

CENTRAL WASHINGTON UNIVERSITY COLLEGE OF BUSINESS • SUMMER 2021

VOYAGE



VOYAGE

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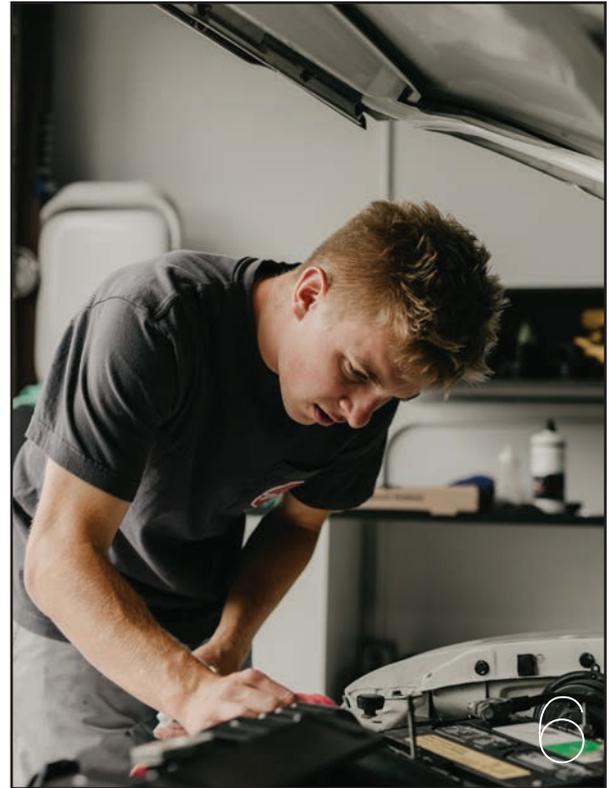


The Central Washington University
College of Business is accredited by the
Association to Advance Collegiate Schools
of Business (AACSB). Only five percent
of business schools globally earn the
coveted, quality-assurance designation.
The continuing accreditation validates the
work of the College of Business to link
students with current and emerging trends
and practices.



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ON THE COVER: Linae Myhand graduated magna cum laude in June, earning bachelor of science degrees in business administration and economics. "This past year has been the hardest of my life," Myhand told the class of 2021 during a heartfelt commencement speech in which she admitted the distance and isolation took its toll. Myhand's friends and classmates helped her feel heard and helped her understand she wasn't alone. "My biggest take away from this year is that we're not alone," Myhand said. *Read more about her journey to a job on Page 22.* COVER PHOTO CREDIT: ANNA CORTES

IN THIS ISSUE



Central Washington University
COLLEGE OF BUSINESS LAUNCHES NEW

DIGITAL MARKETING MINOR



Digital marketing encompasses all marketing efforts through digital media. Businesses around the world leverage search, social media, mobile, email, and other digital channels to connect with current and prospective customers.



Students will learn about:

- Social, search, content
- Digital analytics
- Artificial intelligence in marketing
- Design and digital marketing
- Digital marketing strategy



Prepare for a career as a:

- Social media and content specialist
- Search engine marketer
- Digital marketing analyst
- Digital marketing strategist
- Green economy/healthcare representative
- Entrepreneur



No. 1 in-demand skill for high-growth jobs.



Dean's Message



Jeffrey Stinson

Hello Wildcats:

Wow! What a year. As I am sure is the case with many of you and your organizations, we have learned, adapted, and innovated at an unthinkable pace. While recognizing the challenges, trials, and tragedy associated with the pandemic and racial division, this issue of *Voyage* will focus on the positive outcomes gained in these turbulent times. Our mission and goal of launching students toward a better future remains the same. How we meet that mission, however, has been forced to change. We share many of these stories throughout this issue.

During the pandemic, we changed not just how students learn (almost fully remote in the College of Business), but what students learn, to prepare them for the critical challenges facing industry. Important functional areas, such as digital marketing and supply chain management, became even more critical to many businesses. And leadership skills become even more important as we teach the next generation of Wildcats how to handle uncertainty and adversity. Within the pages of this issue we share our experience over the past year in these programs. I am extremely proud of our students, faculty, staff, alumni, and partners for their resilience and accomplishments.

We have also invested heavily in Equity, Diversity, and Inclusivity (EDI) initiatives, taking a leadership role on campus. While there is much work still to be done, I extend my thanks to our students who have really pushed us to do more than talk about EDI in light of the Black Lives Matter protests and the violence and discrimination against Asian and Asian American communities. We have expanded access to the Emotional Intelligence certificate, in part to help address the barriers facing our students and alumni who are Black, Indigenous and People of Color. Please know we are committed to continuing this work.

Reflecting on the challenges of this year, I am inspired by the many positive innovations, learnings, and accomplishments. We will build on these as we move into a post-pandemic environment.

Go 'Cats!

Jeff

A handwritten signature in black ink, appearing to read 'Jeff Stinson', written over a white background.

Jeffrey Stinson, PhD
Dean, College of Business

COLLEGE OF BUSINESS MISSION

We launch students toward a better future by engaging them in industry-relevant, student-centered programs driven by strong partnerships between students, faculty, staff, and business professionals.

College of Business Again Ranked Among World's Best

“This accreditation can help open up some doors that, perhaps, might not otherwise be open.”

JEFFREY STINSON

In March the CWU College of Business (CB) received continuing accreditation from the Association to Advance Collegiate Schools of Business (AACSB), joining about 5 percent of business schools globally that have earned the prestigious designation.

CWU was among 73 business schools that received continuing accreditation this year by AACSB, a global nonprofit association that connects educational institutions and businesses in more than 100 countries and territories worldwide.

“This is important to our students and their parents because it is an assurance of learning and that students are going to have qualified faculty in the classroom,” CB Dean Jeffrey Stinson said. “When our graduates start their careers or pursue graduate work, this accreditation can help open up some doors that, perhaps, might not otherwise be open.”

Following a virtual campus visit in November, the AACSB review team identified CB’s Career Advising and Tutoring (CAT) Center as a best practice, and further commended the college for its Industry Leadership Board, peer and

alumni mentorship programs, and initiatives to support diversity and inclusivity.

“They met with the same groups of people, asked the same questions, and held all of the same meetings that they would have had on campus,” Stinson said, adding that CB had to record and upload a tour of its facilities. “I think the virtual visit made it a more technical review against the standards.”

CWU first achieved AACSB accreditation in 2010. After initial recognition, schools undergo comprehensive “continuous-improvement” peer reviews every five years to reaffirm accreditation. Stinson said CB is transitioning toward becoming a “mature accredited organization,” and he expects to meet or exceed the organization’s gold standard for college business education in the years to come. But he also knows the hard work is just beginning.

“As we now look ahead to 2025, we won’t be able to meet the standards at the same level we are now,” he said. “We will have to demonstrate improvement.”

Stinson pointed to CWU’s investment in faculty, staff, and services as a reason the college was able to retain its AACSB accreditation.

“At Central, this means students get to learn from qualified faculty at the undergraduate level, in relatively small classes,” he said. “And, it means that we provide graduate students with the knowledge, skills, and competencies for career success.”



Parks Begins Distinguished Professorship Role

CWU Professor Anderson Parks assumed his new role as the Kuolt Distinguished Professor of Business on January 1. The focus of the professorship is to help College of Business (CB) retain a faculty member with business experience who can connect the college and others at CWU with industry.

CB Dean Jeffrey Stinson said the appointment will allow Parks, a management professor based at CWU-Lynnwood, to amplify the impact of his teaching and other activities that connect the college and classroom to industry.

“Professor Parks is a great match for the Kuolt Distinguished Professor in Business,” Stinson said. “With his wealth of industry experience, his ongoing commitment to sharing that experience in the classroom and with the university community, and his outreach to industry through his ‘Emotional Intelligence for Professionals’ training, he will be a great ambassador for the College of Business and university in this role.”

Parks began teaching following a career in global management with The Coca-Cola Company. After guest lecturing at Bellevue College and teaching at Edmonds Community College, he began leading a marketing and management course at CWU-Lynnwood in 2017.

Parks’s classes are infused with his experience from leading strategic management, marketing, and planning for Coca-Cola’s largest corporate customers across Europe, Latin America, and the Pacific Rim.

“Receiving the Kuolt Distinguished Professor of Business role is a tremendous honor, and I’m very grateful to be in a position to share



what I’ve learned in my business career with students and industry,” Parks said. “My passion is to help build self-aware and mindful leaders, and I’m excited to continue that work in a broader and more impactful way.”

Originally established in 1990 as the Milton G. Kuolt II Distinguished Executive-in-Residence Professorship, the honor was renamed in 2007 as the Kuolt Distinguished Professor in Business. It is named after Milt Kuolt II, the founder and former president and chief executive officer of Horizon Air. Kuolt also was named a CB Distinguished Alumnus in 2002.

“My passion is to help build self-aware and mindful leaders.”

ANDERSON PARKS

Building

SMALL BUSINESS

By David Leder

Growing entrepreneurship program trains independent thinkers who can turn their interests into careers

When starting your own business, you can't rely on hard work alone.

Becoming a successful entrepreneur requires more than just blood, sweat, and tears. You must be emotionally invested in your product or service, or you may end up like 20 percent of U.S. businesses that fail after the first year (30 percent after year two).

The entrepreneurship program at CWU intends to make sure its students are the exception.

Director Bill Provaznik and his colleagues know that developing future small business owners requires more than a couple of years of management and accounting classes. Preparing entrepreneurs for the real world is more about training independent thinkers who can turn their interests into career opportunities.

"This program is all about innovation," said Provaznik, who started the entrepreneurship minor in 2016 with the help of Roy Savoian, former College of Business dean. "We're looking for people who have a specific interest that they'd like to explore and then turn it into something using their expertise. Being an entrepreneur is more than just starting a business; you have to be passionate about what you're selling."

After five successful years of offering the minor, the College of Business will be introducing a new BA in entrepreneurship this fall. Enrollment has been promising so far, with about a dozen students committed to pursuing the entrepreneurship degree as a second major.

That means artists, musicians, and educators will be commingling with scientists, engineers, and accountants—a dynamic that Provaznik is very excited about.

"We look forward to working with more students who can take what they're already interested in

and build on those ideas," he said. "You need to be smart at something else first, and then turn it into something bigger based on your expertise."

Jimmy Mulinski is one recent CWU Business graduate who found a way to merge his passion with his work. The 2019 alumnus has always enjoyed working on cars, so he leveraged his love for auto detailing and started Detail Company Seattle during his senior year.

Only two years after rolling out his new venture, Mulinski is servicing high-end cars for customers across the Puget Sound area. After overcoming some challenges over the past year due to the pandemic, business has been booming throughout the spring.

"At first, I was afraid of what might happen," he said about March 2020, when the statewide shutdown order went into effect. "But after a couple months, I realized that I could still work on cars without much face-to-face interaction. So, I just kept at it, building up my clientele. Now, I'm booked out for at least a month."

Mulinski said his first entrepreneurship course at CWU helped him decide on a business idea that suited his interests and his background. With help from the faculty and some outside advisors, he developed a business plan in the spring of 2019, and decided to start spreading the word about Detail Company.

"I just started putting out some marketing, building a website, and growing my social media presence," said Mulinski, who would hitch a trailer to his old Subaru Legacy and drive to Seattle for detailing gigs while still taking classes in Ellensburg.

"I would stay up until 2 a.m. every night, just grinding it out," he added. "But I really believed in my idea, and I knew I could hit some new clientele with my marketing efforts. For me, it was just being aware of my situation and knowing what my skills were. Two years later, it has become my full-time job."



Better

ESS OWNERS

"I really believed in my idea, and I knew I could hit some new clientele with my marketing efforts. For me, it was just being aware of my situation and knowing what my skills were. Two years later, it has become my full-time job."

JIMMY MULINSKI ('19)

New Way of Thinking

Believing in the value of what you're selling plays a key role in developing a lasting business plan. But long-term success also depends on your mental approach.

Provaznik and his advisors, such as Roland "Sandy" Wheeler, know from experience that you won't get very far in business without forcing yourself to think outside the box.

"When I got involved with the program, I just wanted to teach kids how to think differently," said Wheeler, who is best known as the founder of Bowflex. "The best way I could get them to understand it is that owning a business is not a 9-to-5 job.

"You have to know that there are going to be trials and tribulations—and also a lot of risk involved," he added. "That's why it's so important to find something that drives you—that you love—because if you don't, you will give up when times get tough."

Wheeler pointed to Mulinski as the prime example of a student who combined his CWU business knowledge with an unconventional business plan—on-location car detailing—to establish a niche in a competitive industry.

"He's doing exactly what he's supposed to be doing today because he was able to think beyond the traditional business model and build things up over time," Wheeler said. "Most of the students in the program go work for someone else for a few years before they really get started, but Jimmy had the passion and the expertise to make it happen right out of the box."

Mulinski said he owes a great deal of his success to the time he spent in the College of Business, around professors, mentors, and advisors who know what is needed to build a winning concept.

"The program helped me find something I'm passionate about and then gave me the tools, the time, and the mentorship I needed to build my own business," he said. "The more you put in, the more you will get out of it. But

if you can take constructive criticism and be honest with yourself, you can create something you're really proud of."

Building a Foundation

During the program's first five years, more than 60 CWU students have started businesses, securing 35 business licenses from the state of Washington. Provaznik said many of the student-run businesses have either closed or are dormant, but that doesn't mean his students haven't been successful.

He views the entrepreneurship program as the start of a long journey that may take years to produce a winning idea.

"You just have to learn from the experience and build something new," said Provaznik, who also leads the Institute for Innovation and Entrepreneurship (I4IE). "It might be your second or third idea that really takes off. But you have to go through the process and make some mistakes. It can take a while, but our students leave here with the tools, the skills, and the mindset to be successful."

Another recent program graduate, Grant Lawson ('19), said working with Provaznik and lecturer Lawrence Danton for two years helped him develop an entirely new approach to his career than when he started as a finance major in 2014.

While Lawson and his project partners chose not to pursue their business plan after graduation, he left Central with the knowledge and experience he will need if he ever returns to his small-business roots.

"My mindset now is completely different than it was before, and I attribute most of that to the entrepreneurship program," said Lawson, who works as a certified public accountant at Tieton Capital Management in Yakima. "Even though I didn't continue with my business, I tried. And just by going through the process, I realized that many things we think of as being insurmountable—like starting a company, building a network, or hustling your way into a job—are actually not that difficult at all."

61%

of entrepreneurs saw the existence of their business under threat due to a significant decrease in trading activities, meaning the jobs of 3,162 entrepreneurs and their 41,578 employees are at risk.

39.4%

saw new business opportunities during the pandemic. Opportunities related to digitalization, health and well-being, local vs. global business focus, sustainability, and new business models.

30.6%

of businesses surveyed were well prepared for the pandemic by having online trading and/or delivery in place pre-COVID.

21%

expanded into online trading and/or delivery in response to the pandemic.

68%

of entrepreneurs changed plans for their business in response to the pandemic.

Source: King's Business School, King's College London research impact paper: *Entrepreneurship during the COVID-19 pandemic. A survey of more than 5,000 entrepreneurs in 23 countries that represent 3/4 of the world's economic output.*
PHOTO BY CDC ON UNSPLASH

Entrepreneurship d



Jimmy Mulinski can work on cars without much face-to-face interaction, which has helped his business over the past 16 months. "So, I just kept at it, building up my clientele. Now, I'm booked out for at least a month," he said. PHOTO COURTESY OF JIMMY MULINSKI.

Lawson hasn't given up on the possibility of starting another business someday, but even if he stays on his current accounting path, he could see himself becoming a chief financial officer at a startup someday.

Those aspirations all took shape during his time as a CWU student and mentor.

"Entrepreneurship is more than just going through the motions of starting a business," Lawson said. "It's all about changing your thinking from the traditional 'graduate and get a job' mindset to becoming more of a problem-solver. The projects we worked on forced us to think outside the box, and I still use those principles every day in my work."

48%

of entrepreneurs see their business surviving the crisis.

48%

of businesses did not use online trading and/or delivery options.

38%

expect their businesses to grow and be even larger than pre-pandemic.

46%

of entrepreneurs believed the pandemic could have a positive impact on their business in the long-term.

70%

of entrepreneurs expect to create new jobs over the next five years. (Past research indicates such expectations are a good predictor of actual employment growth over time.)

65%

of entrepreneurs felt they can easily bounce back from adversity and cope with setbacks, uncertainty, and stress from the pandemic. Entrepreneurs in the USA, Australia, Sweden, and the UK had the highest resilience.

uring the pandemic

“In class, I would feel left out as the only visible woman of color. We did not know how to have conversations about racism or discrimination. [...] No one might have said it, but I could feel as if people thought I was dumb or [that] my ideas were not good enough, [even if they] ended up being the right answer.”

PHOTO BY DAVID DICK (197)

SHINING A L

By Emily Wilson

This experience was shared anonymously by one of more than 250 College of Business students who participated in a survey that focused on racial equity challenges within CB. It was distributed during spring 2020 amid national social justice protests in response to the police killings of Breonna Taylor and George Floyd.

Other survey respondents described obstacles faced by students who speak English as a second language; a lack of resources and faculty and staff support around mental and physical health; and the difficulties of working full-time while balancing academic coursework.

“[The survey] was a clear indicator that, while our student experience was probably on par with most of our peer institutions, our students were hurting ... and that we needed to do more to support them,” said Dean Jeffrey Stinson. “Simultaneously, many of our students were engaged in the protesting and asking us as a college, faculty, and staff to explore our role in supporting equity, diversity, and inclusivity (EDI). We knew we needed to do more than just issue a statement. We needed to take action.”

After reviewing the survey data, CB faculty and staff resolved to push past complacency and enact initiatives which would have positive and long-lasting impacts on the student experience, both emotionally and educationally.

Under Stinson’s leadership, a new CB Diversity and Inclusivity Steering Panel was formed. Among its first tasks was designing and distributing an inclusivity workbook to faculty and staff. The College of Business Diversity and Inclusivity Workbook, which was released in September, consists of seven training modules, including Bias in the Classroom and Workplace, and Sustainable Diversity and Inclusivity.

“You don’t want to rush this kind of work, and yet you also want to meet the needs of the moment,” said Erica Holley, associate professor of management and chair of the CB Diversity Committee. “Our goal was to create a meaningful training that would increase self-awareness and empathy, and, most importantly, would keep the challenges faced by our students at the heart of our work.”

Self-awareness and empathy steered the development of the book’s structure, said Anderson Parks, Kuolt Distinguished Professor of Business.

IGHT ON HIDDEN BIAS

“The original intent,” Parks said, “was to combine self-awareness with bias and empathy to deliver a pathway towards advocacy and allyship. The flow of the modules was designed to be more of a journey from introspection to action. We began with creating awareness of bias/values, then moved to curiosity and empathy, and finally onto creating sustainable advocacy/allyship.”

Response to the workbook so far has been overwhelmingly positive, though Parks anticipates the committee will need to add more time for discussion for each case study throughout the modules.

The committee is optimistic the training will make positive change throughout CB.

“My hope is that self-awareness around hidden bias and hidden triggers is increased,” said Maxine Lennon, secretary senior of the Department of Management and steering group member. “I hope, via this knowledge, conflict is reduced, and diversity and equity is increased in the CWU workforce, [both] among the student population and in the community at large.”

Delores “Kandee” Cleary, vice president of inclusivity and diversity, is impressed by what she has seen of the workbook so far.

“CB has been on the forefront of EDI work in and outside the classroom,” Cleary said. “[The workbook] is great and includes some very valuable tools to increase competency and develop skills to work in a diverse world.”

Stinson also charged CB’s Diversity Committee with nine objectives for the 2020-2021 academic year. They include increasing visibility around scholarship opportunities, especially funds created specifically for underserved students, and increasing peer and alumni mentoring opportunities.

To supplement these in-house efforts to promote inclusivity, CB has partnered with Edquity and the PhD Project. Edquity is an app which helps students manage personal finances and find emergency resources. All CB students have free access to Edquity. The PhD Project provides funding for students from underrepresented populations to pursue doctoral education.

“CB will continue our membership in the PhD Project in the hopes that these students will pursue academic careers and join our faculty ranks in the future,” Stinson said.

To ensure this momentum around EDI initiatives remains sustainable and is embodied throughout the student experience, the CB now issues student diversity surveys on a quarterly basis, in addition to offering continued training for faculty and staff and improved hire and search procedures to better recruit and retain diverse talent.

The workbook training is also being adapted into a student-centered version.

“Survey findings revealed that student-student issues were a significant problem,” reflected Stinson. “Providing training and professional development to our faculty and staff was going to be insufficient for the types of change we want to see in the college, so we immediately began planning how to extend training and resources to our students.

“With financial support from Boeing,” Stinson continued, “we piloted a student version of EDI training to our Dean’s Council students in April. It is an interactive, scenario-based training again rooted in the lived experiences of our own students. We are hopeful that a successful pilot will lead to a full CB student body rollout of the program in the 2021-22 academic year.”

As the college moves forward, staff and faculty keep in mind the anonymous student feedback from the summer survey: “Don’t tokenize. Don’t expect students to do the work they are not getting paid for—you are. Create scholarships for students of color. Have more careers for them. Check in with them more. Meet their needs.”



EMOTIONAL INTELLIGENCE

can help managers cope during a crisis

By Richard Moreno

A crisis like the COVID-19 pandemic is the perfect time to utilize emotional intelligence in your life or in your working environment, according to Anderson Parks, a marketing and management professor at CWU-Lynnwood.

“When you think about emotional intelligence, the components of it are foundational in a way that can help you manage through something like the current pandemic in a healthy way,” Parks said. “It helps you deal with those kinds of events that you don’t have control over, while at the same time staying grounded and knowing who you are and what your values are.”

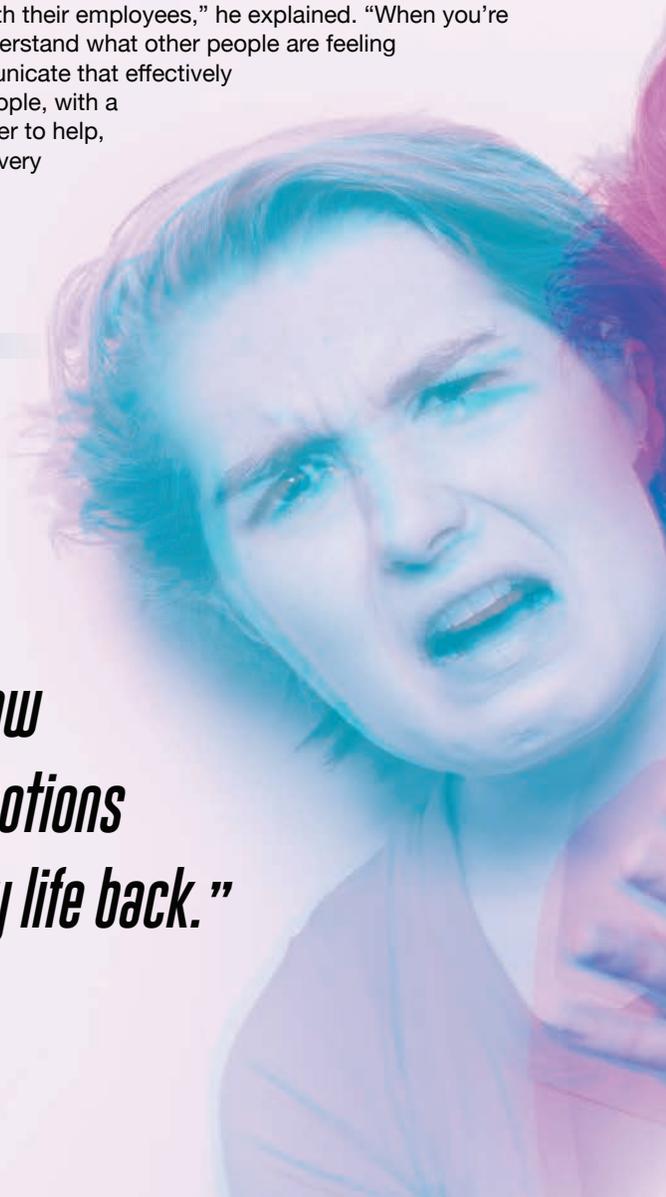
During the pandemic, there have been challenges for every employee, Parks said, particularly regarding remote work, which for some has involved a plethora of Zoom-style

meetings and trying to set boundaries between work and personal time.

“Having empathy for others during a pandemic is really a true sign of leadership. Leaders are able to adapt and connect with their employees,” he explained. “When you’re able to understand what other people are feeling and communicate that effectively to other people, with a genuine offer to help, that builds very strong and authentic bonds.”

“He [Parks] taught me that you can always find something positive in every situation. It is easy to forget to live your life during the pandemic. But I now have the skills to identify my emotions and find ways to get my life back.”

HANNAH SMITH ('21)



Why Emotional Intelligence?

Parks has been teaching about the importance of empathy, self-awareness, self-management, and relationship management in the workplace—key elements in emotional intelligence—at Central since 2019. He previously had a successful career in global management with The Coca-Cola Company.

He first became aware of emotional intelligence, also known as emotional quotient or EQ, several years ago after he experienced a life-altering health scare.

“At that point in my life I was operating like a ‘bull-in-a-china-shop’ mentality,” Parks explained. “I was very aggressive, ego-driven, focused on titles, material possessions, all of those things that you associate with a person who has a Type-A personality.

“I was diagnosed with early stages of prostate cancer. I was successfully treated, so no problems there, but the physician who was treating me said I was really

young to be diagnosed with prostate cancer,” he continued. “He said something in my lifestyle probably triggered that genetic switch. His recommendation to me was that I learn how to decrease the stress in my life and he encouraged me to learn to live from a place of integrity.”

Parks said he soon began working with a life coach, who had him focus on determining his core values. He said that process led to his exploring emotional intelligence and becoming more self-aware of how he related to others and went about doing his job.

He also began to practice mindfulness meditation, which is becoming aware of things that trigger an emotional reaction in a particular moment, and then, without interpreting or judging, learning how to relax his body and mind, which helps to reduce stress.

“It completely changed my career trajectory,” he said. “I found I was more impactful in terms of my results. I was calmer in terms of the way I approached people. I was a lot more empathetic and the biggest benefit was that I was also more at peace with myself.”



Sharing EI with Others

Because of his belief in the efficacy of emotional intelligence, he said it was then he also decided that he would like to share what he'd learned with others. He said in the beginning he wasn't sure if that meant becoming a consultant or teaching students in an academic environment.

While still working at Coca-Cola, Parks began teaching marketing and managing at CWU-Lynnwood in 2017. About six months later, he retired from Coke and transitioned to teaching fulltime. Soon after, Jeffrey Stinson, Dean of CWU's College of Business, who was familiar with Parks's work and interest in emotional intelligence, supported Parks and Liz Fifield ('18), a former student who is now a talent acquisition leader at Boeing, as they began to develop a course on the subject.

Fifield, who co-teaches emotional intelligence classes with Parks, is also a strong believer in its effectiveness in the workplace.

"According to The World Economic Forum, emotional intelligence is no longer just a 'nice to have' skill. It is ranked one of the top 10 skills necessary to be successful in today's workplace," Fifield explained. "Emotional intelligence is a great tool to use in the workplace when navigating through conflict and/or complex situations.

"By being aware of your emotions and those of others, you are able to effectively communicate in tough situations and successfully manage relationships," she continued. "Open communication builds a culture of inclusion where everyone feels safe to speak and share their ideas, which is more important than ever in today's workplace."

One of their students, Hannah Smith, who graduated this year with a bachelor of science in personal financial planning,

said Parks's class taught her how to navigate life's challenges, which became especially acute during the pandemic.

"He taught me that you can always find something positive in every situation," Smith said. "It is easy to forget to live your life during the pandemic. But I now have the skills to identify my emotions and find ways to get my life back."

Closing the Equity Gap with EI

Another thing Parks is especially passionate about is helping students of color learn leadership skills, such as emotional intelligence, so they can succeed.

"I've accepted an assignment at the university as a faculty fellow in the office of Diversity, Equity, and Inclusion and so one of my other passions is to take this emotional intelligence work and expand it to business professionals of color," he explained.

"This past March we did a workshop, targeted to business professionals of color, and we had attendees from companies including Starbucks, Amazon, Boeing, and Microsoft," he said. "What I'm doing now is pulling out segments of the EI course to do mini-workshops that will help build the skillset of business leaders of color and ideally close the equity gap that we have."

Additionally, Parks was recently named the Kuolt Distinguished Professor of Business (read more on page 5).

"This position will help me to connect theory with practical application, which is what I do in the classroom," Parks said.

"This will allow me to take our emotional intelligence work out to the business community. It includes not only teaching this to any type of professional, but also having some targeted training to business professionals of color with the idea of helping to close the equity gap by building up leadership skills."

- Emotional Intelligence is increasingly being recognized as essential to being a successful business leader, according to Rhett Power, writing in *Inc.* magazine. Leading businesses, including Amazon, Google, Four Seasons Hotels and Resorts, Tesla, BMW, and FedEx, have embraced the importance of instilling emotional intelligence into their corporate cultures.
 - 90 percent of what sets high performers in a company apart from peers with similar technical skills and knowledge is emotional intelligence,

according to Daniel Goleman, author of the 1995 book, *Emotional Intelligence: Why It Can Matter More than IQ*, considered the first serious study of the subject.

- 71 percent of hiring managers in a CareerBuilder survey said they value emotional intelligence in an employee more than IQ.
- 67 percent of all abilities associated with strong job performance were related to emotional intelligence, according to Goleman.
- 59 percent of employers would not hire someone if they had a high IQ but low EI (emotional intelligence rating), according to CareerBuilder.



Digital Marketing has Exploded as Pandemic Pushes Consumers Online

By Richard Moreno and David Leder

One of the biggest impacts of the pandemic has been the acceleration of consumer acceptance of the digital world, according to a pair of marketing professors in the College of Business.

Both Sayantani Mukherjee, who teaches digital marketing, and Terry Wilson, who teaches management and marketing, agree the pandemic has made consumers far more willing to dabble with online tools for entertainment, shopping, medical appointments, and other services.



“The pandemic has accelerated consumer use and adoption [of digital tools] by several years,” Mukherjee said. “It’s a huge transformation, on the leading and cutting edge of where business is going, and I find it not only interesting but also a responsibility to familiarize my students with that landscape.”

Wilson echoed her comments, noting “it has made customers more familiar with using digital tools, which made companies more willing to use digital tools.”

As an example, Wilson said ordering groceries online and picking them up at the curb was something few would have done prior to the pandemic. However, with many shifting to working remotely and shopping online, consumers quickly adjusted to grocery pick-up services.

“What might have taken five or 10 years normally, the pandemic accomplished that in one year,” she said. “Not everyone is a digital native. It educated all the people who weren’t innovators, who weren’t early adopters of digital technology, and gave them more familiarity, more security, and more confidence in using them because they had to.”

Mukherjee added that in some cases, such as online grocery shopping, research indicates a significant number of consumers are continuing to use the service even after pandemic restrictions have been relaxed.

“About 70-80 percent of online sales gain will remain in grocery shopping even after the lockdown is ending,” she said. “People who were not familiar with technology and didn’t have a choice but to get familiar with technology, they found that certain things could be done quite frictionless.”

Their views are echoed by students like Kahlia Mafua, a marketing major who helped launch the CWU Digital Marketing Club last October. The organization, which now has 20 student members, meets twice a month via Zoom, brings in guest speakers, collaborates on projects with nonprofit groups, and helps members build digital marketing profiles.

“Even before the pandemic, online shopping on sites like Amazon and Zappos was just huge,” Mafua said. “But now, things are completely amped up. More companies are beginning to see that their reach is much greater online because there’s this huge global market that you can enter now.”

And it’s not just marketing students who understand the power of digital marketing.

“One member is an accountant who wants to own her own business. Another one wants to go into social media,” Mafua said. “We also have graphic design and ITAM (Information Technology and Administrative Management) students. The club has really opened people’s eyes to what is out there.”

“Analytics can be intimidating, but they are a big part of what’s going on in the industry, and you have to understand how they work.”

KAHLIA MAFUA



Fast-Growing Field

Digital marketing, which Wilson describes as anything that involves an online experience, whether through a website, phone app, virtual reality set, or other electronic device, was a fast-growing industry even before the pandemic hit. Over the past year, the digital marketing space has absolutely exploded, boasting an estimated 2 billion users worldwide.

In response, businesses of all sizes, many of which were already shifting resources toward online marketing, were forced to invest in digital marketing if they expected to remain viable.

“Given this online behavior, companies are now investing in customer-facing digital interfaces as well as automation, data integration, because this is really the space where they are able to create superior customer experiences,” Mukherjee said.



Digital Marketing

“During the pandemic, digital marketing budgets actually increased while overall marketing budgets decreased to support digital transformation. Companies pulled budgets from trade shows and face-to-face events and allocated them into digital marketing to reach customers,” Mukherjee explained.

“I just think that right now, without integrating digital technology, it’s very hard for any business to thrive,” she continued. “It’s absolutely critical for our students to understand the digital space, and it has become a basic skill required across a number of different industries and verticals.”

Both she and Wilson say the shift in consumer attitudes towards digital commerce provides plenty of job opportunities for students.

She noted that in 2020 the World Economic Forum and LinkedIn ranked digital marketing as the top skill required for health care and green jobs as well as in consulting and marketing.

This demand motivated the creation of the digital marketing minor last fall, which already has more than 100 students enrolled.

Mafua, who intends to become a digital marketing specialist, has learned to embrace analytics during her time in the program.

“Analytics can be intimidating, but they are a big part of what’s going on in the industry, and you have to understand how they work,” she said. “I have learned what all of these metrics mean, and now I’m learning how to drive those metrics.”

Since the measure of success in digital marketing—or any marketing—is creating a customer, there are plenty of opportunities in the field for content creators, artists, innovators, and those interested in the technological side, according to Wilson. The field is wide open.

“I tell my students there is a huge space in digital marketing for people who have a passion for something and are creative,” Wilson said. “It’s part art and it’s part science.”

CONSUMER BEHAVIOR HAS GONE DIGITAL

 More than a quarter of small businesses (28%) have tried targeted advertising on social media or sold products or services online (27%), according to Visa’s global *Back to Business Study*.

 According to consumer research commissioned by Visa, social media accounted for **one in four** online purchases in the United Kingdom during the first six months of the pandemic. Social media purchases, “coined swipe up” shopping, is expected to grow in popularity.

 **82 percent** of surveyed small business owners adopted new technologies to meet customers online and in-app, according to Visa’s global *Back to Business Study*.

 **49 percent** of surveyed people now prefer to shop online, according to Visa’s global *Back to Business Study*.

 Global business-to-consumer (B2C) e-commerce sales are expected to reach **\$4.5 trillion** this year.

 **59 percent** of shoppers say being able to shop on a mobile device is important when deciding which brand or retailer to buy from.

 **49 percent** of users say they use Google to discover or find a new item or product.



And, according to the Bureau of Labor Statistics, it has one of the highest demands for future jobs.

While every business or company can benefit from digital marketing, Wilson said smaller businesses probably need it the most because they have limited resources. She said service-related businesses in particular often have a difficult time telling their story but digital marketing can provide the tools, such as video, to show what that business can do for a customer.

Consequences of the Digital Shift

Mukherjee said a consequence of the growing acceptance of digital communication and commerce is the increasing awareness of the power of the digital world not previously imagined.

“As the focus shifts to well-being post-pandemic, people are starting to see that inclusive and diverse marketing practices are paramount. Digital marketing is important because it can make empowering conversations accessible to underrepresented communities. Topics can go viral very, very quickly in the digital space,” she said. “So, there is the potential for leading positive growth but also there is the likelihood of increasing polarization.”

She said consumers and governments are becoming “hyper-aware” of political and social implications in the digital space, especially when that content goes viral, and are demanding more in terms of accountability from corporations and companies.

“I think digital is touching the needs and the desires of people to form a collective whole when they are social-distancing and in lockdown,” she continued. “People are isolated but at the same time they are also being much more mindful about the well-being of the community as a whole.”

Mukherjee said digital platforms, like Clubhouse, are already bringing people together in ways not previously imagined. She said she was recently on Clubhouse and participated in a forum during which activist and actor Ashton Kutcher answered questions from aspiring actors across the US interested in getting into the film industry. Locationally, people can access this type of conversation from just about anywhere.

“Who would have imagined that sitting in your own living room, you could get that kind of intimate conversation with a Hollywood A list star in the physical space, right?” Mukherjee said. “And that has always been the digital utopia—democratizing content and empowering voices to fuel creativity, growth, and transformation.”

DIGITAL MARKETING SKILLS ARE IN DEMAND

 LinkedIn's list of **top 10** in-demand jobs includes digital marketers with SEO (search engine optimization), social media, and content marketing skills.

 SEO drives **1,000 percent** more traffic than organic social media.

 Over the past year, there has been a vast increase in demand for marketers with social skills, with paid social media rising in demand by **116.4 percent**, according to LinkedIn.

 Demand for social media advertising has increased by **45.9 percent** over the past year; proficiency in Instagram is up **28.4 percent**; and social media optimization has grown by **26.2 percent**.

 Skills in digital and data have been rising sharply since the onset of the pandemic, with **eight of the top 10** most in-demand skills relating to marketing expertise, such as ad serving (**84.6 percent**), analytics (**46.1 percent**), and web content writing (**30.3 percent**).

 Marketers have also improved their e-commerce skills by **6.9 percent** over the past year, with **13.3 percent** of marketers now possessing this skill.

KEEPING THE SUPPLY

By David Leder

If there is one thing the business world has learned over the past year and a half, it's the importance of a functioning global supply chain.

The pandemic created disruptions across every industry on every continent, and the effects are still being felt—from manufacturing to distribution to delivery to consumption.

Three CB alumni who work in supply chain management for large corporations have been in the midst of this once-in-a-generation quandary, relying on their experience and relationship-building skills to help their companies weather the storm.

There's no telling when the global supply chain will return to pre-pandemic stability, but they say their organizations will emerge stronger and nimbler.



SARA TOMPKINS ('11)

For Sara Tompkins, née Dunn, the pandemic has proven the importance of having people in place at every step of the process. Tompkins works as a business technical analyst and IT project manager for PACCAR Parts. One of the biggest challenges her company has faced in 2021 is finding enough workers to keep US operations churning smoothly.

"The pandemic showed us how critical the human element is," said Tompkins, whose trucking supply company has been manufacturing trucks for companies that deliver inventory to hospitals, grocery stores, and retailers across the US. "You can have all of the material in the world, but if you don't have the people to move that material, you really can't function."

Finding personnel to perform the job isn't only a problem for PACCAR Parts. Labor shortages continue to plague every phase of the global supply chain, and many are expecting the status quo to continue for the foreseeable future.

Whether it's procuring raw materials, finding enough manufacturers to produce parts, or hiring workers to assemble those parts, many businesses are still trying to establish a rhythm for the latter half of the year.

"We use a lot of the same raw materials as other industries because they all come from the same root sources," Tompkins said. "Resource constraints affect everyone, and then when you finally get the supply chain loaded again, you run into the human constraints."

But even with all of the shakeups, Tompkins says PACCAR Parts has managed to come through for its customers.

"We played a critical role in the survival of the nation by making sure our trucks could deliver essential products on time," she said. "We needed to make sure our trucks were working properly so they could move whatever freight needed to be moved. ... It has been pretty stressful at times, but we are proud of the job we have done."

In her current role, she manages the relationships between business partners and the technology systems they utilize.

"Our success comes down to how we manage our data, use our data, and leverage our data to make sure we get all of the right parts to the right dealerships on time," Tompkins said. "It can get pretty complicated, but I really enjoy it."

PHOTO BY HANNES EGLER ON UNsplash



Carlo Smith

A REAL-TIME CASE STUDY IN SUPPLY CHAIN

Over the past 16 months, the ripple effects of the pandemic have pushed entire industries and national economies to the brink. For CWU Associate Professor Carlo Smith and his colleagues, visibility of these events are helping connect the dots for Central's business students.

"We introduce the concept of supply chain orientation as part of the core business curriculum," said Smith, chair of the Department of Finance and Supply Chain Management. "The concept encourages students to consider scope when evaluating business decisions. A decision that improves department performance may adversely affect operations across the rest of the company and beyond."

CHAIN INTACT

ALUMNI HELP OVERCOME PANDEMIC-RELATED CHALLENGES

SEAN WANIGASEKARA ('13)



Sean Wanigasekara works as a senior manager of omni-channel inventory management for Levi Strauss Co. Based in San Francisco, he is helping Levi's manage challenges such as disruptions in raw materials and manufacturing, as well as the dramatic slowdown in retail sales in the US from the global shutdown.

"I think Levi's has come out of this better than most of our competitors, especially in the denim market," Wanigasekara said. "We had relationships with a lot of third-party vendors—some for over 30 years—and we continued to build on them. Because, at the end of the day, supply chains are all about relationships."

No matter what he encounters in his work, he knows he can fall back on his years of supply chain management experience to produce results.

"No matter where you work—Levi's, Boeing, Amazon, or Starbucks—the foundations and the fundamentals are all the same," said Wanigasekara, who came to Central from Sri Lanka on an International Student Merit scholarship. "You can use these skills in business, economics, analytics; the opportunities are endless. If you can build a broad spectrum of knowledge, it's surprising how much common ground you will find."

Wanigasekara credits the College of Business with giving him a solid baseline for how the business world works. While he didn't focus on supply chain management at CWU (he earned dual degrees in economics and public relations), he came away with a well-rounded view of how businesses around the world are interconnected. He believes his personality has been just as important in carving out a niche in his field and climbing the corporate ladder.

"No matter how much you know, or how good your GPA is, you have to have a certain kind of personality," Wanigasekara said. "When you work for a multinational organization, you mingle with a lot of different people from a lot of different cultures, and you have to be able to relate to them. I've seen a lot of brilliant people fail at this because they couldn't figure out how to make those personal connections. In a position like mine, that skill is my greatest asset."

Smith pointed to the media coverage of the events of the past year and a half, which illustrate the vital importance of supply chains. Early in the pandemic, the whole world became acutely aware of shortages of personal protective equipment and other essential goods.

"I suspect everyone was concerned when toilet paper became scarce on store shelves," he said. "When it gets this personal, students and their families get motivated to understand how



ANTONIO SANCHEZ ('10)

Similarly, Antonio Sanchez pointed to his ability to build connections with people across industries and cultures as the most important element of his success at The Boeing Co. over the past nine years.

"Once you get out into the world, it always comes down to relationships," said Sanchez, who manages a logistics and warehousing group for the multinational airplane manufacturer. "But you have to get out of your comfort zone and show people that you're willing to get to know them. There's a lot to be said for learning to connect with people."

Sanchez said he had to work on his interpersonal skills before thriving in an international business setting. The Selah native, who earned degrees in supply chain management and Spanish, said it took him a few years to find his footing in such a socially minded profession.

"I'm an introvert by nature, so I had to get to the point where I could work better with others," said Sanchez, who is based at the Boeing headquarters in Mesa, Arizona. "If you are closed off and don't have the means to develop relationships with people around the world, it's going to be harder for you."

Today, Sanchez manages a team of 14 procurement agents in Boeing's indirect supply chain division.

"I didn't set out to do this; I was planning to be an English teacher," Sanchez said. "But I remember being really intrigued by how the supply chain works, and my instructors at CWU helped break it down for me. Then, something just clicked and I started getting more into it."

supply chains must react to such events."

Smith hopes recent media coverage might inspire more students to consider a future in supply chain management.

"There are so many complexities when it comes to supply chains," he said. "You have to figure out the moving parts, and you have to do it in a manner that's cohesive. Every organization does things differently, but the basic goal is the same: delivering value to the customer."

The door has opened

WENDY COOK ON LEADERSHIP

Wendy Cook, PhD, is an associate professor of management at CWU-Des Moines where she teaches leadership, management, human resources, and strategy. Cook's research focuses on gender differences in the workplace and hidden conflict. She also has a private coaching practice.

What does good leadership look like during the pandemic?

I really love the question. And it is hard, I have to admit, not to talk about all the bad leadership I've seen. Really what I've seen as far as good leadership is showing up with the question: "What can we learn from this?"

You saw a lot of large corporations really embrace the move to working from home, and in so doing, they have found all kinds of benefits. It's really leaning into and embracing the idea that we can't do things the way we've always done them. They did not resist the change, they learned from it.

Can you share an example of this lean-in approach?

One woman I met was working from home a few days a week while taking care of her kids. She felt very concerned because she was the only one in the office with kids. The business owner listened. What came from that was the recognition that she was important as an employee and so they helped her when she needed it. And she is now more dedicated to the firm than she would have been otherwise. This is not what we planned for and the good leaders out there are rolling with the change and letting it be.

Among students, there is a fear that if I don't work really really hard, I'm going to lose my job. I made the choice at the very beginning of the pandemic to accept late work (I usually don't accept late work). I have said we will work it out.

OK, let's talk about some of the bad leadership you've seen.

The bad is when leaders are in denial and trying to get back to normal. Getting people's hopes up only to change again. 'We are going back to normal today. No, it will be tomorrow. No, it will be the next day.' It retraumatizes people. It would be far better to show compassion for what everyone is going through and to admit that we don't know.

Bad leadership has also been reacting to the pressure. People wanted answers, and bad leaders gave them answers that didn't work out. Maybe saying, 'I don't know where we are headed, though I do know that none of us is going to face this alone.'



for a new way of doing work

DURING THE PANDEMIC by Barb Arnott

Can you share an example of this in-denial approach?

One is a male boss who—before any vaccines, in the thick of it—really wanted everyone to do an (in-person) off-site meeting because, ‘this is what we do.’ One female employee who has small children couldn’t find childcare. He wanted to fire her. She is looking for another job and he will lose a really good employee.

I have seen some leaders fail to recognize their own stressors and fears about their role as leader during the pandemic. Some still cling to the need to have people in the office who could work remotely. That need is quite often just the leader’s or their leaders’ preference rather than an actual need to get the work done. A leader who requires people to put their lives at risk because of a preference could take a step back and really look at what is essential.

Do certain leadership styles work better during this type of crisis?

I love that you said “this type of crisis.” This isn’t a crisis we are used to. Take an ER: There is clear hierarchy, everyone knows what to do, and there is one leader. The pandemic is an extended crisis, not short-term, so that kind of thing does not work. What we’re seeing is, people who are more transformational, democratic, visionary—they are all doing better. So are learning cultures: organizations with learning as a core value. They’ve leaned into the question, ‘What can we learn from this?’

And, of course, leaders who use coaching can be very successful during times of extended crisis like this. We all need to process what has happened, and it is difficult to begin to process while the trauma is still happening. Leaders who coach are that bridge to processing now as the trauma is still occurring. There’s grief for the life we lost, grief for the way we’re living now. We want things to go back to normal, but they may not go back. The ambiguity is difficult to process.

An autocratic or authoritarian leadership style—‘I’m going to tell you what to do’—doesn’t work as well. It’s been fascinating to listen to people as they are processing what’s happening, and I hope more leaders really listen.

What are you learning from clients in your coaching practice?

It has been amazing to work with entrepreneurs. There is this excitement and real attention being paid to the influence of the external environment. They’re asking ‘How can I craft a business around this?’ It is as if the pandemic opened up possibilities for people. Even clients who

aren’t entrepreneurs are changing the way they see their relationship with their workplaces. Many people are moving into exciting new roles and others are looking to leave workplaces that did not support them during the pandemic. They’re having a say on how to do their job better.

Everybody has their own dream for their lives and their work lives. Coaching is there for them to dig in deep to uncover that and make forward movements to achieve the dream. I would hate to go back to normal. So much innovation is coming from this time.

How have expectations of leaders changed over the past year?

Leaders telling us what’s going to happen does not work and hasn’t worked for the past 16 months. No one can control everything so we need our leaders to listen and ask good questions rather than issue demands and mandates.

There are substitutes and neutralizers to leadership. Distance is one of them. What do you do if you’re leading people from a distance? If you trust the people who work for you, it’s probably an easier transition. If you’re a micromanager, you probably freak out. But why would you hire someone you couldn’t trust? Don’t be afraid to help that person come along. No one is inherently bad.

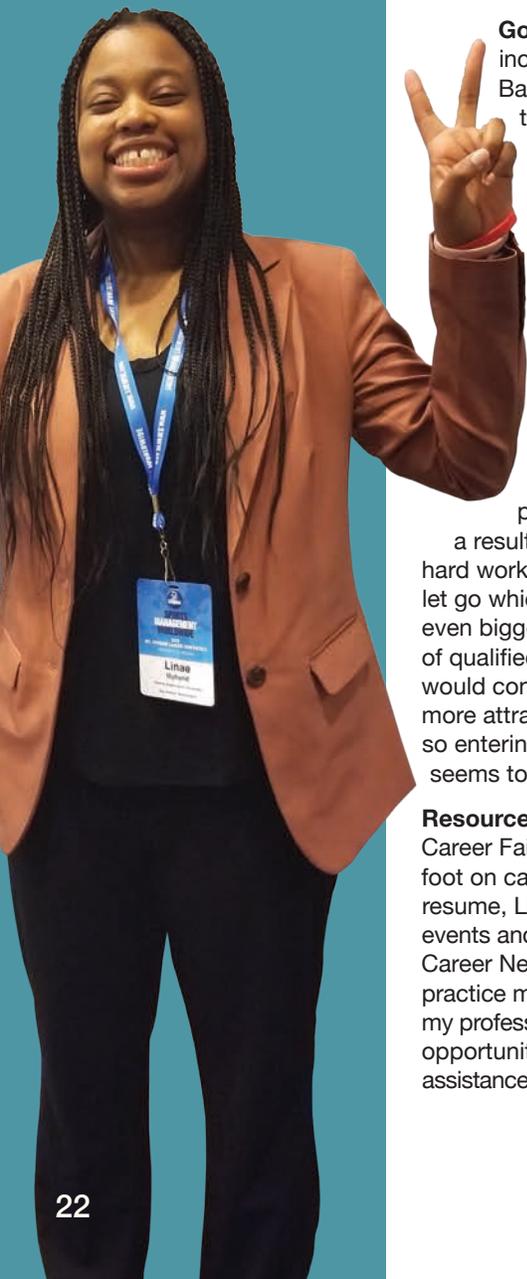
The biggest lesson is the acceptance of diversity at every level. We can be inclusive and there can be the mom who has to work from home or the dad who has to work from home a couple days. We need to be a space for everyone at work. Not to tolerate but embrace.

Has the pandemic challenged conventional thinking about leadership and management?

Servant leadership, visionary, transformational ... those leadership styles actually do work. In coaching, we practice unconditional positive regard. Think about if every boss looked at their direct reports that way. I hope more people realize that seeing employees as whole people is really the best approach.

I see that the door has opened for a new way of doing work. People are more than just the person at work. They have lives, families, friends, and pets that we have gotten a glimpse of. It’s quite beautiful, really. The idea of work/life balance is false. We need work/life integration. In certain industries it’s already there. In other industries it will take a lot more time. I love it when a dog comes in during an interview. It’s cool. We’re fitting our lives into our work rather than fitting our work into our lives. It’s authentic. I hope we don’t go back to hiding who we really are.

“The silver lining of this academic year is that we did it together.”



Journey to a Job: Grad chronicles career hunt

Name: Linae Myhand ('21)

Majors: business administration-marketing; economics-business forecasting specialization; sport business minor

Extracurriculars: business tutor, athletics marketing intern, president of Marketing Association club and Sport Management Association club, and active in Black Student Union, Economics Association, and CB Alumni Mentorship Program.

Goals: “My long-term career goals include growing the Women’s National Basketball Association (WNBA) in order to help the league realize its first net profit and coaching women’s college basketball. In the short-term, I have career aspirations to work in Inside Sales in the WNBA or NBA. After a couple seasons I would like to work my way up into a marketing or data analyst position within either league.”

Fears: “My biggest fears are the immediate uncertainty of the sport industry and the large supply of available workers. The sport industry is already so small, with so many people who want to work in it. As

a result of the current pandemic, many hard workers with years of experience were let go which makes the supply of workers even bigger. In fact, that makes the supply of qualified workers with experience larger. I would consider those who have experience as more attractive candidates than I to employers, so entering the job market in this climate seems to have gotten even more difficult.”

Resources: “I have attended almost every Career Fair that CWU has had since I stepped foot on campus. I have attended numerous resume, LinkedIn, and other Career Services events and workshops. I’ve utilized the Wildcat Career Network to browse job listings, and practice mock interviews. I have connected with my professors and advisors for advice, additional opportunities, resume assistance, application assistance, any and everything you could think of.”

October 2020: “I’ve been selected as a participant in the first ever NBA Future Sales Stars Program. This program does not guarantee employment, but rather teaches sport sales skills, among other things.”

December 2020: “I’m waiting for sport sales jobs to start opening. I haven’t applied to any jobs, but I keep in contact with a couple sport organizations that I interviewed with previously.”

January 2021: “I recently learned about LinkedIn job alerts which has helped with the job hunt. I keep alerts on for the teams I am interested in working for and will apply as they open. At this time, I am spending about an hour per week job hunting. I have been lucky enough to join some amazing programs over the last nine months where we all stay in touch and share opportunities with one another, so that helps with the hunt, too.”

March 2021: “In all I have connected with over two dozen teams across the WNBA, NBA, NFL and NHL. I don’t know the total number of calls I’ve had this past month alone, but it’s easily over 30 now. Several teams have expressed a lot of interest in me but are still in a hiring freeze and do not anticipate their roles opening until late next month. They’ve been very verbal about their interest in the meantime, so I plan to stay in contact with them. Most of the other teams I’ve connected with have expressed interest as well, so I plan to apply as they open in the coming weeks.”

April 2021: “I ended up applying for three roles in total. I went through the interview process and ultimately was offered the position for all three! Again, they were all three sport sales roles with professional sport teams: two were within basketball and one in hockey. ... After two excruciatingly long and stressful weeks of going back and forth and back and forth, I have accepted an offer for a Ticket Sales Representative position with the Golden State Warriors starting this summer after graduation! Super excited!”

June 2021: Myhand graduated magna cum laude. In a heartfelt commencement speech to the class of 2021, she said, “The silver lining of this academic year is that we did it together.”

Meet Our Newest Faculty Member: Yurim Lee

“Due to COVID-19 and being online ... I could incorporate more real-time data and media sources that help make the connection between the theory in the classroom and the real world.”

YURIM LEE

Starting a new job is innately challenging. Beginning a new professorship fully online in the middle of a pandemic? Bring it on. Meet CB’s newest team member, Yurim Lee, assistant professor of economics. Lee joined CB in the fall after earning a PhD in economics from the University of Washington.

Lee’s making the most of this year’s challenges, using them as opportunities to adapt her teaching style.

“I have been trying to offer more flexibility in terms of the coursework and deadlines,” Lee said. “I have also brainstormed more creative approaches to getting feedback from students, such as including in-class quizzes via the chat feature in Zoom and doing quick surveys on their understanding of the material after every chapter.”

“A positive change due to COVID-19 and being online,” she continued, “was that I could incorporate more real-time data and media sources that help make the connection between the theory in the classroom and the real world.”

This connection between theory and application is even more critical as the field of economics shifts in our new reality.

“There has definitely been an increasing emphasis on computing [and] coding skills,” Lee said. “Open-source programs such as R and Python have become much more popular as well. This is why the Department of Economics has launched the business analytics specialization, to keep up with the ongoing changes in the field.”

In addition to technical shifts, Lee has seen a shift in terms of demographics.

“In terms of the professional environment, as a traditionally white male-dominant field, we have also experienced increasing efforts towards embracing diversity, both in gender and race,” Lee said.

Lee brings an array of personal research interests into her pedagogy, including macroeconomics, international economics, labor market, structural reforms, and entrepreneurship. She also holds master’s degrees in economics from the University of Washington and Seoul National University and a bachelor’s degree in economics from Yonsei University in Seoul, South Korea.

When applying for her role as assistant professor, Lee was excited by “how the college aimed to provide a balanced support for both research and teaching, along with a very open communication among the faculty.” The students, however, are what impressed her the most. “They were eager to interact with their (potentially new) professor and were enthusiastic during the mock class I gave while I was visiting the campus.”

Lee wants recent economics graduates to feel encouraged and empowered by their knowledge and skills.

“As someone with a degree in economics, you have a great set of skills at hand that will always help you solve problems and acquire new knowledge in many different career paths,” she said. “Be confident in yourself and don’t be afraid to put yourself up to new challenges.”



Yurim Lee

Wildcats juggle business studies

CB students are known for taking on extracurricular activities, and this leadership quality endured in many during the pandemic. Two such students leaned into their high-profile leadership roles in student government to help others navigate challenges. We recently caught up with them to hear about their achievements and hopes for the future.

MICKAEL CANDELARIA | ASCWU President 2020-2021



In the spring of 2020, Mickael Candelaria ('21, business administration, human resource management) was elected president of the Associated Students of Central Washington University (ASCWU). Candelaria is the first Filipinx student to serve in this role.

"I thought it was time for some much-needed representation in higher education," he said about his election.

As a first-generation student from Anchorage, Alaska, Candelaria faced many challenges, including homesickness. To overcome, he participated in various campus

engagement opportunities, including the Residence Hall Association and the Filipino-American Student Association. Prior to being elected student president, Candelaria served as vice president for student life and facilities.

"Getting involved on campus and within the community," he said, "has helped [me] create my own home away from home here in Ellensburg."

As president, Candelaria was part of the Trustee Search Advisory Committee to find President James Gaudino's successor. The committee went through 86 resumes, interviewed 10 candidates, and forwarded five to the Board of Trustees, which selected Jim Wohlpart, PhD, to lead CWU as its next president.

Candelaria had a goal of launching a multicultural center on campus. To date, the project has gained a lot of traction. An architect has been contracted to develop plans to renovate Old Heat Plant into the new Center for Cultural Innovation.

With his extracurricular commitments, Candelaria maintains his standing on the Dean's List, ranking among the top 5 percent of students. He attributes his success in part to



while serving student body

the many resources provided by the College of Business: academic advisor Claire Benson, career counselors, and various scholarship awards, including the CB General Scholarship and the Danton Scholarship. Candelaria also thanks Nancy Graber Pigeon, associate professor of management, and James Avey, professor of management.

After graduation, Candelaria plans to remain involved with the College of Business through the CWU Alumni Association and the CB Alumni Mentorship Program so he can pay it forward to future CB Wildcats.

ALEJANDRO ALCANTAR | ASCWU Executive Vice President 2019-2020



Alejandro Alcantar's appointment as Executive Vice President of ASCWU will leave a lasting impact. After serving the CWU student body, Alcantar (accounting and business administration) transitioned to serving his peers from across the state.

Recognizing Alcantar's aptitude for leadership, Governor Jay Inslee appointed him to the Washington

Student Achievement Council (WSAC). WSAC provides planning, oversight, advocacy, and program administration to support increased student success and higher levels of educational attainment in Washington. During his tenure, the council voted to make the College Bound Scholarship an automatic enrollment scholarship for students who qualify for free or reduced school lunches.

Connecting future students to resources drives much of Alcantar's work at CWU, especially as a mentor in the College Assistance Migrant Program.

"We hosted the Dare to Dream Academy at Central where students with similar backgrounds to mine (low-income, migrant worker families) could come on campus and obtain knowledge and resources to help them enter college and see that higher education is [attainable]," Alcantar said.

As a future young alumnus, Alcantar is looking forward to returning to campus as a guest speaker or recruiter.

"I am proud to be a Wildcat," he said, "and hope to inspire others and provide them the resources to become one as well."

Outgoing 2020-2021 ASCWU Student Government from left: Executive Vice President Brandon Wear-Grimm, Director for Equity and Multicultural Affairs Jacob Robles, President Mickael Candelaria, Director for Student Life and Facilities Ashley-Sue Vizguerra, Director for Government Affairs Edgar Espino, and Senate Speaker Madeline Koval.

PHOTO BY DAVID DICK

Student Restores Women in Business Club

“WIB has given me so many opportunities and I can’t wait to return the favor to other students in the coming year.”

**CRYSTAL
CLAUSEN ('22)**

In spring 2019, the Women in Business (WIB) club seemed in danger of dismantling. All its executive board members were graduating. Crystal Clausen ('22, business administration-business analytics) was afraid CWU would be left without an organization that promotes the equity and acceptance of women in the workforce and works to eliminate stereotypes in employment.

Clausen fell in love with WIB’s purpose when she attended its annual conference during her freshmen year. To continue to offer a community that uplifts women in male-dominated fields and addresses inequities in the world of business, Clausen took it upon herself to reinstate the club. She had to start from scratch because none of the founding documents had been retained.

Under Clausen’s leadership, WIB has assembled over 30 active members and boasts an all-new executive board. The club meets eight times per quarter, alternating weekly between professional development topics and team-building exercises.

The club’s capstone event is its annual conference. Held virtually for the first time, this year’s theme was Find Your Voice. Alumni, faculty, and industry professionals spoke on a wide array of topics. Laurie Nichols ('84, accounting) led a discussion on how to handle difficult conversations; Sabrina Dominguez Williams ('18, business administration-marketing) spoke to students about the importance of campus philanthropy. Professor of Management Kathryn Martell led a talk on impostor syndrome; Ana Tonseth, senior lecturer in

economics and finance joined Tara Lee ('20, supply chain management) in leading a session on building confidence. Kt McBratney, founder of OwnTrail, led a session about blazing your own path.

Following the conference, the club held a professional development meeting focused on exploring OwnTrail, a platform launched in 2020 which allows women to create visual, non-linear representations of their life paths. WIB met to complete their paths with the purpose of articulating their professional journeys and accomplishments while fighting against the pressure to constantly project a perfect life (a pressure often fueled by social media).

To embrace life’s difficult moments, OwnTrail encourages users to include milestones which often hold negative connotations (such as a layoff, medical setback, or divorce) to help women showcase their resiliency and adaptability. CB Recruiting and Events Coordinator and WIB advisor Olivia Vester found the resource to be helpful.

“Having a place where you can share what is important to you, or what helped shape you to be who you are today is powerful,” Vester said.

WIB treasurer Maura Santamaria ('22, business administration-marketing and human resource management) said she’s gained so much from the club.

“Our meetings consist of lots of professional development,” Santamaria said. “So, during my time with the club, I have had the opportunity to network with recruiters and have gotten a glimpse of firms that are out there and what they have to offer.”



Crystal Clausen

HR Scholarship Helps Students Realize Dreams

James “Jim” Nimnicht’s distinguished career at Central began nearly 33 years ago. He is regarded as the architect of the human resource management (HRM) program and the driving force behind the award-winning, nationally recognized student chapter of the Society for Human Resource Management (SHRM).

Though he retired in 2011, Nimnicht’s influence remains today. Human resource management is one of the fastest-growing fields in business, and CWU’s program continues to be one of the best in the nation. And to ensure Nimnicht’s passion for students endures, he and his wife Kerry created the James Nimnicht Endowed Scholarship in HRM. Seeding the endeavor with a matching gift, faculty, friends, and former students generously answered the call for support to officially create the program’s first endowment. It will provide an annual scholarship in perpetuity beginning fall 2021.

“When the idea for a scholarship in human resource management was first presented,” said Nimnicht, “I couldn’t think of a better way to help students realize their dream of graduating and then working in the field to ensure that both organizations and employees could come together and make the workplace a desirable and productive location.”

The inspiration for the scholarship dates to 1988 when Nimnicht started teaching at Central. With only two human resource management courses offered at the time, Nimnicht built the program he envisioned. With the help of faculty and staff, CB added classes in labor and collective bargaining, training and development, organizational staffing, compensation, strategic human resources, and organizational behavior. During Nimnicht’s tenure, the program was ranked in the top 10 in the United States by SHRM.

“I can honestly say that I had the most rewarding career that I could have ever imagined and working with my students is what made it that way,” Nimnicht said. “It was such a blessing to see students declare their desire to study human resource management and then watch as a light bulb came on and they found themselves intrigued and energized by this wonderful career.”

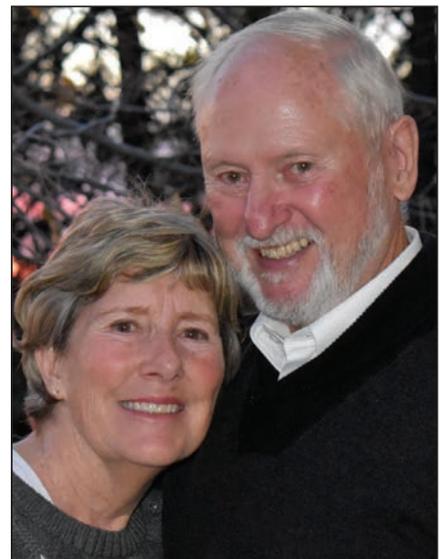
Nimnicht earned his bachelor’s degree at the University of Washington, his master’s degree at Eastern Washington University, and his doctorate at the University of Nebraska. He worked at Gonzaga University and at EWU before joining CWU. As a CB faculty member Nimnicht was published in several professional journals. He also co-founded the national Institute of Behavioral and Applied Management and served as advisor to the CWU student chapter of SHRM.

He was named Outstanding Professor and Distinguished Teaching Professor, and received the Excellence in Teaching award from the CWU Parents Association. He was also named Washington State Professor of the Year by The Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education. Most notably, he is the only two-time winner of the SHRM Foundation National Faculty Advisor of the Year award.

The College of Business is excited to grant the inaugural James Nimnicht Endowed Scholarship fall quarter 2021. Students need a 3.0 minimum grade point average with preference given to members of the CWU chapter of SHRM.

“I couldn’t think of a better way to help students realize their dream.”

JAMES NIMNICHT



Kerry and James Nimnicht

Development Director's Note



PHOTO BY ANNA CORTES

Dennis Reed

Wildcat family doubles its support to students in need

Since becoming the Development Director for the College of Business nearly three years ago, Wildcat family resilience is something I have come to know and appreciate. While challenges are common for anyone working to attain a college education, this year has been exceptional in the challenges it presented. Empowered by compassion, fortitude, and determination, everyone at the CB came together, adapted, and rallied to support students. I am truly impressed.

The Wildcat family's response to our calls for additional funding to support the CB emergency fund and CB scholarships was incredibly generous. The direct impact of giving to these two initiatives enabled the CB to respond quickly to students in need. Your generosity is instrumental to helping students facing unforeseen hardships and difficulties.

The CB emergency fund provided almost \$25,000 in grants to more than 30 students, compared to a combined 14 grants awarded the previous two years. Emergencies students faced consisted of lost employment, unexpected health expenses, and lack of technology for remote study, to name a few. As for CB scholarships, donors supported over \$175,000 in scholarships which allowed us to increase the average scholarship award to more than \$3,300 (43 percent of in-state tuition and fees), nearly double last year's average of \$1,700.

Inspired by Wildcat family resilience, I look to the future with hope and remain committed to providing a donor-centric, service-oriented approach to fundraising. As there is much to consider in making a gift to support the CB, I am here to assist you in making connections and to provide any information you may need. Please feel free to contact me any time for a confidential inquiry. #CWUtogether

Call Dennis Reed at 509-963-2162 or email dennis.reed@cwu.edu.

CB Leadership Board Roster | Updated June 4, 2021

- Julie Back** (CWU '92 BSAD)
Advisor, Principal, CFP | Private Ocean, Seattle, WA
- Brandy Peters Mayer** (CWU '03 BAEd)
Sr. Program Manager | Microsoft, Seattle, WA
- Jim Boora** (CWU '96 BIOLOGY)
Financial Advisor, CFP | Edward Jones, Hoquiam, WA
- John Delaney** (CWU '74 BSAD)
President & CEO | CentralBanc Mortgage Corp., Kirkland, WA
- Jeff Dieleman** (CWU '93 ACCT)
Partner | Moss Adams, Yakima, WA
- Brent Johnson** (CWU '88 ACCT)
Partner | KPMG, Seattle, WA
- John Kalkman** (CWU '97 BSAD)
Managing Partner | Alerce LLC, Bay Area, CA
- Ryan Landon** (CWU '97 BSAD)
VP, GM, Global Emergency Care Business | Phillips, Bothell, WA
- Tommy Leong** (UW '80 ACCT)
Asset Director | KTM Group LLC, Sammamish, WA
- Mike Luckenbaugh** (CWU '93 BSAD)
Sr. Client Lead | Amazon Web Services, Bellevue, WA
- Dan Maycock** (WSU '05 MIS; CMU '09 SOFTWARE MGMT)
VP Data & IT | Loftus Ranches, Yakima, WA
- Rhoda Milam** (CWU '01 BSAD)
VP, HR Crews | T-Mobile, Bellevue, WA
- Nhan Pham** (CWU '01 BSAD)
Sr. Mgr. BCA Supply Chain | The Boeing Company, Everett, WA
- Steve Ricco** (CWU '85 ACCT)
Chief Financial Officer | PEMCO Insurance, Seattle, WA
- Jenn Schwope** (CWU '01 BSAD)
HR Lead, Commercial Software Engineering | Microsoft, Seattle, WA
- Stacy Short** (CWU '05 ACCT)
Certified Public Accountant | Clifton Larsen Allen, Yakima, WA
- Monica Taylor** (OSU SPEECH COMM, BUS. MGMT)
VP Supply Chain | Tree Top, Selah, WA
- Mark Turley** (CWU '05 ACCT, BSAD)
Lead Controller | Highspot, Seattle, WA

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