

COLLEGE OF BUSINESS

# BEACON

VOL. 12, NO. 2 • SPRING 2011 • CENTRAL WASHINGTON UNIVERSITY

*Student Success  
Exemplified*



# BEACON

CWU COLLEGE OF BUSINESS  
VOL. 12, NO. 2 • Spring 2011

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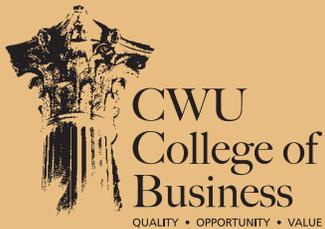
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## CB VISION

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

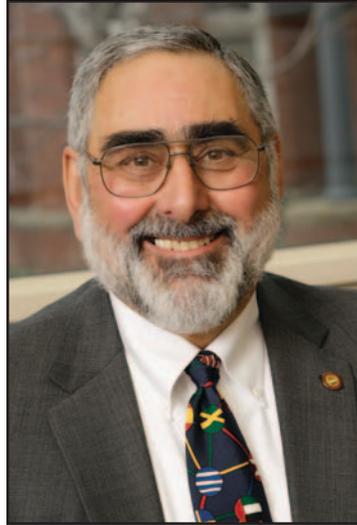
CWU's College of Business faculty and staff create value and opportunity for our students by focusing on quality in undergraduate education at the Ellensburg campus and university centers in the Puget Sound and central regions of Washington State. We accomplish this through emphasis on excellence in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

## Dean's Corner

We are all about student success.

When a student first steps on to the Ellensburg campus or CWU-Des Moines and CWU-Lynnwood with the intention of majoring in one of the College of Business degree programs, we strive to serve that student in order to maximize the probability of their success.

Student success evolves from the curriculum—a set of courses designed to integrate the functional knowledge of business, with assignments and activities to develop the set of competencies and skills needed for career development. We develop students into productive workers who understand ethical dimensions of decision-making, dynamics of the global marketplace, and the importance of team-based work in an increasingly diverse work environment.

What is the catalyst for student success?

The catalyst is the faculty who deliver on the curriculum, work with students in and out of class, and, in many ways, advise and mentor students during this time of learning and development. The catalyst is also the staff that administers and runs the program offices that support what we do to serve students. This is our heritage and we have been doing it for a long time.

Speaking of a long time, this year marks another milestone with the retirement of two faculty members who have been integral to their respective programs. **Professor Gary Heesacker** is retiring after beginning his teaching career at CWU in 1972. He teaches challenging courses in the accounting program that prepare students for what it means to be an accounting professional.

**Dr. Jim Nimmicht** has been teaching at CWU since 1988. He is recognized as the architect of the Human Resource Management specialization in the Department of Management and the driving force for the award-winning and nationally recognized student chapter of the Society for Human Resource Management (SHRM).

You will read more about Gary and Jim later in this issue. You will also read about two junior faculty members, **Dr. Jeff Stinson** and **Dr. Wendy Cook**, who exemplify the teaching-research mission of the college.

When I travel around the region and meet alumni or business professionals who have hired our graduates, I hear a common theme. Our graduates are job-ready and draw from relationships. Whether they are bonds formed with fellow students, with professors and staff, or with alumni mentors and business professionals, CWU relationships are strong and lasting. Many of these relationships begin to emerge when a student first steps on campus.

At the core of these relationships, one can find teaching excellence, a strong community based on personal attention, and a platform for success. This core is certainly the hallmark of Gary's 39 years at CWU and Jim's 23 years. Just imagine the number of relationships that endure today from these two faculty members.

Our vision, which is presented on this page, relies on building a learning community where students, faculty, and staff can reach their full potential—intellectually, professionally, and personally. The *Beacon* tells our story of student success as well as current students and graduates on the path to reaching their full potential.

So, what defines us? Student success most certainly. And relationships that are nurtured here and last a lifetime.

Roy Savoian, Dean

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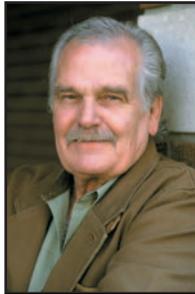
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## REMEMBERING MILT'S LEGACY

We mark the establishment of the Milton G. Kuolt, II, student scholarship program in honor of Milt Kuolt, a 1951 graduate of CWU. College of Business students are eligible for an award that is applied to tuition. The scholarship is based on academic achievement and leadership in work, community, and/or school, as well as interest in entrepreneurship. Scholarship recipients are designated as Kuolt Fellows.



*Milton G. Kuolt, II*

Milt was a noted entrepreneur as the founder of Thousand Trails and Horizon Air. He was recognized by the Museum of Flight with a Pathfinder Award in honor of his contribution as a Northwest pioneer in aviation and aerospace. The museum celebrated his achievement as the founder of Horizon Air in November 2002, along with fellow honoree, Apollo astronaut Dick Gordon.

A “Kuolt Scholarship” Campaign has been created to raise \$50,000 to support the scholarship program until an endowment can be established in a few years when economic conditions are likely to improve.

Contributions can be made by contacting the College of Business Dean’s Office (509-963-1955), or use the “You Can Make a Difference” envelope by indicating a donation to Student Scholarships—and writing in Kuolt Fellows.

CWU COLLEGE OF BUSINESS

Kuolt Lecture in Business Leadership

## SCOTT E. CARSON

Executive Vice President, The Boeing Company (retired)

# “Leadership Lessons of a Lifetime”

**May 26, 2011 • Noon–1:30 p.m.**

Museum of Flight (Skyline Room) Seattle, Washington

Register online at [www.cwu.edu/~cb](http://www.cwu.edu/~cb)

*The Lecture in Business Leadership is named for Milton G. Kuolt, II, founder of 1000 Trails and Horizon Air.*

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*“Kathy has learned her lessons well and her career is a testament to the intellectual, professional, and personal development nurtured at CWU.”*

*Dean Roy Savoian*

# GIVING BACK TO THE COMMUNITY AND COLLEGE OF BUSINESS

by Erin Sargent

Kathy Elser, a native of Montesano, always knew she wanted to be an accountant—the career is a family legacy. Her father was an accountant, and both of Elser’s brothers would become accountants as well. As she puts it, “Accounting was just in my blood.”

Now the Chief Financial Officer and Senior Vice President of Finance and Administration at Boeing Employees’ Credit Union (BECU), Elser is also the Board Treasurer of Prime Alliance Solutions, a BECU majority-owned subsidiary.

Elser chose to attend Central for its location near home and the reputation of the accounting program. During her college experience, Elser learned the skills she considers crucial for success: good written and verbal communication proficiency, the ability to adapt to changing situations, and analytical abilities to complement technical skills.

While at Central, Elser was also a teaching assistant for her favorite professor, Gary Heesacker. She recalled that he was always “very down to earth and approachable.”

“Kathy is a prime example of a graduate who understands and appreciates relationships she developed as a student at CWU,” according to college dean, Roy Savoian.

Heesacker has kind words for his former student, as well. “For Kathy and her organization, the old saying that ‘nice girls (and organizations) do finish first sometimes,’ does fit well,” Heesacker said. “Both Kathy and her employer have excellent reputations.”

“Faculty like Gary Heesacker exposed her to the practices and standards that define an accounting professional.” Savoian continued, “she has learned her lessons well and her career is a testament to the intellectual, professional, and personal development nurtured at CWU.”

After earning her degree in 1989, Elser worked for five years at Touche Ross, which soon became Deloitte and Touche, LLP. She went on to work at Washington Mutual, MetLife Capital, and GE Capital.

In February 1996 Elser began her career with the BECU. She appreciates that the credit union is more concerned with assisting its members than the “bottom line,” and finds great satisfaction in serving her community.

“I love that I’m able to help many of our members during difficult financial times with the programs we offer,” she said.

Elser noted that while her position at BECU is important to her, it also allows her to focus on what is most important—her family. Elser’s husband, Alan, is a fellow Central accounting alumnus and together the couple has a son, Griffin.

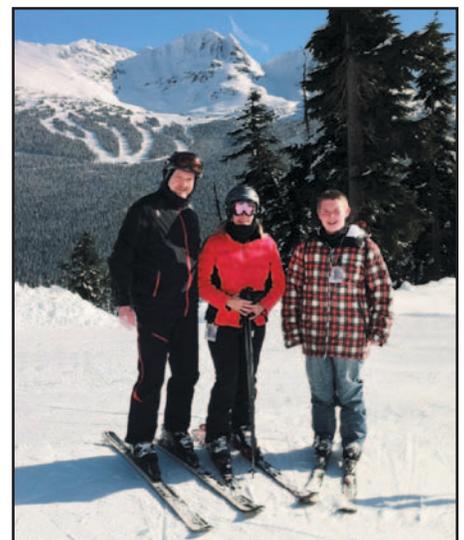
Elser also enjoys giving back to her alma matter. She currently serves as a member of the College of Business Advisory Board, and networks with professional contacts to build awareness of Central and the College of Business.

“Serving on the board is my way of supporting the community and professors that helped shape my life and career,” she said.

Savoian added, “Kathy has not forgotten the faculty and staff that helped her become the professional she is today. She gives back in a variety of ways to ensure that we continue to do what we do well—namely, working for student success.”

Elser has some advice to offer students in order to have an edge after finishing college. She notes that after graduation, most students who have received high grades have the technical skills necessary to perform the job. However, in order to really be competitive, a student needs to have good interpersonal skills. They need to be able to adapt to a variety of situations and have good communication skills, both written and verbal. In addition, “students need to have the analytics to complement the technical skills.”

Looking ahead, Elser has several career goals. She would like to be a CEO and possibly run a credit union some day. Inspiration is a two-way street with her. She inspires people from all walks of life, and in turn is inspired by them.



*Kathy Elser with husband Alan (left) and son Griffin (right) at Whistler.*

# CB STUDENT ORGANIZATIONS

## 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.*



Dean's Council, left to right: Erin Sargent, Sara Dunn, Associate Dean Laura Milner, Kylie Steiner, Kelsey Whiteside, Ian Goralnick, Ashley Sweitzer, Joel Stamm, Justin Shewey, and Dean Roy Savoian

## ELLENSBURG

### Accounting and Finance Club and Beta Alpha Psi

Beta Alpha Psi is the national honor society of accounting, finance, and information systems students. Our club focuses on networking with firms and companies to better prepare students for future careers.

The Accounting and Finance Club is an organization tailored to students specializing in accounting, finance, and information technology. The primary purpose of our club is to prepare students for the transition from student to a career-driven individual. Because of the shared interest between our organizations, we work in conjunction with Beta Alpha Psi.

We look forward to hosting the 2011 Financial Literacy Symposium for about 130 high school students in Washington State. Our clubs are presenting the event in partnership with the Washington Society of Certified Professional Accountants, and it's a great opportunity to give back to the community and introduce young students to the world of finance. This informative and fun event will include advice for budgeting, presentations by local professionals, and finance-focused games.

As a means for our members to network and learn more about their future profession, we

regularly welcome presenters to speak on their experiences. Upcoming presenters include bank and investment company professionals, and speakers from both public and private accounting firms.

Beta Alpha Psi is excited to conclude the school year with some great events in spring quarter. We will be inducting our new officers, and our club will welcome them with a wine tasting event. In April, we went to Portland for the Beta Alpha Psi Northwest Regional Conference.

Our clubs plan to enhance members' professional development by attending the annual Career Services Etiquette Dinner in May, which we will potentially supplement with our own business lunch etiquette event. We also look forward to hosting a spring barbecue open to students, professors, and professionals.

Upcoming community service activities include a Red Cross blood drive and Habitat for Humanity volunteer work.

Ian Goralnick, Accounting and Finance Club, President

Kelsey Whiteside, Beta Alpha Psi, President

### Alpha Kappa Psi

Recognized as the premier developer of principled business leaders, Alpha Kappa Psi is a coed professional business fraternity active at CWU since 1979. Our fraternity

promotes professionalism as a necessary skill for the success of all, and we welcome students of all majors and class standings.

Alpha Kappa Psi is planning events in the near future that will continue to build the bonds between the Ellensburg community, the university, and its alumni.

We are also working to prepare our members for future careers by honing interview skills and reviewing resumes. One of our strongest attributes is a large and active alumni base, which functions as an excellent resource for professional development and a networking center for our members.

Ashley Sweitzer, President

### CWU Economics Association

The Central Washington University Economics Association (CWUEA) helps students develop knowledge of the economy and its effect on business, as well as a more thorough understanding of the monetary system, government trade policy, and international relations.

CWUEA sponsors a variety of events to further our goals. We host guest speakers and promote interaction with peers and professors at our bimonthly club meetings. We discuss current events, debate economic theory, and improve resume and interviewing skills. CWUEA also hosts social events like barbecues and potlucks, and is active in community service and fundraising

opportunities. We are currently in the process of organizing an out-of-state educational trip for our members.

Additionally, CWUEA recently created a sub-chapter, Investment Strategy Group (ISG). ISG holds bimonthly meetings to discuss various investing methods and strategies. Our Investment Strategy Group promotes knowledge of investment as an integral part of long-term personal financial security.

Steve Furst, President

## CWU Marketing Association

CWU Marketing Association, Central's American Marketing Association chapter, is currently rebuilding. We are searching the student body for new members: those with a talent for business, an eye toward innovation, and who are simply excited about the opportunity to enhance this club.

Our members are the creators, editors, and entrepreneurs of the quarterly *Coupon Book*, which benefits Central students by bringing their attention to discounts offered by popular local businesses. We are hard at work refocusing the *Coupon Book* and are excited to improve it as a resource for Central students.

The CWU Marketing Association also connects with guest speakers who share valuable information and personal experience. We aim to provide our members with the resources to become dynamic leaders capable of prospering in the field of marketing and beyond.

Justin Shewey, President

## Exito. Conocimiento. Oportunidad. (E.C.O.)

The main purpose of E.C.O. (which translates as Success. Knowledge. Opportunity.) is to welcome students in the Hispanic community, as well as those who share an appreciation for this cultural group, and who have an interest in the business world. E.C.O. is a recognized chapter of the National Association of Latino Professionals in Finance and Accounting, which is dedicated to enhancing opportunities for Latinos in accounting, finance, and related professions.

E.C.O continues to actively recruit new members, and has been focusing on providing members with opportunities to network with professionals and create job and internship opportunities.

We are excited to participate in Central's 2011 Symposium on University Research and Creative Expression (SOURCE) on May 19. Several of our members will be presenting a business plan for SOURCE's business plan competition.

Our club will engage in several upcoming community service opportunities, including mentoring programs and informative presentations to Hispanic high school students in the community.

Juan Huitron, President

## Society for Human Resource Management

In March, our club attended the SHRM Pacific West Regional Student Conference at Lake Washington Technical College. Our student members competed in a case study competition against schools from all over the western United States, including Alaska and Hawaii.

Central's chapter of the Society for Human Resource Management (SHRM) has a full slate of events this spring. In April, CWU SHRM will host the annual Northwest Human Resource Management Association student conference, which will feature a case study competition, workshops with professionals, and networking opportunities. Julie Acosta, Vice President of Human Resources for Boeing, will be the event's keynote speaker.

On May 21, SHRM will host its 17th annual CWU SHRM golf tournament. Many alumni, current business leaders, professors, and students attend this event. Participants enjoy prize giveaways and a barbecue dinner after the tournament. Information on this special event will be available on our website, [www.cwu.edu/~shrm](http://www.cwu.edu/~shrm).

Finally, our members will attend the SHRM 2011 Annual Conference and Exposition in Las Vegas in June. This will be an exciting and informative opportunity, and a chance for our graduating members to enjoy one last great event with their colleagues.

Joel Stamm, President

## Supply Chain Management Association

The Supply Chain Management Association (SCMA) promotes student understanding of the supply chain management industry and current opportunities and issues within the profession. SCMA members gain

valuable knowledge while networking with professionals for job and internship opportunities.

In fall quarter, SCMA gained insight into the business world with visits to the Safeway distribution center and LMI Aerospace in Auburn.

In winter quarter, four SCMA members competed in Operation Stimulus, a supply chain case competition held in Denver, Colorado. Our members also attended and competed in the annual Supply Chain Management Institute Winter Conference at the Museum of Flight in Seattle. Included in our potential spring plans are visits to the Port of Tacoma and Nintendo of America.

Sara Dunn, President

## WEST SIDE

### Society of Student Accountants (SSA) CWU-Des Moines

The CWU-Des Moines chapter of the Society of Student Accountants offers resources for students interested in accounting careers at public or private firms, non-profit agencies, or with the government.

Spring quarter, SSA will hold elections to induct new officers for the upcoming school year. We will also host a Becker review course to demonstrate the simulation portion of the Certified Professional Accountant exam and how Becker teaches it to students effectively.

The Society of Student Accountants congratulates its graduating senior members and wishes them the best of luck in their future professional endeavors.

Jason Funk, President

### CLUB INFORMATION

For more information on CB clubs and organizations, go to [www.cwu.edu/~cb/students/student\\_org.html](http://www.cwu.edu/~cb/students/student_org.html)

### CB STUDENT RESOURCES

For important information for CB students, go to [www.cwu.edu/~cb/students/studentres.html](http://www.cwu.edu/~cb/students/studentres.html)



*Professor Jeffrey Stinson*

# Northwest Center for Sport Business' Dr. Jeffrey Stinson

by Kylie Steiner

As Dr. Jeffrey Stinson admits, he will probably never be a star athlete. But his longtime love of sports has directed the focus of his career. Now the associate director of Central's Northwest Center for Sport Business, Stinson is helping to build an innovative program for students who share his passion.

A native of Champaign, Illinois, Stinson always had an interest in sports. When deciding on a course of study in college and a future career, the choice was easy.

A sports-focused career was perfect for Stinson, because, as he notes, "when you find what you really enjoy and want to do, it doesn't feel like work."

Stinson completed his undergraduate degree in sport studies and management at Minnesota's Bemidji State University in 1995, and an MA in sport and recreation management from the University of Minnesota two years later. He then worked with Special Olympics, where he was involved with coach training and competition management. His involvement with the business and fundraising aspects of this position motivated him to earn a MBA degree from the University of Minnesota in 2000.

Stinson went on to work with the National Multiple Sclerosis Society. With the organization, he arranged sport and recreational activities as corporate fundraising vehicles. During this time, Stinson also had the opportunity to do some guest lecturing and coach training. He realized he wanted to shift his career to the college classroom, and in 2005 earned his PhD in marketing from the University of Oregon.

Stinson was drawn to teach at Central for its location and its newly created Northwest Center for Sport Business (NWCSB). Now in his third year as assistant professor of marketing and associate director of the NWCSB, Stinson has found working with the center from its inception and helping to build it from the ground up very fulfilling.

Stinson has enjoyed working with Mark Pritchard, longtime friend and director of the center. "I respect Dr. Pritchard as a colleague and as a good friend, and the opportunity to build a program with him was exciting," Stinson said.

Though Stinson's high scores are on his instructor evaluations instead of on the field, he still finds many parallels between teaching and the world of sports.

"Being able to take the time to explore and discuss ideas while watching students develop competence is exciting to me, much in the way coaching is exciting," he said. "I enjoy watching and helping students develop their skills to peak performance."

## CWU COLLEGE OF BUSINESS SPORT BUSINESS CERTIFICATE PROGRAM

*"Congratulations to the first class of undergraduates to earn the Sport Business Certificate (SBC), and a special commendation to Mark Pritchard and Jeff Stinson for creating, developing, and implementing a demanding and informative program that challenges students and ensures that they are job ready for the sport business industry. We also value the commitment, expertise, and support from the Advisory Council in advancing the work of the Northwest Center for Sport Business (NWCSB) and development of the SBC program." — Roy Savoian, Dean*

### FIRST GRADUATING CLASS

**Peter Ackley**

Bellevue, WA  
Issaquah High School

**Travis Bain**

Cathlamet, WA  
Wahkiakum High School

**Kelsey Blanchet**

Burien-Seattle, WA  
Highline High School

**Justin Ehling**

Everett, WA  
Everett High School

**Federico Bettini**

Magenta, Italy  
Liceo Scientifico Bramante

**Juan Huitron**

Ellensburg, WA  
Ellensburg High School

**Jeffrey Ormberg**

Tieton, WA  
Highland High School

**Justin Shewey**

Covington, WA  
Kentwood High School

**Ashley Sweitzer**

Federal Way, WA  
Thomas Jefferson High School

**Tim Winter**

Enumclaw, WA  
Enumclaw High School

### NWCSB ADVISORY COUNCIL

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Marketing Director  
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**K.L. Wombacher**

General Manager  
Yakima Bears

**Mark Pritchard, PhD**

Professor of Marketing  
Director, NWCSB

**Chair, Department of**

Management

**Jeff Stinson, PhD**

Assistant Professor of Marketing  
Associate Director, NWCSB



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The Best Business  
Schools in the World



*Rich Cho (center), general manager of the Portland Trail Blazers with Professor Jeffrey Stinson (left) and students from the SBC program.*



*Juan Huitron receives his certificate of graduation from the SBC program from Bill Chapin, director of marketing for the Seattle Seahawks.*

## Good news ... Mariners Internship

Juan Huitron, one of the first graduates of the Sport Business Certificate program, was recently selected to serve a paid internship with the Seattle Mariners as a Sales Event Intern. His assignment covers the season from late March to October/November, 2011. This internship focuses on the sales environment in a professional sports setting, specifically working on MicroEvents and other projects with the Ticket Sales Department. Juan reports directly to the Director of Group Sales and the Group Sales Coordinator.

His internship covers areas that involve assisting the MicroEvent coordinator with running a sales-based event, including:

- Schedule personnel from different departments to work the events
- Assist with event set-up and breakdown
- Create appropriate signage
- Schedule and participate in meetings to organize each MicroEvent throughout the season.

Juan will also work with external contacts to coordinate events, use the Mariners' database for market research and customer records projects, and assist with special season-ticket-holder events. Finally, he supports the sales department with assorted assignments, including contacting customers via phone and e-mail regarding events.

According to Jeff Stinson, "the coursework in the SBC program provides a strong foundation for Juan's internship with the Mariners. This is a great opportunity for Juan and he is ready to take on the wide-range of experiences he will encounter."

## A Credit to the Profession

**G**ary Heesacker, CB professor, can easily trace his roots to the accounting field. “My father was very well organized; he was a self-taught accountant [for his global onion business],” Heesacker says. “He knew to the penny what his product cost him and he was able to compete very well.”

The lessons learned from his father, who ran his business from the small town of Gaston, Oregon, helped spur Gary to become a self-described “numbers person.”

However, classroom teaching was not part of the original plan. Heesacker graduated with a bachelor of science in accounting from Oregon State University and, while working for the US General Accounting Office, he earned a master of business administration from the University of Washington. Heesacker was then hired by the CPA firm Ernst & Ernst (now Ernst & Young).

“I recruited at Seattle [University], the University of Washington, and Central,” he recalls. “I would interview thirteen to fifteen students a day. [One day] I asked one of them, who was working for me, about a job opening [at Central]. It was a natural flow.”

Among the reasons for Heesacker’s interest in CWU was his love of the outdoors. He saw the chance to hunt and fish while teaching at Central. He and his wife, Judy, also wanted to raise their daughters, Amy and April, in a small, rural community. And, he was drawn to the cultural and athletic activities generated by campus, especially jazz and basketball.

“A professor’s life is ideal from a lot of perspectives,” he says.

## Seeds of Change

Heesacker, 66, has spent the last thirty-nine years sharing his affinity for accounting with CWU students. However, he will be retiring at the end of the 2011 summer quarter. While he will miss his “young and enthusiastic” students, he adds with a chuckle, “even though I complain about not being able to relate to them generation-wise. Most of them don’t even know who the Beatles were, let alone other historical things I might talk about.”

Roy Savoian, CB dean, in a more serious vein says students have related very well to Heesacker. “Gary has a distinctive persona and ability to work with students and accounting professionals,” he adds. “His experience and perspective has been invaluable to building a strong accounting curriculum that serves to prepare students who are career-ready when they leave CWU.”

Among changes he’s seen during his years at CWU is the increased emphasis on the use of technology in the classroom and the accounting profession, including the first computerized CPA exam in 2004.

“I don’t think we allowed the use of a calculator in the classroom prior to ’96,” he said, “because that was when they first allowed it on the CPA exam, which was still paper-and-pencil in those days.”

Heesacker has also had to stay ahead in the evolving accounting profession, which now has a much greater international emphasis, particularly for students in auditing and financial accounting. It’s anticipated that the Financial Accounting Standards Board in the United States and the International Accounting Standards Board will have identical standards, possibly by 2015.

“In the meantime, we’re teaching two separate sets of GAAP [Generally Accepted Accounting Principles],” Heesacker points out. “That’s made my life a little more complicated, because the answers have been changing.”

Heesacker has stayed current with his knowledge and on top of the trends, so much so that, in many instances, he’s been ahead of what’s included in most current textbooks. As a member of the national exam preparedness committee of the National Association of State Boards of Accountancy [NASBA], he’s put his knowledge to use as an editor of the questions used on the CPA exam.

Heesacker continued on page 12

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## PROFESSOR JAMES NIMNIGHT

### The Humane Side of Human Resource Management

For nearly a quarter of a century, Jim Nimnicht has been the cornerstone of the Human Resource Management specialization at the College of Business.

“I started in 1988, after teaching for CWU in the Tri-Cities that summer,” he recalls. “In the fall I started teaching on the main campus.”

“What attracted me to Central was the opportunity I was given to build a program that did not really exist,” he says with a smile. “At the time, there were two HRM courses, one that I immediately got rid of, and one that was totally revamped.”

From those two courses, Nimnicht developed a program that would become one of the top ten in the United States, as ranked by the Society for Human Resource Management, via their superior merit award program. With the help of other staff members, classes in labor and collective bargaining, training and development, organizational staffing, compensation, strategic human resources, and organizational behavior were added.

“When I started in human resources, it was basically about record keeping and planning the year-end barbecue,” he said. “But it has exploded.”

Nimnicht traces the revolution in human resources management to 1963, when the modern major piece of federal regulation, the Equal Pay Act was introduced. Since then there have been myriad laws that govern the workplace, which demand knowledgeable people who can interpret and administer them. The present-day human resources professional deals with all the legislation that governs civil rights and antidiscrimination laws, age discrimination, the Occupational Safety and Health Administration, and American with Disabilities Act provisions.

“Not all organizations fully grasp what they have,” said Nimnicht, noting that many companies pay lip service to the notion that their workforce is their greatest asset. “Where they can often see capital investment, such as buildings and machinery, they don’t always value their investment in the individual. Then they are at a loss when a key employee leaves. For years we worked to earn a seat at the table in the executive suite and in many places today that is the reality.”

Human resources expertise can save companies in so many ways. According to Nimnicht, one symptom of poor HRM is sabotage, which can range from actual physical damage or theft to leaking proprietary information to competitors. Or, change all the passwords for a city’s computer system and refuse to disclose them as one disgruntled but creative information technology administrator at the City of San Francisco did recently.

The widespread incidence of workplace violence is another area where HRM plays a vital role. The proactive and preemptive HR professional can be critical in preventing a catastrophic event.

“I can’t imagine an organization trying to exist, much less be successful, without a strong, professional human resources team that can anticipate and prevent problems from occurring,” he said.

“The field is so much fun and so enjoyable. Teaching human resources has always been a joy,” he enthuses. “This may sound like a cliché, but it’s true: we have the opportunity to make a difference, to help the organization to succeed. We can prevent problems and save money.”

### The Joy of Teaching

“Working with students is a thrill, a daily pleasure, and [I enjoy seeing] them get excited about the field.”

Nimnicht relates a story about a transfer student he met in one of his introductory courses. At the beginning, she had very low self-esteem and was certain that she would fail. “But I saw something in her. I felt that this woman deserved an opportunity and I was going to try to give her one.”

“So I challenged her,” he continued. “I push hard and I have a reputation as a hard grader—and I am—but you won’t find anyone fairer. Gradually, I saw her lift her head and gain confidence.”

Nimnicht continued on page 13

“I was appointed to our state board in ’92 by [Governor] Booth Gardner,” he points out. “I received that through my active participation in the Washington Society of CPAs (WSCPAs). As soon as I was appointed to the state board, I automatically became a member of the national association.”

He has served on the NASBA board of directors and on its ethics committee, and worked with the financial and reporting subcommittee of the American Institute of Certified Public Accountants Board of Examiners. For his commitment to professional service, Heesacker was named a CWU Distinguished Professor for Public Service and twice received the Excellence in Service award from the CB Advisory Board.

“Gary has an impressive and active professional service record,” Savoian says. “His participation over the years with the WSCPAs, with NASBA, and with AICPA is significant and an important recognition for CWU and the College of Business. It has enabled Gary to remain professionally active and at the forefront of developments with the profession.”

*“It is truly the end of an era with Gary’s retirement. He is one of the reasons that the CWU accounting program has enjoyed success and recognition as one of the top regional, if not national, places for an accounting education.” – Roy Savoian, CB dean*

## Return on Investment

In retirement, Heesacker intends to remain involved in professional service, though he has lots of other plans, too. His wife, Judy, retired last year, though she continues to serve as a part-time dietician at Kittitas Valley Community Hospital in Ellensburg.

“To celebrate her retirement, we went on an Italian cruise—twelve days,” Gary points out. “I never enjoyed travel. I didn’t want to go to Europe. This was her present. And I enjoyed every second of it. So we’re going to do more of it.”

They have already scheduled a river cruise in the south of France and a trip to Kauai, Hawaii, to celebrate their forty-fifth anniversary later this year. When not globetrotting, the couple will continue to reside on their twenty-five acre spread near Liberty, twenty miles northwest of Ellensburg.

“We both grew up on farms in the big timber,” Heesacker relates. “You’ve got mixed timber land there [Liberty]. I love the fir trees and the wild animals. We’ve got elk going through there every month, month-and-a-half, we always have deer, they introduced turkeys that are doing well, and the coyotes and the cougars are increasing in their populations.”

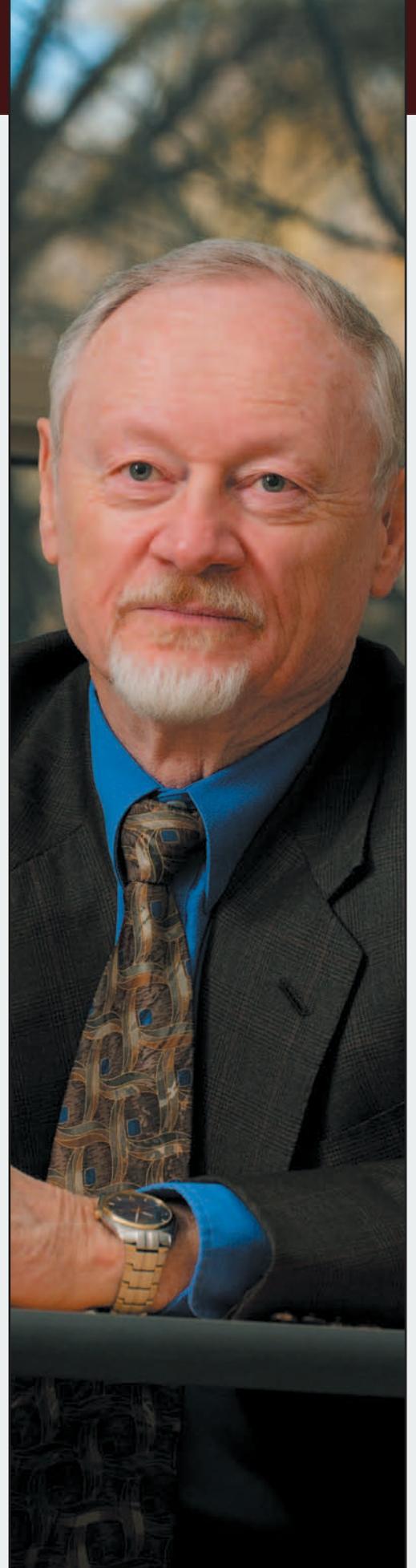
He adds, “There’s always something to do.”

Heesacker has helped the CB establish and maintain a reputation as the school with the best practical accounting program in the Pacific Northwest.

Or, as Dean Savoian puts it, “In the final analysis and after thirty-nine years, Professor Heesacker is recognized and appreciated for his teaching enthusiasm and dedication to preparing students for the rigors of the profession.”

That’s an impressive legacy for someone who first learned of accounting on an onion farm, and one with which his father would be proud. You can count on it.

Professor Gary Heesacker



After earning a national award at CWU, she went on to a top HR graduate school and has most recently been hired at Boeing.

“To see her come alive like that was just incredible. That is the strength of a small school like Central—where students have first-hand access to their professors.”

“While the term student-centered receives considerable attention in higher education, there are few who truly ‘walk the talk.’ Jim Nimnicht is one who does and he has done so ever since he arrived at CWU in 1988,” said Roy Savoian, dean of the College of Business. “He possesses a distinguished record of teaching effectiveness and teaching innovation. His philosophy of teaching is demonstrated daily, in profound and meaningful ways, by his actions with and concern for students—in the classroom and out.”

“Jim also brings a vitality and energy to the student chapter of the Society for Human Resource Management. This chapter is a model for a student club,” continued Savoian. “Club officers frequently receive comments from other student chapters across the country about the success of CWU’s club. They also receive requests from students and faculty at other institutions seeking suggestions for building an effective student chapter of SHRM. This is a testament to Jim’s record of service as a faculty advisor.”

Nimnicht is the only two-time winner of the SHRM Foundation National Faculty Advisor of the Year. He was also recognized as the 1999 Washington State Professor of the Year by the Council for Advancement and Support of Education (CASE).

The close-knit network of alumni and friends that support students and the program, not just with scholarships, but also with important access to jobs, is another element that Nimnicht finds so rewarding.

“I often hear, ‘get me someone from Central.’ Students regularly transfer here to obtain the human resource management specialization,” he said. “And our former students often come here first for top-notch candidates for a variety of HR positions.”

## Dedicated Professionals and Peers

“The strength of Central is the dedication of the professionals in the classroom and I have enjoyed so much my interactions with them and their dedication to students,” he said. “The College of Business has world-class researchers that thrive on helping students excel. This has made this last phase of my career so rewarding.

“As a parent, this is a place I would want to send—and have sent—my children.”

“I never thought I would retire,” Nimnicht said, a little wistfully. “I am absolutely thankful to [former] Provost [Wayne] Quirk for granting me phased retirement. It provides me with the opportunity to come back to teach one quarter a year for the next three years, which will allow me to continue teaching the capstone HR course along with the other HR courses.”

And although the thought of retirement is bittersweet, Nimnicht won’t have much time to dwell on that. “We have sixteen grandchildren, and I have every intention of visiting and spending time with them.”

He and his wife, Kerry, will also be busy volunteering, “working at a mission or a church,” teaching, and perhaps going back to Hungary to help as they build their free market system.

“I will enjoy any place that I have a chance to give,” he said. “God has blessed us and both my wife and I have a strong desire to bless others.”

*Professor James Nimnicht*

# Learning the Language of Business

by Erin Sargent

As a child, Aggie Chodowicz never thought that she would find herself as a student at CWU-Des Moines. Growing up in Poland, she figured that she would finish high school, attend the university, and hopefully someday be able to find a job. When the time came however, Chodowicz discovered something about herself; that she wanted to experience the excitement of travel.

She left Biala Podlaska, in eastern Poland, when she was 19 and headed to London, where she worked in a restaurant and enhanced her knowledge of the English language.

“It was a great experience,” she recalled. “I lived with my friends and I met so many interesting people. London was such a wonderful place to live in with its rich history, great public transportation system, and many places to see.”

Chodowicz also enrolled in an exchange program in order to be able to learn more about America, its values, and opportunities. It didn’t take long for her love of learning to take over, and she found herself taking Spanish classes. After the exchange program was complete, she headed off to Madrid to study and explore the Spanish culture.

“Madrid was a great place to live,” she said. “People were very open and the weather was warm. I enjoyed visiting historic places and I was able to travel to other cities.”

In 2004 Chodowicz moved to the U.S. and acquired a job in the accounting department of a construction company called Steeler, Inc.

“Our high school system in Poland is different than in the U.S.,” she pointed out. “I took accounting and finance classes while I was in high school and that way I was able to obtain a job in accounts receivable. My controller was impressed that I spoke three languages (Polish, Spanish, English) and that’s why he decided to hire me. He knows I’m studying accounting and always comes to me to ask what I am learning. He then assigns me tasks that apply to that topic.”

Chodowicz admits to being a quick study, which is helpful in juggling full-time school and work.

“Accounting, as well as learning languages, is something that I enjoy doing,” she said. “Being able to apply what I learned or see how it works in real world is very helpful. I can see the connection between school and the work environment. I would definitely recommend



Aggie Chodowicz

*“CWU as a whole enables me to make better choices for my career and prepares me for greater opportunities that await me.”*

accounting students participate in internships or take part-time jobs in accounting.”

Chodowicz’s family remains in Poland, and with her busy work and school schedule, she has only been able to see them once in the past three years. She lives in Des Moines and during her free time, which she notes is not much, she enjoys hiking, bicycle, bowling, and spending time with friends and her husband, Paul.

After completing her degrees in accounting and business administration this June, she plans to pursue a Master of Professional Accountancy through Central, and sit for the CPA exam. Beyond that, Chodowicz would like to get a job with an international firm so that she can utilize her language skills and have the opportunity to travel.

# Non-traditional Student, Singular Determination

by Kylie Steiner

Like most students, Alan Boivin is attending college to gain education and skills necessary for success. Unlike most, however, Boivin already has years of experience in the professional world.

A senior in business administration at CWU-Lynnwood, Boivin is 50 years old and has twenty-three years of experience as a functional test inspector working with 747 aircraft at Boeing's Everett factory.

After graduating from Roosevelt High School in Seattle, Boivin joined the Navy in 1980 and served two tours of duty as an avionics technician. Eight years later, Boivin was engaged and didn't want to be separated from now-wife, Melina. He chose to not reenlist, and instead transferred his knowledge of electrical and electronic systems, and aircraft maintenance to a position with Boeing.

After fifteen years with the company, Boivin was unexpectedly laid off. He realized that gaining an education was important to complement his years of experience. Boivin chose to enroll at CWU-Lynnwood, he says, because it was convenient. He chose to stay because he found excellent instruction and small class sizes that aided learning.

"Central's [program] structures are top notch and really positive," Boivin said.

CWU-Lynnwood has been a great fit for Boivin as a busy non-traditional student, especially since he was recently rehired at Boeing as a quality-control inspector. And as Boivin notes, his CWU-Lynnwood courses have given him an understanding of the business side of Boeing, and made him a well-rounded employee.

"I began to really understand why Boeing makes many of its management decisions," he said.

The time constraints of working a full-time job and attending school are a challenge, but Boivin is continuing toward his degree one class at a time. He is on track to graduate spring 2012.

Boivin notes that he has enjoyed the camaraderie of his fellow students, exchanging ideas, and being able to provide his unique point of view as "baby boomer, veteran, and long-time Boeing employee."

"I find it really rewarding," he said.



Alan Boivin

## CB SCHOLARSHIPS OFFERED VITAL HELP

Aggie was the recipient of the "Christine and Patrick Day Endowment," while Alan received an "Outstanding Business Administration Student, CWU-Lynnwood" award. As tuition increases, CB scholarships are providing a financial lifeline to some of our students. Because of the generosity of our donors, next year the College of Business will be able to provide even larger awards to individual scholarship winners, with some top students receiving full-tuition scholarships.

For more information about CB scholarships, visit: [www.cwu.edu/~cb/students/schol\\_home.html](http://www.cwu.edu/~cb/students/schol_home.html).

# Building My Ladder

by Megan Meyers

In the business world it seems that everyone has a strategy for success. I have personally found that success is just a laddering of small experiences and accomplishments over time. A ladder needs strong footing for support, accommodating rails constructed over time, and the actual steps which materialize slowly. My ladder is still quite short, but I believe it is well built.

CWU enabled me to assemble a strong base for my ladder through small class sizes that allowed for true learning, professors and staff that actually cared about students, and many growth opportunities such as serving on the Dean's Council and working for the *Beacon*. The personalized attention that Central provided, compared to other universities, truly enhanced my ladder development.

- Take advantage of the unique positioning Central has to offer.
- Treat every leadership opportunity as a chance to strengthen your base. The best time to make mistakes is when you're still learning.
- Use the CB faculty and professors to your advantage. They can help with education and career goals that will benefit you even after leaving Central.
- Keep in touch. Your connections will be a source of knowledge in the future.

Upon graduation I took my new ladder to Washington, DC, where I started working in a financial management capacity for Accenture, one of the world's largest consulting companies. While building my ladder, I was able to do things I never thought possible so early in my career.

- Do not downplay your capabilities; if your leadership has faith in you, there is a reason why. Develop confidence in yourself.
- Take advantage of training, mentorships, management development courses, and philanthropic activities. You never know who you will meet or what you will learn that will help to build another step in your ladder.
- Take time at the beginning of your career to understand the goals and ambitions you want to set for yourself. Don't be afraid to let your leadership team know if there are ways they can help you achieve.

Another important step in my ladder was networking, and once again I found Central helped build my ladder. When I attended a CWU DC alumni meeting, I discovered a community excited and willing to help. Carol Smoots, a CWU Foundation Board member, has been an invaluable resource as I have acclimated to the area and grown in my work responsibilities and personal life. Her mentorship has been an inspiration on my journey. She also encouraged me to use my unique skills to encourage and mentor others, including current Central students involved with internship opportunities in the DC area.

- Networking is as important as everyone says it is, especially with today's job market.
- Networking is not a one-way street, particularly as you progress in your career.

- Don't be afraid to let professional mentorships turn into personal friendships.

In 2009 I decided to continue my education and was selected to be part of the Global MBA program at the George Washington University. I know my selection was due in large part to my leadership experiences at Central and Accenture. I was equipped to not only be a competitive student, but to rise to the top. I have been able to participate in international competitions, perform consulting work in foreign countries, present to high-level executives, and work with major global organizations. I will graduate with honors in May and have already accepted an offer at one of the big four accounting firms. I am now ready to add more steps to my ladder and take many new lessons with me.

- There is a difference between functioning as a group and operating as an efficient team. You will not always be in a position to lead, but you can still develop and build your ladder as a group member.
- Do not turn down an opportunity at face value just because it doesn't fit exactly into your plan.
- New things should be challenging if they are to help build your skills. Don't shy away from the difficult steps in your ladder.
- Always consider your work/life balance. Finding creative ways to manage time will benefit you tremendously throughout your career and make you happier overall.

I can honestly say my time as a student in Ellensburg has been an advantage here in Washington, DC. I also have no doubt it will continue to be so as my career takes me around the world and exposes me to new ladder-building opportunities.



*Megan Meyers at the Taj Mahal in Agra, India*

# Where Teaching and Research Intersect

*Wendy Cook is an assistant professor in the Department of Management and teaches at CWU-Des Moines. She joined the faculty at CWU in the fall 2009. Wendy earned her BA from Southern Illinois University in Carbondale and her PhD from the University of Washington. One of Wendy's co-authored research projects was published in one of the top journals in management—the Academy of Management Journal. She is an affiliate and research contributor to the College's Northwest Center for Organizational Research. NWCOR Executive Briefing (3-2010) was authored by Wendy and titled, "Interruptions: What is the impact on productivity?" The publication is available upon request from the Dean's Office. —Roy Savoian, Dean*



Professor Wendy Cook

As an undergraduate, two professors had a profound impact on me. One told the class on the first day, "If you find yourself somewhat uncomfortable in this class, good! It means you are learning something. If you are comfortable in this class, you aren't learning; I'm going to make sure you stay uncomfortable." The second was the professor who taught me to teach. His advice was to make the class interactive, to only lecture when necessary, and to push students to participate. In getting students talking, he recommended saying something completely off the wall, crazy, funny, disturbing, or whatever it took to get students engaged. Adult learners like humor and they like to get work done. We work hard in class, and we laugh a lot. We learn and we have fun doing it. It's a classic "win-win" situation.

In class, we experience the material by making the classroom our organization. Humans desire autonomy. We appreciate knowing what we need to do, deciding how we are going to do it, and then receiving feedback on how we've done with the opportunity to redo the work.

My assignments are designed to push students to think independently, to be creative, to take initiative—and in so doing, to experience autonomy.

- There is the inevitable group assignment wherein one group or other experiences a free rider (you know the one who didn't pull his/her weight). That group is lucky enough to get to learn firsthand how to apply motivational theories.
- We discuss real-world issues. We check to see if our theories actually hold water out there in the business realm.
- Students give each other—and me—performance appraisals. These are real performance appraisals complete with face-to-face feedback.
- We conduct a change effort based on the needs of the learners—we actually change the class based on student feedback to simulate real-life organizational change—and we review the change to see what went right and what we still need to work on.
- We work on developing leadership (including self-leadership) in every class. I meet people where they are, and based on where they are, I create experiences for them that will help them move closer to being leaders.

By the time a student has had two or three classes with me, their behavior in the classroom has changed. The leader has emerged. The motivation for taking classes is based on a desire to learn—and they push me and each other to move the material forward. They have become very active consumers of information. Critical thinking is clear, and they all know how to give a presentation that is relevant and engaging. (I'm known for telling students if they bore me, they fail.)

To support my teaching, I do research. I tend to research issues related to productivity. I research how connecting employees to one another keeps them working for an organization. I research how detrimental unexpected interruptions are for productivity and emotional well-being. I question our understanding of work and interpersonal interactions at work, and because survey data is limited in what it tells us of human behavior, I argue for more qualitative work (the work where researchers observe and may even participate) to give a richer description, allowing for appropriate interventions to be developed when unintended and unwanted consequences pop up.

I also research provocative issues such as re-introducing touch in the workplace, the positive side of leader neglect, women's aggressive behavior at work, and personality matching for group functioning. My research can make people a little uncomfortable, so we all keep learning.



*Avey with Ti-John (left), Emanuel (center) and Schneider (right)*

## CB's James Avey Assists Relief Efforts in Haiti

Although the 2010 Haiti earthquake has faded from front-page news, James Avey, assistant professor of human resource management, can attest that its devastating effects are a constant reminder to the people of the ravaged and impoverished country.

In January, Avey traveled to a slum in Port au Prince, Haiti, to Child Hope International orphanage. There, he spent a week helping to build a living facility for thirty orphaned and homeless young girls who had been struggling to survive on the streets for nearly a year.

Avey noted that, though he has traveled to about thirty-five different countries, he has never witnessed poverty or despair comparable to that in Haiti.

"It's simply amazing that this poverty-stricken place is just a few hundred miles off the coast of wealthy Miami," he said. "The people I met were beautiful—and with little hope."

Avey also spent two days assisting in a program to provide food and medical care for homeless children. In these efforts Avey saw many of them suffering, even dying, of preventable and treatable diseases. The children are in need of food and medical attention, but also desperately want attention and stability.

As Avey visited with the young orphans, he learned their heart-wrenching stories. Emanuel had arrived at the orphanage with a gunshot

wound in his arm. Ti-John had been at Child Hope for several years, and, though only a child himself, had helped mentor the younger orphans at the facility. And Schneider, who had just recently been rescued from the streets and taken to Child Hope, very quickly became attached to Avey and would cling to him whenever he visited the orphanage.

Upon returning home, Avey was overwhelmed by providing a simple meal for his own children. The differences between his children's world and the orphans of Haiti, he realized, were staggering.

"I watched my five-, three-, and one-year-old children feast on their snack, and I put my face in my hands and wept," Avey said. "I'm not sure how much I was able to change Haiti, but I'm positive it changed me."

## Extreme Entrepreneurship at Central Washington University

The award-winning Extreme Entrepreneurship Tour (EET), the first and only collegiate entrepreneur tour, came to Central's SURC Ballroom on February 15.

EET seeks to motivate students to "create their own path." Event leaders offered both inspiration and practical advice, demonstrating that even in a challenging economy, creative young entrepreneurs can thrive while pursuing their goals.



*Arel Moodie inspiring attendees to Dream Big*

“The presentations inspired the audience to dream big, and then provided strategies to make those dreams a reality,” said student attendee Kylie Steiner.

The high-energy event featured workshops to help students create a business vision, networking to connect students with shared ideas, and addresses by successful young entrepreneurs.

Among the featured speakers was David Gardner, a 2005 Dartmouth graduate, who discussed his thriving Internet design startup, ColorJar, which develops websites and online marketing strategies for clients such as sports journalist Stephen A. Smith.

Tina Wells is another member of the EET team. A student at the Wharton School of Business, she is also CEO of Buzz Marketing Group, which creates innovative marketing strategies for beauty, entertainment, fashion, finance, and lifestyle-sector clients.

Moderating the event was Arel Moodie, author of the bestselling book *Your Starting Point for Student Success*.

“I was impressed that the presenters talked about their failures as well as their successes,” noted Steiner. “They encouraged the audience to learn from mistakes, but to not be too afraid to make some.”



*Arel Moodie (left) and Central alumnus Sandy Wheeler (right)*

Seventy CWU students who registered online were randomly selected to attend a pre-event luncheon with Sandy Wheeler, Central alumnus and co-founder of Bowflex, Nautilus, and Stairmaster.

In addition, participating CWU students became eligible for merit awards of between \$1,000 and \$5,000 in start-up funding for winning business plans, and a needs-based scholarship of up to \$5,000. Those monetary awards will be presented at the Extreme Entrepreneurship Competition, to be held in conjunction with Central’s annual Symposium on University Research and Creative Expression (SOURCE) in May.

“It was a great event,” said Steiner. “Even if you don’t want to become an entrepreneur, it was inspiring.”

## Supply Chain Management Association Competes in Operation Stimulus

Four members of SCMA traveled to Denver, Colorado, to compete in the Operation Stimulus supply chain case competition in January. The competition, now in its fourteenth year, regularly draws teams from top-rated supply chain management programs.

This was the second year that Central joined fifteen other schools from across the US and Canada for the competition. The CWU team included SCMA members Sara Dunn, Alex Vimont, Erin Voss, and Brehna Edwards. As in 2010, Alaska Airlines provided travel to Denver for the student team.

The 2011 case, assigned to the teams two weeks prior to the conference, drew from many aspects of global supply chain strategy development. Students were asked to evaluate the current and future supply chain for a fictitious electronic component company, and make a presentation of their case to a panel of business executives.

Their task was to choose the best of three suppliers to support a manufacturing operation located in China. They had to evaluate the market, government, demographic, and infrastructure issues, and select the best of three new markets to enter (South Africa, Australia, or Brazil). Teams were then required to propose a location and method for product distribution as well as recycling.

In the final hour before team presentations, a twist was added to the assignment: the teams were required to form a reverse logistics solution for repair and breakdown of electronics for recycling.

In addition to the case competition, the team attended panel discussions, breakout sessions, and networking events over the two-day conference.



*From the left: Alex Vimont, Brehna Edwards, Erin Voss, Sara Dunn*

## Out and About: Boeing Intern Kyla Saslow

CB senior Kyla Saslow is one of just 115 undergraduate students nationally selected for a highly competitive Boeing internship for summer 2011.

Saslow, a dual major in business administration and law and justice, notes that Central has allowed her to set herself apart with an academic emphasis in human resources and a supply chain management certificate. Saslow's academic distinctions have proven an asset in her selection for the Boeing position and in setting herself apart from other interns.

In February, Boeing hosted an orientation for incoming student workers. At the event, Saslow attended a series of social functions and interviews, and was introduced to her fellow interns and future employees.

"At first I felt awkward and out of place; like I didn't belong with this elite group," Saslow said.

That concern was quickly replaced with confidence when Saslow met with Boeing management and presented her academic portfolio. It was noted that Saslow's skill set would be an asset in a variety of roles, such as working with human resources in a supplier management department, or litigation practices in human resources.

"I realized I have a lot to offer," Saslow said. "Each manager pointed out that I have a unique combination of academic and professional interests, and I would fit like a puzzle in each of their departments."

This summer will mark Saslow's second venture into the professional world. In summer 2010, Saslow completed an internship with Grant County Public Utility District as a human resources professional.

Also an active board member in Central's Society of Human Resource Management student chapter, Saslow is looking forward to her upcoming human resources position with Boeing.

"I'm eager for further knowledge and even more experiences," she said.



*Kyla Saslow*

## CWU Alumna Excels on CPA Exam

The Certified Public Accountant exam is infamously difficult. The highest national pass rate for first-time exam takers in the last decade was just 20 percent. Physically and mentally grueling, the exam takes fourteen hours to complete and requires demonstrated proficiency in auditing and attestation, financial accounting and reporting, regulation, and business environment, and concepts.

Naturally, Shelley Thompson, a 2010 CWU-Des Moines accounting graduate, was nervous when attempting the exam for the first time.

"After my first test, I thought I did OK," she said. "But I was still worried about whether I passed or not."

Thompson did far better than merely passing—she scored an outstanding 95 percent average on the exam's four sections, placing her CPA exam scores in the top ten highest in the state for 2010.

She, however, takes the accomplishment in stride.

"I just studied and took the exam right before and after graduation," she said. "My knowledge was still fresh."

Karen Martinis, CWU accounting professor, said, "I'm so proud of Shelley, and ecstatic that she did so well on the CPA exam. She was an exceptional student and a pleasure to have in class. We all wish her well in her accounting career."

Thompson, 22, began her studies on Central's Ellensburg campus, and then transferred to CWU-Des Moines in 2009 when husband Zach, also a Central graduate, accepted a job in the area.

Thompson is currently in a temporary position at a small CPA firm in Issaquah, assisting with tax preparation. As she noted, the current economy makes it challenging to find entry-level accounting positions, so young professionals must go the extra mile.

"I was flexible and offered to work anywhere from five to fifty hours a week," she said. "I was able to get a position with the first company I called."

Thompson will be recognized for her CPA exam accomplishment at the 18th Annual College of Business Honors Banquet on May 14 at CWU-Des Moines.



*Shelley Thompson*

## Reflection of a Business Student on B2B Speakers

by Emma Domingo

*In November 2004, the College established the Business-to-Business speaker series. Typically held in the Columbia Tower Club in downtown Seattle, the B2B is designed for Puget Sound-area business professionals. It features business executives who share their perspectives, experiences, and expertise about current issues and developments with business and regional organizations. Recently, two of our speakers have spent additional time after the event to speak with Central students from the Ellensburg campus that attended with Keith Champagne, CWU associate vice president for Student Affairs.*

*Emma Domingo, a junior majoring in accounting and business administration (specialization in management), was born and raised in Mill Creek and attended Henry M. Jackson High School. She offers her reflections after attending the two most recent B2B speaker series and meeting Phyllis Campbell and Rich Cho. —Roy Savoian, Dean*

**Phyllis Campbell**, chairman, Pacific Northwest, JP Morgan Chase

Phyllis spoke a lot about investing in our education. She said to always have goals, aim high, and achieve them. She had us talk about our goals and encouraged us to pursue them, not allowing anyone or anything to get in the way of our path toward success.

Phyllis also talked to us about the cycle of education. She told us to never forget the financial and mental struggles of college, and that when we are successful in our careers we must give back to our institutions. Phyllis stressed the importance of higher education and doing what we can to give back to the college community.

I asked her if she ever felt discriminated against. She told me about one instance when she first started her career. She went to her boss for a promotion in a position that allowed her to communicate with other businessmen (not businesswomen). He simply said no because of whom she would be working with. She tried to tell him how hard she would work to bring the company success, but he did not want to hear it because she was a woman. So she kindly and politely left. She told me to always act professional, even in situations when others are not. That moment did not stop her from pursuing her career, but motivated her to work harder.

I enjoyed Phyllis as a speaker, and admire her for her success. We are both Asian-American women, and to see Phyllis holding an executive-level position is inspiring. I asked her what I could do to help further my business aspirations. She told me to always do research. If I am applying for a company, research the company, research the people who



Phyllis Campbell

work for the company, and to always know the environment. She told me to prepare for weaknesses, but to celebrate successes. Even if the success is small, it still deserves recognition. Hard work will always pay off and I should persistently continue to motivate myself to achieve success.

**Rich Cho**, general manager, Portland Trail Blazers

Rich stressed the vitality of hard work and persistence. He stated the importance of internships and getting experience while we are young. He spoke about when he was younger, living in his brother's apartment and sleeping on his floor. It was a struggle, but that didn't keep him from pursuing his internship with the Seattle SuperSonics. As he stated, "I am always the first one in the morning to be at work, and the last one to leave." Even though he was only an intern, he worked extra hard to make sure he was doing his best and providing the best work for his employers.



Rich Cho

Rich stressed the importance of getting each and every detail right with the extra level of effort necessary. He mentioned that water starts to boil at 212 degrees (Fahrenheit), and the difference between 211 degrees and 212 degrees is that extra degree, the extra effort to get "to boil." If you don't give your full effort to reach that level of degree, then the team won't be able to create that extra push to succeed.

Soft-spoken, humble, and very genuine, Rich referred to himself as a family man. He showed us a picture of his two beautiful daughters. He said he makes family a priority. So I asked him, "If you are the first one to be at work and the last one to leave, how do you balance this time with your family life?" Rich acknowledged that the NBA has a high divorce rate among its players and management. He said that it is difficult with traveling, but he does his best to provide for his family. He tells his employees that he never wants them to miss their kids' birthday parties, games, dances, recitals, etc., because of work. As for himself, he makes time to talk with his wife and daughters, and flies home to visit them whenever possible. He stated that it is a constant balance, but he makes this sacrifice for his daughters. When he talked about his family, you could see genuine compassion. During his speech he also briefly mentioned his father, which made him emotional. He stated that his parents were constantly supportive of him, even when he decided to make the career change from law to sports management.

Rich used a quote (from hockey great Wayne Gretzky): "Don't focus on where the puck is, but where the puck is going." He said to know and understand where you are now, but most importantly plan for where you will be heading.



Rich Cho (center) with CWU students after his B2B presentation, with Emma Domingo (immediate right of Cho)

# 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 CB 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 remain current in their respective discipline or field of instruction. As a result, our students receive an up-to-date, 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. Listed below are recent articles that earned CB Research Grant Awards Program awards for the respective faculty member(s), but not funded. CB faculty members in **bold**.

### DEPARTMENT OF ACCOUNTING

**Bailey, William A., Bouillon, Marvin L., & Leong, Scott**, "The Effect of Capital Gain Increases in the Newly Enacted Health Care Act and Obama's Revenue Proposals on Taxpayer Behavior and Investment Property Values," *Tax Management Real Estate Journal*, Vol. 26, No. 7, pp 211-220, July 2010.

**Bouillon, Marvin L.** & Ravenscroft, Sue, "Undergraduate Preparation and Dissertation Methodologies of Accounting PhDs over the Past 40 Years," *Global Perspectives on Accounting Education*, Vol. 7, pp 19-29, 2010.

### DEPARTMENT OF ECONOMICS

**Carbaugh, Robert** & Prante, Tyler, "The Temptation for Protectionism and American Trade Policy," *World Economics*, Vol. 11, No. 3, July-Sept. 2010.

**Carbaugh, Robert & Tenerelli, Thomas**, "Restructuring the U.S. Postal Service," *Cato Journal*, Vol. 31, No. 1, pp 129-150, Winter 2011.

**Ghosh, Koushik**, "Culture, Government and Markets," *Forum on Public Policy*, Summer 2009, No. 2, 2010 (published online).

**Ghosh, Koushik** & Gray, Peter, "Did we Rush to Copenhagen? Is Cap-and-Trade the Answer?," *Challenge*, Vol. 53, No. 1, Jan.-Feb. 2010.

**Hedrick, David W., Henson, Steven E, Krieg, John M., & Wassell Jr., Charles S.**, "Is There Really a Faculty Union Salary Premium?," *Industrial and Labor Relations Review*, Vol. 64, No. 3, April 2011 (In Press).

### DEPARTMENT OF FINANCE AND SUPPLY CHAIN MANAGEMENT

**Bagamery, Bruce D.**, "A Calculator-friendly Transformation Method for Valuing Finite Growing Annuities and Annuities Due," *Journal of Financial Education*, Spring 2011 (In Press).

Foster, Mark D. & **Young, Michael T.**, "Capital Structure Determinants in Emerging Markets," *Journal of Applied Financial Research*, Vol. 2, pp 19-50, 2010.

**Lee, Yong Joo** & Baker, Tim, "Assessing the Interaction of Price Optimisation and System-Wide Transportation Selection on a Third-Party Logistics Provider," *International Journal of Services and Operations Management*, Vol. 9, No. 2, 2011 (In Press).

**Liao, Kun**, Ma, Zhongming, Lee, Johnny Jiung-Yee, & **Ke, Ke**, "Achieving Mass Customization through Trust-Driven Information Sharing: A Supplier's Perspective," *Management Research Review*, Vol. 34, No. 5, 2011 (In Press).

**Liao, Kun**, Massillac, Erika, **Johnson, Eldon**, & Liao, Ying, "Global Supply Chain Adaptations to Improve Financial Performance: Supply Base Establishment and Logistics Integration," *Journal of Manufacturing Technology Management*, Vol. 22, No. 2, pp 204-222, 2011.

**Liao, Kun**, Tu, Qiang, & Marsillac, Erika, "The Role of Modularity and Integration in Enhancing Manufacturing Performance: An Absorptive Capacity Perspective," *Journal of Manufacturing Technology Management*, Vol. 21, No. 7, pp 818-838, 2010.

Tu, Qiang, **Liao, Kun**, & Li, Yulong, "The Relationship of Integration and Automation Under an Uncertain Environment: A SEM Model," *International Journal of Manufacturing Technology and Management*, Vol. 22, No. 3 (In Press).

### DEPARTMENT OF MANAGEMENT

Alexandris, K., Fund, D., & **Pritchard, Mark P.**, "The Impact of Constraints on Motivation, Activity Attachment and Skier Intentions to Continue," *Journal of Leisure Research*, Vol. 43, No. 1, pp 56-79, 2011.

**Avey, James B.**, Luthans, F., Smith, R. M. & Palmer, N., "Impact of Positive Psychological Capital on Employee Well-Being Over Time," *Journal of Occupational Health Psychology*, Vol. 15, No. 1, pp 17-28, 2010.

Avolio, Bruce J., **Avey, James B.**, & Quisenberry, David, "Estimating Return on Leadership Development Investment," *The Leadership Quarterly*, Vol. 21, No. 4, pp 633-644, Aug. 2010.

Clapp-Smith, R. O., Vogelgesang, G., & **Avey, James B.**, "Authentic Leadership and Positive Psychological Capital: The Mediating Role of Trust at the Group Level of Analysis," *Journal of Leadership and Organizational Studies*, Vol. 15, No. 3, pp 227-240, 2009.

**Hughes, L. W., & Avey, James B.**, "Transforming with Levity: Humor, Leadership, and Follower Attitudes," *Leadership and Organization Development Journal*, Vol. 30, No. 6, pp 540-562, 2009.

**Kucuk, S. Umit** & Madduz, Robert C., "The Role of the Internet on Free-Riding: An Exploratory Study of the Wallpaper Industry," *Journal of Retailing and Consumer Services*, Vol. 17, No. 4, pp 313-320, 2010.

Luthans, Fred, **Avey, James B.**, Avolio, Bruce J., & Peterson, Suzanne J., "The Development and Resulting Performance Impact of Positive Psychological Capital," *Human Resource Development Quarterly*, Vol. 21, No. 1, pp 41-67, Spring 2010.

**Pritchard, Mark P. & Stinson, Jeffrey L.**, "Affinity and Affiliation: The Dual Carriage Way to Team Identification," *Sport Marketing Quarterly*, Vol. 19, No. 2, pp 67-77, 2010.

**Stinson, Jeffrey L.** & Howard, Dennis, "Athletic Giving and Academic Giving: Exploring the Value of SPLIT Donors," *Journal of Sport Management*, Vol. 24, pp 744-768, 2010.

## CEF Needs Funds to Support RGAP

Through the Competitive Edge Fund (CEF), the Advisory Board supports the Research Grant Awards Program (RGAP) in the College of Business. The CEF provides financial resources to the RGAP so that faculty can pursue appropriate professional development activities. The CEF also ensures that our students are taught by faculty who are current in their respective field. Each of the CB faculty received a stipend from RGAP for the peer-reviewed publication of their research. Funds are needed to build the RGAP. Contributions can be made in the "You can Make a Difference" envelope.

## Advisory Board

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

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

## The Role of the CB Advisory Board in AACSB Accreditation

by Roy Savoian, Dean

In the last issue of the *Beacon*, we explored the Peer Review Team (PRT) report and recommendation that undergraduate degree program and master's degree program in accounting offered by Central Washington University be granted initial AACSB accreditation. The Advisory Board played a fundamentally important role in the accreditation process.

At the outset, it is significant to note that the Advisory Board developed the Competitive Edge Fund (CEF) in the fall 2002. The CEF supports the Research Grant Awards Program (RGAP) that provides funding for faculty research—a key element in the CB mission and in AACSB accreditation. More than \$340,000 has been raised through the CEF and awarded in RGAP to 48 faculty for publication of 151 articles since the 2002-03 school year.

The PRT met several Advisory Board members during their campus visit to CWU in May 2010. They had breakfast with four Board members and dinner with five Board members. The PRT made several references in their report and recommendation related to the Advisory Board.

- The College has a highly engaged and dedicated Advisory Board that supports the College with financial and other resources.
- The Research Grant Award Program (RGAP) has had positive results on the production of Intellectual Contributions [faculty research].
- The curriculum management itself describes a nice balance between the input of the faculty and input of stakeholders [like the Advisory Board] in local industry.

As examples of exceptionally effective practices that demonstrate leadership and high-quality continuous improvement in management education, the PRT cited two “best practices” that may be of interest to other management educators.

- The effective use of the Advisory Board in the Strategic Management of the College of Business.
- The establishment of a faculty development fund that rewards faculty with financial credits for articles published in peer-reviewed journals.

Under “Commendations of Strengths, Innovations, and Unique Features,” the PRT noted repeated comments by employers that students hired from CWU were quickly able to put into practice the applied skills learned in their business degree program, indeed substantially better than new hires they make from major Research 1 institutions. Employers particularly note this with graduates in accounting and supply chain specializations.

We thank the Advisory Board, past and current, for the dedication, commitment, and assistance to advance our educational mission, to enhance our learning community, and to partner with us in our successful effort to achieve initial AACSB accreditation.



## Editor's Note

Although it is true that all good things must come to an end, I am sad to conclude my *Beacon* experience with this edition. I feel truly fortunate to have had the opportunity to meet and work with such amazing people, and learn what it takes to produce a publication like this.

The College of Business has been wonderful to me. Not only has it provided an excellent program of study and incredible instructors, it has been truly generous in the giving of scholarships. This assistance has allowed me to fund my education and provide for my daughter, Melissa.

*Erin Sargent*

The future for Melissa and I looks bright. I will graduate in spring 2012, and know that I am well equipped for the challenges that are certainly waiting. I plan to continue my studies here at Central, and will enroll in the Master of Professional Accountancy program and obtain my CPA license.

I am sad that my assignment for the *Beacon* is ending, but I am excited to see what is next on the horizon. Whatever it may be, I know that this experience has shaped me into a more diverse person with many more skills at my disposal.

I look forward to the day that I am able to give back to a college that has given so much to me. Thank you!

Erin Sargent, Editor-in-Chief

CWU COLLEGE OF BUSINESS

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