too many people in our increasingly convenient world don't understand how to outline concrete, realistic steps to achieve their own goals. One of the things I research is biases that contribute to unethical behavior. We all are biased. The key to overcoming bias is learning to recognize it before you fall prey. Self-awareness helps us recognize and overcome biases before they contribute to poor decisions.



## Erica Holley

My name is Erica Holley, and I'm a new professor of Management here at CWU-Lynnwood. I grew up in a family of teachers, so I have a great appreciation for the powerful influence of mentors and role models. The teachers that had a lasting impact on me did more than teach me isolated facts. They connected the information in the textbook with the challenges and opportunities that I was facing *outside* the classroom. Their passion for their work brought

*Erica Holley*

their topics to life in a meaningful and lasting way, and they have been foundational to the goals that I now share with CWU.

Much like my own mentors, I am driven by a love for my subject and a desire to build connections between the knowledge that I present in the classroom and the challenges that my students are facing. What I find so captivating about Organizational Behavior is that it can explain human behavior across so many different situations and scenarios. Understanding why people behave the way they do is a powerful tool that I can give my students that will last them for the rest of their lives, independent of the career paths they take.

If I were to give any piece of advice to current students, I would ask them a question. *Why are you here?* Don't allow yourself to become a spectator in your own education. My challenge to them is to find out what their passion is and to really use their time here at CWU to best achieve their goals. I am a teacher . . . I am a writer . . . and I know what my goal is. It is to be here for my students every step of the way.

## Aiming for Opportunities

by Alexandra Leong

Rudderbows Archery, which specializes in producing quality, handmade archery bows, has provided many College of Business international students with internship opportunities. Interns have had the chance to share their international insight and knowledge from their academic studies to add value to Rudderbows, while also being able to grow as a professional through real-world experience.

Jim Boswell founded Rudderbows Archery about 15 years ago in his garage. Today, the business has transformed into a manufacturing facility in Kittitas. Boswell's mentality of developing and improving on new methods of product innovation, compared to his competitors, has greatly contributed to the success of Rudderbows. The company is now recognized as an ecological contributor due to its use of farm grown wood that is unique to the industry.

The Rudderbows manager is Lawrence Danton, the grandson of former CWU School of Business and Economics [now College of Business] Dean Lawrence "Larry" Danton. As a child, he grew up under the tutelage of his grandfather and attributes much of what he knows to his grandfather. The younger Danton believes that providing internships for College of Business students now presents him with "an opportunity to give back, if just a little bit. One of the great joys to me in this experience, having students from [the CWU College of Business], is that it kind of brings life full circle for me."

The international interns and Danton work together and exchange ideas to enhance the company and to maximize productivity. At this time, interns are working on several projects that stand to greatly help Rudderbows Archery prepare for the future. They include modifying and implementing policies and strategically determining the developments that can be executed to improve production flow. It is most important to Danton that the students gain real world experience and have an opportunity to apply their education to help support the Rudderbows Archery's objective.



Left to right, Lawrence Danton with student interns Khang Nguyen, Thanh Nguyen, and Bach Pham



Nicole Gordy and Ken Black

## Ken Black - Employer Partnership in Excellence Award Winner

by Alexandra Leong

Ken Black, director of finance at Hopunion LLC, became the first College of Business employer to win the Employer Partnership in Excellence (PIE) Award. Each quarter, CWU students have the opportunity to nominate their employer—based on offering an outstanding internship program—to be recognized. Black, the winner for spring quarter 2012, was nominated by College of Business student Nicole Gordy. She believed that Black deserved the award because "He gave me many opportunities to gain real-world experience and apply what I have learned through my finance education at Central Washington University."

Hopunion LLC, located in Yakima, is the market-leading supplier of hops to the craft and home brewing industries. Yakima Valley and Oregon growers produce the majority of the hops offered by Hopunion LLC. However, they also offer hops from other regions such as Australia, Germany, Great Britain, and New Zealand. Black, who has been with Hopunion LLC for just over a year, has more than 20 years of experience in finance in the food manufacturing industry.

In the past, Black has offered several internships. However, he says working with Gordy was "the most successful, because she truly wanted to be successful in the position." In planning for internships, Black believes it is most important to identify students' interests and then to match them with specific projects where they can use their skills to gain the most experience. It was an approach that worked for Gordy.

"The experience I have gained through my internship with Mr. Black at Hopunion is going to be very beneficial to my career," said Gordy, who looks forward to joining Hopunion after graduation. "I sincerely appreciate the wonderful opportunity he and Hopunion have given me."

# CB STUDENT ORGANIZATIONS

For more information on CB clubs and organizations, go to [www.cwu.edu/business/student-organizations](http://www.cwu.edu/business/student-organizations)  
For important CB student resources, go to [www.cwu.edu/business/resources](http://www.cwu.edu/business/resources)

## 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.*



## Accounting and Finance Club

The Accounting and Finance Club is its own separate organization but works hand in hand with Beta Alpha Psi (BAP). The Accounting and Finance Club is an essential organization for students who are not fully admitted into the accounting major and/or do not meet the minimum grade point average to be a member of BAP. The Accounting and Finance Club is an important resource for students who are in pre-admission status to the College of Business. They can be active members of the club and still reap the benefits of being a member of Beta Alpha Psi while waiting to become fully admitted into the major. Another beneficial aspect of the Accounting and Finance Club is its affordability. This club has a significantly lower membership cost, which is very attractive to college students. The Accounting and Finance Club and BAP have joint meetings, functions, and activities. The goal of the club is to network with professionals, peers, and professors; enjoy the company of fellow majors; perform service to the university and community; polish professional skills and behaviors; and have fun. Throughout the year, there are guest speakers, fund-raising events, outside activities, volunteer opportunities, and many other functions that promote the goals of the Accounting and Finance Club and the accounting major. It is an enjoyable way to get to know students, professors, and professionals, while providing leadership opportunities for students.

Skyler Schiller  
President

## Alpha Kappa Psi

With competition for scarce jobs at historic intensities, integrity and professional skills are factors employers look for in job candidates with ever more scrutiny. Alpha Kappa Psi is a professional business fraternity focused on promoting professionalism and integrity in college students aiming towards influential business and professional careers. Our



*Alpha Kappa Psi Fall General Membership Meeting*

fraternity is open to CWU students in all fields of study who are interested in learning—and helping others learn—professional and leadership skills.

Our chapter is the longest continuously active fraternity at CWU, having maintained active status since 1979. We are also one of more than 215 chapters of the US, Canada, and United Kingdom. We were recently recognized as one of the top 5 percent most active chapters in professional development, philanthropy, and brotherhood. Our chapter of Alpha Kappa Psi also includes non-business degree members, with more than 70 percent of members coming from outside the College of Business. Throughout our long history at CWU, we have built and benefitted from an extensive network of alumni, who serve as mentors for the chapter and the individual members. These alumni are involved in key decision making careers at Fortune 500 companies, such as Boeing, Microsoft, Moss Adams, Expedia and KPMG, to name only a few.

This past year we have had a number of speakers present and assist in professional events, such as career development seminars and resume workshops. We have also participated actively in national events, such as the Student Officers Training Camp at the

University of Oregon, Principled Business Leadership Initiative in Reno, Nevada, and interchapter conferences at the University of Washington and Western Washington University. We've been recognized and won awards for our community involvement. This year we've been involved with Ellensburg's retirement community, several food drives, and currently are soliciting donations for the recent fire victims from this summer's fires.

We have a track record of members who have clearly used the skills learned and practiced, such as project management, leadership, and interviewing, to great success. More than this, our value, as we hear from present and past members, is a lifelong friendship network of individuals who find integrity, value creation, and knowledge building all essential parts of success.

Hannah Elledge  
President

## Beta Alpha Psi

Beta Alpha Psi (BAP) is the national honor society of accounting, finance, and information systems students that only the Association to Advance Collegiate Schools of Business (AACSB) accredited business schools are allowed to offer. Our club focuses



BAP group shot at the Baltimore Harbor.

on networking with firms and companies to better prepare students for future careers.

To help our members network and learn more about their future profession, we regularly welcome presenters to speak on their experiences. Upcoming presenters include professionals from Becker CPA Review, Washington Society of Certified Public Accountants, KPMG, and Ideal Company. Last summer, a number of our members had the opportunity to attend our chapter's first BAP Meeting in Baltimore, Maryland. During the meeting, six of our officers attended presentations on recruiting, networking, and professionalism, and also networked with students from more than 200 schools and universities.

BAP is excited to have become a nationally recognized chapter. We had a site visit from our regional advocate, Deborah Medlar, on October 26. Medlar recommended that our club implements systems to create sustainability as well as suggested events to help get CWU's name and image into the BAP community. Medlar was very impressed with the growth we have achieved over the past year and seemed optimistic about the future of BAP at CWU.

As 2013 unfolds, our chapter has not only gone through extensive restructuring, but we have seen significant growth in our membership since the beginning of the school year. Our initial group of 12 active members has grown to more than 35!

BAP is looking forward to working closely with the Accounting and Finance Club to establish our programs and to strengthen our recruiting efforts.



KPMG sponsored "Project Homeless Connect" downtown Baltimore where we volunteered.

We are excited to be participating in several community service events during the school year, including the revamping of the Ellensburg Animal Shelter and helping the local Habitat for Humanity.

Alisha Larion  
President

### CWU Economics Association

The CWU Economics Association (CWUEA) is a student-run organization with new, enthusiastic officers. CWUEA's main goal is to nurture student understanding of all factors affecting businesses and people. In other words, our focus is not only on the subject of economics, but on the many different areas of life to which we can apply economic principles.

Our driving force is the belief that having a fuller understanding of economic concepts allows us to reach our maximum potential in an extremely competitive business climate. The CWUEA will host several events in the interest of achieving these goals. We encourage communication between peers and professors through our bimonthly club meetings and we also host speakers from many backgrounds. We will discuss economic and business-related topics such as economic policies, resume building, interviewing skills, current events, and economic theory. CWUEA also holds barbecues and potlucks, community service projects, and fundraisers.

We will facilitate the meeting of like-minded peers and the sharpening of applicable skills through a wide variety of hands-on experiences.

Essentially, the CWUEA's desire is to promote mental and social growth outside of a traditional classroom through real world experiences. Like all student organizations, it is open to anyone interested.

Brandt M. Gibbons and Jess Roberts  
Co-Presidents

### Society for Human Resource Management

SHRM's goal is to help students launch careers in the field of their choice. While SHRM is primarily aimed at human resource management students, it also emphasizes essential skills in general business management. The organization encourages students to associate with community members in all areas of business.



SHRM Fall 2012 Student Officers

Last year, SHRM members gained knowledge and experience in human resource management by attending SHRM meetings, talking with guest speakers, and touring companies like Tree Top, the world's largest producer of dried apple products and the primary supplier to the United States market. SHRM also held its annual golf tournament, which raises funds for the club and allows students to interact with CWU alumni and other business professionals. In addition, SHRM members attended the Northwest Human Resource Management Association conference in Portland, Oregon, earning second prize in the case competition.

SHRM meets every other Tuesday, with each meeting featuring a guest speaker who talks

about a human resource management-related topic. SHRM members also plan to hold and attend events this year that will help students learn more about the profession. The club will have a See's candy bar sale, and members will work the concession stands at CenturyLink Field to raise money for guest speakers and attending conferences. As the school year continues, members will be presented with new events and opportunities to hone their management skills. All students, no matter their major, are encouraged to attend SHRM events, and should check the SHRM bulletin board for updates.

Lindsey Schmidt  
SHRM President

## Supply Chain Management Association

The Supply Chain Management Association is dedicated to reaching out to all students interested in this emerging field of study, and providing them with hands-on experience as they advance through their university tenure. A degree in supply chain management is highly sought after in today's corporate world, due to the lack of specialists in the field, and lack of universities who offer a full specialization.



*PACCAR seeking CWU students at 2012 SCM Career Fair held at CWU-Des Moines.*

We are extremely active as an association, taking guided company tours every quarter to experience our field of study first-hand. Tours are a great way to meet professionals. We also work to extend our network further by attending job fairs, where students can interact with company representatives potentially seeking new hires or interns. By having such dedicated professors and members, graduates of the association have been extremely successful in being offered jobs and internships prior to graduation. As a university organization, we promote finding everyone a career opportunity as one of our main goals.

Last January, a team of four members attended Operation Stimulus, a national supply chain case competition in Denver. Competing against 17 other schools, our team placed third in the entire country, beating such schools as Syracuse and Ohio State. We are very proud of our association members and all the support from the university, and plan on attending this year's competition as well.

Ryker McDonald  
Vice President

## Economic Outlook Conference

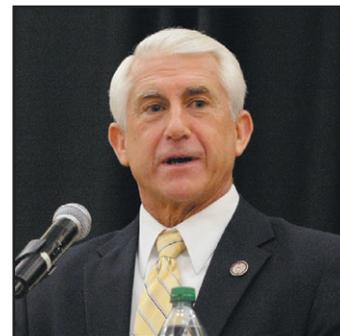
The College of Business had an excellent turn out for the 2012 Economic Outlook Conference. This years theme was 'Wind, Water, & Wine' with a focus on Regional Development. Speakers were comprised of a variety of professionals from fields of Economics, Global Wine Studies, Politics, Water Management, and Renewable Energy from around the area. A total of 129 students, faculty, and business professionals from the community attending the event.



*Urban Eberhart speaking about the Yakima River Basin Integrated Water Resources Management Plan.*



*Dr. Kathryn Martell*



*Hon. Dave Reichart*



*The Wind, Water, & Wine panel: Amy Mumma (left), Urban Eberhart (center), and Sid Morrison (right).*

## Sport Business Boot Camp

CWU Sport Business Certificate students once again attended Sport Business “Boot Camp” in the Summer of 2012. Each summer, the professional sports teams and organizations in the Seattle area host Sport Business Certificate students for a day of executive presentations and job shadowing. In 2012, the students spent a day with Emerald Downs, Seattle Mariners, the Seattle Seahawks/Sounders, Seattle Storm, and Tacoma Rainiers. For many students, Boot Camp is the highlight of the program. The networking and skill development resulting from the Boot Camp have been critical in students landing first professional jobs in sport.



Boot Camp at Safeco Field.



Kevin Martinez, Mariner VP of Marketing at 2012 Sport Business Bootcamp.



In the Boardroom at Safeco, Boot Camp students learn about the Mariners CRM system.

**SAVE THE DATE**



CWU's Third Supply Chain Conference

## “Innovating the Supply Chain”

Hear leaders in supply chain practice discuss how they've shifted traditional management models to establish a competitive advantage.

**Friday, April 12, 2013**

**11:30 a.m. – 4:30 p.m.**

**Museum of Flight in Seattle**

### SPEAKERS INCLUDE:

**Kristi Mosman**

Vice President North American Operations,  
Fluke Corporation

**Mike Wentling**

Vice President Operations,  
Resource Optimization & Innovation

**Bradley Randolph**

Technical Fellow - Supply Chain Architecture,  
The Boeing Company

**Steven Saylor**

Technical Fellow - Operations Analysis,  
Modeling and Simulation, The Boeing Company

For more information or to register visit:

**[www.cwu.edu/business](http://www.cwu.edu/business)**



AA/EEO/Title IX Institution. For accommodation e-mail: [CDS@cwu.edu](mailto:CDS@cwu.edu)

## CWU College of Business is among the best business schools in the world.

You've helped us to achieve this goal, now we invite you to continue your support by contributing to one of our high-priority initiatives:

**The Competitive Edge Fund**

**The College of Business Scholarship**

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**When you contribute to the College of Business, you contribute to success!**

Contributions can be made in the “You Can Make a Difference” envelope, or donate online at **[www.mycentral.cwu.edu/givetocb](http://www.mycentral.cwu.edu/givetocb)**

# An International Transition

by Barbara Wyatt

Transferring to CWU from a community college can seem overwhelming to American students, but it was a breeze for Hong Kong native Sum-Yi Lung. Lung has found the transition from Chinese to American culture easy. Why? She never misses an opportunity.

Lung first traveled to the United States—Oklahoma specifically—during her senior year of high school as an exchange student. Realizing the opportunities that an American education could provide, she committed to attend Everett Community College for two years. When it came time to choose a university, Lung spoke one-on-one with business students at dozens of campuses. After hearing great things about CWU’s faculty and diverse student body, Lung made her choice. She says she enjoys the small town of Ellensburg, as it reminds her of Oklahoma.

What made Lung’s adjustment to Central so successful? She always finds something to be active in and tries not to be shy. Lung first became involved with the International Student Club. It was there that peers encouraged her to find more extracurricular activities both to improve her English and introduce her to American culture. Lung particularly enjoys attending “Talk Time,” hosted by University English as a Second Language every Monday night, where fellow international students can practice their English by discussing various topics. She also enjoys Friday Worship Night at her host family’s home, where she interacts with both fellow international and American students. In addition, she enjoys riding her host family’s horses and gaining the “American Cowgirl” experience.

During her time at CWU, Lung has learned that building relationships gives you more opportunities. She suggests that her international peers always take advantage of the opportunities presented to them. She enjoys getting to know her faculty and fellow students.

“Americans don’t bite,” is something she is often heard telling her international peers.

Lung is currently working toward a bachelor’s degree in business administration with a specialization in supply chain management. When she graduates, Lung plans to return to Hong Kong and work at the Hong Kong Disneyland Resort, where she can apply her knowledge of American business practices.

Lung has recently become more involved within the International Student Club. She currently holds an officer’s position. While she continues working towards her degree, Lung has made it her goal to encourage fellow international students to take the initiative, like she did, and make their transition to Central the best it can be.



Sum-Yi Lung

*“As the business world becomes more diverse and innovative in nature, companies require people who can think and act above and beyond the cliché. I believe Sum-Yi fits the new business paradigm very well. She has been very insightful in her feedback, creative in her presentations, and proactive in pursuing her academic goals. She has brought many different values to our supply chain management program and will become a great asset for our school in the future. I am proud of her.”*

*Dr. Lee, Sum-Yi Lung’s Advisor*

## Achieving Balance in Everyday Life

by Alexandra Leong

Imagine juggling a full load of classes, multiple extracurricular activities, a full-time job, and a family. Such was the busy life of 2012 CWU graduate Polina Desnitsky, an honor student who earned a Bachelor of Science in accounting, with a minor in economics, at CWU-Lynnwood—with a 3.6 grade point average. Desnitsky is living proof that it is possible to do it all.

Born and raised in Moscow, Russia, Desnitsky moved to Jerusalem at the age of 15 to stay close to her family and finish high school. During that time, she learned Hebrew and immersed herself in the rich and vibrant culture of Israel. At 19, she moved to Seattle to pursue her college career at Edmonds Community College in Lynnwood. After two years, she transferred to CWU, intent on pursuing a university degree. Her passion and interest soon drew her to major in accounting. Bellevue-based Clark Nuber, an award-winning certified public accountant and consulting firm that has been in business more than 60 years, immediately recognized Desnitsky's strong potential and granted her a scholarship.

"Getting my bachelor's wasn't easy," said Desnitsky, citing the demands of marriage and rearing her three-year-old daughter. Her loving family is her support and motivation for everything she does, including succeeding in her education. Being a positive role model for her daughter gives her the encouragement and drive to work hard and achieve success.

"Central has given me the opportunity to reach out to my professors and receive one-on-one time," said Desnitsky. "Not only did I learn a lot from my classes, but I learned so much about myself also. I feel more complete and accomplished than when I started here."

While at CWU, Desnitsky actively participated in a variety of on-campus clubs and activities. She was inducted into Alpha Sigma Lambda, an honor society for high-achieving adults who are also committed to work and family life. It was during her senior year that she became vice president of the Society of Student Accountants, where she organized various recruiting events throughout the year. She also served as a student recruiter and was an active member of the Student Leadership Group. She liked having the opportunity to become involved with the school and to interact with the students and faculty through these organizations.

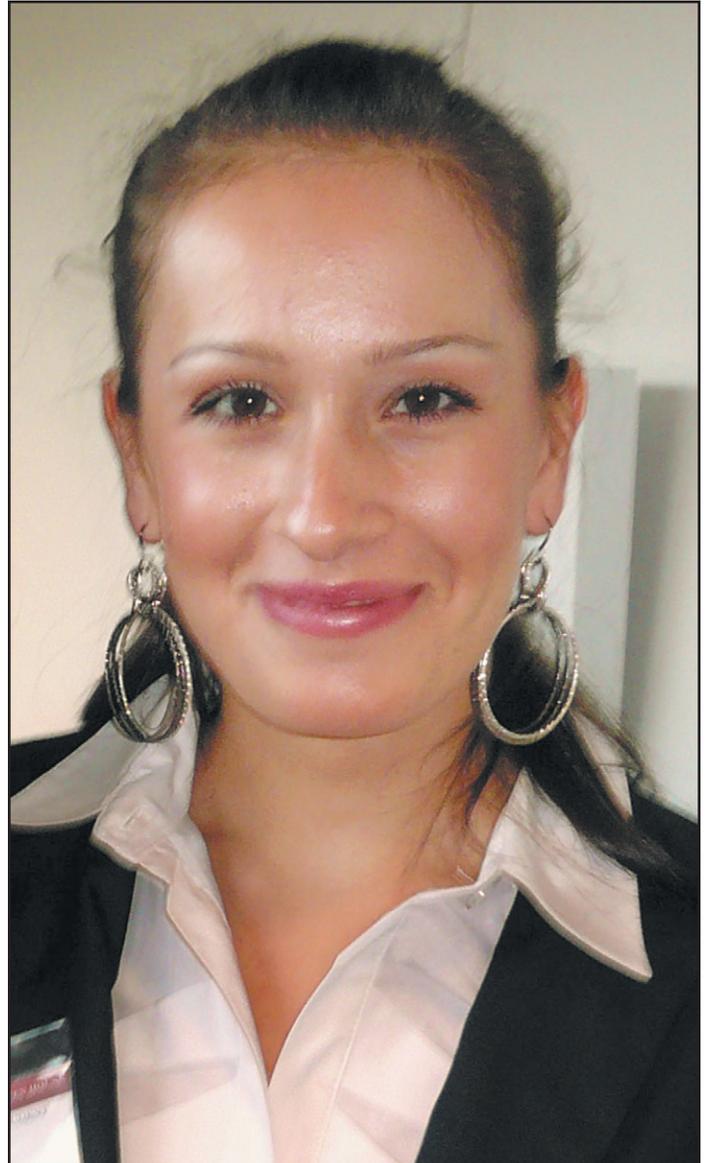
CWU presented Desnitsky with the 2012 Outstanding Student of the Year award in recognition of her success in educational and extracurricular pursuits. Faimous Harrison, the CWU-Lynnwood site director, nominated her. He first noticed Desnitsky during the Wildcat

Wednesday Project, where a select group of Central students represents and promotes CWU to students at Edmonds Community College. She was excited that her achievements were recognized by Central and accepted this award with great pleasure.

Desnitsky is currently pursuing a master's degree in accounting at CWU-Lynnwood. In addition to attending two classes this quarter, she is working full time at DBbuilder, a software company that offers software products to salons, barbershops, and cosmetology schools. She began working there last July as a staff accountant, establishing internal controls and analyzing business transactions.

After completing her master's, Desnitsky plans on taking the certified public accounting exam, certified management accountant exam, and certified internal auditor exam to further her qualifications and build upon her already impressive accounting foundation. She strongly believes that an accountant needs to be a trustworthy person who is knowledgeable and passionate about the work, and Desnitsky has the drive to be just that.

*Polina Desnitsky*



# Optimism in a World of Uncertainty

by David Garcia

When I was asked to contribute to the *Beacon*, I began to think about the challenges facing recent graduates and current students. The first to come to mind were economic instabilities over the past few years and increases in competition between students for the same limited number of jobs. The number of students graduating from online for-profit institutions is at an all-time high and to add to the mix, many highly skilled graduates are coming to the United States from around the world in search of jobs. If you have taken economics from Dr. Carbaugh or Professor Elkins you are more than aware of the complexities of the economy; therefore, I will defer to the experts on that topic.

Why Central? How does Central Washington University help prepare students to be competitive in the job market? That is the primary purpose of this article.

A few weeks ago as I read a *TIME Magazine* article by former President Bill Clinton, I was reminded of past experiences that have led to my optimism with regards to leadership and the future. In his piece, “The Case for Optimism,” he begins by sharing his idea of the “world being more interdependent than ever.” In hindsight, I can now reflect on the thoughtfulness and intentionality that went into the instruction I received in the early 2000s at CWU. These learning experiences prepared me to become more comfortable with my role as a member of this interdependent world. I can recall, in most class meetings, when faculty members exuded the need to compete and collaborate globally. There was an array of opportunities for me to interact with students, staff, and faculty from different backgrounds. Each of the individuals involved offered unique perspectives, framed through the lens in which they viewed the world. During these interactions we dissected challenges facing the world. We did so with less of a focus on identifying the right or wrong answer, but strategically exploring solutions that could lead to change.

Upon graduation, I was offered a position at CWU with the College Assistance Migrant Program. To me, this was the ultimate demonstration of the university believing in the students it wants to further educate. In this role, I was able to meet—and network with—many people throughout Washington State and, most of all, was afforded the opportunity to serve a population that I care for deeply: first-generation college students. It was incredible to be able to share my experiences as a student and how I believed the institution had prepared me for citizenship and for future careers. My experiences as an employee, coupled with the a degree in business administration, with a concentration in management information systems, helped me develop the fundamental skills that opened doors to working in both the private (non-profits and non-governmental organizations) and public sectors. I am currently an employee at Gonzaga University.

As a learner, I am in my second year in the Doctoral Program in Leadership Studies at Gonzaga University. Prior to enrolling at Gonzaga, I dedicated a few years to methodically gathering information on graduate programs based on innovation, leadership, and community. I had become fond of the aforementioned criteria while a student at Central. The staff, faculty, and student collaboration fostered an

environment where this criterion was achieved at a high-level and I yearned to experience this once again.

At the beginning of this article I shared about my optimism. I am optimistic as a result of the selfless and caring people that have blessed me with their presence throughout my life. I am indebted to my beautiful son, Luis, and wonderful wife, Tracy, for their continued support and understanding. With optimism comes hope, and I hope to challenge you to leverage the skills you have acquired and share them with others, which was a challenge made to me by former College of Business Dean Roy Savoian. You are the leaders of today and you have been tasked with creating a better tomorrow. Here I refer to leadership not in terms of leaders and followers, but more specifically acting with the intent of benefitting others or “Servant Leadership,” introduced by Robert K. Greenleaf.

In his essay “The servant as leader,” Greenleaf, made the following contribution towards differentiating between leadership and Servant Leadership:

The difference manifests itself in the care taken by the servant—first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived? (Greenleaf, 1970/1991, p.7)

This type of leadership is what excites me about the future. I am hopeful that as a collective, we will be able to make progress towards finding solutions for the three challenges President Clinton posited in his article: inequality, instability, and unsustainability. I am thankful that my children will be future beneficiaries of this great work. Lastly, I am optimistic that you will also graduate from CWU with the tools necessary to thrive in this interconnected world. Go Wildcats!

In Peace,

David H. Garcia

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David Garcia

# Getting Involved in the Real Business World through Experiential Learning

by Professor Kun Liao

## INTRODUCTION

Kun Liao is a professor in the Department of Finance and Supply Chain Management and teaches at CWU-Lynnwood, co-located with Edmonds Community College. He joined the CWU faculty in fall 2007. Liao earned his Bachelor of Engineering from Tsinghua University in China, and his Master of Science (MS) and PhD from the University of Toledo (Ohio). He has led various research projects, published more than 10 peer-reviewed journal articles, and participated in more than 20 conferences.

At the 2010 National Decision Science Institute conference, Liao and two other professors received the Distinguished Paper Award for their work on “Two Models of Virtual Transfer Pricing Mechanisms in Global Supply Chain.” Liao has served as a reviewer for numerous academic journals and as the guest editor for a special issue of the *International Journal of Technology* on “Solar/Renewable Technology, Policy, and Management.” He is also an associate editor of *Operation and Supply Chain Management: an International Journal*.

## IN HIS OWN WORDS:

When I was learning optimization theory for my MS in industrial engineering, the professor told us “everyone wants to get the optimized position. However, in reality there are many constraints that push us to a conditional optima called sub-optima.” In business classes, students learn many theories and models, and they get excited to know how amazing the theories are. They read the successful application stories in the textbook, but a lot of them don’t realize these hidden constraints until they get into the real business world.

After working for nine years as a quality engineer, purchasing manager, and project manager in various industries, I’m dedicated to teaching students how to apply the theories and models from the textbook to real business situations and even everyday life. I have been encouraging this experiential leaning in three ways: in-class teaching, course projects, and internships.

In my classes, I have shared theory-related cases, either from my own work experience or that of industrial managers and former students. In these cases, I challenge students by asking why the working professionals acts in a certain way. This helps students not only know the results, but also understand the causes. They are forced to build critical and scientific thinking capabilities.

Another way to build up students’ in-depth understanding of business processes is to assign them real business cases. My students are required to go to a company, no matter how big or small, to interview managers and gain an understanding of their business processes. In addition, students are required to come up with ideas to improve the companies’ or organizations’ operations and supply chain, using concepts learned in the course. This is not the end of the project. They also need to provide the estimated financial impact of their improvements by using cost-benefit analysis or other methods.

So far, most students have been incredibly excited to have first-hand experiences, and most companies, organizations, and alumni have been very supportive. A recent group of students came up with a solution to consolidate a company’s shipping to individual customers. I appraised their new ideas and pointed out many business impacts of their improvements on the company’s financial return. Another group of students was excited about implementing point-of-sale software to manage purchases and inventories, increasing the efficiency of their company’s supply management. I reminded them to search and compare different software packages to get the best one. Students have learned cost-benefit, choices-and-decision, 80-20 rules, and teamwork through these hands-on projects.

A third form of high-impact experiential learning is supervised internships. Student interns have asked me to recommend reference books for specific knowledge, cultural issues, and even obscure functions of Microsoft Excel. With my support, students gained confidence in their internships. Moreover, some students return with feedback from their employers as to skills and knowledge CWU should provide students in order to make them more successful in the workplace. This feedback is extremely valuable for us to continuously improve our supply chain management program.

I serve as the member of the CWU Symposium on University Research and Creative Expression (SOURCE) committee. SOURCE is a place for students to present their research or cases and to compete for awards. I have mentored 38 groups of students for their SOURCE poster competitions from 2010 through 2012; six groups of my students have won University Excellence Awards. Many students have told me that the most impressive experience at CWU has been presenting at SOURCE.

Experiential learning is critical for students to build relevant skills and capabilities within fast-changing business environments. It promises to help our business faculty improve teaching and better serve our students. Because it is a continuous improvement process, it never ends.



Professor Kun Liao



*Kassidy Shepherd*

## 2012 Business Plan Competition

by Barbara Wyatt

Four CWU students split \$10,000 at the 2012 Symposium On University Research and Creative Expression (SOURCE) for their outstanding business plan proposals through the College of Business' Institute for Innovation and Entrepreneurship. The student innovators were required to enter a written business plan and give an oral presentation at the competition. Faculty mentors who provided insights on their business plan development guided them.

Top prizewinner Kassidy Shepherd took home \$5,000 for her company "Versi Events." This proposed business would provide in-home wine tasting events catered to each hosts' needs and experience with wine. Shepherd hopes that the growth in wine consumption through her company will boost the regional wine economy while also increasing wine knowledge.

The \$3,000 second prize was awarded to Christopher Paulson for his business proposal, "Hostalaxy." By selling multiple virtual private servers on one host server for companies, "Hostalaxy" would provide an inexpensive alternative to the independent computer servers most companies have today.

The third place award of \$2,000 went to Andrew Rhome and Wesley McClain for their "School House Brewery" proposal. This company would be student-driven and focus on the education and craft of beer making. The business would fill a unique niche in the brewery market since it would be focused on educating students.

The judging panel for this competition comprised of Roy Savoian, former dean of the College of Business; Ron Criddlebaugh, from the Kittitas County Chamber of Commerce; and Debbie Strand, owner of Strand Consulting. The judges stated that they were very satisfied with the winning business proposals and the student's entrepreneurial passion.

## Razorfish

As the world of consumers and commerce moves increasingly to digital interactions, the environment advertising operates within does too. The dynamic nature of digital advertising poses special challenges for companies wishing to interact with prospective customers.

Razorfish is one of the world's largest interactive agencies specializing in the digital world, with clients that include Carnival Cruise Lines, Kraft, McDonald's, and Microsoft. It recently hosted Peter Boyle, CWU-Lynnwood marketing professor, as part of the Visiting Professor Program (VPP) developed by the Advertising Educational Foundation in New York.

The VPP pairs marketing professors with preeminent advertising and media agencies. Boyle was placed with Razorfish in order to bring the latest, cutting-edge knowledge of interactive marketing to the CWU-Lynnwood classroom.

"It was a tremendous experience—intense and rewarding," said Boyle, who came away highly impressed not only with the work that Razorfish accomplishes, but also with the entire team of Razorfish employees with whom he interacted.

"These people put their heart and soul into developing great digital advertising campaigns," added Boyle. "If you're fighting for market share, you really want them in your corner."



*Samantha Nyhan*

Samantha Nyhan, Seattle's Razorfish Vice President, Client Partner, oversees various Microsoft accounts, such as Office, Bing, and Xbox.

She served as Dr. Boyle's VPP coordinator and was instrumental in his learning experience. Nyhan leads the Microsoft client engagement teams and oversees all elements of Microsoft's various digital campaigns. Her role is to ensure that her teams have the resources needed to fulfill their obligations, and that client deliverables are met on time. She also works closely with traditional advertising agencies.

Nyhan joined Razorfish in the early 2000s after honing her skills in the areas of membership and direct marketing at the National Gallery of Art in Washington, DC. Her position at the gallery followed her undergraduate studies in art history at Dartmouth College. Prior to Razorfish, she earned a Master of Business Administration from the University of Maryland. Her training and experience allowed her to develop new approaches to customer targeting at Razorfish.

Despite her work responsibilities, she structured an "amazing educational experience," according to Boyle.

Given the expanding digital presence across the field of commerce, Boyle considers anyone passing up the opportunity to learn more about this exciting area to be missing an important career opportunity.

He encourages his students to do actual projects whenever possible. Razorfish operates an annual college summer internship program at many of its offices around the globe.

**Razorfish Summer Intern Program**—Each summer Razorfish hires marketing interns to work on projects at its various offices. During spring term, the application process begins. Students are encouraged to speak to a member of the CWU marketing faculty for more information about securing a summer position at Razorfish.

## Advertising Educational Foundation

Each year the Advertising Educational Foundation places university professors with advertising agencies around the country so that the professors can become familiar with the most recent industry trends, while agencies are exposed to cutting-edge academic research that may help them communicate more effectively with their clients' customers. The AEF Visiting Professor Program application process is competitive. This year, just 18 professors were accepted into the program. VPP orientations were held in New York, Chicago, and Los Angeles. CWU Professor Peter Boyle attended the West Coast orientation, which was hosted by the IW Group and Deutsch Inc.



*Professor Boyle (CWU) with other Advertising Educational Foundation West Coast visiting professors, Mary Danico (Cal Poly Pomona), and Carrie Lane (California State University, Fullerton)*

## CB Distinguished Alumnus

During Homecoming Weekend CWU honored five outstanding alumni who have devoted themselves to their professions, their communities, and their alma mater. Kathy Elser ('89) received that honor from the College of Business.

After receiving a Bachelor's degree in Accounting from Central in 1989, Kathy Elser worked in public accounting at Deloitte & Touché, LLP and other financial institutions. In 1996 she joined the Boeing Employees Credit Union team as the manager of accounting and held that position until she became controller which she held for nine years. Most recently, in 2008, Elser was promoted to CFO/vice president of Finance and Administration.

Elser is very active, sitting on the boards of Prime Alliance Solutions, Inc., the Central Washington University College of Business Advisory

Board, and previous positions on the Seattle Chapter of the Washington State Society of CPA's and King County Chapter of Credit Unions. Having accomplished so much after her time at Central Washington University, we celebrate her achievements with a Distinguished Alumni Award.



*Kathy Elser*

## Accomplishments

### Faculty Tenure and Promotion:

- Grace Ke, Supply Chain Management (SCM)/CWU-Des Moines, tenure, assistant to associate professor
- Linda Larson, Accounting/CWU-Lynnwood, tenure
- Jeff Stinson, Marketing/Ellensburg, tenure, assistant to associate professor
- Ke Zhong, Accounting/CWU-Des Moines, tenure, assistant to associate professor

### Advisory Board Faculty Excellence Awards:

- Research – James Avey, Management/Ellensburg
- Teaching – Bill Bailey, Accounting/CWU-Lynnwood
- Advising – Ozden Bayazit, SCM/CWU-Lynnwood
- Professional Service – Ron Tidd, Accounting/Ellensburg

### New Department Chairs:

- Tim Dittmer, Economics
- Jeff Stinson, Management

### Grant Funding:

Roy Savoian, director, Institute for Innovation and Entrepreneurship, received \$6,500 from the Kittitas County Chamber of Commerce for the project, "Comprehensive Economic Development Strategy for Yakima County and Kittitas County."

## Retirements

- Gary Heesacker, Accounting, 2011
- Don Nixon, Management, 2011
- Jim Nimnicht, Management, 2012
- Sharon Damm, Accounting, 2011



*Featured left to right are James (Jim) Nimnicht, Kerry Nimnicht, Jeff Stinson, Sharon Damm, and John Lasik at the December 2012 CWU Board of Trustees meeting where Dr. Nimnicht was honored with Professor Emeritus rank and Mrs. Damm with Distinguished Civil Servant rank.*

## New CB Staff

Celebrating two new additions to the College of Business staff. Lucinda Lunstrum, 28 year resident of Ellensburg, is a 2006 CWU alumna. Lured away from the CWU Science Education Department and Center for Excellence in Science and Mathematics Education, she began as Dean's Office administrative assistant in June. Her passions include small scale livestock operations, music (self-described Wannabe Jazz Diva), art with current focus on Intarsia (woodworking), and being a first-time grandmother.



Lisa Woods and Lucinda Lunstrum

Following stints at Carlisle Interconnect Technologies, Weyerhaeuser, and other industries, former Ellensburg resident Lisa Woods, newly hired secretary for the Department of Accounting, moved back permanently this summer, just in time for the two wildfire evacuations. In addition to reviving her recently purchased 1982-built home at 3100 foot level of Table Mountain, Lisa shares her life with three Siamese cats, three Bernese Mountain Dogs, two Friesian mares, and her partner Jeff Debus, who is himself a devoted classic car enthusiast and talented conventional machinist.

## Heesacker Roast

The newly established **Professor Gary W. Heesacker Endowed Scholarship in Accounting** honors the 39 years of profound impact that Professor Heesacker had on his students during his career at Central between 1972 and 2011. The kickoff event in Seattle was a Roast and Toast held in November. The fundraising goal is \$500,000. As Dr. Milner, Associate Dean and co-chair of the CB Scholarship Committee, notes "This is a worthy goal to support accounting students which effectively make up 50 percent of the majors in the College of Business, but yet have on average only 7 percent of the available College of Business scholarship monies given each year earmarked exclusively for them. Given the recognized stature of the accounting program around the state and Professor Heesacker's outstanding contribution to that stature, it is a very fitting tribute."



Professor Gary Heesacker

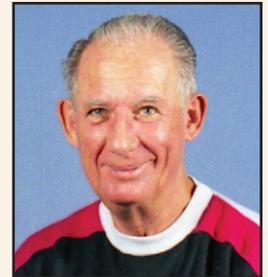


Gary and Judy Heesacker visit with Ronald Murray.

## O'Shaughnessy Professorship Endowment Surpasses \$1 Million Goal

Central Washington University's College of Business (CB) announced that the Patrick R. O'Shaughnessy Endowment has surpassed both its \$1 million goal in cash balance and \$1.1 million goal in cash and pledges.

Patrick R. O'Shaughnessy, or "PRO" as he is affectionately called, is a revered retired faculty member who served CWU for nearly four decades. The CB wished to recognize his legacy with the first endowed professorship in the Department of Accounting—namely the Patrick R. O'Shaughnessy Executive Professor of Accounting. The endowment was created to support the professorship and to honor him as a teacher.



Patrick R. O'Shaughnessy

"This endowment is an important recognition of Pat's substantive contribution to building a high-quality undergraduate accounting program, a program that has evolved over the years to a flagship program in the college," said Roy Savoian, former CB dean.

O'Shaughnessy is the recognized force behind the creation of CWU's premier accounting program, which provides much of the leadership among certified public accountants in Washington State.

PRO began his career in 1964 at Central when there was only one other accounting professor in what was then the Department of Business and Economics. O'Shaughnessy served as the first chair of the accounting department when the College of Business was created in 1974, as the School of Business and Economics. He was recognized as a CWU Distinguished Teaching Professor in 1982.

Last November, PRO was honored at a "Roast and Toast," an event that brought alumni together from the 1960s through the 1990s. It also initiated the final phase for completing the O'Shaughnessy Endowment.



Celebrants enjoy a funny moment at the August 2012 barbecue event at the CWU President's House celebrating the achievement of the \$1.1 million Patrick R. O'Shaughnessy Endowed Professorship campaign.



*Dr. Marv Bouillon, Accounting department chair, offers a profound thank you to the donors and all those who helped to bring the dream of the department's first endowed professorship to fruition.*



*President Gaudino with the honoree during the August celebration barbecue.*



*Provost Marilyn Levine (right) making Marilyn O'Shaughnessy laugh.*

## Thank You PRO Donors

### Platinum - (\$30,000+)

Zane and Chuck Adams  
Howard Bafford  
Tammy and David Corning  
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Becky and Jim Freer  
Carolyn and Skip Haynes  
Cindy and Mark Pearson  
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### Gold - (\$10,000+)

Marv Bouillon  
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Mary and Ken Denman  
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### Silver - (\$5,000+)

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Kelley Cheney  
Martha and David Conradt  
Anthony Costello  
Marilyn and William Cotter  
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Robert Curtis  
Julianne and Gary Cutts  
Donna and Stephen Devine  
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Gayle Downey  
Pamela and Dominick Elia  
Marnell and Steve Ellison  
Steven Eng  
Kimberley and Michael Ervick  
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Polly and Andy McIrvine  
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Sandra and Dan Miller  
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Brett Weiler  
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Jane and Bill Williams  
Trinda Love and Asher Wilson  
Lilian and Robert Ytter  
Janet and Shawn Ygnatowicz  
Ting and Roger Yu  
Lisa and Todd Zahnle

# ASPIRATION AND PERSPIRATION: FOCUSING ON FACULTY SCHOLARLY ACTIVITY

## 2011-2012 Publications

Faculty members play a fundamental role in the mission of the College of Business by balancing and blending their responsibilities as teachers and scholars.

The college takes great pride in the professional development activities of faculty. In particular, we recognize faculty whose research culminates in being published in scholarly journals. Consistent research and publication ensures that faculty members are abreast of innovations in their respective discipline or field of instruction. As a result, our students receive an up-to-date, relevant education that reflects recent developments in business, and promotes an understanding of theory and its practical application.

Faculty scholarly activity includes journal articles, research monographs, scholarly books, and textbooks. Listed below are published journal articles from 2011-2012. College faculty are listed in **bold**.

### DEPARTMENT OF ACCOUNTING

- Bailey, W.A.** (2012). Navigating Form 990's Governance Section to Reduce a Nonprofit's Risk Exposure. *Practical Tax Strategies*, 4-13.
- Bailey, W.A., Larson, L.L.** (2011). Exploring HOA Tax Options. *Tennessee CPA Journal*, 56, 15-17.
- Gribbin, D.W., Qian, H., **Zhong, K.** (2012). The Effect of Product Demand Decline on Investments in Innovations: Evidence from the U.S. defense industry. *Journal of Applied Business and Economics*, 13(3), 48-62.
- Larson, L.L.** (2012). 'Check 21' Can Make Fraud Easier: Be Alert to Changes in Check-Imaging Technology. *Fraud Magazine*, 27(1), 16-17.
- Thompson, J.H.** (2012). A Survey of Accounting Faculty Perceptions Regarding Tenure and Post-Tenure Review. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 2(1), 36-45.
- Thompson, J.H.** (2012). Insider Trading in the United States. *International Journal of Business & Management Tomorrow*, 2(2), 1-5.
- Thompson, J.H., Ward, B.H.** (2012). Empirical Support for the PCAOB's Elimination of the Independent Auditor's Opinion Regarding Management's Assessment of Internal Control. *International Journal of Accounting and Financial Reporting*, 2(1), 263-268.
- Webb, K.J., Hodge, T.G., **Thompson, J.H.** (2012). Small Business Sustainability: What is the CPA's Role? *International Journal of Business and Social Science*, 3(12), 1-7.

### DEPARTMENT OF ECONOMICS

- Carbaugh, R., Prante, T.** (2011). A Primer on Profit Maximization. *Journal for Economic Educators*, 11(2), 34-45.
- Ghosh, K., Saunders, P.J., Tenerelli, T.** (2012). Wage Inequality and Offshoring: Are They Related? *Indian Journal of Economics & Business*, 11(2).
- Henson, S.E., Krieg, J.M., **Wassell, Jr., C.S., Hedrick, D.W.** (2012) Collective Bargaining and Community College Faculty: What Is the Wage Impact? *Journal of Labor Research*, 33(1), 104-117.
- Olienyk, J., **Carbaugh, R.J.** (2011). Boeing and Airbus: Duopoly in Jeopardy? *Global Economy Journal*, 11(1), Article 4.
- Zhou, L., Bowles, T., Biswas, B., **Saunders, P.J.** (2011). Impact of Globalization on Income Distribution Inequality in 60 Countries. *Global Economy Journal*, 11(1), 1-16.

### DEPARTMENT OF FINANCE AND SUPPLY CHAIN MANAGEMENT

- Hoepfl, K. E., Solocha, A., Compaan, A.D., **Johnson, E.** (2012). Solar and Wind Energy Portfolios and Real-Time Pricing. *International Journal of Technology, Policy and Management*, 12(2/3), 233-243.
- Ke, K., Fan, Z., Yu, Z., Huo, Y.** (2011). Electronic Finance and Risk Management in the Supernetwork Age. *Journal of University of Shanghai for Science and Technology*, 33(3), 258-263.
- Ke, K., Jin, Y., Zhang, H., Liao, K.** (2012). A Hybrid Push-Pull Model Based MultiAgent Supply-Chain System with Equilibrium Analysis. *European Journal of Business Research*, 12(1), 128-138.

- Ke, K., Wang, F.** (2011). Financial Networks with Electronic Transactions: Risk Management with Variable Weights. *Review of Business Research*, 11(5), 95-106.
- Lee, Y.J., Baker, T.** (2011). Assessing the Interaction of Price Optimisation and System-Wide Transportation Selection on a Third-Party Logistics Provider. *International Journal of Services and Operations Management*, 9(1), 111-139.
- Liao, K., Sharkey, T.W., Ragu-Nathan, T.S., Vonderembse, M.** (2012). Trust-driven Joint Operational Activities to Achieve Mass Customization: A Culture Perspective. *Benchmarking: An International Journal*, 19(4/5), 585-603.
- Otim, S., Grover, V.** (2012). Resolving Uncertainty and Creating Value from the Exercise of E-Commerce Investment Options. *Information Systems Journal*, 22, 261-287.
- Qiang, Q., **Ke, K., Anderson, T., Dong, J.** (2013). The Closed-loop Supply Chain Network with Competition, Distribution Channel Investment, and Uncertainties. *Omega - the International Journal of Management Science*, 41(2), 186-194.
- Tu, Q., **Liao, K., Li, Y.** (2011) The Relationship of Integration and Automation Under an Uncertain Environment: A SEM Model. *International Journal of Manufacturing Technology and Management*, 22(4), 344-361.

### DEPARTMENT OF MANAGEMENT

- Avey, J.B., Luthans, F., Hannah, S.T., Sweetman, D., Peterson, C.** (2012). Impact of Employees' Character Strengths of Wisdom on Stress and Creative Performance. *Human Resource Management Journal*, 22(2), 165-181.
- Avey, J.B., Palanski, M.E., Walumbwa, F.O.** (2011). When Leadership Goes Unnoticed: The Moderating Role of Follower Self-Esteem on the Relationship Between Ethical Leadership and Follower Behavior. *Journal of Business Ethics*, 98(4), 573-582.
- Avey, J.B., Richmond, F. L., Nixon, D.R.** (2011). Leader Positivity and Follower Creativity: An Experimental Analysis. *Journal of Creative Behavior*, 46(2), 99-118.
- Avey, J.B., Wernsing, T.S., Palanski, M.E.** (2012). Exploring the Process of Ethical Leadership: The Mediating Role of Employee Voice and Psychological Ownership. *Journal of Business Ethics*, 107(1), 21-34.
- Bluhm, D.J., **Harman (Cook), W., Lee, T.W., Mitchell, T.R.** (2011). Qualitative Research in Management: A Decade of Progress. *Journal of Management Studies*, 48(8), 866-1891.
- Boyle, P.J., Hanlon, D., Russo, J.E.** (2012). The Value of Task Conflict to Group Decisions. *Journal of Behavioral Decision Making*, 25, 217-227.
- Ceranic, T.L., Montiel, I., & **Cook, W.** (2011). Sierra Nevada Brewing Company: End of Incentives. *Case Research Journal*, 31(2), 95-106.
- Eberly, M.B., **Holley, E.C., Johnson, M.D., Mitchell, T.R.** (2011). Beyond internal and external: A dyadic theory of relational attributions. *Academy of Management Review*, 36(4), 731-753.
- Funk, D.C., Beaton, A., **Pritchard, M.** (2011). The Stage-Based Development of Physically Active Leisure: A Recreational Golf Context. *Journal of Leisure Research*, 43(2), 268-289.
- Lee, H.J., **Boyle, P., Lee, J.H.** (2011). The Effects of Decision Control and the Number of Alternatives in Purchase Decision Processes. *Journal of Global Academy of Marketing Science*, 21(2), 93-100.
- Li, C., **Wu, K., Johnson, D.E., Wu, M.** (2011). Moral leadership and psychological empowerment in China. *Journal of Managerial Psychology*, 27(1), 90-108.
- Martinez, J.M., **Stinson, J.L., Jubenville, C.B.** (2011). Internal Marketing Perceptions in Intercollegiate Athletics and Their Influence on Organizational Commitment. *Journal of Issues in Intercollegiate Athletics*, 4, 171-189.
- Sadri, G., **Weber, T.J., Gentry, W.A.** (2011). Empathic emotion and leadership performance: An empirical analysis across 38 countries. *The Leadership Quarterly*, 22(5), 818-830.
- Stinson, J.L., Marquardt, A., Chandley, J.** (2012). An empirical examination of university intercollegiate athletic expenditures. *Sport Marketing Quarterly*, 21, 104-114.

## Advisory Board

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

### EXECUTIVE COMMITTEE

**Susan Swartz**, Board Chairperson, (CWU '81 ACCT/BSAD), Managing Director, Wealth and Tax Advisory Services, Inc., Seattle  
**Jim Davis** (CWU '69 BSAD), President/CEO, Fife Commercial Bank, Fife  
**John Delaney** (CWU '70 BSAD), President/CEO, Central Banc Mortgage Corporation, Kirkland  
**Brent Johnson** (CWU '88 ACCT), Audit Partner, KPMG LLP, Seattle

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**Mark Dederer**, (CWU '95 BSAD), Manager, Community Affairs, Wells Fargo Bank, Seattle  
**Kathy Elser** (CWU '89 ACCT), Senior VP and CFO, Boeing Employees' Credit Union, Tukwila  
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**Mark T. Hanson** (CWU '81 ACCT), Principal, Bader Martin, PS, Seattle  
**James Hebert**, President, Hebert Research, Bellevue  
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**Michael Luckenbaugh** (CWU '93 BSAD), Principal, Chameleon Technologies, Kirkland  
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**Tim Searing** (CWU '78 BSAD/ACCT), Managing Director, McGladrey, Inc., Seattle  
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**Kathryn Martell**, Dean, CWU College of Business

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**Dennis Weston** (CWU '73 BSAD), [Past Board Chairperson], Senior Managing Director, Fluke Venture Partners, Kirkland  
**Andrew Zuccotti**, Partner, K&L Gates LLP, Seattle

## The Critical Role of the Advisory Board in Achieving College Goals

by Dean Kathryn Martell

Readers of the *Beacon* are familiar with the critical role that the College of Business Advisory Board has played in the College's success. Most notably, the Board was key to achieving AACSB accreditation in a number of ways. First was the Board's role in encouraging faculty research. One of the most significant accreditation challenges facing the College ten years ago was faculty research productivity. Business faculty prided themselves on their devotion to teaching. In order to achieve accreditation, however, faculty would need to move to a "teacher/scholar" model. This was a significant cultural change in the College, as faculty were now called upon to devote about 25 percent of their time to producing quality research. Faculty were evaluated every year on their success in publishing their research in peer-reviewed journals.

In order to encourage faculty to meet publication targets promoted by AACSB, the Advisory Board stepped in with an original incentive plan. Under the guidance of Dean Roy Savoian, the Competitive Edge fund was established to support the newly established Research Grant Awards Program (RGAP) to encourage faculty research. More than \$400,000 has been donated by the Board since 2002 and distributed to approximately 50 faculty as stipends for published research.

When the accreditation team came to Central, they made special note of the impact of the RGAP on faculty research productivity. The team also noted the effective use of the Advisory Board in the strategic management of the College. No doubt they were impressed with the Board's availability to meet with them multiple times during their two day visit. In the team's report, they observed "The College has a highly engaged and dedicated Advisory Board that supports the College with financial and other resources."

As we turn our focus to "the next level," the Advisory Board will again be a strategic partner. As mentioned in the Dean's Corner, a key strategic thrust in the coming years will be the professional development of our students. At Dean Martell's first meeting with the Advisory Board this Fall, she posed the question: "What can we do to make our students more competitive in the job market?" Board members responded with many ideas, and generously pledged their involvement in internships, mentorships, career fair participation, and other professional development activities. The Board—in its role as a bridge between our College and the business world—is uniquely positioned to advise us on how to best prepare students for professional success.

Everyone in the College is deeply grateful to the Advisory Board for their commitment and dedication. We acknowledge their role in meeting our goals in the past, and look forward to working with them to achieve our goals in the future.



Barbara Wyatt

## Editor's Note

Being editor-in-chief of the *Beacon* has been a highly rewarding experience. I have learned many things about myself and my capabilities as a leader. I gained practice interacting with a diverse group of individuals. I also learned how to better delegate work and organize my time.

Last year, as assistant editor, I was able to experience what it would be like taking on this leadership position. Clearly, that knowledge and training made the transition into this year a successful one.

I was introduced to the valuable

individuals who help make the *Beacon* as successful as it is. I am very grateful for their patience and cooperation throughout my involvement with the *Beacon*. It has been great working as a team to bring a common vision to this edition.

Through my experiences with the *Beacon*, I feel that I am better prepared as a business professional and leader. I have learned the valuable tools of delegation and deadlines, which are essential for any goal. Most of all, I now understand the level of commitment that is necessary for any successful endeavor.

During my time with the *Beacon*, I was able to work with not one but *two* wonderful deans. I have thoroughly enjoyed my time working with both Drs. Savoian and Martell through their transition period here at the College of Business. I value their insights and recognize what great leaders they are for students, faculty, and alumni.

As I venture into my senior year, I am excited to incorporate the skills I have learned through this experience into my life. I am motivated

to earn my degree in business administration with a specialization in supply chain management. My future is looking bright, and I hope my contributions to this publication do not end here as a student.

Barbara Wyatt, Editor-in-Chief

## CWU COLLEGE OF BUSINESS UPCOMING 2013 EVENTS

**April 12**

Supply Chain Management Institute  
3rd Annual Conference,  
"Innovating the Supply Chain"  
Seattle Museum of Flight

**April 30**

CWU night at the Mariners,  
Ticket sales benefit the N.W. Center for  
Sport Business. For details, contact  
Dr. Jeff Stinson, [stinsonj@cwu.edu](mailto:stinsonj@cwu.edu)

**May 4**

College of Business Honors Banquet  
5:00 p.m., CWU-Des Moines

**CWU Commencement**

June 8 – Ellensburg • June 9 – Kent

**October 2013**

Economic Outlook Conference