

COLLEGE OF BUSINESS

# BEACON

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# BEACON

CWU COLLEGE OF BUSINESS  
Spring 2019 Edition

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## 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.

 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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Jeffrey Stinson

# Dean's Letter

Fellow Wildcats:

It was an honor to be named, and a privilege to now serve, as dean of the CWU College of Business. I look forward to expanding upon the college's extensive accomplishments as we strive to meet our mission to "launch students toward a better future by engaging them in industry-relevant and student-centered programs driven by strong partnerships between students, faculty, staff, and business professionals."

This issue of the Beacon chronicles how we are accomplishing this essential pursuit. As you read these stories, you will see and understand the tremendous impact being made through the education we provide, which has led to astounding achievements by our students, faculty, and alumni.

The impacts highlighted in this issue include:

- Our students winning the Boeing Case Competition for the third time in the six-year history of the event;
- Supply Chain Management students, seeking Lean Six Sigma certification, and how their work with local firms is benefitting both them and their companies;
- Leadership and Management capstone course students engaging in service locally and globally through their projects;
- The launching of our Personal Financial Planning program, the first of its kind in Washington;
- Professors James Avey and Todd Weber receiving high honors for their research; and
- How and why alumnus Chuck Adams is assisting current students.

These stories represent just a select few of the many that could be told about CB's efforts in engagement, innovation, and impact, the three themes of accreditation by the Association to Advance Collegiate Schools of Business. You will read in the coming pages that these efforts have always been made in collaboration amongst CB students, alumni, faculty and staff.

As dean, I look forward to working with each of you, our dedicated students, innovative faculty, and engaged alumni and friends and the strong partnerships you provide, to deliver the educational impact our undergraduates and graduate students want and need to successfully "launch" into a better future.

Jeff

Jeffrey Stinson, PhD  
Dean, College of Business

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**On the cover:** CWU's College of Business personal financial planning program (PFP) was recognized with the 2018 TD Ameritrade Institutional NextGen RIA Scholarship and Grant (see page 14). To recognize this achievement, Tom Zebroski, PFP director, Wellington Wildcat, Rose Myers ('19), and Carlo Smith, chair, Department of Finance and Supply Chain Management were invited by TD Ameritrade Institutional to visit New York City and the Nasdaq MarketSite to ring the Closing Bell last July.





Jenny Cravens

## FACULTY SPOTLIGHT

# Jenny Cravens

Jenny Cravens, the first P.R. O'Shaughnessy Executive Professor of Accounting, has helped further strengthen the relationship between students, faculty, and accounting professionals.

Cravens delivers the accounting courses required of all CB students and routinely receives positive reviews from those in her classes. Many undergraduates say that they are pursuing an accounting degree because of their positive experiences with Cravens as their professor. Some have switched from other departments to become accounting majors because of her.

Cravens also advises Beta Alpha Psi (BAP), an international honor society for accounting, finance and information systems students enrolled at programs accredited by the AACSB. She consistently works on increasing BAP and Accounting and Finance Club membership by motivating current members to reach out to their student peers.

Cravens has more than 20 years of industry experience including as chief financial officer of Cashmere Valley Bank, along with senior leadership, finance, and accounting positions with Bank of America, Countrywide Financial, Washington Mutual, T-Mobile, and United Bank.

Her background has led to enhanced relationships between BAP and employers. She is also a valuable resource to CB students who have questions about accounting as a profession. She has always helped students with resume building and interview skills.

## STUDENT SPOTLIGHT

# Kaili Nance

Kaili Nance will graduate in June with degrees in accounting and business administration, specializing in personal financial planning, and minoring in data analytics. After taking accounting in high school Nance developed an interest in the subject and realized that it could offer her a fulfilling career.

While taking classes in preparation for the Certified Public Accountant exam, Nance added other coursework that led to the additional majors. After graduation, she will start her career as an auditor with CliftonLarsonAllen LLP, a professional services network and the eighth largest accountancy firm in the United States.

Nance heard of available opportunities at CLA during a BAP meeting, applied for the summer internship, and then received the full-time job offer. Nance says she enjoys working at CLA with the people there, and looks forward to continued growth within the company. In the future, she hopes to become a director or manager.



Kaili Nance

## ALUMNUS SPOTLIGHT

# Aaron Erikson

Aaron Erikson graduated summa cum laude in 2013 and is currently a tax director at CliftonLarsonAllen LLP. As an undergraduate, he was determined to make an impact and leave build a legacy.

Erikson accomplished that by helping guide the initiative process that led to the establishment of CWU's BAP chapter. Erikson says BAP is instrumental in preparing aspiring accounting professionals for the workforce.

During his interning at CLA, Erikson participated in a Kaizen project, a continuous improvement process, where he was given a couple of days to help determine how the company could better serve individual tax clients. Through the Kaizen process, he helped improve tax return preparation processes and initiated a new method for distributing the workload across different locations.

More recently, Erikson was selected as one of 12 employees to go to Orlando, Florida to help address the question, "What is the individual tax customer process going to look like in five years?" Erikson had the opportunity to brainstorm with the company's chief executive officer, chief strategist, and other top executives. CLA has already started implementing some of the strategies and processes that were formulated at that event.



Aaron Erikson

Erickson's involvement with CWU did not end with graduation. He serves as a board member and treasurer with the university's Alumni Association, which has been instrumental to recent changes on campus and has made positive impacts for CWU students. For example, the association was able to fund the majority of the new Alumni Plaza at CWU's Tomlinson Stadium. Along with his work with his alma mater, Aaron assists with United Way in Yakima and volunteers with a local chapter of Rotary International.

## ALUMNA SPOTLIGHT

# Monica Alcantar

Monica Alcantar graduated fall 2018 with a double major in accounting and business administration with a specialization in supply chain management. She was a tax/business assurance intern at Moss Adams LLP and was offered a full-time position with the tax staff upon completion of her internship.

While on campus, Alcantar worked as a CB student ambassador and was actively involved with BAP and the Accounting and Finance Club. She held numerous leadership positions including Accounting and Finance Club vice president and BAP's marketing vice president.

Alcantar was offered an internship with Moss Adams after meeting the recruiter at a BAP meeting during her sophomore year. She was selected to attend the firm's Roadmap to Success Summer Leadership Program after the program interview. After completing the program, she was offered the internship and, later, the full-time position.

"Being a member of the Accounting and Finance Club and Beta Alpha Psi has opened many doors for me," Alcantar said. "I can indubitably say that had I not been a part of these clubs I would not have the position I have now. The skills I have acquired through club workshops and events allowed me to develop as a professional."



*Monica Alcantar*

## ALUMNA SPOTLIGHT

# Yoselin Perez

Yoselin Perez graduated in 2018 with degrees in both accounting and business administration with a specialization in finance. At an Accounting and Finance Club meeting she met a recruiter from Moss Adams who talked about the company's summer leadership program.

Perez applied and was accepted into the program, where she received the opportunity to visit San Francisco, California and meet her peers from other institutions.

She continued her internship, working for 40 to 60 hours a week, while balancing her winter quarter course load. Her internship consisted of assisting managers or partners with a variety of projects.

The advice that she has to offer CB students, specifically young Latinas is, "be who you want to be not who society wants you to be." Her dedication and hard work led to the offer of a full-time position with Moss Adams after graduation.



*Yoselin Perez*

## ALUMNUS SPOTLIGHT

# Chuck Adams

"Build on what you know and what you've done, but don't limit yourself to a narrow path." That counsel to students comes from CB alumnus Chuck Adams. He preaches what he practiced, as he took advantage of many opportunities throughout his career.

Adams earned a combined bachelor's degree in business administration and economics from Central Washington State College in 1966. His first job was with the international accounting firm Arthur Young and Company.

"I had clients throughout the Northwest, and got exposure to a number of businesses and industries, along with their issues and challenges," Adams recalls.

Adams says he was career ready because of the education he received at Central and the faculty he learned from, specifically the late professor Pat O'Shaughnessy. PRO, as he was known, was the force behind the creation of CWU's premiere accounting program. He began his Central career at the same time Adams was a student.

"Pat worked very hard—and succeeded—at representing Central and its students to potential employers," Adams remembers. "I was one of the first beneficiaries of his efforts."



*Chuck Adams*

In honor of his mentor, Adams was a key contributor in establishing the endowed P.R. O'Shaughnessy Executive Professor of Accounting.

Eight years after beginning his career, Adams moved from public accounting into the corporate world holding a series of finance-related positions. They included chief financial officer with a Fortune 500 company involved in energy and natural resources.



“That was one of the beauties of public accounting,” Adams explains. “It gave me exposure to a variety of companies, situations—and opportunities.”

To provide students with the chance to pursue similar opportunities, Adams established a scholarship specifically for CWU accounting students.

“I’m trying to pay back the significant benefit I received from my Central education and O’Shaughnessy,” he pointed out. “I’ve always recognized, without that combination, I don’t have any idea where I would have been or what I would have been doing.”

## ECONOMICS

### ALUMNUS AND FACULTY SPOTLIGHT

# Wolfgang Franz

Wolfgang Franz could have made a name for himself as a master carpenter had it not been for Central Washington State College. An emigrant—more accurately, an escapee—from East Germany, Franz had not officially attended high school—nor even taken a formalized English course—before coming to CWSC in 1961.

“I didn’t have to go to college; I had some good paying jobs,” he acknowledges. “I was working for a Christian organization on a building project up in the hills on a lodge—kind of a dude ranch—when the dean of men from Washington State University came and visited. He persuaded me to go to college.”

Franz, at the recommendation of the dean, took the required General Education Development (GED) test, then applied to and was accepted at colleges throughout the state of Washington. He chose CWSC because of its size, specifically to avoid enormous class sizes and the corresponding lack of interaction with the professors. His choice paid dividends almost immediately.

“When I handed in my first econ exam, as a second quarter freshman, Harold Williams, who was head of the Division of Social Sciences [of which business was then a part] asked me if I had ever thought about going to graduate school to get my PhD,” Franz recalled. “He said he thought I had what it takes.”

Franz did, and that exchange helped launch a career that benefits CWU students more than a half-century later.

Franz earned his doctorate in economics, with an applied minor in agricultural economics from WSU. Then, based in part on the encouragement from Williams, he returned to Central and served as a member of the economics faculty for three decades, demonstrating an irrepressible enthusiasm for economics—and for life—that inspired generations of students.

“My belief is that theory is necessary but not sufficient,” he explained of his teaching philosophy. “You have to apply the theory to real-life situations, and then test them to determine the results.”

Along with his classroom proficiency, his off-campus selflessness earned Franz recognition as CWU’s Distinguished Public Service Professor in 1987.

“As a Christian, I believe to whom much is given, from him much will be required,” he pointed out.



*Wolfgang Franz*

His altruism led to the establishment of the Wolfgang W. Franz Scholarship, which supports an economics major with one of the top three GPAs and who has demonstrated excellent character. While Franz says he is giving back for the scholarships he received at Central, the reason for the criteria is also personal in nature.

“Professor Ken Hammond, who was in geography [at CWU], called me up my freshman year, and told me to fill out an application to get a scholarship because I had the highest GPA of any freshman on campus,” Franz recalled. “From then on I got a scholarship every year until I graduated, and I also got a medal for the highest GPA for my graduating class.”

Franz set up the first CB scholarship specifically for economics majors.

“Some of them [the recipients] have written me letters and I’ve met some of them,” he said, adding, “I missed the students immensely after I was retired for a while.”

That led to him returning to CWU and, at 71, he started taking ballroom dance classes every quarter in order to learn how to dance and, again, interact with students. He went on to develop a dance-floor proficiency.

“I take on any opportunity I have to dance,” he admitted, “and enjoy life.”

## STUDENT SPOTLIGHT

# Mallory Icenhower

Mallory Icenhower interned at the Washington State Economic and Revenue Forecast Council (ERFC) as a Research Analyst.

Her main responsibility was to complete the Washington State climate study, a summary of about 50 economic indicators that reflect the health of Washington's economy as compared to the entire United States. That included reviewing innovation drivers, business performance, economic growth and competitiveness, and quality of life.

Icenhower analyzed data from various organizations and then presented the results of her analysis. She says the project allowed her to improve her analytical skills and her understanding of economic-indicator data.



*Mallory Icenhower*

Icenhower also worked on updating the ERFC's Washington Business Cycle Index. She used specialized statistical software to follow data and determine trends. She also worked on the Washington Input-Output model, a new estimate of the structure of the Washington economy, with the Office of Financial Management (OFM). She worked with economists at both ERFC and OFM.

Icenhower also attended ERFC meetings with representatives from other agencies, which allowed her to learn about what they did and how state governments collaborate.

## ALUMNA SPOTLIGHT

# Rachel Mahnke

Rachel Mahnke graduated with a degree in economics and currently works as a marketing manager at Amazon. Originally a business administration major, planning to specialize in marketing, Mahnke switched majors, which she says she did with guidance from Professor Terry Wilson, her marketing advisor.

"Studying economics helped me build a foundation based in analytics, and now it's one of my best skills as a marketer," Mahnke says, attributing the project-based course structures for preparing



*Rachel Mahnke*

her for the workforce. "I'm thankful for Dr. Wilson, who encouraged me to pursue a degree in economics, as well as my economics professors for creating the classes that pushed us to solve problems with data and creative thinking."

Rachel has been back to campus to address Professor Peter Gray's classes about marketing analytics. She has also attended the annual CB Launch Conference several times. Before joining Amazon, Mahnke worked at Groupon and led the Women @ Groupon Seattle Organization, which allowed her to create support systems for female employees.

## ALUMNUS SPOTLIGHT

# Kaleb Javier

Kaleb Javier earned undergraduate degrees in economics and law and justice, and a graduate degree in cultural and environmental resource management, specializing in natural resource management, earning the highest honors for his studies. He also taught CB economic courses during the past year, specifically in statistics and business analytics.

Javier completed the American Economic Association's Summer Program (AEASP), which helps students develop and solidify their technical skills to prepare for doctoral programs in economics. It is there that he won an award for best research.

Javier now works as a Research Fellow at the Stanford Graduate School of Business where he assists in economics research while undertaking doctoral work in economics and machine learning.



*Kaleb Javier*



*CB students in Chicago for USHLI Conference*

## Students Network with High-Level Latinx Leaders

For the third year in a row, CWU sponsored a group of Latinx students to attend the United States Hispanic Leadership Institute (USHLI) National Conference in Chicago.

USHLI provides professional development opportunities for Latinx students by engaging them with top tier Latinx professionals from business, education, and government, and providing a variety of a workshops, forums, banquets, and keynote presentations.

This year, 26 CWU candidates were selected, from a pool of 100, for the full sponsorship to attend the conference. Applications were judged on their academics, leadership, and community service.

Following USHLI, CWU Latinx students reported an increase in awareness of current political issues and a stronger historical understanding of social movements. Additionally, they showed heightened engagement on- and off-campus.

CWU is considered an emerging Hispanic Serving Institution (HSI) with more than 15 percent Hispanic students. HSIs are eligible to apply for competitive federal funding if they serve a high percentage of low-income students, have less than the national average of funding to spend per student, and have a student population of at least 25 percent Hispanic.

As CWU continues to focus on diversity and inclusion, and thinks about ways to better serve its entire student population, including the expanding Latinx population, it is considered imperative that the university provides high-caliber professional development opportunities for students, such as continued support for attendance to the USHLI conference.

In order to achieve that goal, CWU business students plan to further engage both their peers and perspective students, create sustainable fundraising opportunities, and grow collaboration with alumni and local professionals.



*CWU LatinX SOURCE winners*

## Club Wins Award at SOURCE Event

CB students Erik Ramirez, Bethany Lamas, Maria Sanchez, Carmen Gonzalez Loza, and Diana Franco won a 2018 SOURCE (Symposium Of University Research and Creative Expression) award for Outstanding Oral Presentation on the creation of the CWU LatinX Club. The club is designed to assist students' professional development and develop their leadership skills through the students' attendance of the USHLI Conference.

### ALUMNUS SPOTLIGHT

## Daniel Lara

Daniel Lara graduated in 2017 with degrees in accounting and business administration, specializing in supply chain management. While studying at Central, Daniel was very involved on campus. He was president of CWU's student chapter of Movimiento Estudiantil Chicano de Aztlan (MEChA), financial chair for



*Daniel Lara*



Central's Brother 2 Brother, which is affiliated with the national Students of African American Brotherhood; treasurer for the Academic Achievement Leadership Council; and a member of the Chavez King Leadership Institute for Social Change.

As a junior, Lara also attended the USHLI conference.

"It was amazing to see all of the successes that have been accomplished by Latinx leaders," he said. "I felt a great sense of

empowerment and humility knowing that I, myself, am a part of the Latinx community. This conference amplified and fueled my passion for being a Latino and I have never been prouder or felt luckier to be representing my family's strong heritage."

Lara encourages all students to work hard, commit to their studies, network, and to be invested in clubs and organizations on campus. He credits his active participation outside the classroom with helping him land his position as an executive team leader for Target Corporation.

## YAKIMA OUTREACH



*I4IE Student Mentors*

# High Schoolers Create and Operate Start-ups at I4IE Tournament

About 300 high school students from throughout south-central Washington learned to create, start, and successfully operate a start-up business during the 2018 "Many Faces of Entrepreneurship" tournament at the Yakima County Fairgrounds.

It was the fourth year of the program, spearheaded by the CB's Institute for Innovation and Entrepreneurship (I4IE) and supported

by the Herbert B. Jones Foundation. Bill Provaznik, chair of the Department of Management, and about 70 CWU students, many of them enrolled in the entrepreneurship program, facilitated the event. Contestants were presented with the task of creating animal containment units.

In order to continue their engagement and maintain their creative drive throughout the competition, students who were eliminated from the tournament were given a second challenge to create a new jersey for CWU's Wellington Wildcat.

At the conclusion, the finalists presented their ideas to a panel of professional mentors and CWU students, who provided constructive feedback. Awards were made to the winning team.

The event supports the entrepreneurship program's mission statement to "encourage, develop and facilitate innovative and entrepreneurial ventures through academic programs, research, and community outreach."



# Class Project Serves Women and Girls in Cambodia

During spring quarter 2018, Professor James Avey challenged students in his Leadership and Management capstone course to tackle a real world issue and make a lasting impact. Avey wanted them to understand that they don't need land, labor, or capital to change the world. They only needed to cast a vision and get creative.

Students Stephanie Treichel, Jonathan Reynolds, Michael Briones, Ricky McIntyre, and Renae Budmats were among those who accepted the challenge. In Cambodia, it is common for girls to miss school while they are on their menstrual periods and fall behind academically. Many drop out altogether but then are forced to find other, often dangerous, ways to earn a living.

The students learned Cambodian women could not use disposable sanitary pads because of pollution concerns and that tampons were also taboo. In addition, because of the insufficiency of clean water, washing reusable products runs the risk of infection. The options were few.

So, Treichel, Reynolds, Briones, McIntyre, and Budmats came up with a plan to supply reusable sanitary napkins, which would allow students to continue their educations.



*A woman hands out sanitary products in Cambodia*

The students connected with a woman who owns a café where she offers girls opportunities to make an honest living, and not be caught up in prostitution or sex trafficking. They learned the woman had an uncle in the United States who was planning to visit Cambodia. So, the students quickly raised \$600 and purchased the needed supplies for delivery. A donated suitcase, filled with the pads, was sent to the woman's uncle, who brought it with him on his trip.

Shipping the items conventionally would have been risky since reliable, trustworthy shipping is not common in Cambodia and there was no guarantee that the products would ever arrive.

Once in Cambodia, the pads were distributed, with some extras available for future use. Along with accessing proper feminine products, the young women had the opportunity to learn about their bodies, proper hygiene, and menstrual cycles.

While such education is common in the U.S., women in Cambodia are expected to figure it out and take care of themselves during their periods in silence.

"What started with wanting to help women continue their education," Treichel said, "turned into helping out with an issue we didn't know existed which was education about their bodies, safe hygiene methods, and confidence."

# Students Help Install Specialized Swing

Ellensburg's Valley View Elementary School now provides a wheelchair-accessible swing thanks to CB students enrolled in a leadership capstone class.

"It's designed to basically be a 'prove it' class," said management professor James Avey, the course instructor. "Students are given limited guidance and structure. I tell them 'you're graduating with a specialization in leadership—prove to me you can lead something.'"

The project involved raising about \$4,000 to allow for purchase and installation of the specialized swing. Senior Hannah Fallon says the idea came about after she and some classmates, saw a video.

"The child in the wheelchair [swing] just seemed to look so happy and overjoyed to be included, and have something to use," she said. "We wanted to bring that same statement of inclusivity and happiness to people here in Ellensburg."

The students partnered with Generations of Ellensburg, Kiwanis, and Rotary, to get the specialized equipment installed.

"We have the autism and life-skills programs for the entire District so all students with those special needs come to our school," noted Valley View Principal Rob Moffat. "We now have step one completed in developing a truly adaptive playground. This will be used well into the future."

Fallon added, "Honestly, I think this was the most 'real-world' situation that I've ever had to deal with. It was really awesome for me to be able to use all the skills that I've learned in the classroom and actually apply them to a project that meant something—in a project that you can actually feel and see the impacts."



*Hannah Long takes a ride on the Valley View wheelchair swing. Valley View paraeducator Beth Winter and Life Skills teacher Trisha Dee look on.*

# James Avey

The Academy of Management is a professional association for scholars of management and organizations. It boasts 20,000 members from more than 120 countries across six continents. It also publishes six journals, including *Academy of Management Learning & Education* (AMLE).



James Avey

Professor James Avey was among the three authors that wrote “Experimental Analysis of a Web-based Training Intervention to Develop Positive Psychological Capital,” in AMLE. This publication has received the academy’s Decade Award. Along with Fred Luthans and Jaime Patera from the University of Nebraska-Lincoln, the research involved Avey’s work on the potential for development of positive psychological capital.

“This research award was an honor as AMLE is probably our highest ‘learning’ journal,” Avey pointed out. “The research has been cited by other researchers over 700 times since publication.”

Avey has also finished work on a study on how abusive supervisors reduce employee psychological capital that leads to lower psychological well-being and them hating their jobs. CB student Jadvir Gill helped conduct that research.

In addition, Avey, and fellow CB faculty have worked on revisions to papers about the importance of managers and employees valuing the same things and on the significance of technological proficiency by senior managers, who work remotely, and whether that leads to increased employee trust.

# Todd Weber

The Global Leadership Advancement Center (GLAC) is a renowned research and training institute. As part of its mission, GLAC presents Best Global Leadership Research Awards. Professor Todd Weber is among the recipients of this prestigious honor.



Todd Weber

Weber, and his co-authors Auður Arna Arnardóttir from Reykjavik

University in Iceland; Mark Mendenhall, University of Tennessee; and Gary Oddou, California State University, San Marcos; won the award for their publication “Developing Global Leadership Competencies: A Process Model in *Advances in Global Leadership*.” It focused on their research pertaining to global leadership competency development.

Such leadership development is acknowledged to be a challenging theoretical problem. In response, the award to Weber and his peers was based on their model that addressed the need for adoption and enhancement of intercultural competencies related to leadership development. The award citation pointed out that “This is one of the first theories accompanied by testable propositions in the field.”

## Research Finds Link Between Empathy and Job Performance

Employees often hope to work for a manager who is understanding and who seems to care about the successes and challenges they may have in their day-to-day work.

Such a manager would have a boss of his/her own, who tends to care less about the perceptions of employees than the performance of the manager.

This gap in expectations from the employees vs. the boss can put a manager in an uncomfortable situation where he/she may have to choose between striving to be a good manager or focusing on the boss’s expectations, while the manager is likely to be evaluated based on the boss’s expectations.

But this is less of a forced choice than many believe. That’s the finding of research conducted by CB management professor Todd Weber and his colleagues Goli Sadri, from the California State University, Fullerton; and Bill Gentry, from High Point (North Carolina) University.

“We wanted to examine the link between being a good leader from the perspective of the manager’s employees and performing well from the perspective of that manager’s boss,” Weber said. “Our study isolated the two sources, to see if employee perceptions were associated with independent performance ratings from the managers’ boss.”

Their research analyzed data from 6,731 managers in 38 countries, which found a relationship between empathy and improved job performance. Managers that were perceived as having empathy were also clearly viewed as better performers.

A white paper that reports on their work, titled “The Importance of Empathy in the Workplace,” was published by the Center for Creative





Leadership, where Weber has served as a postdoctoral research fellow. An academic paper detailing this research was published in *Leadership Quarterly*.

Their research was recently cited in an article in *Forbes* about what corporations view as the top leadership qualities. As noted in the white paper, research has shown that ineffective managers cost organizations millions of dollars each year in both direct and indirect costs, with estimates that they comprise half of the current organizational-management pool.

Whether by design, or demand, such managers will need to figure out how to become, at least, less ineffective. Developing empathy is one way for managers to improve.

For some people, showing empathy comes naturally. Others struggle with such expression. Most leaders fall somewhere between the extremes and are capable of a passing level of compassion. Even so, to more effectively lead they need to hone those capabilities and skills.

“Empathy can be learned,” Weber said. “With time and support, leaders can develop—or further develop—empathy through coaching and training opportunities.”

Some ways to develop empathy are simple, such as being open to talking about it and to make sure the idea that empathy matters becomes entrenched in an organization’s culture. Additional steps include developing listening skills, encouraging managers to understand various perspectives, evaluating the impacts of business decisions on employees, customers, and communities, and understanding the effect of empathy on performance is stronger in some cultures than others. That means managers who work cross-culturally need to understand and become comfortable with the local norms.

Managers who want to improve their leadership effectiveness and increase their chances of job success should take heed, as empathetic leaders are more often seen leading the highest performing organizations in the world.

“Managers are often caught between the conflicting expectations of their boss and those they manage,” Weber said. “Our research suggests empathy may be one of those rare characteristics that simultaneously fulfills each set of expectations by improving perceptions of your ability as a manager and as a high performer.”



Tom Zebroski, CWU financial planning program director, Wellington Wildcat, Rose Myers ('19), and Carlo Smith, chair, Department of Finance and Supply Chain Management at the ringing of the NASDAQ closing bell

# College of Business Picked for Emerging Program Grant

The United States Labor Department’s Bureau of Labor Statistics projects that 40,400 new personal financial advisors will be needed through 2026.

To help meet the growing demand, CB launched a new bachelor’s degree in personal financial planning (PFP), developed by faculty and registered with the CFP (Certified Financial Planner) Board. Graduates with this degree are qualified to sit for the Certified Financial Planner examination. The earliest graduates will enter the workforce this spring.

In recognition of the CB’s efforts, TD Ameritrade Institutional NextGen RIA Scholarship and Grant Program selected Central to receive the 2018 emerging program grant. The \$25,000 funding will be used to extend outreach to a diverse body of prospective students, provide scholarships to students who choose to study personal financial planning, and to encourage more firms to recruit CB interns and graduates.

“We’re excited about Central Washington University’s vision for its financial program, and their commitment to educating more women and minorities about the profession as a career choice,” said Kate Healy, managing director, Generation Next, TD Ameritrade Institutional. “As the CWU curriculum, including financial literacy programs, evolves, we look forward to seeing interest in financial planning careers grow on campus.”

A total of 21 students—11 women and five students of color—were enrolled in the inaugural PFP program.

“Our goal is to more than double student enrollment in our programs by the beginning of the 2019 academic year,” said Carlo Smith, chair, Department of Finance and Supply Chain Management. “We also want to see a minimum of 50 percent of those enrolled be women and students of color.”

In preparation for program expansion, Steele Campbell, who holds a Juris Doctor and will receive his PhD in personal financial planning, joined the CB faculty last fall.

## FACULTY SPOTLIGHT

# Steele Campbell

Positively impacting the lives of students is important to one of the newest CB faculty, Steele Campbell, who teaches in the recently formed PFP program.

“It gives students an education that not only will help them with their own finances but can also launch them into a profession where they can make a good living while building life-long relationships based on service to others,” Campbell explained.

Campbell received his bachelor’s degree in PFP from Utah Valley University where he started as a finance major. While attending the university, he held a job at a bank working with the financial advising team.

“I got to sit in on meetings where these advisors were solving complex financial problems so that people were able to retire, send their kids to college, give to charitable organizations, all sorts of things,” he pointed out.



Steele Campbell

Campbell’s passion for helping people with their finances is what lead to him changing his major to PFP. He went on to earn a master’s degree in PFP, and is currently completing his PhD. In addition, he received a Juris Doctor and holds a Certified Financial Planner (CFP) designation.

Personal financial planning is an industry that has evolved significantly during the past 20 to 30 years, moving from investment sales to customized strategic financial planning.

“One of the things I see a lot is that people will physically flinch when I start talking to them about PFP,” Campbell said. “Fortunately, the industry has made great strides toward making sure the client comes first.”



## STUDENT AND ALUMNA SPOTLIGHT

# Julie Penwell and Julie Back

Julie Penwell is studying both personal financial planning and economic and business forecasting. She works as a research assistant with the management department.

Through the CWU Alumni Mentoring Program, Penwell was paired with Julie Back, an alumna who earned her degree in business administration with a specialization in marketing. Back is a senior advisor and principal with the wealth management firm Private Ocean.

Back assisted Penwell in landing a summer internship that gave Penwell opportunities work with the Operations Department in opening new accounts and auditing new account information. It proved to be an invaluable work experience. Penwell continued her internship for two summers thanks to her dedication and Back's willingness to help a fellow Wildcat.



*Julie Penwell and Julie Back*

## SUPPLY CHAIN MANAGEMENT



*Hannah Fallon-Suka, Christian Ramos, Gilberto Sanchez-Solano, and Mike Mascaro with Tree Top professionals*

# Students Help Tree Top with Efficiency

Lean Six Sigma (LSS) is a method in which a team works to improve performance through waste reduction and reducing variations. CB students Hannah Fallon-Suka, Christian Ramos, Gilberto Sanchez-Solano, and Mike Mascaro comprised a team that partnered with Tree Top on a LSS project as part of a senior supply chain management course.

They used define, measure, analyze, improve, and control (DMAIC) methodology to develop ways to improve current business processes within the company's operations in Selah.

Their work involved meeting and interviewing plant employees to gain insight into current processes and causes for inefficiencies. The students were tasked with creating a target inventory level with the least amount of waste and optimal number of raw materials.

Upon project completion, they were able to develop potential solutions to enable Tree Top to operate more efficiently, particularly in the reduction of lead times and inventory levels.

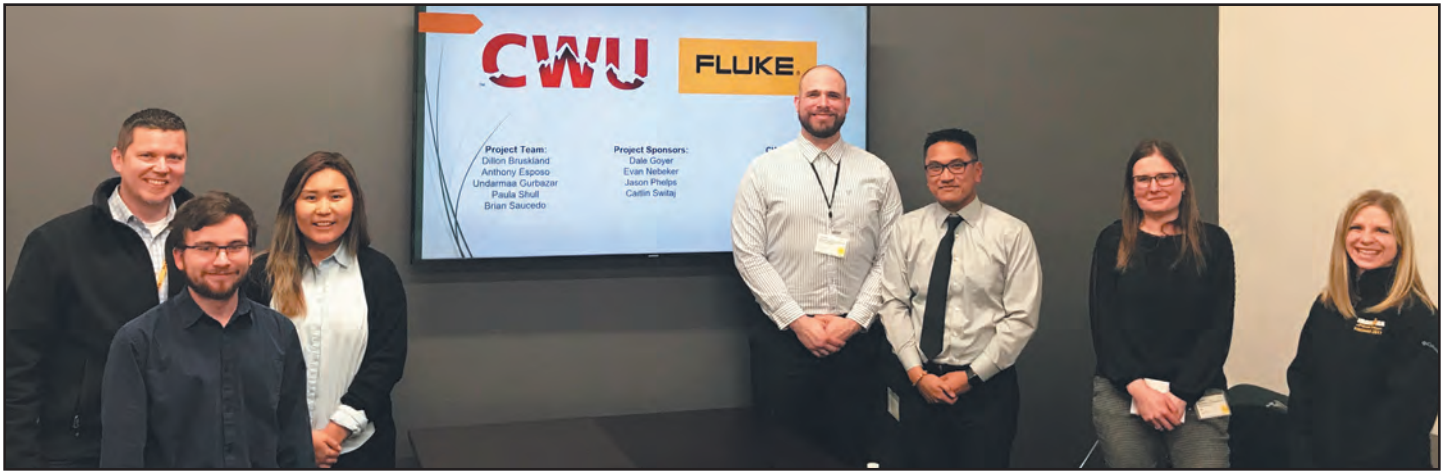
"The most challenging aspect of this project was fully understanding the process at the Selah plant," said Fallon-Suka, the team leader. "We also had to spend a lot of time at the plant, observing the process and taking notes on potential causes of the problem."

Fallon-Suka enjoyed learning from all of the staff at Tree Top and appreciated how welcoming they were. She added that serving as team leader provided her with a new level of confidence and additional skills she will need for future employment.

# Alumni Team Up to Develop Practicum Course with Fluke

Supply Chain Management (SCM) students routinely have access to real world industry exposure through courses that focus on the Lean Six Sigma (LSS) methodologies. The LSS goal is to streamline processes leading to increased customer satisfaction.

LSS Processes is the first course seniors take to learn LSS methodologies and have the chance to earn their yellow belts in LSS.



*SCM student presenters*

Students completing that course with a grade of B or higher can seek their green belts through a companion course, which allows them to apply the concepts, tools, and methodologies they previously learned through industry-based projects.

Lori Erickson graduated with a bachelor degree, specializing in supply chain management, from CWU-Des Moines in 2012. She is now an LSS black belt with significant industry experience in healthcare improvement projects. Erickson is often sought to consult with industry and state government. As an LSS process improvement and transformation expert, Erickson wanted to assist the CB program and has been hired to serve as a SCM lecturer.

Jason Phelps, a 2005 graduate, is director of Global Materials at Fluke Corporation in Everett and continues to be a strong supporter of the

CB. In his work with Fluke, he is involved with LSS projects. Phelps also approached college officials with a proposal to work more closely with CB students on LSS projects.

Erickson and Phelps teamed up to develop proposals to enhance the program and implemented those plans with three students as part of a practicum course with Fluke.

The combination of the CB courses with real-world industry exposure not only helped the students, it allowed the instructors to formalize future practicum opportunities. It also provided feedback to the SCM program, leading to even more refined program curriculum.

## MARKETING

# Fundraising Effort Sends 16 to Conference

A total of 16 Central Marketing Association members attended the 2018 American Marketing Association (AMA) Conference in New Orleans, thanks to a fundraising effort that generated more than \$22,000 in support.

At the event, the students met with national recruiters, networked with industry leaders, and took advantage of other opportunities.

“I signed up to go to the NABEF (National Association of Broadcasters Education Foundation),” said Jared Abramowski. “Then, at NABEF, I got multiple job offers from around the country. I ended up taking a marketing consultant job at KIMA [TV, Yakima] Action News.”

Abramowski believes his presentation to AMA recruiters helped him receive the job offer. The other participating students agreed the conference was a great experience.



*Marketing Association students at AMA Conference*



## ALUMNUS SPOTLIGHT

# Jacob Ozuna

Jacob Ozuna graduated with a degree in business administration, specializing in marketing, a minor in advertising, and a certificate in sport business. He says the latter certificate has been integral to his professional success because it shaped how he sees himself in the business world.

Ozuna is a senior account manager for Bing Ads, where he builds and maintains relationships with clients in developing their internet advertising. He also assists with Bing's diversity inclusion program, EmBRACE.

"We're not done yet," Ozuna said of the program, adding there is room for growth, learning, and understanding. He acknowledges taking pride in knowing his three superiors are all female, which underscores the company's efforts to counteract underrepresentation of women in technology-related enterprises.

Working for a company that supports charitable organizations and not-for-profit agencies worldwide is also important to Ozuna. At Microsoft, October is "Give Month," a time when employees may participate in community service, such as his work with the Northwest Parkinson's Foundation.

"It's not the biggest organization but it makes a big impact," he said.

Ozuna says his involvement with the Northwest Parkinson's Foundation began after he learned a former supervisor had been diagnosed with Parkinson's. He joined the planning committee and helps plan the foundation's annual run.



*Jacob Ozuna*

## BOEING

# CWU Team Wins Boeing Case Competition

The Boeing Business Case Competition is a month-long, team-based competition pertaining to a Boeing-specific business scenario. A CB team participated in—and won—the sixth annual event. Initially, the students had only one week to analyze a real-world, supply chain-focused case on how Boeing can maintain its dominant market share by prioritizing cost, on-time delivery, and quality.

The CB Jet Setters team of Matt VanBrunt, Lane Spenker, Tanya Avramenko, Tim Rukstalis, and Jon Cyr won the preliminary round held at Central and advanced to the final competition.

Advancing to the championship round provided the CB students with opportunities to dine with the Boeing Business Case Competition planning team, tour Boeing's Customer Experience Center in Renton—"an awesome experience that made me excited for the future of flight," stated Spenker—and present at the Museum of Flight before a panel of Boeing supply chain vice presidents and directors.

When the judging was complete, the CB team took first, defeating the top squads from the University of Washington, Western Washington University, and Portland State University.

Professor James Avey, the team's advisor, said a key reason the CB students won was that they "had developed an integrated solution that wasn't focused on one particular discipline but across all the business disciplines."



*Boeing Case Competition winners: Matt VanBrunt, Jon Cyr, Tanya Avramenko, Lane Spenker, and Tim Rukstalis*

The integrated-solution plan was developed based on the team's range of backgrounds, experiences, and majors.

"Everyone added something different and added value to the team and that was key to our success," added Cyr.

## ALUMNA SPOTLIGHT

# Marisol Sanchez

Alumna Marisol Sanchez is now a procurement agent for Boeing. While completing her studies, she was involved with many clubs and took advantage of the Alumni Mentorship Program offered to CB students.



*Marisol Sanchez*

She credits her professional success to the group work required in her CB courses and the available networking opportunities, including her two-time participation in the Boeing Business Case Competition.

“Without being a part of the competition, I never would have been given the opportunity to work at The Boeing Company,” she said.

Through the competition, she made numerous connections with Boeing professionals, who helped her navigate the interview process. Eventually, Sanchez plans to obtain a master’s degree. For now, she looks to continue to grow and advance in her career.

## ENTREPRENEURSHIP



*WIB visiting Meda Nova*

### EVENT SPOTLIGHT

## Women in Business Visits Meda Nova

Members of the Women in Business (WIB) club visited Ernie Kilburn at her Meda Nova facility, where they were able to ask questions and gain insight into her experiences as a young entrepreneur. Kilburn told club members to keep pushing towards their dreams even when attaining them may seem impossible.

“It was inspiring to see someone so close to my age achieving her dreams which happened to have their start here at Central,” said Aeysha Methai, WIB president.

### ALUMNA SPOTLIGHT

## Ernie Kilburn

Ernie Kilburn graduated in 2017 with a degree in business administration, specializing in leadership and management, and minoring in entrepreneurship. Through the CB entrepreneurship program, she launched gigglydoo, a company that produced specialized medical device accessories. The initial idea came to her after hours of observing nursing home residents. She noticed many “parked” their walkers against a wall and then attempted to move to

their chairs unassisted. Because of that, falls—and injuries—were commonplace.

Kilburn realized the residents were ashamed of their walkers. Her solution was to transform those medical devices into accessories with unique flair.

Kilburn’s first product was gigglyfeet, replacements for the tennis balls commonly attached to the bottom of their walkers, which allowed for better traction while presenting a sense of humor, as they featured small cartoon-like toes.



*Ernie Kilburn*

Now she, and her two business partners, continue to innovate and develop additional products. Prototypes of some are currently being tested.

“Each of the products aim to make the device more personable so the individual will use the walker with pride,” Kilburn explained.

What began as a class concept has evolved into a manufacturing facility, with several employees and more to be hired. As new products are launched and sales increase, Kilburn says the hope is to acquire a building for her Meda Nova operation, of which gigglydoo is now a subsidiary.





*Dr. Tenerelli with students at the G.A.M.E. Forum:  
Eric Staats, Grant Lawson, Julie Penwell, Amir Hilahli*

## Four Students Attend G.A.M.E. Forum

Grant Lawson was one of the four CB students selected to attend the Quinnipiac University Global Asset Management Education (G.A.M.E.) Forum, the largest student-run financial conference in the world.

“At the G.A.M.E. Forum, we were able to attain deeper insights into the financial-services industry,” Lawson said. “Speaking with finance professionals about certifications, career fields, and continuing education was an invaluable experience.”

Lawson also heard from many top speakers, from fields including economics, finance, investment banking, and private equity, who made presentations at the forum.

Lawson, the CB Finance Student of the Year for 2018, has also been involved with the CWU Investment Club and as a mentor for sophomore management students.

### ALUMNUS SPOTLIGHT

## Charlie Costello

Charlie Costello graduated summa cum laude in 2009 in business administration, specializing in finance. As a student he demonstrated an unusually strong grasp of financial concepts, so much so that the Finance and Supply Chain Management department created a special tutoring position allowing him to assist other students develop their knowledge and skills.

After graduation, Costello worked for Lockheed Martin for several years before returning to graduate school and earning his PhD in finance. He now works at Cornerstone Research, a company that

provides economic and financial analysis in commercial litigation and regulatory proceedings. He aids corporate attorneys make sense of economic issues that arise during litigation, using his background in finance and economics to analyze data for specific cases.

Costello says he enjoys the variety involved in his work and that each day tends to be different. That included writing a paper on Appraisal Litigation in Delaware, which proved valuable to other professionals within Cornerstone and outside of the company too.

Along with data and economic analysis, Costello helps recruit new employees to the Cornerstone team and mentors PhD students, including on how to succeed in the job market. Co-workers also seek his counsel on entering MBA and PhD programs.

Seeing them advance in their education, careers, and research is what Costello says encourages him to continue mentoring.



*Charlie Costello*

### ALUMNUS SPOTLIGHT

## Justin Leppa

Justin Leppa graduated with a bachelor’s degree in business administration, specializing in finance. He is now the chief budget and forecasting officer for the Washington State Department of Licensing (DOL).

Leppa leads two different teams, managing about 20 employees in the process. His Office of Financial Management collects revenue for other agencies and works with budgets. One month into the state’s legislative session the office had already reviewed 140 bills and written fiscal notes for each of them.

He brought a different perspective to his job in Olympia as he came from, primarily, a private-sector background. While taking the necessary time to understand current processes, he also has launched initiatives to increase efficiencies, especially as they relate to the citizens of the state.

Leppa takes the charge of the DOL—“Helping every Washington resident live, work, drive, and thrive”—seriously.



*Justin Leppa*

He is committed to increase diversity and equity within his staff so that it can better represent Washington and, in turn, allow residents to have improved interaction with the DOL and a better overall view of state government.

## ALUMNA SPOTLIGHT

# Danielle Brandli

Danielle Brandli graduated in 2015 with a degree in business administration, specializing in supply chain management and finance, and minoring in economics. She is a financial assistant with Kutscher Benner Barsness & Stevens, Inc. She is also taking courses to meet the educational requirement for a Certified Financial Planner designation.

“The College of Business gave me the courses, connections, work experience, and additional opportunities I needed to figure out what career I wanted and how to be prepared for the business world,” Brandli said.

Following graduation, Brandli remained involved with her alma mater, becoming a mentor through the university’s Alumni Association.

“I love networking and helping others,” she added. “Being a mentor allows me to build new relationships, connect people who share similar interests, share my experiences and perspectives in helpful ways, and, ultimately, help students find jobs or figure out their career paths. I was that student recently and am so thankful for all the help I received.”



*Danielle Brandli*

For her efforts, Brandli received a Mentor of the Year award from the Alumni Association.



*Did you know Shaw-Smyser Hall is two buildings joined together? Built in the 1920s, they are named for Selden Smyser, a social science professor from 1916 to 1942, and Reginald Shaw, a geography professor from 1935 to 1952. The buildings were brought together during a 1994 remodel.*



# Your Support Helps CWU Students Succeed

As the College of Business development director, I provide a service-oriented approach in seeking collaborative engagement opportunities. The goal is to fulfill our mission to launch students toward a better future by engaging them in industry-relevant, student-centered programs involving strong partnerships between students, faculty, staff, and business professionals.



*Dennis Reed*

With nearly 1,400 students investing their future in our mission, you—our alumni and friends—play critical roles in partnering with us to ensure our graduates succeed in becoming the next generation of outstanding Wildcat business professionals.

How can you get involved?

- Leverage your expertise and industry connections—mentoring and career development, internships, advisory board or council service.
- Provide financial support—scholarship and program, existing initiatives, specific interests or area of passion.

Please contact me to learn more, or allow me to assist you in creating your own unique investment opportunity to impact student achievement.

With 15 years of fundraising experience along with the support of the CWU College of Business dean, faculty, and staff, I am here to serve. Go Wildcats!

**Contact: Dennis Reed at 509-963-2162 or e-mail [dennis.reed@cwu.edu](mailto:dennis.reed@cwu.edu)**

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# CB Leadership Board Roster

Updated April 24, 2019

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Private Ocean, Seattle, WA

**Bob Bennetsen** (CWU '96 ECON)  
Executive VP, Senior Managing  
Director,  
Alliant Americas, Seattle, WA

**Kevin Daniel** (CWU '95 BSAD)  
Senior Director, Investments,  
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**Jim Davis** (CWU '69 BSAD)  
Executive VP (Ret.),  
Kitsap Bank Fife, WA

**John Delaney** (CWU '74 BSAD)  
President & CEO,  
CentralBanc Mortgage Corp.,  
Kirkland, WA

**Gerry Fierling** (CWU '96 ECON)  
Sr. Dir. Cloud Sales, Business  
Development,  
Palo Alto Networks, North Bend, WA

**Brent Johnson** (CWU '88 ACCT)  
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KPMG, Seattle, WA

**Ryan Landon** (CWU '97 BSAD)  
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Stryker Medical, Redmond, WA

**Mike Luckenbaugh** (CWU '93 BSAD)  
Sr. Client Lead,  
Amazon Web Services, Bellevue, WA

**Tommy Leong** (UW '80 ACCT)  
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Microsoft, Seattle, WA

**Stacy Short** (CWU '05 ACCT)  
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**Monica Taylor** (OSU BS Speech Com.  
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*Ally Macnab*

## Editor's Note

Even though I came to Central with the intent to become a College of Business student, I thought of it simply as a stepping stone on my way to law school. I expected that I would move through the program quietly but realized that would not be the case after taking Management 200.

It ignited a flame that would grow into a passion for the college that I never foresaw. As I reflect on my time as a student, I become immensely thankful for all of the doors the College of Business has opened to me.

It started with Management 200 and the entrepreneurship program. I was pushed to think critically about the world around me and forced to use every ounce of my creativity. These courses were the foundation for my excitement about what the business world had to offer.

I was then presented with an opportunity to study abroad in Paris for a month, where I learned about international business and luxury-brand marketing.

Being immersed in a different culture while exploring topics relevant to my major was by far one of the most eye-opening experiences of my college career. If that was not enough, I was also offered a job to work for the College of Business.

Through this position, I have had the opportunity to collaborate with students, staff, professors, and alumni who are constantly striving to do more and have inspired me to do the same.

If it sounds like I am bragging about the College of Business, then this letter accomplished what I hoped because there are endless reasons why I love being here. I am humbled by the opportunity to oversee this publication and I hope you are inspired while reading it in the same way I was while writing it.

Ally Macnab