



COLLEGE OF BUSINESS BEACON

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ALUMNI PROFILE: MICHAEL LUCKENBAUGH

Putting People First

by Aleece Thibeault

In a world where production and profit rule, has anyone stopped to think about the people involved? Michael Luckenbaugh, a Central Washington University graduate, built his success doing just that: putting people first.

In January of 2000, Luckenbaugh co-founded Chameleon Technologies, a technical staffing and professional services company.

Ranked as one of Washington’s 100 Fastest Growing Private Companies by *The Puget Sound Business Journal*, Washington’s best 100 companies to work for by *Washington CEO Magazine*, and one of America’s 5,000 fastest-growing private companies by *Inc. Magazine*, Chameleon Technologies has seen a lot of success. Luckenbaugh attributes this to the company’s devotion to quality—whether for the customer or the employee.

When starting Chameleon Technologies, Luckenbaugh decided to implement the skills he’d acquired while working as a general manager. By doing so, he “put a spin,” as he explained it, on customer service.

“We live in a country that enables you to do anything you want—it’s all in the effort and the mindset.”

Luckenbaugh wanted a company that was different from its competitors. By studying the industry and trying new techniques, Chameleon Technologies was able to achieve high-quality customer service that many say outdoes the competition.

Chameleon Technologies’ employees are well aware of the commitment to service they must deliver. Luckenbaugh prefers to hire staffing recruiters who do not have any experience in the field. This way they can be trained “the Chameleon way,” he said.



Michael Luckenbaugh, Principal, Chameleon Technologies

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Roy Savoian, PhD, dean
Laura Milner, PhD, associate dean

CB BEACON EDITORS

Aleece Thibeault, editor-in-chief
Brennen Chamberlain, assistant editor
Alejandra Borunda, assistant editor

COLLEGE OF BUSINESS

Central Washington University
400 East University Way
Ellensburg, WA 98926-7487

TELEPHONE: 509-963-1955

www.cwu.edu/~cob

CB VISION

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

CB MISSION

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

CB STATEMENT OF CONDUCT

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

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DEAN'S CORNER

In the last issue, I reported the passing of **Milt Kuolt II**, founder and former president and chief executive officer of Horizon Air and the 2002 College of Business Distinguished Alumnus. We are developing an initiative, in three parts, to remember Milt's legacy on an annual basis.

With a significant contribution in 1990, Milt established an endowment for the Milton G. Kuolt II Distinguished Executive-in-Residence Professorship. The endowment subsequently received state matching funds from the Higher Education Coordinating Board. The professorship was used from 1998-2003.

In 2007, Milt approved the renaming of the endowment to the Kuolt Distinguished Professor in Business. The focus of this professorship is to hire a faculty member in the CB with business experience and a doctoral degree who can support teaching excellence and working with students, mentoring faculty colleagues in research, interacting with professionals in the business community, and assisting with AACSB accreditation. The Kuolt Distinguished Professor in Business is a meaningful way to remember Milt's legacy.

Another important way is the creation of a scholarship program where each recipient receives an annual scholarship and designation as a Kuolt Fellow. The selection of Kuolt Fellows occurs with the regular scholarship selection process for students currently enrolled in the CB at the main campus in Ellensburg and university centers. Initial Kuolt Fellows will be announced in the spring 2009.

Finally, the third substantive way to remember Milt's legacy is the Kuolt Lecture in Business Leadership—an annual spring lecture by a business executive or business analyst. The inaugural luncheon and Kuolt Lecture in Business Leadership will feature **William S. Ayer**, chairman and chief executive officer of the Alaska Air Group, at the Museum of Flight on May 28, 2009, at noon. It is fitting that Bill will present the first Kuolt Lecture. He worked with Milt at Horizon Air from 1982 to 1987 and knows first hand why Milt was a legend in his own time.


Dean Roy Savoian



EDITOR'S NOTE

After arriving at Central Washington University, I thought I had the college experience figured out. I went to class, did the homework, took the tests, and as a result, I did very well. I continued this routine, but eventually it didn't seem like enough. Despite what my grades showed, I did not feel as if I were accomplishing anything. Yes, I was building an impressive academic record, but that was not enough to make me feel as if I were making the most of my college career.

Around this time, the College of Business presented me with an interesting opportunity. I learned about the *Beacon*, and that I was eligible for the position of assistant editor. Knowing that it was outside of my usual routine, I immediately jumped at the opportunity. I hoped that it would help to fill the void I was feeling, and it did! Working on the *Beacon* allowed me to take part in leadership experiences that taught me a lot and continued to hold my attention.

After working on two editions of this newsletter, I was up for the job of editor-in-chief. Despite how much I valued my experiences here, I must admit I became nervous and was not sure that I was up for the challenge. It was at this point that I reminded myself how I had felt before I began this internship. I realized that I did not want to leave CWU feeling as though I could have done more. I want to leave each phase of my life feeling as fulfilled as possible. I want to milk every experience for everything it is worth. I went on to become the editor-in-chief, and I am so glad that I did. Getting involved in the College of Business and the *Beacon* has been the best decision of my college career.

The moral of this story is that no one is going to take it upon themselves to make your life meaningful. If something makes you uncomfortable, give it a try nonetheless. You never know who you will meet, what you will experience, or what you will learn about yourself and others. Instead of waiting for someone to open that door of opportunity for you, why not give the handle a turn yourself?



Aleece Thibeault
Editor-in-Chief

Hard Work Pays

by Brennen Chamberlain



Dr. Michael Young

A self-described “walking cesspool of information,” Dr. Michael Young is an excellent representation of the type of professor that makes Central Washington University such a diverse and enriched university. Although being a finance professor was not initially in Young’s plans, his love for learning and gift of teaching has truly made him an asset to both faculty and students alike.

After earning a bachelor’s degree in General Studies from the University of Missouri-Columbia, Young started his own successful business selling and installing window insulation film in his hometown of Fredericktown, Missouri. However, due to circumstances beyond his control, he was forced to close the doors to his business. Shortly thereafter, Young decided to go back to school to study business.

While in the masters program pursuing a specialization in finance, staff at the University of Missouri approached Young and asked him if he would be interested in applying for the doctoral program. Being a hard worker who always loves a challenge, Young made the choice to enter the doctoral program, a decision he is glad he made. It was with this fast-paced curriculum that Young was first put in front of an auditorium. There he realized his gift and love for teaching.

“You are successful when you have had a positive impact on someone’s life.”

Since earning his PhD in finance in 1992, Young has taught at a total of five different institutions, including the University of Delaware, Mississippi State University, the University of Tennessee-Martin, Minnesota State University, and currently at Central Washington University where he is an associate professor of finance.

Since his arrival to Central only a year and half ago, Young has established a reputation among students as a professor who truly cares about his students. While his classes are touted as some of the most challenging in the business major, they are also considered by students to be some of the most interesting and useful. By continually bringing real-life scenarios and research into the curriculum, completion of Young’s courses tend to instill a work ethic vital to students’ successes, as well as give them the tools to make sound financial decisions down the road.

While doing research is intriguing and rewarding, Young’s favorite aspect of being a professor is by far the interaction with students.

“They keep you going,” he said. Whether it is in the classroom, helping find internships, or planning class schedules, Young’s sincere concern for students’ successes is evidenced by his commitment to their education. “It’s kind of nice to see the light bulbs go on,” he said. “You are successful when you have had a positive impact on someone’s life.”

Currently, Young is coauthoring three papers, two of which deal with the dynamics of emerging markets, and one analyzing tax changes and their overall implications. “Market anomalies have always fascinated me,” Young said.

When Young is not in the classroom or conducting research, he’s enjoying the outdoors, staying active as much as possible, and spending time with his wife and two step-children. Whether it is playing with his dogs, working on various projects around the house, or fitting in a round of golf when possible, Young definitely lives life to its fullest.

It is for this reason that Young is such a successful professor. His constant drive to continually learn creates an environment where people are motivated to reach their full potential. It is professors like Young that make Central such a great educational institution.

CB CLUBS

Dean's Council

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

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

ELLENSBURG

Accounting Club

Contact: President Stephen Heller

After a busy fall recruiting season, the Accounting Club is still working at full speed to provide members opportunities to network with accounting professionals and prepare them for their future professional lives. Through presentations by Rogers CPA Review, Moss Adams accounting firm, and the Internal Revenue Service, members will gain knowledge about real-world events and how to better prepare for future internships and job opportunities.

The Accounting Club and Beta Alpha Psi held its second annual Financial Literacy Symposium, meant to show high school students the importance of being aware of everyday financial issues, such as managing your credit card to understanding the power of compound interest.

Stephen Heller
President

Alpha Kappa Psi

Contact: President Joe Zeiger

The Kappa Xi chapter of Alpha Kappa Psi (AKΨ) is experiencing tremendous growth, not only in numbers, but also in commitment, service, image, and character. May 12, 2009, marks the thirtieth anniversary of Central Washington University's Kappa Xi chapter formation. The CWU chapter of AKΨ strives to provide its members with a uniquely beneficial program of professional development, coupled with a social and philanthropic experience. At the end of February, fifteen of our members traveled to Reno, Nevada, to attend the Principled Business Leaders Institute, a conference and professional development workshop sponsored by the Alpha Kappa Psi Foundation. Coming in May, AKΨ is preparing to co-sponsor an event called the Emerging Entrepreneur Symposium along with the Ellensburg Downtown Association.

Joe Zeiger
President

Beta Alpha Psi

Contact: President Michael Tonge

Central Washington University's petitioning chapter of Beta Alpha Psi (BAP) is really starting to come into its own! Throughout this academic year, club members have tried to shape it so that it falls in line with national BAP standards and resembles fully installed chapters. Members have created or revamped many policies, improved communication between officers and members, and continued to pursue relationships with professionals and organizations within the accounting and finance communities.

One of the club's most exciting accomplishments so far was holding our petitioning chapter's first member initiation ceremony, which took place in January. CWU BAP now has its first group of real members, and there are candidates awaiting the next initiation ceremony, hoping to join those members' ranks.

Michael Tonge
President

Entrepreneurship Club

Contact: President Nicholas Mote

The Central Washington Entrepreneurship Club has recently been formally recognized by the College of Business. We formed with the mission of creating an environment of innovation through a network that connects

talented students with successful business leaders both on and off campus. The club encourages the collaboration between students and business leaders to spur new ideas, products, businesses, community initiatives, and jobs to strengthen the community.

The remainder of the year will consist of bimonthly workshops that introduce small business law, marketing, finance, and theory related to entrepreneurship. The workshops will be presented by Central Washington University professors. Along with professional workshops, we invite other entrepreneurs to share their ideas and experiences with our group.

For a list of upcoming events please visit www.cwu.edu/~entrepreneur or contact the club by e-mail at entrepreneur@cwu.edu.

Nicholas Mote
President

CWU Marketing Association

Contact: President Justin Shewey

The CWU Marketing Association, a local chapter of the American Marketing Association, is an innovative and creative club. We seek to create an environment that seeds and fuels its members with the knowledge and experience necessary to excel in the field of marketing, which is currently growing at unprecedented speeds through fierce international competition. On campus we are the creators, editors, and entrepreneurs of the *Coupon Book*—our main project of focus. It is the one of the greatest community orientation devices available for all students because of the excellent discounts given by the community's most popular businesses. In addition to the *Coupon Book*, the club brings in guest speakers who share with us invaluable personal experience and real-world information that cannot be acquired anywhere else, or in any other setting. All of our activities are specifically designed to create informed and dynamic leaders who can be valuable and prosperous in any field of business, but especially in the field of marketing.

Justin Shewey
President

Operations and Supply Chain Club

Contact: President Krista Johnson

The focus of the new Central Washington University Operations and Supply Chain

Club will be on promoting a greater understanding of the opportunities, career paths, developments, and current issues specifically surrounding operations and supply chain management. The club is currently seeking to become an APICS (Association for Operations Management) student chapter. We welcome students in the supply chain specialization, or with an interest in supply chain management or operations.

Krista Johnson
President

Society for Human Resource Management

Contact: President Randall D. Alvord

Central Washington University Society of Human Resource Management (SHRM) members have a busy and exciting time ahead of them as they begin preparing to compete and attend the 2009 HR games/conference at Boise State University. Central's SHRM teams placed first, second, and third at the 2008 HR games at Portland State University. New this year is a case analysis competition that will take place at Western Washington University. The winning team from both games gets an all-expenses-paid trip to the SHRM national conference in New Orleans, Louisiana. Both conferences/games take place in April and all members are welcome to attend.

The student chapter's major fundraiser of the year, the annual SHRM golf tournament, takes place in May at the Ellensburg Golf Club. Teams of four compete in a nine-hole, best-ball scramble. Students make it an all-day event with a barbeque and awards banquet following the golf. All proceeds go to help send students to the national conference.

All students, whether interested in Human Resources or not, are welcome to attend our bi-weekly meetings and see what we have to offer them. For more information about SHRM meetings or events, e-mail alvordra@cwu.edu or visit the Web site at www.cwu.edu/~shrm.

Randall D. Alvord
President



Beta Alpha Psi members held the 2nd annual Financial Literacy Symposium to help high school students to understand the financial world.

COLLEGE OF BUSINESS HONORS BANQUET

MAY 2, 2009 • 6 P.M.

CWU-Des Moines,
Highline Community College Student Union Building



Keynote Speaker:

President James L. Gaudino

Central Washington University

"Careers and Choices"

For information call 509-963-2931 or visit www.cwu.edu/~cob

WESTSIDE

Society of Student Accountants CWU-Lynnwood Club (SSA)

Contact: President Jim Barrett

Winter quarter is a busy time for accounting students. Several Society of Student Accountants members were selected to intern at various accounting firms during the busy tax season. The general meeting for winter quarter will host a representative from the Washington State Auditor's Office to discuss the roles and responsibilities of the office along with employment opportunities. The meeting planned for early in spring quarter will have representatives from the Becker CPA review. Becker will demonstrate their simulation testing software. SSA members will have an opportunity to test drive the simulation at the meeting!

Jim Barrett
President

Society of Student Accountants CWU-Des Moines (SSA)

Contact: President Tara Weida

The Central Washington University Society of Student Accountants (SSA) in Des Moines, Washington, strives to continuously provide exciting opportunities for its members' careers and self-betterment.

The SSA's purpose is met by providing members with necessary resources, guidance, and networking, as well as career- and internship-searching assistance.

The SSA hosts quarterly presentations by the professionals at Becker CPA Review and the Washington Society of CPAs. The club also hosts a quarterly night out for all accounting majors and their families the week before finals.

SSA members have maintained community presence by adopting families during the holidays, volunteering for the Voluntary Income Tax Assistance Program, and participating in other community events.

We extend a big thank you to the other SSA officers: Amy Peck, Michelle Ferris, and Man Hon Lee for their dedication, persistence, and hard work.

Tara Weida
President

Committed Donors Stepping Up In Tough Times

by Barbara Hodges

Financial market turmoil.

Economic downturn.

Recession.

Whatever the term used, the fiscal challenges that the U.S. and the world are experiencing are felt across all levels of society. Most individuals or entities that own investments have watched the value of their portfolio decline. College and university foundations are no exception. According to a study conducted by the Commonfund in conjunction with the National Association of College and University Business Officers (NACUBO) in December 2008, university foundations nationwide have lost an average of 22.5% in the first five months of the 2009 fiscal year.

In comparison, the CWU Foundation has experienced a decline of 16.1%—better than average, but a difficult loss nonetheless. Still, we are not without “underwater” endowments with earnings insufficient to make a scholarship award in 2009.

Yet, despite the hardships, there are many in the CWU community who have stepped up to offer critical financial support to students in their quest for an undergraduate degree. The College of Business is very fortunate in having a number of scholarship donors that have given above and beyond this year in order to make a scholarship possible by either increasing the level of their annual scholarship gift or even giving an annual gift in addition to a gift to their endowment. Our special thanks goes to:

Ryan Patrick Dacy Memorial Scholarship Endowment

- John (Acct '72) and Linda Dacy

Christophersen, Downing, Sammer and Stedman Scholarship Endowment

- Aaron Christophersen (Acct '92), Rob Downing (Bus Ad '92), Bill Sammer (Bus Ad '92), Jeff Stedman (Bus Ad/Econ '92).

RSM McGladrey Scholarship Endowment

- Lisa Wilson (Acct '89), Tim Searing (Bus Ad '71), Dale Hedden

Strader Hallet & Company Scholarship

- Bill Knight (Acct '82)

North Coast Electric Company Scholarship

- The Lemman Family

The Boeing Company

Costco Wholesale Corporation

Campaign for the Competitive Edge Fund Continues

Begun in fall 2008, the Campaign for the Competitive Edge Fund (CEF) continues through June 2009.

The CEF was created by the College of Business Advisory Board, primarily to support faculty professional development. Providing quality, value, and opportunity for our students starts with outstanding professors. Through the CEF, the CB is able to supply the resources necessary for faculty to pursue appropriate professional development activities that reflect marketplace demands. Your contribution to the CEF supports faculty in their research that strengthens teaching and working with students. By contributing to this fund, you are making a direct investment in the success of our students. **PLEASE JOIN US!**

For further information, or to make a charitable contribution, contact:

Barbara Hodges, CB External Relations Officer

Telephone: 509-963-3057

E-mail: hodgesb@cwu.edu

www.cwu.edu/~cob

Your contribution is tax deductible to the extent provided by IRS regulation. The CWU Foundation is currently registered with the State of Washington under the charitable solicitation act, registration number CEW-A88-085. For information, call the Secretary of State at 1-800-332-4483. CWU is an AA/EEO/Title IX Institution, TDD 509-963-2143.



(Back, left to right) Professor Gary Heesacker, Professor Karen Martinis, Dr. Robert Carbaugh; (Front, left to right) Professor Nancy Graber Pigeon, and Dr. Jim Nimmicht.

Manage Your Career

Richard Phillips graduated in June 2002 with a degree in economics, along with a supply chain management certificate. He received the College of Business's "Intern of the Year for Ellensburg" at the 2002 Honor's Banquet. During his internship, he was a Business Analyst at the Boeing Company in the summer 2001. Richard was given sole responsibility for building a complex capital asset budget and business case for a multi-million dollar process improvement. He is currently subcontract program manager for Global Communication Systems at Lockheed Martin Space Systems Company, where he is responsible for \$1 billion in global supply chain operations.

Roy Savoian, Dean

I graduated from CWU in 2002. At the time, the domestic, economic climate was dissimilar to that of today. After a period of robust growth, corporate scandal and collapse abounded, industries were absorbing the impacts of 9/11, and few firms were hiring new college graduates. It was at that point I realized if I wanted to become successful, it was up to me to aggressively manage my career because no one else was going to do it for me. In sharing my experiences here, I hope that some students, who are about to be where I was, can benefit from what I have learned along the way.

Know What You Want and Learn to Get It

I was fortunate to be hired immediately after graduation and took a position as a production manager at JELD-WEN in Orlando, Florida. Although I was learning a great deal there, I could not see how that job was going to help me advance to where I wanted to go. I remember a mentor of mine saying, "You wouldn't drive the streets of a foreign city without a map, so why wouldn't you have a map for your career?"

After heeding that advice and writing out my first career development plan, it was evident that I needed to pursue a different path. With that, I transitioned to a job managing subcontracts for Lockheed Martin in San José, California.

Some may believe that career plans are only for those who have had careers for several years but, by actually having to write down where I wanted to be in one, three, and five years' time, and through researching what skills and experience are required to get there, I found that I had to specifically define what I wanted and how I was going to get it. Over time, one's goals and desired career path may certainly change, so it is always good to review one's career plan every six months or so.

Engage in Continuing Education

While at Lockheed Martin, I found myself competing against recent grads from ivy league schools and others who had been in the

workplace for several years. I became acutely aware of all that I did not know. To bridge this gap, I had to engage in continuing my formal and practical educations.

For my formal education, I enrolled in an MBA program, took the after-work courses my company offered, and completed industry association development programs. Although I thought that all of this hard work would surely put me on the fast track for success, it was merely meeting the minimum criteria for the next level. However, I was fortunate enough to have another mentor who told me that I was only as smart as the books I read and I needed to start my practical education.

"You wouldn't drive the streets of a foreign city without a map, so why wouldn't you have a map for your career?"

Practical education consists of becoming well-versed about your industry, what your firm does, the products or service you support, and not only learning your job, but improving your general business acumen to learn the functions of those around you. Your value to your firm increases exponentially with your ability to work cross-functionally and understand how your function impacts and interacts other disciplines. On a daily basis, I interact with engineers, financial analysts, and attorneys. In addition to being consummate professionals, those individuals are successful, in part, because they know their role in the company and at least a little about every other function they deal with. Each has acquired a broad understanding of how legal contracts work, how regulations like Sarbanes-Oxley affect them, how to read financial statements, how our products are manufactured, and how our customers use them.

Now, six years after graduating from college, I am responsible for managing the global supply chain of a military satellite program for the world's largest defense contractor. I attribute much of where I am to the experiences described herein. I hope that by sharing these experiences you may in some small way benefit as young professionals.

Richard Phillips



Passion to Succeed

by Brennen Chamberlain

Most students know that adjusting to college can be a challenge. Central Washington University senior Omar Surkatty not only faced this challenge in a unique way, he excelled at it.

Although originally born here in the United States, at the age of three Surkatty moved to Indonesia where his aptitude for school became evident at a young age. While there, he was taught that when you have a gift or skill to contribute, it is your obligation to help others—a lesson Surkatty embraces to this day.

It became apparent to Surkatty's instructors that he had a unique gift of helping others to understand difficult things. Having been raised speaking two languages, he became a valuable asset to both instructors and students alike and actually helped a junior high school instructor teach English to the class.

At the age of seventeen Surkatty returned to the United States after living in Indonesia for the previous fourteen years. Upon arrival, he immediately enrolled in college where he was presented with one of his greatest challenges—adapting to American culture.

“If you have passion, you can excel at whatever you want to do.”

Originally, Surkatty attended Yakima Valley Community College, where he was initially interested in majoring in computer science. However, after performing in a play by the theater department (*The Zoo Story*), he discovered his true love was for theater arts.

When choosing a major, Surkatty decided to combine his love of theater with his drive to lead. He chose a business administration degree with a specialization in human resource management, and a theater arts degree with a specialization in theater management. Having one of the few theater management programs in the Northwest and a reputable business school, Central Washington University was the clear choice. Surkatty transferred to CWU in the fall of 2006 and since then his work ethic and dedication has caught the eye of faculty.

“Omar has the rare trifecta combination of intelligence, articulation, and perspective,” said Dr. James Avey, a Department of Management professor. “These qualities are embodied in a young man who can interact well across multiple contexts and constituencies.



Omar Surkatty

While pursuing both these degrees, Surkatty has maintained a 3.96 GPA at CWU. As if that wasn't enough, he's also an active member of many on-campus clubs including the CWU Society for Human Resource Management, the CWU Anima Club/ GEEC Club, and a CWU chapter of the United States Institute for Theatre Technology.

Surkatty loves to learn and takes everything away from college that he possibly can. He attributes his academic success to the fact that he is very passionate about the subjects he is studying.

“If you have passion, you can excel at whatever you want to do,” he said.

With graduation rapidly approaching, Surkatty is currently looking into internship opportunities as well as pursuing graduate school. Like many pending graduates, Surkatty's immediate future plans are largely unknown. But with his dream of incorporating his aptitude for business and theater, coupled with his drive to succeed, he's likely to fulfill his goals.

Always Moving Forward

by Alejandra Borunda

Anna Lie knows that when opportunities arise, it is critical to take advantage of them, for it may open many doors. An accounting student at Central Washington University-Des Moines, Lie wants a successful career as a CPA that consists of continuously learning and honing her industry knowledge. A passion for learning new things and efficient time management will get her there.

In 1997, Lie graduated with a bachelor of arts degree in Languages and Literature from Bard College in upstate New York. She credits her time management skills as a major factor for her success in pursuing an accounting degree from CWU, where she maintains a 3.9 GPA.

“The good thing about education is that no one can take it away from you. . .”

After working for a software company, Lie was laid off. She decided to enroll in school while waiting for her second child to be born. Because the position she had held required some accounting, Lie’s interests were piqued, and she decided to go back to school and formally study the subject.

“When the doors opened up for me, I knew I needed to get in and take advantage of this opportunity,” Lie said.

However, it had been ten years since Lie had last attended school, so getting adjusted took her some time. She started out by taking one class at a time, which permitted her to also focus on her family. Eventually, she added more classes to her schedule as she felt more in-tune with the workload. Even though she experienced some challenges balancing school and family, she believed that discipline and organizing her time well would make it possible for her to get a degree.

“Anna has a strong work ethic, persistence, and intellectual integrity . . . which helps her deeply understand the finance topics and explore connections between the textbook principles and the real world events,” said Fang Wang, assistant professor of finance.

Although Lie has gone through several big changes in life, she saw her layoff as a huge opportunity to move up and excel with her future. It allowed her to pursue a new career.

Having to balance many responsibilities and make sacrifices has not been easy for Lie. However, teamwork and a shared sense of purpose with her husband helped her get through each the day.

“By efficiently managing my time, I was able to study, attend school in the evenings, and take care of the household,” Lie said.

Her advice to others hesitant about going back to school is to have a definite plan so you don’t waste time and money and make every class count. With proper planning and efficient time management, in time, you will reach your goal. The best thing about education, Lie said, is that “no one can take it away from you; it’s an investment that will only appreciate.”

Once done with her accounting degree this fall, Lie plans on tackling the Certified Public Accountant exam. She knows that the preparation for this exam will not be easy, but she also knows that with the support of her family and her time management skills, she will succeed.



Anna Lie

Building Collaboration with Business Professionals

Dr. Ozden Bayazit is associate professor of operations and supply chain at Central Washington University. She earned her BSBA, MBA, and PhD in business administration (with a major in operations management) from Ankara University in Turkey. Early in her career at CWU, she taught at the main campus in Ellensburg before requesting and receiving reassignment to the Lynnwood Center. She is noted for her teaching excellence and strong research record. Bayazit developed a proposal for creating the Supply Chain Management Institute, where she has leadership responsibility as director. Recently, she served as a faculty representative on the presidential search leading to the selection of Dr. James Gaudino as CWU's next president.

Roy Savoian, Dean

Over the past decade, few topics have received more attention in the business world than supply chain management (SCM). Integrated SCM is now recognized as a core competitive strategy, and the field promises to continue growing as research advances and as firms continue to apply new knowledge in their global networks.

A few years ago Dr. Roy Savoian, dean of Central Washington University's College of Business, suggested establishing the Supply Chain Management Institute (SCMI). After researching other programs and meeting with industry executives, I developed a program proposal. I became the SCMI director, and am now responsible for teaching operations and supply chain management, working with students and local businesses to support internships and student activities, and overseeing institute operations.

The SCMI focuses on three key initiatives: providing events such as workshops, professional roundtables, seminars, and training programs, supporting SCM research, and facilitating networking opportunities among practitioners, academia, and students. The SCMI is affiliated with leading companies in the Puget Sound region. We are proud to be associated with the corporate teams of Boeing, Paccar, Nintendo, Bayer Health, Ceva Logistics, T-Mobile, and Deloitte-Touche.

Being part of one of the largest SCM associations in the world—the Western Washington Chapter of the Institute of Supply Management—has helped me tremendously in creating connections to industry professionals. I have stayed abreast of the latest industry developments by meeting and interacting with supply chain professionals and attending cutting-edge educational programs. I am able to use this knowledge to enhance my teaching as well as my research.

In 2007, I conducted a survey of more than 650 Western Washington Chapter of Supply Management members to provide insights into current collaborative supply chain practices. The study uncovered critical success factors for effective collaborative planning, the impact of collaborative planning on supply chain performance, and the importance of informational technology usage. The study was published in the *International Journal of Business Innovation and Research*.

Every quarter industry experts speak to my students in the classroom and provide real-world perspective. My connections to industry leaders also create internship, part-time, and full-time employment opportunities for the students. I am proud to say that many of my former students are now successful supply chain professionals employed at major corporations including Boeing, Bayer Health, Philips Medical, Office Depot, Starbucks, and many more.

The SCMI complements the College of Business's existing supply chain management certificate program. The curriculum allows students to gain a full spectrum of knowledge and skills in supply chain activities from faculty. Students come to understand supplier relationships, purchasing management, operations and inventory management, logistics and transportation, quality management, and information technology. The program is open to current accounting, economics, finance, management, marketing, and operations/supply chain students, CWU students in other academic programs who've completed business pre-admission courses, and people with bachelor degrees in other fields who have completed business pre-admission courses. Supply chain management talent is in high demand and so are our graduates, as the number of internships and part-time/full-time employment placements reflects.

Students are one of the institute's major focuses. In 2007 the SCMI began hosting an annual supply chain student career development workshop during spring quarter at the CWU-Lynnwood Center. The three-hour event features a panel of six supply chain professionals who relate their various experiences and perspectives, job descriptions, and who provide students with insight into employment opportunities. The workshop's focus is to have current and prospective students learn more about the SCM profession and CWU's program.

The first two workshops were a success and saw a large student turnout. Students interacted with industry executives and spent one-on-one time with them during networking sessions.

The third annual workshop will be held this May with a new panel of industry executives. I encourage students to participate in this event, which provides invaluable career guidance in the SCM field. The program is free and open to all Central and community college students.

The SCMI is an excellent example of effective collaboration between supply chain professionals and academia. I invite you to learn more about CWU's institute and to join us in this exciting venture.

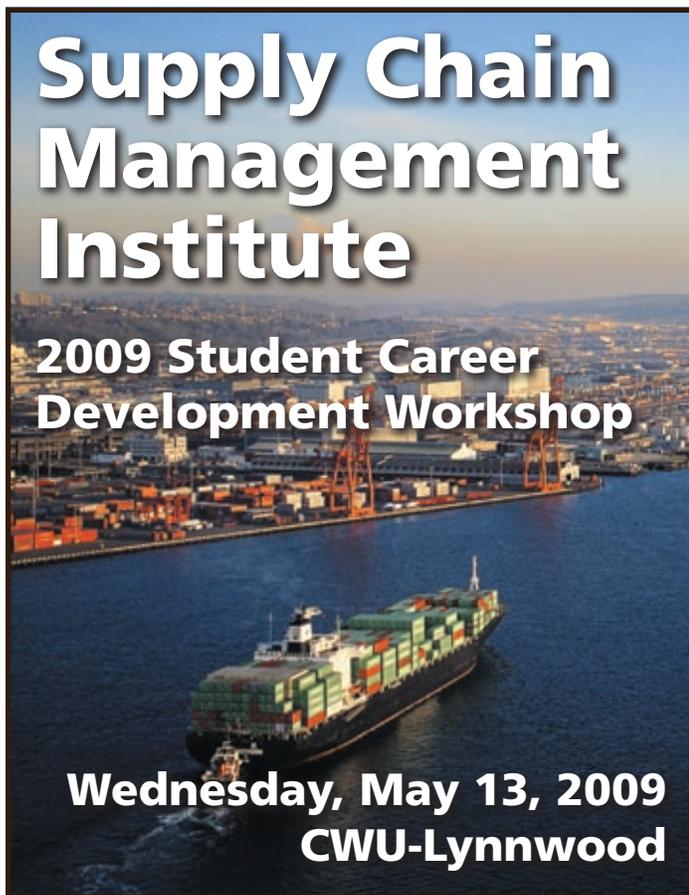
*Dr. Ozden Bayazit, associate professor,
Supply Chain Management*



CONNECTING STUDENTS TO CAREERS

Supply Chain Management Institute

The Supply Chain Management Institute (SCMI) upholds its mission to help students develop a knowledge of the industry. From creating research to interacting with supply chain professionals, SCMI has served as a supporter and a developer for students in the College of Business. Supply chain management involves initiating the process of designing, obtaining materials, processing, and delivery. As the SCMI expands, more and more members are exposed to new advances and knowledge, which allows them to bring this knowledge to the work environment.



Supply Chain Management Institute

2009 Student Career Development Workshop

Wednesday, May 13, 2009
CWU-Lynnwood

The banner features a background image of a large cargo ship at a port with cranes and a city skyline in the distance.

The SCMI also focuses on providing students with information to help them be better informed about the institute's goals and knowledge. It does this by hosting the annual Student Career Development Workshop, slated this year for Wednesday, May 13 at the CWU-Lynnwood campus. SCMI professionals will be on hand to share their perspectives and experiences as well as skills and tasks needed for the field. For further information please visit the SCMI CWU Web page at www.cwu.edu/~cob/scmi.html.

The director of SCMI is Dr. Ozden Bayazit.

Northwest Center for Sport Business

The Northwest Center for Sport Business (NWCSB) was created in an effort to provide more information and job opportunities to students interested in the field. It has been a success and has also given industry leaders a chance to network with upcoming college graduates.

The NWCSB goal of uniting industry professionals and students is developing through the creation of the Sport Business Certification Program which better prepares students entering the industry. Also, the NWCSB hosts the Northwest Sport Business Conference annually, which features prestigious members of the sports industry, including CEOs and presidents, to speak to students. For more information about the NWCSB and the Northwest Sport Business Conference, visit www.cwu.edu/~cob/nwcsb.html.

The NWCSB director is Dr. Mark Pritchard and the associate director is Dr. Jeffrey Stinson.



**CENTRAL WASHINGTON UNIVERSITY
NORTHWEST CENTER FOR SPORT BUSINESS
2009 NORTHWEST SPORT
BUSINESS CONFERENCE**



Leveraging Brands in Sport Business

Friday, May 8, 2009
at Suncadia Resort, Cle Elum, Wash.

An annual event in cooperation with the Northwest Sports Business community to promote education and best practices in sport and leisure.

Register online at www.cwu.edu/~cob

The banner features a red background with white and yellow text. Below the text is a photograph of a large, brown and red bulldog mascot wearing a red jersey, pointing upwards with its right hand. The background of the photo shows a stadium setting.



Daniel Crowley presenting to Alpha Kappa Psi members

Professional Development Day

Alpha Kappa Psi is recognized as the premier developer of principled business leaders. It strives to develop the skills necessary to be successful in life and in the business world. One major skill set the fraternity works on is professional development. On Saturday, February 7, the Kappa Xi chapter of Alpha Kappa Psi put on a resume workshop and mock interview session. Alumnus Mike Dickson, a manager at Boeing, led the resume workshop and presentation, giving important advice on what students should have on their resumes. After the workshop, students split up and had two thirty-minute interview sessions—one being a structured interview and the other unstructured. For each interview, there were two alumni acting as the interviewers and one student being the interviewee. In the structured interview, students worked on behavioral questions and the skills that come with answering them.

Several times per year, the fraternity works with the alumni and organizes this event so that the members, who are all college students, can build their resumes and practice their interviewing skills. This provides students with an opportunity to work alongside alumni who are already professionals in their respective fields. In the future, the fraternity plans to explore the possibilities of opening up this event to other clubs and student associations.

Into the Unknown. . .

by Alejandra Borunda

Integrating into an unfamiliar environment is often challenging. Alex Clark, an accounting major at Central Washington University, can truly relate to this. By being a missionary in Mozambique, Africa, he experienced nothing short of a life-changing experience. Having only attended CWU for one year before committing himself to this program, Clark worried about being so far away from home at the young age of nineteen. However, with the support of his family, friends, and church members he was able to prepare himself for the monumental change.

Clark spent two years in the Mozambique area with nine other missionaries who became his companions. Before his trip, one of his greatest worries was the culture shock he would encounter.

"I really didn't know what to expect," Clark said. But once he arrived, he became accustomed to the environment and soon realized that the

people he met along the way were friendly, open-minded individuals. By getting to know many of the area's residents, Clark's dream of helping others was finally being fulfilled. He knew that not only was he capable of helping them physically, but could also develop their lives spiritually.

Before traveling to Mozambique as part of his two year mission, Clark had to attend a two-month foreign language mission to learn Portuguese, Mozambique's official language. Learning Portuguese was not overly difficult for him. By the end of his fourth month in Mozambique, Clark was easily communicating with his peers.

Clark treasures the friendships he made in Mozambique. Even though he witnessed extreme poverty and poor public health, Clark was always amazed by how happy and welcoming the Mozambique people were. For him, it reinforced the concept of never taking things for granted.

"Being culturally ignorant in today's globalized economy is a severe hindrance in anyone's career. If you get the opportunity to experience another culture, don't pass it up," Clark said.

What Clark went through in Mozambique was life changing and can only be fully understood by physically being exposed to the situation. He was aware he'd have to become accustomed to a new lifestyle, however, he was not expecting the profound impact he experienced. He learned the importance of establishing good relationships and communication skills with people—things that he believes are crucial in the workforce and life itself. If he had the opportunity, he would go back, he said.

Now back from his mission, Clark has been able to use his skills of creating better relationships and understanding people's backgrounds. Also, he has been able to develop a greater passion toward learning different languages. With his knowledge in Portuguese, the similarity it has with Spanish has helped him communicate with Spanish speakers.



(Left to right) Marty Stewart, Dr. Robert Carbaugh, Dr. Michael Young, and Alan Crain

Financial Crisis Forum

In today's tumultuous financial economy, most people do not know what to make of it, let alone know exactly what caused it. Alpha Kappa Psi recognized this significant need for information and held a Financial Crisis Forum at Central Washington University in November.

The forum aired on local access television station KCWU, and presented facts and views from both the faculty perspective and the position of leaders in the finance profession. Representing the latter were Alan Crain, vice president and chief financial officer of Cashmere

Valley Bank, and Marty Stewart, financial advisor at Edward Jones. Presenting the academic viewpoint were CWU's own Dr. Robert Carbaugh, professor of economics, and Dr. Michael Young, associate professor of finance.

Both students and members of the community attended the forum and gained a non-media view of the crisis, which is something Alpha Kappa Psi president Joe Zeiger felt was greatly needed at CWU. The discussion began with a step-by-step breakdown of the causes of the crisis, followed by a description of what it means to the average consumer. The forum also covered political aspects of the financial crisis and what it means on an international level.



High school students learning about the world of finance at the second annual Financial Literacy Symposium.

Financial Literacy Symposium

On February 20, the Central Washington University Accounting Club and the Beta Alpha Psi honor society hosted the second annual financial literacy symposium. The goal of the event was to help various high school students from around the state better understand the financial world around them. In conjunction with the Washington Society of CPAs, various games were developed to get students directly involved in making financial decisions that they will face in the coming years. Some of these games included: Financial literacy lingo bingo, a date budgeting game, a price comparison game, and a game dealing with managing credit card usage in real life situations. All of these showed the value of saving money, shopping around for the best deal, and the importance of understanding the meaning of basic financial terms and how they apply to our everyday lives.

Also present were a variety of guest speakers who covered a multitude of topics. Professor Ron Tidd started off with a discussion on some different possible accounting career paths and what it takes to be a successful accountant. Colleen Malmassari from Moss Adams then gave a presentation on how to get on the right track for successful employment at an early age, including preparing for college and job interviews. Finally, Dan Fisher from FCG Benefits in Yakima, Wash. talked about compound interest and strategies of making your money grow and work for you—a very popular topic among the students.

With another successful event accomplished, the Accounting Club and Beta Alpha Psi look forward to next year when they hope to again host the Financial Literacy Symposium. Not only is this event a great way to get a younger population more financially literate, it is a great way for students in the College of Business to give back to the community and share some of the knowledge they have acquired while studying at CWU.



Business administration major **TRAVIS MCNALL** is currently working in Brussels, Belgium, after spending part of 2008 in Skopje, Macedonia, working for an embassy. He plans to finish his degree online in Belgium, move into a project manager position, and possibly move on to a job with the North Atlantic Treaty Organization.

College of Business student **ALEX CLARK** spent two years as a missionary in Mozambique, Africa. During his time there, he learned the importance of communication skills and establishing good relationships with people. Read more about his experience on page 12.

Alpha Kappa Psi president **JOE ZEIGER** traveled abroad for four months to Argentina. While there he studied Spanish at the Universidad de Belgrano. He also had the opportunity to visit Uruguay and Chile. Zeiger feels he was better able to expand his abilities in speaking and writing Spanish by immersion into the culture.



ASPIRATION AND PERSPIRATION: FOCUSING ON FACULTY SCHOLARLY ACTIVITY

REFEREED JOURNAL ARTICLES

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

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

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

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Atkinson, MaryAnne, Kefei Bi and **Norm Gierlasinski**, "Fraud in Nonprofit Organizations: Profiteering at the Expense of Others," *Journal of Business and Accounting*, Vol. 1, No. 1, Fall 2008, pp. 80-84

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Ghosh, Koushik and Dipankar Purkayastha, "A Conversation about Globalization and Culture: Theirs and Ours," *The Global Studies Journal*, Vol. 1, No. 1, 2008, pp. 101-108

Sarker, Sanjib, Basudeb Biswas and **Peter J. Saunders**, "Distribution Augmented Human Development Index: A Multivariate Approach," *Indian Development Review: An International Journal of Development Economics*,

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Jayaraman, Vaidyanathan, Tim Baker and **Yong Joo Lee**, Strategic End-of-Life Management of Electronic Assembly Product Recovery in Sustainable Supply Chain Systems, Vol. 7, No. 1, 2010 [forthcoming]

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Avey, James B., Fred Luthans and Susan Jensen, "Psychological Capital: A Newly Recognized Positive Resource for Combating Employee Stress and Turnover," *Human Resource Management*,

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Coetzer, Graeme and Richard Trimble, "An Empirical Examination of the Relationships between Adult Attention Deficit, Reliance on Team Mates and Team Member Performance," *Team Performance: An International Journal*, Vol. 15, Issue 1/2, 2009

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Provaznik, Bill, "Lost in Translation: Organizational Behavior Constructs Across Cultures — Hope as an Example," *Economics & Business Journal: Inquiries & Perspectives*, Vol. 1, No. 1, October 2008, pp. 105-117

Stinson, Jeffrey, "Intercollegiate Athletics as an Institutional Fundraising Tool: An Exploratory Donor-Based View," *Journal of Nonprofit & Public Sector Marketing*, Vol. 22, Issue 1, 2009

KUOLT LECTURE IN BUSINESS LEADERSHIP

We mark the establishment of the Milton G. Kuolt, II, annual lecture in Business Leadership. The inaugural lecture will be presented by William S. Ayer, a long-time friend and colleague of Milt's, and business leader in the region.



WILLIAM S. AYER

Chairman, President, and CEO, Alaska Air Group

**"The School of Hard Knocks —
Lessons from a Troubled Industry"**

May 28, 2009 • Noon - 2 p.m.

Museum of Flight (Skyline Room)

Register online at www.cwu.edu/~cob



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C W U C O L L E G E O F B U S I N E S S
Kuolt Lecture in Business Leadership

FROM THE CB ADVISORY BOARD... BRIDGE TO THE FUTURE

ADVISORY BOARD

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

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

Investing in Student Success

by Susan Swartz, Chairperson,
College of Business Advisory Board

During these difficult economic times, students may find it challenging to find employers offering the jobs they have coveted as they finish up their studies and launch their careers. Now more than ever, students should look to the College of Business Advisory Board as a valuable resource in their job placement.

The Advisory Board is comprised of approximately thirty representatives from a variety of companies and organizations in the region who care deeply about the success of the College of Business and its students. Through a variety of forums, we seek to link students to the business community.



Susan Swartz

Our board members are seasoned business executives who frequently speak in classrooms at Central. We invite students to our businesses to tour the facilities and learn more about the business environment. Board members are great referral sources, with wide networks of contacts in the business world. And, of course, board members are proud to hire students for internships and career positions.

Through our "Business-to-Business Speaker Series", we invite business leaders to speak about their personal and business success, share lessons learned, and provide perspectives on business strategies and leadership. Students who attend these events gain an appreciation of the challenges and rewards that come with careers in business.

On May 12, 2009, the Advisory Board will sponsor the "Boardroom Meets the Classroom" in Ellensburg. This is a tremendous opportunity for students to meet with board members to learn about their companies, their careers, and their insights into career choices and options.

The Advisory Board is pleased to contribute to the development of our next generation of business leaders—we have a vested interest in their success.

CWU COLLEGE OF BUSINESS
 Leadership and Diversity Lecture Series

DR. JOE VIGIL

2008 Olympic Games Assistant Coach - Endurance - Men

"The Pursuit of Excellence and Lessons from the Olympics"

Wednesday, April 15, 2009
2 p.m. • Shaw-Smyser 115
Presentation followed by Q&A

Co-sponsored by the College of Business and E.C.O. (Exito. Conocimiento. Oportunidad)

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MICHAEL LUCKENBAUGH CONTINUED FROM PAGE 1

Luckenbaugh said it is essential that Chameleon Technologies provide a quality work environment for its employees. The company routinely holds morale events planned by the employees. The goal is to create the feeling that they, as employees working together, are a family. Luckenbaugh believes the more time a group spends together, the more its members rely on each other and create a true team.

About once a month the company takes a few hours in the middle of a workday to attend a morale event. Past events have included putt-putt golf, going to a movie, bowling, and taking a boat ride to watch the Blue Angels fly.

Luckenbaugh takes employee satisfaction even further by welcoming furry friends to the office. The company was named the second-most pet-friendly work environment by employees of Puget Sound, and featured on Seattle's KING 5 Evening Magazine. He said by doing this, the work atmosphere is fun and relaxed. He even participates himself by bringing in his yellow lab, Cowboy.

Outside of work, Luckenbaugh makes sure to keep family a top priority. He enjoys spending his free time with his wife, Luisa, and their daughter, Bella.

In the midst of his busy life, Luckenbaugh also finds time to volunteer. He devotes most of his volunteer hours creating awareness and assisting in fundraising for the Cystic Fibrosis Foundation, Friends of Youth, and ASTAR for Autism. Luckenbaugh originally began volunteering because of his instinctual inclination to help children. He now feels that, as a successful individual, he has a responsibility to give back to the community.

Luckenbaugh attributes much of his success in being an entrepreneur to his optimism.



Michael Luckenbaugh boating with his step-daughter, Bella

“You can’t worry about what you read in the paper,” he said, though he does take it into consideration. “We live in a country that enables you to do anything you want—it’s all in the effort and the mindset.”

He tells his employees that they will continue to do what they do best, and he is confident in the company’s ability to persevere.

Luckenbaugh urges aspiring entrepreneurs to create a support system by surrounding themselves with people who have the same, or more, ambitions than they do. This can help the individual to maintain focus in times when it is easy to falter.

“Don’t ever give up on your dreams, no matter what hurdles are thrown your way.”