

COLLEGE OF BUSINESS
BEACON

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*Central Washington University
College of Business
Celebrating 35 Years*

1974-2009

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CB VISION

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

CB MISSION

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

CB STATEMENT OF CONDUCT

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

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Roy Savoian

Dean's Corner

We celebrate our self, and sing our self! (And, we do so with all due respect to Walt Whitman's *Song of Myself*.)

In a Central Washington University memo dated June 20, 1974, then-president James Brooks established the School of Business and Economics. So, the business program at CWU, now known as the College of Business, is celebrating 35 years marked by a rich tradition and history, and an ethos of faculty working closely with our students.

From my perspective as dean, this tradition is reflected in our mission and is summarized by three key terms: Value, Opportunity, and Quality. Furthermore, our history is replete with innumerable examples of faculty who make a difference in the educational experience of our students and in preparing them for successful careers.

Value is about graduating students who possess foundation knowledge essential to operating a business—actually, operating any organization. These essentials include accounting, economics, finance, information systems, legal and social environment, management, marketing, business analysis, and understanding international issues. In addition, we create value by graduating students who possess the skills to succeed in such areas as written communication, oral communication, teamwork, critical thinking, and ethics. Armed with knowledge and skills, students are provided with the tools necessary for success in today's business world.

Opportunity speaks to accessibility and an affordable business education. An increasingly diverse student population is pursuing College

of Business degree programs in Ellensburg, Des Moines, and Lynnwood, or business core courses in Moses Lake, Wenatchee, and Yakima.

We provide *quality* in undergraduate education through *quality* teaching and by delivering courses with an appropriate mix of academically and professionally qualified faculty. Our faculty strive for teaching excellence, strengthened by research and supported by professional service. Research is aimed typically at bridging the gap between theory and application. In addition, quality is reflected by modern facilities in Ellensburg and university centers. Finally, quality is achieved through our linkages with the College's Advisory Board, alumni, and employers, as well as through the professional service of our faculty.

Throughout this issue, we weave *Value*, *Opportunity*, and *Quality* in stories and articles about our students, faculty, and support staff. This is certainly true for Professor James Avey, a CWU graduate and current assistant professor of management. From his unique position, he provides a thoughtful reflection in the combined feature—"Voice of the Faculty" and "Voice of Alumni." Professor Avey certainly benefited from the mentoring of Professor Jim Nimmicht, the architect of the Human Resource Management Program.

We feature our senior-most faculty member, Professor Gary Heesacker, and the 2009 Distinguished Alumnus of the College of Business, Jim Jansen. Jim is a 1968 graduate in business administration with a successful business career as CEO of Lynden Inc., a transportation and logistics management company headquartered in Anchorage, Alaska.

I want to thank the many people who contributed significantly to this issue, particularly the editor-in-chief, Brennen Chamberlain, and assistant editors Alejandra Borunda and Erin Sargent. The concept for the celebration issue was developed by associate dean Laura Milner, and benefited in so many ways from contributions by Ravae Rossmailer, accreditation assistant. You will find an interesting and detailed timeline of mileposts for the business program, old photographs, and letters highlighting some of the developments with our program.

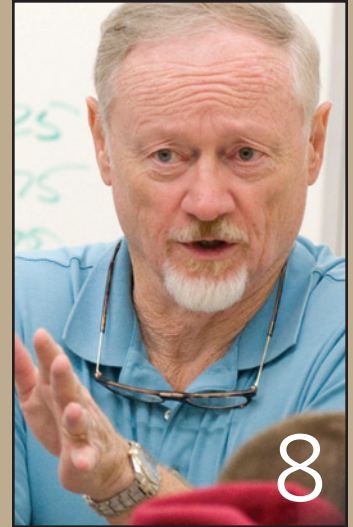
I hope you enjoy this issue of the *Beacon* and our celebration of 35 years!

Roy Savoian, Dean

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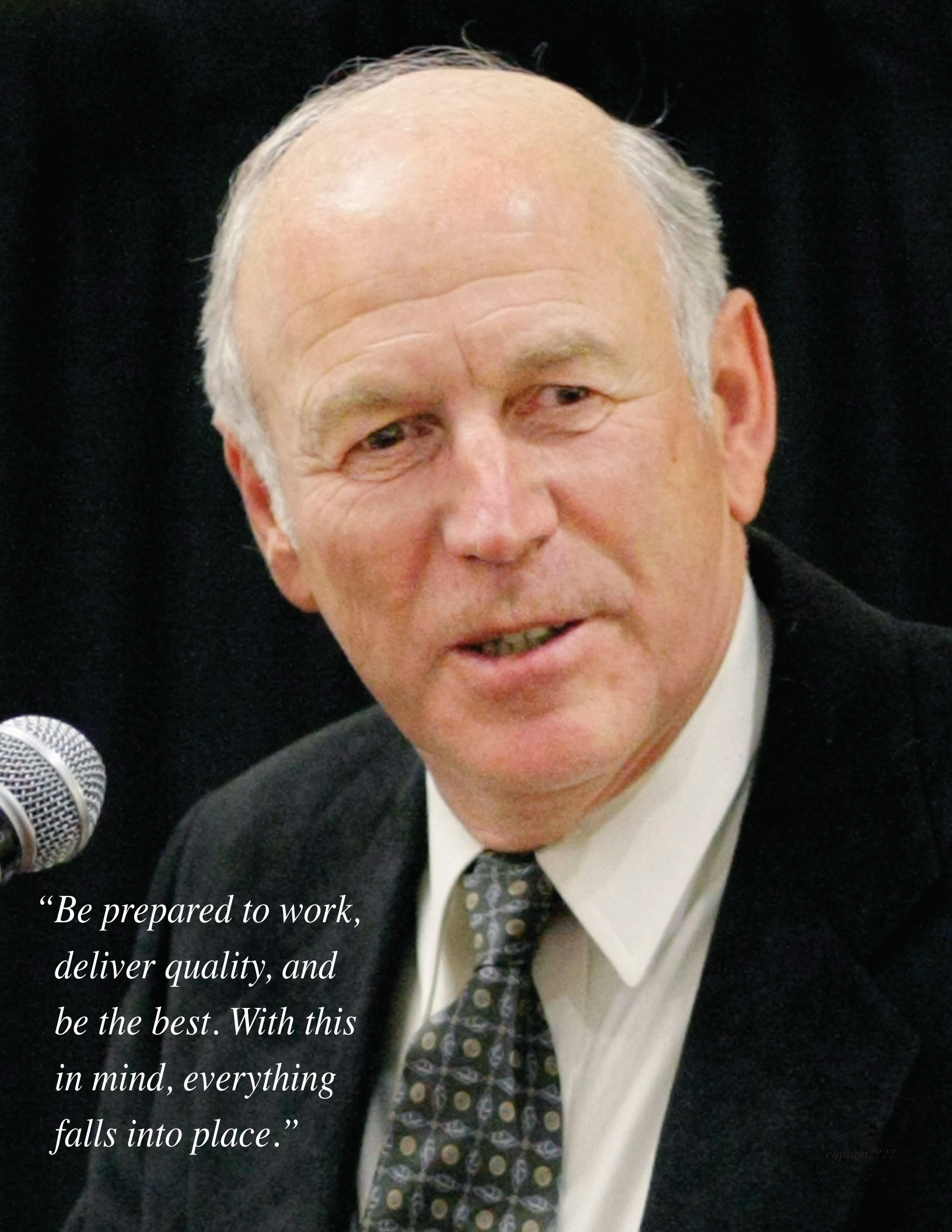
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College of Business faculty and staff, September 2009



*“Be prepared to work,
deliver quality, and
be the best. With this
in mind, everything
falls into place.”*

Pushing On

by Alejandra Borunda

During his earlier years, Jim Jansen—a Central Washington University graduate—used hard work and persistence to achieve his objectives for the future. With a lot of perseverance, Jansen created what is now one of the world’s leading transportation and logistics management companies.

The family owned business, Lynden Inc., was founded in 1906. Before it fell into the hands of the Jansen family, it was known as Lynden Transfer and was owned by a couple living in Lynden, Washington. In the 1940s, Jansen’s father and his partners purchased the company. Since 1953 Lynden Inc. has become one of Alaska’s top transportation companies.

As a teenager, Jansen was kept busy working for the family business. He drove a truck, worked in the shop and operated heavy equipment. Once out of high school, Jansen decided to attend Central Washington University. After he graduated with a BS in business administration, he enlisted in the U.S. Navy to operate as a Seabee in Vietnam. After his service was over he chose to work for the family business again. This time though, he chose to join the business in Anchorage, Alaska. Beginning as a terminal manager in 1970, by 1983 he was the president and CEO of Lynden Inc.

“Be prepared to work, deliver quality, and be the best,” Jansen said. “With this in mind, everything falls into place.”

Lynden Inc. has evolved greatly throughout the past century. Starting out by hauling agricultural products within the state of Washington, the company has grown into transporting goods by land, sea, and air. Operating a successful family of companies, Lynden Inc. is considered to be a world-class transportation company.

Customer satisfaction is a priority for Lynden Inc. With its developing operations, customer demand has been an increasingly important factor. But, as Jansen indicates, meeting those demands is exactly why his business is enjoying such success.

The hard work that Lynden Inc. has provided for almost an entire century is evident by the accolades and awards it has received. Lynden Inc. is ranked first in customer value by *Logistics Management* magazine and Jansen was selected as one of Alaska’s Top 25 Most Influential Business People by the *Alaska Journal of Commerce*, and Alaska Businessman of the Year in 2007.

“Being customer driven, providing good quality in our services, being efficient, and certifying safety will result in increases in profit,” Jansen said. Although these are crucial points when defining a successful business, customer demands and satisfaction are also what drive and keep the company going.

The concept of hard work and its payoffs was something Jansen’s parents taught him at an early age. Jansen urges those seeking success in the business world to obtain a good education.

“If you really enjoy it,” Jansen added, “then don’t hesitate to get involved.”

When not working, Jansen truly enjoys the outdoors. One of the many memories he has of eastern Washington is the small community atmosphere, as well as the fishing and hunting opportunities. He continues to enjoy this lifestyle by living in Anchorage, Alaska, with his wife and three children.



Jim Jansen and Roy Savoian at the CWU Homecoming Banquet

Lynden Inc.

- Objective: To help customers solve transportation problems.
- Lynden’s service covers Alaska, Washington, and western Canada, and is extending across the U.S. and other countries.
- The first freight-hauling service was done by a pair of horses and a wagon.
- The Lynden family of companies is made up of eight operating companies.
- Services are provided via sea, land, and air.
- The construction of the Alaska Highway and Pipeline helped Lynden achieve higher business expectations.



LYNDEN



CB STUDENT ORGANIZATIONS

Dean's Council

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

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



Dean's Council, back row: Alejandra Borunda, Rhonda Schmidt, Associate Dean Laura Milner, Erin Sargent, Debbie Boddy, Brennen Chamberlain, Alek Krallman, and Dean Roy Savoian. Front row: Antonio Sanchez, Justin Shewey, Rebecca Andersen, Megan Hammond, Joe Zeiger, and Brennen Lee.

ELLENSBURG

Accounting/Finance Club

CWU's Accounting Club has recently undergone a name change. Now known as the Accounting/Finance Club, it provides members with an opportunity to gain a better understanding of current world business issues, create opportunities for members to network with accounting and finance professionals, provide community service, and help prepare members to be responsible professionals.

The Accounting/Finance Club actively seeks to bring in firms, businesses, and organizations to present at CWU on relevant accounting and finance subjects. Over the past several months many speakers in public and private accounting, as well as CPA review companies, have spoken to our students.

Each year the Accounting/Finance Club sponsors the Yakima Recruiting Banquet. This event allows students to meet with employers in the hopes of obtaining future job opportunities.

In conjunction with Beta Alpha Psi, the Accounting/Finance Club helps with the success of the Financial Literacy Symposium. With its new name and continued growth, the Accounting/Finance Club continues to be one of the most successful clubs on campus.

Molly Vander Woude, President

Alpha Kappa Psi

Alpha Kappa Psi (AKΨ) is recognized as the premier developer of principled business leaders. The Kappa Xi chapter of Central Washington University recently inducted new pledges into the chapter. They were duly initiated as new members on November 14, 2009.

In the past, the Kappa Xi chapter has undergone a tremendous amount of development and growth. By the end of fall quarter the chapter was estimated to be at 55 members and expects rapid growth to continue.

Recent club activities include a Mid-court of Honor ritual, a tour of Anderson Hay & Grain Co., and the installation of an Alumni Chapter Advisory Board. The chapter is currently planning its annual trip to Reno, Nevada, for the Principled Business Leadership Institute (PBLI), and our annual ski trip to Bend, Oregon.

Brennen C. Lee, President

Beta Alpha Psi

CWU's petitioning chapter of Beta Alpha Psi is really starting to come into its own. Beta Alpha Psi is an honorary organization for accounting, finance, and information systems students. This club provides opportunities for self-development, service, and association among members and practicing professionals,

and encourages a sense of ethical, social, and public responsibility.

CWU's Beta Alpha Psi chapter prides itself on pursuing relationships with professionals and organizations within the accounting and finance communities. Every spring our chapter hosts a Financial Literacy Symposium. This year will mark the third time for this event, which has drawn a great turnout of high school students from throughout the state and has taught them valuable lessons on managing their money and lives. Additionally, in April, chapter members will get the chance to attend Beta Alpha Psi's northwest regional conference and give a presentation about the symposium and how we organized and conducted it. Our members are excited and encouraged about the future prospects of this up and coming club!

Rebecca Anderson, President

Exito. Conocimiento. Oportunidad.

As a re-established club at Central Washington University, the main focus of the Exito. Conocimiento. Oportunidad. (E.C.O.) Club is to welcome students in the Hispanic community, as well as those who share an appreciation for this cultural group and who have an interest in the business world. The club's main focus is to provide professional relationships, create connections with the community, and offer a unique cultural experience to its members.

E.C.O. is currently a recognized chapter of the Association of Latino Professionals in Finance and Accounting (ALPFA), which is a nationally founded organization dedicated to helping Hispanic undergraduate business students develop the real-world skills and relationships needed to launch successful professional careers.

Antonio Sanchez, President

CWU Marketing Association

The CWU Marketing Association, a local chapter of the American Marketing Association, is an innovative and creative club that expresses these characteristics through a variety of means, all associated with marketing. It seeks to create an environment that seeds and fuels its members with the knowledge and experience necessary to excel in the field of marketing, which is currently growing at unprecedented rates through the fierce competition of a newly established global market.

Campus association members are the creators, editors, and entrepreneurs of the Coupon Book—the main project of focus. It's a great thing for Central students, since it's filled with excellent discounts given by popular businesses on campus and in the community.

In addition to the Coupon Book, the club brings in guest speakers who share invaluable personal experience and real-world information that cannot be acquired anywhere else or in any other setting. All of the association's activities are specifically designed to create informed and dynamic leaders who can be valuable and prosperous in any field of business, but especially in the field of marketing. We look forward to meeting you.

Justin Shewey, President

Operations and Supply Chain Club

The OSC Club is an up-and-coming club that was started during this school year. It was created by students with the intent to help them gain a broader understanding of opportunities, career paths, developments, and current issues in operations and supply chain management.

The club also intends to help raise awareness of operations and supply management career opportunities, as well as gain professional knowledge and experience. The club will

fulfill these goals by offering lectures from industry professionals, engaging in faculty relations, and other club-related activities.

Activities this school year include guest speakers, a cover letter and resume workshop, and some company tours. Check out the bulletin board on the first floor in Shaw Smyser Hall for details.

Alek Krallman, President

Society for Human Resource Management

This past July the CWU chapter of the Society for Human Resource Management (SHRM) sent four students to the three-day SHRM national conference in New Orleans, Louisiana. And this past fall we attended the Northwest Human Resource Management Association conference in Portland, Oregon.

The chapter has spent much of fall quarter planning volunteer and fundraising activities in the community. SHRM holds meetings every other Monday in Shaw-Smyser Hall, room 205, with guest speakers from all over the state.

Currently SHRM officers and members are preparing for their largest fundraiser of the year, the 16th annual SHRM golf tournament held in the spring.

Sara Satterlund, President

WEST SIDE

Society of Student Accountants (SSA) CWU-Lynnwood

Members of the Society of Student Accountants-Lynnwood spent September preparing to host two annual fall recruiting events—Rock Salt and Network Open House. These events were great for students who wanted to hand out their resumes to CPA firms or find out what each firm had to offer future accounting majors.

In October, we invited representatives from the Institute of Management Accountants to come speak to us about the Certified Management Accountant designation. Their slides showing the differences between a CMA and a CPA were quite interesting.

We have scheduled several guest speakers over the next few months. All the information is on our Web site at www.cwu.edu/~ssalynn/. Take a look and let us know if you are interested in attending. Our goal this year is to provide as much information as possible about various accounting professions as well as resume help, business etiquette, and tips for finding a job.

Ann Tarleton, President

Society of Student Accountants (SSA) CWU-Des Moines

Central Washington University's chapter of the Society of Student Accountants-Des Moines helps current accounting students and alumni achieve their goals in becoming professional accountants. Whether they would like to work for a public or private firm, a non-profit, or the government, we offer the resources to ensure their success.

Here is a list of services we offer:

- Networking/recruiting events that are either conducted by CWU (i.e. Rock Salt, a networking open house), or by the Washington Society of Certified Public Accountants, such as Battle of the Bands, and other local universities
- University's Meet the Professionals Night
- Resume/cover letter workshops
- Business etiquette dinners to help students improve their networking and dining out skills
- CPA test simulations courtesy of Becker Professional Education
- Social events

Upcoming winter and spring events include:

- Panel of professional accountants (February): A representative from different sectors of the accounting field (i.e. public, non-profit, etc.) will be present to answer students' questions
- Networking 101 (April): An all-day intensive workshop that will help improve students' networking skills and prepare them for spring/fall recruiting events.

Roemer Lorenzo, President

For more information on CB clubs and organizations, go to:
www.cwu.edu/~cob/students/student_org.html

Then and Now

by Alejandra Borunda



Gary Heesacker

When reminiscing about Central Washington University's College of Business, accounting Professor Gary Heesacker is the ideal person to provide a solid history about the evolution of this college. For 37 years, Heesacker has seen it grow from its roots to the developed business college of today.

But before he was ever involved in CWU's business college, Heesacker first had to find his calling. Upon the urging of his father, a successful, self-taught accountant, Heesacker decided to explore the field.

"I always knew I would be dealing with numbers," he recalled. So accounting felt like the right field for him.

After becoming a certified public accountant in the state of Washington, Heesacker was employed with the firm, Ernst & Young for several years. Working as a student recruiter for the company, Heesacker paid a visit to the CWU campus in 1970. Although his main focus during this visit was to recruit students, Heesacker was instead recruited. He liked it so much, he decided to take the opportunity and give teaching a chance.

"It wasn't much back then," Heesacker elaborates on the change in the size of the program. "We could fit all staff members in one room."

Despite a small number of faculty members, the number of students per course was about the same as it is today. To Heesacker, having 20 to 30 students per class is ideal. Being able to know the students and seeing the personal and intellectual growth they undergo is an important

aspect of his job, he said. He also finds students' different personalities captivating. At times it's a challenge, but Heesacker enjoys finding the best techniques to help students learn.

Heesacker has seen a lot of changes during his past three decades with the College of Business. When he first started, professors' job duties focused primarily on teaching skills. However, over time, their ability to conduct and publish research became just as essential. As the number of faculty grew, so did the "bouncing and sharing of ideas," Heesacker recalled. With those sharing of ideas came a greater thirst for professional service to the accounting profession.

Even as a small campus in 1974, the quality of students in the program is comparable to the students of today. Hiring professors with high intellectual and teaching skills has only strengthened an already-excellent program. But it's the students and their motivation that makes it what it is.

"It is important to study hard and see your professors for advice," Heesacker stressed. "Students should never give up."



Gary Heesacker circa 1975

We are on LinkedIn: CWU Supply Chain Management (SCM) Alumni Group

All CWU SCM alumni are encouraged to join this group to stay connected with the university, to share experiences, interests with the other supply chain professionals, and to take advantage of our supply chain network.

To join our network, go to www.linkedin.com/groupRegistration?gid=2197708.

SCMI Winter Conference

The Supply Chain Management Institute is presenting the inaugural Winter Conference on February 25, 2010 at the Museum of Flight in Seattle. The theme for the conference is "Managing in Turbulent Times." A major sponsor for the conference is the Boeing Company.

The keynote speaker is Dara Khosrowshahi, president and chief executive officer of Expedia. The program will include a panel discussion by supply chain professionals:

- Jim Wigfall, vice president of supplier management, the Boeing Company
- John Stephens, senior director of procurement, Global Procurement Group, Microsoft
- Tom Mitchell, C.P.M., senior director, Material Planning & Procurement, Nintendo of America Inc.

The Winter Conference, designed for supply chain professionals in the greater Seattle business community, explores the various aspects of the supply chain from designing and obtaining materials, to processing, logistics, and delivery to end-users. The price of the conference is \$50 per person. The schedule for the event is:

11:30 a.m. - noon	Registration
Noon - 1:30 p.m.	Lunch and Keynote Speaker
1:30 - 3:00 p.m.	Panel Discussion
3:00 - 5:00 p.m.	Networking Reception

For registration information, go to: www.cwu.edu/~cb.

Sport Business Conference

The Northwest Center for Sport Business (NWCSB) aims to provide information as well as job opportunities to students interested in the field of sport management. It works closely with the university to bridge the gap between academia and the local industry, as well as provides networking opportunities for all involved.

The fourth annual Northwest Sport Business Conference, "Leadership in Sport Business: Leading on the Field, off the Bench, and in the Front Office," will feature Adrian Hanauer, MLS Sounders, President and GM. Other speakers include Cliff McCrath, former Seattle Pacific University Soccer Coach and 2009 National Soccer Coaches Hall of Fame and Aaron Artman, President, Tacoma Rainiers.

For more information, see ad on page 22.



Phyllis Campbell

Phyllis Campbell to Speak at B2B

Phyllis Campbell, Pacific Northwest chairman of JPMorgan Chase, is the featured speaker at the Business-to-Business Speaker Series on February 4, 2010 at the Columbia Tower Club in downtown Seattle. The event runs from noon - 1:30 p.m. The title of her presentation is "Chase and the Pacific Northwest: A Look Ahead." The B2B is sponsored by the Boeing Company.

Campbell serves on JPMorgan Chase's Executive Committee and is the firm's senior executive in Washington, Oregon, and Idaho, representing the firm at the most senior levels to clients.

Previously she was the president and CEO of the Seattle Foundation, the largest community foundation in the state, with nearly \$600 million in charitable assets. Prior to that she served as President and CEO of US Bank of Washington. Under her leadership from 1993 to 2001, the bank grew through acquisitions and strong marketing initiatives.

Campbell has devoted her time, energy, and expertise to countless civic activities, with a focus on education and human services issues. She currently serves on the boards of Alaska Air Group and Nordstrom, and has received many prestigious awards for her community service work, including the Woman Who Makes A Difference award from the International Women's Forum. She was appointed to serve on the Diversity Advisory Board for Toyota USA.

The B2B Speakers Series is designed for business professionals in the greater Seattle business community. It features business executives who share their perspective, experience, and expertise about current issues and developments with business organizations and the regional economy.

For registration information, go to: www.cwu.edu/~cb.

CB Honors Banquet and Reunion

The College of Business will hold its 17th annual College of Business Honors Banquet on the evening of Saturday, May 1, 2010 in Ellensburg in the SURC Ballroom. The reception begins at 6:00 p.m. and the banquet starts at 7:00 p.m.

With celebrating 35 years of the college, the goal is to attract a large number of alumni and retired CB faculty and administrators to this reunion event. The banquet is designed to honor the achievements of our outstanding students at the main campus in Ellensburg and university centers in Des Moines and Lynnwood. A few accomplished faculty members are also recognized for their excellence in teaching, advising, research, and service.

The keynote speaker is the Hon. Sid W. Morrison, a former member of the US House of Representatives (4th Congressional District) (1980-92) and secretary of transportation, State of Washington (1993-2001). Morrison is currently serving as Chair for the Executive Board of Energy Northwest and Chair for the Board of Trustees at Central Washington University. His keynote presentation is "The Business of Success."



Sid W. Morrison

The program also features James Brooks, former CWU President. He will share his reflections of 1974, when the School of Business and Economics was established.

For registration information, go to: www.cwu.edu/~cb.

Leadership and Diversity Lecture

The College of Business Leadership and Diversity Lecture Series brings speakers to CWU who share their experiences and perspectives about the varied dimensions of leadership and diversity in a variety of organizational settings.

The root origin of the word "lead" is a term meaning "to go" and leaders are those who step out and show others the direction in which to head. What are the challenges of leadership in both the private and public sectors?

In its broadest sense, diversity refers to the rich variety of similarities and differences represented in a community of people—from cultural, gender, racial/ethnic and disability to sexual orientation, socioeconomic, opinions, and ideas. Diversity focuses on opportunities to learn about

all people and their experiences. What are the opportunities for promoting diversity—for raising awareness, understanding and respect for human experiences?

The Leadership and Diversity Lecture Series is designed to explore these questions from a variety of perspectives. The college is pleased to announce that Carolyn Lee will be featured on May 19, 2010 with a lecture at 2:00 p.m. in Shaw-Smyser Hall, room 115. The lecture is free and open to the public.



Carolyn Lee

Lee is agency vice president, Pacific Northwest Zone, State Farm Mutual Insurance Company. Her experience with the company began in Alamo, California, in 1991 when she became an agent. Four years later, she accepted the position of agency field consultant in San Ramon, California. Later, Lee accepted a promotion to corporate headquarters in Bloomington, Illinois, and then she accepted a promotion to vice president-agency and moved to the Great Lakes Zone, responsible for the Detroit Metro area.

Lee earned her bachelor's degree from the University of California - Davis and her master's degree from Stanford University.

For information about the lecture, contact: Ravae Rosσμαier, College of Business, Office of the Dean, 509-963-3057 or rossmaier@cwu.edu.

Debbie Boddy Named Employee of the Month

The CWU Employee Council named Debbie Boddy as November, 2009's Employee of the Month. In performing her duties as administrative assistant to the dean of CB and oversight of the CB Pre-major Advising Center, Boddy goes above and beyond job descriptions and expectations to ensure that CB students who have not declared majors receive excellent and timely advising, and that the CB faculty provide informed advising to students who have declared majors. A colleague wrote: "Debbie is one of the unsung heroes; she is a great asset to CWU."



Debbie Boddy

Her commitment was further detailed by a former student, who wrote:

"I worked as a student assistant in the dean's office and as the editor-in-chief of the *Beacon* during my time at Central. For both projects, Debbie served as my first line of management. She constantly went above and beyond her job requirements in order to make sure I was able to succeed at my own tasks. Debbie spent countless hours working to develop me as student and truly showed a passion for her job. I witnessed this behavior with every student she came in contact with, and I feel Debbie truly enhanced the experience of going to school at CWU."

Central Washington University

College of Business

Celebrating 3 Years

1974-2009



A PRESIDENT'S PERSPECTIVE:

Formation of the School of Business and Economics

by Brennen Chamberlain



At the young age of 35, James Brooks became Central Washington University's eighth president. Inaugurated in 1961, Brooks served as chief administrator for the next 17 years, helping shape a 2,000-student college into an 8,000-student university. However, Brooks's connections to Central go back long before his time as president.

Brooks was a CWU student from the summer of 1946 to the fall of 1949, and still holds the special honor as the only Central graduate to be appointed as the president of the university.

During his time at Central, as a student, faculty member, and administrator, Brooks recalls a great deal of change—especially throughout the 1970s. While serving as president, Brooks played a key role in the diversification of departments and expansion of the university.

In particular, 1974 was a year of great change; not only for business majors, but also the entire school. While the Department of Economics and Business Administration was transforming into the School of Business and Economics, Central itself was also transforming from a college to a university. Brooks remembers the push to become a university started many years before, in 1964.

In order to accomplish this, Central had to diversify itself in the arts and sciences to claim a university status. At the time, Central was largely geared toward the training of teachers, he said.

"The transition to a university had a lot to do with the growth of the College of Business," Brooks said.

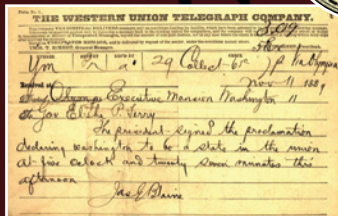
The distinguished professors who came to teach brought a higher standard to the department. Professors such as Harold Williams in economics, Patrick O'Shaughnessy in accounting, and Larry Danton, chairman of the department, contributed to its success and brought in outside support and collaboration to bridge the gap between academia and real world business.

The teaching of business principles goes back a long way, before the College of Business was formally recognized—to approximately 1948 when economics, business law, business correspondences, accounting, and shorthand were all offered, he said. However, it was not until the mid 1970s that separate schools were formed within the college.

Although Brooks sees his role in the formation of the college of business 35 years ago as a supportive one, his direct contributions to the university, both to faculty and students alike, have made a lasting impression on us all.



James Brooks



1889

November 11, Washington becomes the 42nd state.

1890

CWU established as the Washington State Normal School. School started in 1891 with three faculty and 51 students and was housed in Ellensburg's Elementary school.

1892

First graduating class of Washington State Normal School.

1894

First building, Barge Hall, built.

FROM THE BEGINNING:

Patrick O'Shaughnessy

by Alejandra Borunda



Patrick O'Shaughnessy, Central Washington University emeritus accounting professor, began working at CWU in 1964 when the university's College of Business was still in its infancy. Over the decades, he, along with dozens of other faculty and staff, made it what it is today.

O'Shaughnessy was not only one of CWU's first accounting professors, he also played an active role in its development.

Arriving at CWU with an MBA from Washington State University, O'Shaughnessy had many of the skills the university needed to not only teach accounting, but to get the college up and running.

"The College of Business has changed a lot since I've been there," said O'Shaughnessy, who retired in 1999. "There were about eight to nine faculty members in what was then known as the Department of Economics and Business Administration."

Now with approximately six times as many faculty, the college has grown by leaps and bounds.

The college recruited more faculty, saw the student body grow, and experienced a lot of success. Seeing it succeed was gratifying for O'Shaughnessy.

"As always, we had our ups and downs. But with faculty contribution and efforts, the program was able to head in the right direction," he said. "I can look back and I can say that I had a good time. I have no regrets

because I know that during my time, my colleagues and I attained the respect this program deserves."

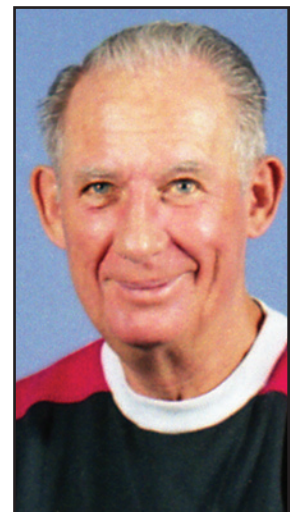
O'Shaughnessy was named CWU's Distinguished Teaching Professor in 1982. He gave 35 years of dedicated service to CWU.

Like so many other retired accountants, O'Shaughnessy still helps people with their tax returns—some who are former and current CB staff members.

"It's always nice to hear back from people—especially from students. I enjoy hearing about their professional development," O'Shaughnessy said.

O'Shaughnessy enjoys retired life, which he spends on his 12-acre farm near Dayton, Washington, with his wife Marilyn. He stays busy with family and church obligations and enjoys the outdoors. He makes it a point to stay in touch with CWU faculty and students as well.

"If it's either through Wildcat sports or staying in contact with faculty, I still like to keep in touch with the changes of Central Washington University," he said.

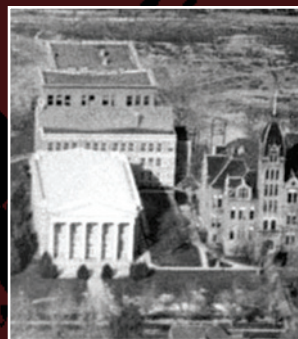


Patrick O'Shaughnessy



1924
Smyser Hall was built as the library.

1925
The earliest catalog to list economics courses.



1929
Shaw Hall was erected.

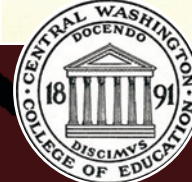
president's message

The Hyakem has the unique characteristic of being wholly a product of the work of college personnel. It has been created by students. It is a record of a year of college life as seen and interpreted by personalities who have played a part in its society. Every page represents personality, vitality, activity, and pleasant memories.

The 1938 Hyakem portrays the institution through pictures and verbal descriptions in its first year under the new name, Central Washington College of Education. It will be a cherished remembrance for all of us who have experienced the joy of accomplishment in advancing the influence of the institution. It leaves a record of our academic life, social events, and recreation long to be remembered and cherished. Here are pictures of the buildings and campus scenes, but above all, here are pictures of students and teachers, who are the important factors in a college. We prize the rich opportunities represented here and the memories which are called to our minds of comradeship and human associations.

We extend to the class of 1938 a hearty welcome into the fuller responsibilities of life beyond the college and into adult responsibilities.

Robert E. McConnell
President

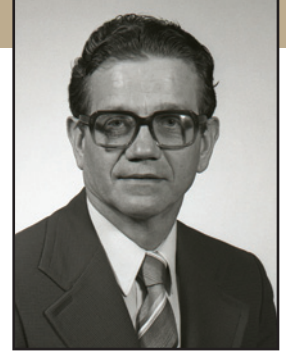


1937
Washington State Normal School becomes Central Washington College of Education. Academic status that recognized the fact that the school became a four-year degree-granting institution.

1937
Alva Treadwell came to Central as the first professor hired to be in charge of the commercial education area. He had a BS from Eastern Washington University and a CPA.

REFLECTIONS OF CHANGE: Wolfgang W. Franz

by Brennen Chamberlain



Over the past 35 years, the Department of Economics and Business Administration has slowly transformed into what is now the College of Business, but it didn't happen overnight. Few people experienced this transformation more fully than Wolfgang Franz, who joined Central Washington University's faculty in 1969.

After immigrating from Germany to the United States with nothing but \$13 in his pocket, no formal high school education, and virtually no knowledge of English, Franz enrolled at Central Washington University in 1961 at the age of 26. At the time, there was no College of Business—only a very small Department of Economics and Business Administration.

There were “only four faculty members in the department who taught everything from economics and finance to accounting and management,” Franz recalled. When he graduated in 1965 with the equivalent of a double major in business administration and economics, the department was still small with seven faculty members.

Later he went on to earn his PhD in economics from Washington State University, largely due to mentor and Professor of Economics, Harold Williams, who noticed Franz had a gift for economics and a capability to teach others. Upon graduation from WSU, Franz returned to Central where he taught and shaped the lives of countless students from 1969 to 1998.

“The first year or two I was there we didn't even have an adding machine in the department,” Franz said. “Grade percentages were either done in the professor's head or by long hand.” In 1974 the Department

of Economics and Business Administration became the School of Business and Economics.

“The major change at that time was an accounting major, which we didn't really have before,” he said. More management classes and other curriculum were also added during this time.

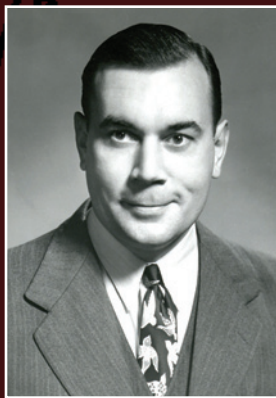
He also recalled how the size of the faculty and its facilities changed over the years. At one point he was teaching in what was formerly the music building, Hertz Hall, as well as on the fourth floor of Farrell Hall—largely due to the remodeling of Shaw Smyser Hall from 1991 to 1993.

Shaw Smyser was a very crowded place before the remodeling, he said. It housed not only the departments of accounting, business administration, and business education, but it was also home to geography and history. Professors had to double up on offices, having “just enough room for a desk and small bookshelf,” he recalled.

As we reflect on the past 35 years of the College of Business, the history and tradition of the program, it is important to recognize the people who made it what it is today—the dedicated faculty who worked so hard, both inside the classroom and throughout the community—to evolve a once-small department of Economics and Business Administration to the College of Business as we know it now.



Wolfgang W. Franz

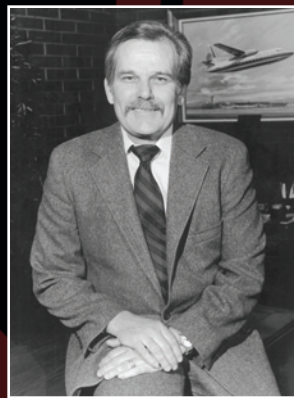


1947

A full-blown major in commercial education is established.

1948

Treadwell was joined by economist Harold Williams, who was hired to chair the Division of Social Sciences. By 1948, the Department of Business and Economics at Central Washington College of Education was running.



1951

Milton G. Kuolt II graduated with a bachelor degree in economics. He went on to found Horizon Air in 1981, which was sold to Alaska Air Group in 1986.

History of Clubs

by Erin Sargent



While 1974 marked an historical day for Central Washington University's College of Business, it was 1960 that marked an historical day for the college's future clubs. The Economics and Business Club was the college's first. At that time Dick Schopf served as the president and John Rolsik was vice president. The club advisors were professors Eugene Kosy, Charles Blake, Harold Williams, and Robert Funderbunk. Students interested in the study of economics and secretarial and business science formed the club.

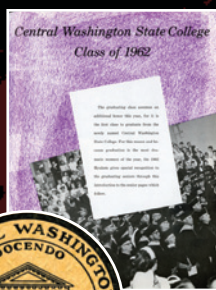
By 1965, the club's members were studying business administration, economics, and business education. Ted Hulbert and Wolfgang Franz held the president and vice president positions respectively, and the club's advisory members were professors Harold Williams and Rodney Peterson. It continued fund raising efforts for the club's Scholarship Fund, started in 1963, in order to give scholarships to students pursuing studies in business administration or economics. The club also started a newsletter distributed to alumni and others interested in the club during the 1964-65 academic year.

In 1975, the College of Business was enjoying its second year at Central, and the club was still going strong. Some important club agenda items that year included the investment of a new club typewriter—something that may seem insignificant now, but was a big deal then. The club ended up selecting the IBM Selectrix for \$100. That year the club also discussed possibly purchasing Texaco for \$2,450, and where to have its regular disco and boogie get-togethers. The club was conducting a quarterly fundraiser where it sold fruit baskets to students' parents who then sent them to their children in the dorms as fuel for studying. They could also include a personalized message, all for the price of \$5. Despite the club's best intentions, the fruit basket fundraiser

hit a snag when it lost 48 percent of its market due to the change in student address listing policies, which allowed them to keep their addresses private. There were five club scholarship recipients during fall quarter of 1974, worth \$100 each.

By 1983 the Business and Economics club had expanded beyond fruit basket fundraising and moved on to the business of homemade, hand-delivered birthday cakes. The Mood Dance was canceled in May of 1983, \$50 was donated to needy Ellensburg children in November, and during fall quarter the club earned a total of \$2,241 from fruit basket and birthday cake sales.

Between 1983 and 2009 several new College of Business clubs were created. Central Washington University is now home to the Accounting/ Finance Club, Alpha Kappa Psi, Beta Alpha Psi, the CWU Marketing Association, Exito. Conocimiento. Oportunidad., the Operations and Supply Chain Club, the Society for Human Resource Management, the Society of Student Accountants (SSA) CWU-Lynnwood, and the Society of Student Accountants (SSA) CWU-Des Moines. The clubs at Central have evolved, as has the university and the College of Business, but all its clubs can find their roots in the original Economics and Business Club.



1961
Central Washington College of Education becomes Central Washington State College.

1961-1963
The two halls, Shaw and Smyser were physically joined.

1964
When Patrick O'Shaughnessy joined as the first professor to teach accounting full time, a full major in accounting was established so that students did not have to leave Central after two years.

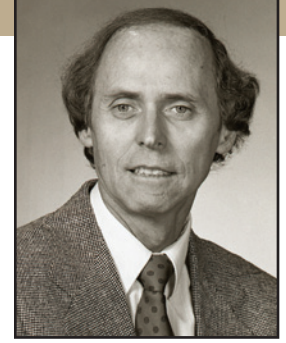
1967
"The Students Meet the Businessmen" was established which continues today as "Boardroom Meets the Classroom."



LIFE AT THE CENTERS: CWU-LYNNWOOD

The Early Days

by Eldon Johnson, Professor of Finance
Chair, Department of Finance and Operations & Supply Chain



Eldon Johnson

When you arrive at Edmonds Community College's campus from 200th Avenue, you pass a wood-framed duplex on the left—a military structure from World War II that once housed Central Washington University's College of Business offices. A little further on is Snoqualmie Hall—one of the newest buildings on campus. The college eventually settled in Snoqualmie Hall in 2002, which is jointly owned by CWU and Edmonds Community College. Prior to that, CWU leased faculty and administrative offices, as well as classrooms, from Edmonds Community College.

The college began operating at Edmonds in 1975. During winter quarter of 1978, I discovered that there were accounting and business administration degree programs in the Puget Sound area—one at Lynnwood and one at Highline Community College.

When Ed Esbeck and I joined the Lynnwood faculty in the fall of 1978, it included accounting professor and program director Allen Vautier, accounting professor Linda Windell, and marketing professor Ed Golden. Windell left after the 1978-79 year and John Moore was hired to replace her. In 1982 Teryl Payne joined us, and this core group endured until 2000. Since then Esbeck, Golden, Moore, and Vautier have retired.

The Lynnwood faculty was a close-knit group. We paid visits to local community colleges to recruit students and took trips to Olympia to lobby in favor of our budgets and programs during the 1980s state budget crisis. The Lynnwood faculty also met off campus at dinners, on sailboat rides, at weddings, and even funerals.

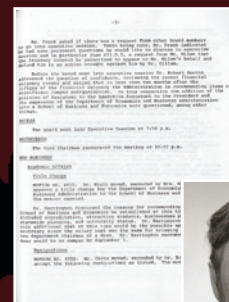
In the college's early days Vautier was the program director at Lynnwood. He scheduled classes and was responsible for the adjunct pool, which was large at that time. I replaced Vautier as program director in 1984 and held that position until 1998.

We had some remarkable students during the early years (1970s and 1980s). They were very mature and motivated. In 1979 they formed a student organization with meetings and elected officers. They met with Dean Lyle Ball and other university administrators to discuss students' needs and problems.

In the late 70s there were no computer-related classes offered. I eventually created a one-credit special-topics spreadsheet class. Edmonds let us use its lab, and we had the first computer applications class. The students were so grateful they brought a cake on Friday night and we had a celebration.

The Lynnwood students organized the first west side graduation celebration in 1979 in a Bothell, Washington restaurant. As the student population grew so did our graduation event. In 1982 CWU President Donald Garrity came over to hand out diplomas. He was not impressed with our informal ceremony and lack of decorum. So the university took over responsibility and put a little pomp into our circumstance. We have had official graduation exercises ever since; most recently at Benaroya Hall in downtown Seattle.

From humble beginnings in a rundown duplex to Snoqualmie Hall, CWU-Lynnwood has come a long way, and it's continuing to move in new directions with new programs and outstanding faculty.



1972

An advisory council on Economics and Business Administration for the Central Washington State College was established.

1974

"Accreditation for American Assembly of Collegiate Schools of Business" was an agenda item for a meeting of the Advisory Council on Economics and Business Administration.

1974

The Department of Economics and Business Administration becomes the School of Business and Economics with three departments: accounting, business administration, and economics. Lyle Ball, PhD, JD, is the first dean. The sole remaining faculty member still employed with us from that auspicious beginning as a college is Gary Heesacker.

Gaining Respect and Appreciation



Teryl Payne

by Teryl Payne, Program Support Supervisor

In March of 1982 I worked for the University of Washington in the Personnel Department when notice came in for a position at CWU-Lynnwood. Since I lived in the area, I applied and was hired as a secretary.

I arrived the first day wearing a suit and met CWU's Academic Planning Officer, Duane Skeen, who was delivering a desk circa 1942. We were in offices in one-half of a duplex and it looked like it hadn't been cleaned in 10 years. I went home and came back in sweats, carrying cleaning supplies!

We never received anything new; it was always a cast-off from a department in Ellensburg. However, it was appreciated and our sense of humor sustained us—it was new to us.

The students didn't care—they were grateful that we were there for them. They didn't know some of the hazards we lived through. When a night instructor had a test to be given, he would put it under the porch held down by a big rock. I would get it the next day, type it, and duplicate it at Edmonds Community College (EDCC), since we did not have a Xerox machine. Speaking of the porch, I kept saying that someone was going to fall through it because it was in such bad shape. Well, I was right, but unfortunately that person was me with a badly sprained ankle.

The inside of our offices hadn't been painted in years. Newly hired Office Assistant Lynn Gardner and I decided we would paint it to hopefully improve the looks. I bought reject paint at the paint store and

we did not even mind the odd color of green. Just about the time we had everything looking good with flowers planted in our yard, we moved to new quarters on EDCC's campus. We actually had fewer offices and I could hear everyone's phone that rang. I was never sure which one was ringing. We had to go between desks sideways to avoid a collision, and students had to kneel on the floor to use my desk to write their tuition checks.

The computer connection was so tenuous that the hookup was finally put in my kitchen and I recorded tuition payments there after work. It was two years before I knew there was a log-off procedure as I was so used to being disconnected while working on something!

In spite of everything, the early years were exciting and fun and we finally gained the respect and appreciation of the main campus. We have come a long way. We had a total of five moves and we are finally in a beautiful new building we share with EDCC. The early years made us all appreciate our new surroundings and I can now fondly look at the duplex where it all started with five full-time accounting and business faculty.



CWU-Lynnwood



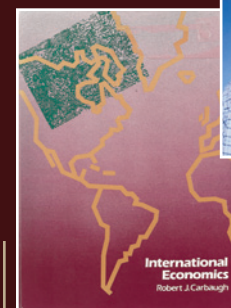
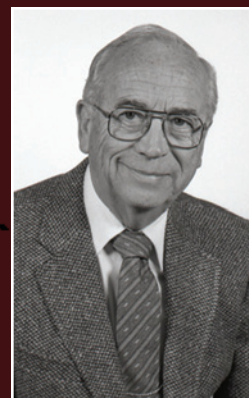
1975

Central Washington State College was the first state college to have an off-campus branch. Allen Vautier was one of the first faculty members hired to offer "off-campus classes" at Edmonds Community College, what is now CWU-Lynnwood. There were 40 students enrolled in accounting.



1977

Central Washington State College becomes Central Washington University.



1980

Lawrence A. Danton becomes the second dean.

1980

First edition of *International Economics* textbook by economics professor Robert Carbaugh is printed. *International Economics* is now in its 12th edition.

LIFE AT THE CENTERS: CWU-DES MOINES

From Trailer to Room With a View

by Dusty Brady, Center Director



Dusty Brady

Accepting a half-time position at a small off-campus center located at Fort Steilacoom Community College (now Pierce College) was the beginning of my career with Central Washington University. It was a one-desk office shared with a hot water heater. Despite close proximity to the water heater, the rug on the floor would freeze in the winter due to a leaking roof and inadequate heat.

Part of my duties included assisting the Highline Center. The office was located in a trailer near where the current Highline Community College bus stop is situated. I was the support staff for about 180 students at the center and all of the faculty were either from Ellensburg or were adjuncts.

A year later CWU combined all South King County outreach programs at a former elementary school in Normandy Park. The center's enrollment went up by about 100 students.

The center was a delightful building with great grounds, but the bathrooms—sized for children—were a challenge. I switched out the “boys” and “girls” signs for “men” and “women.”

This was before the days of computers (imagine that), and so everything was done by typewriter and reproduced on a mimeograph machine. Due to the extra workload, I was able to hire a part-time office assistant to type everything from course schedules to tests and all registration information.

In 1983 the School of Business and Economics (SBAE) approved a day program in business and accounting. However, the state's economy

took a dive so it was more or less frozen in place for a couple of years. But once it bounced back, it really took off. SBAE hired the first full-time tenured-track faculty member, Don Nixon, exclusively for the Normandy Park Off-campus Center. Prior to this Jay Forsyth transferred from Ellensburg and became the director of the Accounting Program.

After 10 years we moved to South Seattle Community College, becoming the South Seattle Center. One of acting Dean Joan Mosebar's contributions was putting rugs and window coverings in the faculty offices. She also purchased office furniture for the faculty. All other personnel at the center had the pleasure of getting the furniture from a closed nuclear power plant. During this time, Jim Beaghan, Norm Gierlasinski, and Stan Jacobs transferred from Ellensburg.

Eventually we outgrew the location at South Seattle Community College. We moved to a closed high school in SeaTac, becoming the SeaTac Center. By this time we had grown substantially.

CWU began working with Highline Community College and the state in planning a new building. It took a long time but I am now looking out of my CWU-Des Moines office window at a beautiful sight of the sound, islands, and mountains.

This is the first time in all my years with CWU that I have an office with my own door and windows. It has been quite a ride but I wouldn't trade it for anything—especially when we receive thank you cards from our graduates and see their smiles at the west side commencement ceremony.

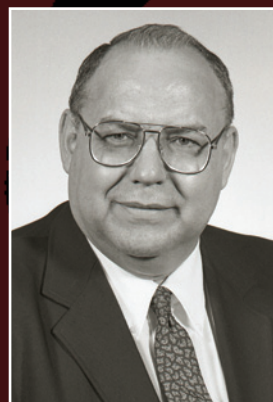


1981

Accounting and business administration are offered at CWU-Des Moines (formerly Normandy Park and then SeaTac Center).

1984

The Board of Visitors, now known as the Advisory Board, was created.



1987

Gerald Cleveland becomes the third dean.

1989

School of Business and Economics newsletter started and was distributed four times a year.

Twenty-one Years on the West Side

by Dr. Norman J. Gierlasinski, CPA, CFE, CIA, Professor of Accounting



CWU-Des Moines

My first two years teaching accounting for CWU was at the main campus in Ellensburg. Then I transferred to the west side. When I look back at teaching at the centers for 21 years, I best recall it in three ways: the physical location, the staff, and the students.

The building in the city of Normandy Park was interesting because it was an old elementary school. The faculty's offices were composed of cubicles in the school gym. After Normandy Park we moved to the South Seattle Community College (SSCC) campus. My office was on the second floor of one of the buildings, just above the bakery. SSCC had a great culinary arts program providing excellent food in their restaurant, operated completely by the culinary arts students. After a number of years at SSCC we moved to the old Glacier High School building in SeaTac. Prior to our move in, it was used as a law enforcement training center. When it rained, we would cover our computers with plastic because the roof frequently leaked. For technology in the classroom, we would have to roll a computer and projector into the classroom. After many years of nomadic travel we finally moved into a new (permanent) building on the campus of Highline Community College (HCC). We now reside at the Des Moines Center at HCC with all the bells and whistles in the classrooms. From my office I can see the Puget Sound and the Cascade Mountains. They of course inspire my research.

The second category is the staff, and ours is wonderful. The handful of staff we have provides necessary services to faculty and students, with a pleasant demeanor. Students have little need to contact Ellensburg. Their needs can be met in the CWU-Des Moines office.

My first two years in Ellensburg were spent teaching traditional, full-time students. The Des Moines student body is unique. Most of our students are older, work full time, have many family obligations, and can attend only in the evening after work. Unfortunately, it is difficult to get to know most students very well. They arrive from work just in time for the 5:40 p.m. class. After class, at 8 p.m. they are tired from working all day, or in some cases stay for the 8 p.m. class then go home at 10:20 p.m. This does not lend itself to socializing before or after class.

An advantage of the student body is that they bring business and accounting work experience to share in the classroom. Since they are working and going to school, they are very motivated.

Overall, a disadvantage of life at the center is the lack of resources that are available on the main campus. On the positive side, it is gratifying to help the place-bound student get a degree.

For the past 21 years, it has been enjoyable working closely with my colleagues, the staff, and the students.



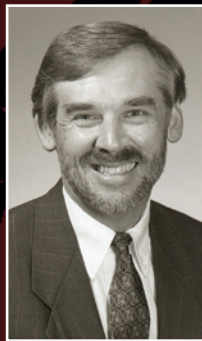
Norman J. Gierlasinski



1990s
President Ivory Nelson initiated interactive television course delivery method.

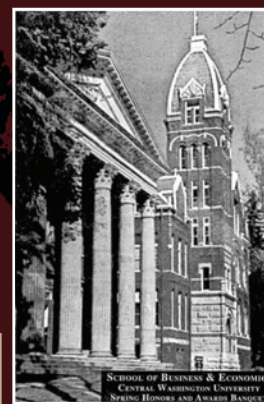


1992
Joan F. Mosebar is acting dean.

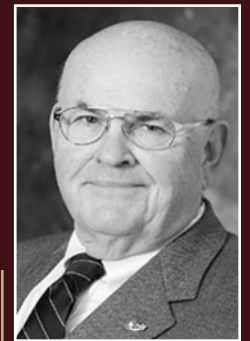


1993
David P. Dauwalder is fourth dean.

1993
Shaw-Smyser Hall remodel is completed after 2.5 years. During that time faculty and staff were housed all over campus.



1994
First Honors Banquet.



1996
Jay D. Forsyth is interim dean.

Distinguished Alumni

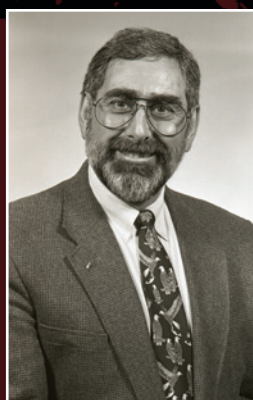
At the Homecoming Banquet each year, the CWU Alumni Association honors Distinguished Alumni who are recognized for their achievements and career accomplishments. Distinguished Alumni from the College of Business consist of an impressive list of graduates.

- 2009 **Jim Jansen**, President & CEO, Lynden Inc.
- 2008 **Robyn Caspersen**, Audit Partner, Deloitte & Touche LLP
- 2007 **Douglas Wood**, COO, Tommy Bahama (Oxford Industries)
- 2006 **Randy Baseler**, Vice President of Marketing, Boeing Commercial Airplanes Group, the Boeing Company
- 2005 **Ken Denman**, Chairman, President and CEO, iPass Inc. (San Mateo, CA)
- 2004 **John Delaney**, President and CEO, Central Banc Mortgage Corporation (Bellevue)
- 2003 **Susan Swartz**, Tax Partner, KPMG LLP (Seattle)
- 2002 **Milton Kuolt II**, Founder and former President/CEO, Horizon Air
- 2001 **Clark Daffern**, Partner, Pacific Rim Financial Group (Seattle)
- 2000 **Mark Pearson**, National Director, AABS Standards and Quality Control, Ernst & Young LLP (Cleveland, OH)
- 1999 **B. Jean Pryor**, Director, Audit Services, Moss Adams LLP (Yakima)
- 1998 **James “Jim” Norman**, Senior Vice President for Commercial Real Estate, Trammel Crow Co.
- 1997 **W. Randall Stoddard**, President, SAFECO Corporation
- 1996 **Dennis Weston**, President, Venture Capital Division, Fluke Capital Management (Bellevue)
- 1992 **James L. Freer**, Managing Partner, Ernst & Young (Seattle)

Distinguished Faculty

A major event annually at CWU is the selection of the Distinguished University Professor for Teaching, for Research/Artistic Accomplishment, and for Public Service. These Distinguished Faculty Awards are the highest awards attainable at the university and represent the highest level of performance. The awards are overseen by the CWU Faculty Senate through a nomination process and funding for awards (for each category) is generously provided by the Office of the President. Distinguished Professor Awards are limited to regular full-time tenured/tenure-track CWU faculty who have been at CWU a minimum of six years. Twelve College of Business faculty have been honored as Distinguished University Professor. Robert Carbaugh is the only faculty member from the college to earn the award twice—once for teaching and once for research.

Year	CB Faculty	Department	Category
2009	Robert Holtfreter	Accounting	Public Service
2007	Peter Saunders	Economics	Research
2001	Robert Carbaugh	Economics	Research
1998	Norman Gierlasinski	Accounting	Public Service
1997	James Nimnicht	Business Administration	Teaching
1994	Gary Heesacker	Accounting	Public Service
1993	Robert Carbaugh	Economics	Teaching
1992	Donald Cocheba	Economics	Research
1988	Richard Mack	Economics	Research
1987	Wolfgang Franz	Economics	Public Service
1985	Allen Vautier	Accounting	Public Service
1982	Patrick O’Shaughnessy	Accounting	Teaching



1998
Roy Savoian is fifth dean.



1999
Inaugural year for the Economic Outlook Conference.



2000
The newsletter becomes the SBE Beacon.

2001
School of Business and Economics becomes the College of Business (COB).

MESSAGE FROM THE ASSOCIATE DEAN

Laura M. Milner

In celebrating the College of Business's 35-year anniversary, I have had the rare opportunity to get acquainted with the college's rich history.

The experience gave me a space-time continuum journey of sorts, reminding me of outdated technologies such as a 51-pound calculator, punch cards, stenographs, and microfilm. Data, recently found in CWU's library attic, are now virtually stored with the College of Business—something for which I am very grateful.

Through my research, I learned how a university changes the way it categorizes its employees (by name, by department, by college, by location, then back to department) and captures or erases history.

My research also showed me that though academic institutions pride intellectual capital and rational thought, the actions of a university can often defy logic and be based on nothing more than the hope that a miracle will occur. For example, during the early 1970s, the university created the College of Professional Studies. Two weeks later it gave notice to 45 faculty that they would be cut beginning the following fall. Meanwhile, it was simultaneously forming yet another college, the College of Business.

Thus, the College of Business was created during a bankruptcy restructuring process with an expansion that would occur on the west side the following year. Somehow it was expected that the simple act of elevating a department to the status of a college would miraculously result in AACSB accreditation with no consideration given to the appropriate funding levels required to attract the sufficient number of quality faculty required for this accreditation.

I also realized that no matter how bizarrely an institution may behave (at least in my opinion), what drove the College of Business's most

dramatic moments were, at the core, its students. Alva Treadwell, considered the college's first professor, was hired in 1937 because students were enrolling in other universities in order to complete their business degrees.

Nearly 40 years later, it was recognized that community college students faced a similar situation. They had to leave their community colleges to complete their education at other universities. Thus was born the 2+2 concept resulting in the creation of the west side centers where students could stay on the same campus and complete their business education.

Many people helped prepare for this special CB 35th anniversary. Louise Danton, wife of the second College of Business's Dean, Larry Danton, is owed a huge debt of gratitude for compiling a comprehensive history of the college. Gerard Hogan, CWU librarian, made trips through the archives very easy.

Also, the Alumni Association lent its very rare yearbooks and Carla Burrill and Deb Schriber-Barkley of the Faculty Relations Office gave invaluable access to records.

Such a retrospective would have been impossible without their assistance.



Laura M. Milner



2006

Department of Business Administration separated into the Department of Finance and Operations & Supply Chain and the Department of Management.

2008

COB shortens its name to CB.

2009

Thirty-fifth anniversary of the College of Business.

FUN FACTS



Barge Hall, the first permanent structure of the Washington State Normal School and constructed in 1893-1894, was named after the school's first president, Benjamin Barge. The Washington State Legislature appropriated \$60,000 (the equivalent of \$1.5 million today) for the construction of the building. The large, impressive structure

was built of load-bearing masonry and wood construction measuring 152' x 120', consisted of four stories and a 120-foot bell tower. Major structural damage to the bell tower during an earthquake in 1934 caused the tower to be removed in 1955. After an absence of almost 40 years, a new, exact replica of the Barge Hall bell tower was added in 1992.

Built in 1924, **Smyser Hall** was a space for the college library. The Washington State Legislature appropriated \$100,000 for the construction. Named after Selden F. Smyser—professor of social sciences from 1916 to 1942—the large, two-story brick building with its six classic Greek columns is situated to the left of Barge Hall.



Built in 1929, the **Shaw Memorial Hall** provided additional classrooms and space for the college library. It was named after Reginald Shaw, an esteemed professor of geography from 1935 to 1952.

WHEN THE COLLEGE OF BUSINESS WAS FORMED...

- Jan. 2, 1974** Fifty-five-mile-per-hour speed limit imposed by US President Richard Nixon.
- Jan. 6, 1974** In response to the energy crisis, daylight saving time commences nearly four months early in the United States.
- Jan. 13, 1974** Superbowl VIII: Miami Dolphins beat Minnesota Vikings, 24-7 in the Houston Astrodome.
- Jan. 15, 1974** *Happy Days* begins its 11-year run on ABC.
- Feb. 7, 1974** Mel Brooks' *Blazing Saddles* opens in movie theaters.
- March 2, 1974** First-class postage raised to 10 cents.
- March 23, 1974** David Thompson and North Carolina State ended University of California, Los Angeles's run of seven straight NCAA championships, beating UCLA 80-77 in double overtime in the NCAA semifinals.
- March 25, 1974** North Carolina State beat Marquette University for the NCAA basketball championship. Thompson was named the tournament MVP.
- April 5, 1974** Then-tallest building, the World Trade Center, opens in New York City (110 stories).
- April 8, 1974** Hammerin' Hank Aaron hits 715th home run, breaking Babe Ruth's record.
- May 14, 1974** Virginia Mae Archer of Ellensburg became the first woman to join the Ellensburg detachment of the National Guard. She is a mother of four.
- June 1, 1974** The Heimlich Maneuver for rescuing choking victims is published in the *Journal of Emergency Medicine*.
- June 4, 1974** The NFL awarded Seattle an expansion franchise that became the Seattle Seahawks.
- June 16, 1974** Homer Simpson and Marge Bouvier wed.
- June 26, 1974** The Universal Product Code is scanned for the first time to sell a package of Wrigley's chewing gum at the Marsh Supermarket in Troy, Ohio.
- Aug. 8, 1974** Nixon resigns after the Watergate scandal.
- Aug. 13, 1974** The last of the US troops leave Vietnam.
- Sept. 2, 1974** US President Gerald Ford signs the Employee Retirement Income Security Act.
- Oct. 17, 1974** Oakland Athletics won the 1974 World Series.
- Oct. 29, 1974** Law bans discrimination of sex or marital status in credit application.
- Dec. 9, 1974** Dow Jones index hits 570.01.
- Dec. 19, 1974** The personal computer revolution was launched quietly on this day when the Altair 8800, a do-it-yourself computer kit, went on sale for \$397.

- Average price of gas in 1974 was 55 cents a gallon.
- Minimum wage was \$2 an hour.

The Fourth Annual Northwest Sport Business Conference

**Leadership in Sport Business:
Leading on the Field,
off the Bench,
and in the Front Office**

**Friday, April 30, 2010
9:00 a.m. - 1:00 p.m.**

Lodge at Suncadia in Cle Elum, Washington.

For more information and registration, please visit:

www.cwu.edu/~cb



CENTRAL WASHINGTON UNIVERSITY

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ASPIRATION AND PERSPIRATION: FOCUSING ON FACULTY SCHOLARLY ACTIVITY

Refereed Journal Articles

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

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

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

DEPARTMENT OF ECONOMICS

Carbaugh, Robert, and **Hedrick, David**, "Will the Dollar be Dethroned as the Main Reserve Currency?" *Global Economy Journal*, (Forthcoming).

Hedrick, David W., Henson, Steven E., Krieg, John M., **Wassell Jr., Charles S.**, "The Effects of AACSB Accreditation on Faculty Salaries and Productivity," *Journal of Education for Business*, (Forthcoming).

DEPARTMENT OF FINANCE AND OPERATIONS & SUPPLY CHAIN

Liao, Ying, **Liao, Kun**, & Hutchinson, Robert, "A Conceptual Framework for Prototyping Outsourcing in New Product Development – A Knowledge Based View," *Journal of Manufacturing Technology Management*, Vol. 21, No. 5, (Forthcoming 2010).

Ma, Zhongming, **Liao, Kun**, & Lee, Johnny, "Examining Comparative Shopping Agents from Two Types of Search Results," *Information Systems Management*, (Forthcoming).

DEPARTMENT OF MANAGEMENT

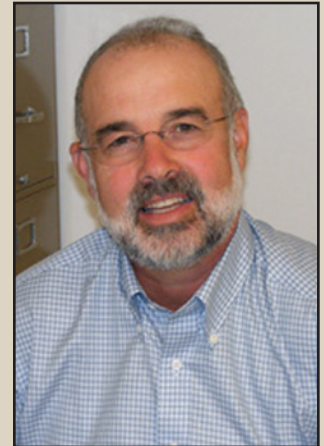
Avey, James B., Luthans, Fred & Jensen, Susan M., "Psychological Capital: A Positive Resource for Combating Employee Stress and Turnover," *Human Resource Management*, Vol. 48, No. 5, pp 677-693, 2009.

Avey, James B., Luthans, Fred, & Youssef, Carolyn M., "The Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behaviors," *Journal of Management*, [published online first] (Forthcoming).

CEF Supports RGAP

Through the Competitive Edge Fund (CEF), the Advisory Board supports the Research Grant Awards Program (RGAP) in the College of Business. The CEF provides financial resources to the RGAP so that faculty can pursue appropriate professional development activities. The CEF also ensures that our students are taught by faculty who are current in their respective field. Each of the CB faculty received a stipend from RGAP for the peer-reviewed publication of their research. Congratulations to each faculty member and thanks to the Advisory Board for contributions to support the RGAP.

Hedrick Promoted to Full Professor



David W. Hedrick

David W. Hedrick, Associate Professor of Economics, earned promotion to full professor, beginning with the fall term 2009. Hedrick received his MS and PhD from the University of Oregon. He joined the CWU faculty in 1987. He was appointed executive director of the Office of International Studies and Programs and served in that capacity until 2002 when he returned to his faculty position in the Department of Economics. Hedrick published four refereed journal articles in the past three years and served on several department, college, and university committees. In 2005, he received the CB Advisory Board Award for Faculty Excellence in Advising and the Award for Teaching Excellence in 2007. Congratulations, David, for promotion to professor.



James Avey and Provost Wayne Quirk

Avey Honored at Homecoming 2009

Congratulations are also in order for assistant professor James Avey! He received the Excellence in Teaching Award for the College of Business at the Homecoming Banquet in October 2009. The award is given by the CWU Alumni Association to a junior faculty member in each of the four colleges who has been teaching at CWU for more than two years, but less than six years. Avey, a 2000 graduate of the CWU Human Resource Management program, earned his PhD from the University of Nebraska in Lincoln in 2007. He is noted for his outstanding teaching and advising of students.

Humble in Success

by Brennen Chamberlain

Many students will at some point or another face some major challenges in their academic life. It is how they react to the inevitable circumstances that really define their success or failure. Senior accounting major, ZiQiang Jian, also known by many as Vince, is a shining example of a person who, in the face of hardship, put in the extra effort to become a success story.

Originally from Nan Chang, the capital city of the providence Jingxi in south China, Jian came to America at the age of 17 to continue his education after not placing as high as he would have liked on the entrance exams for college in China. While some relatives and friends considered him a failure, Jian insisted on coming to America to pursue his dreams.

“My father and I decided to take a risk and go for it,” Jian said.

So he came—alone and with very little English to assist him. Jian managed to get around airports by pointing and using the very rudimentary English he did have. Jian first attended school on the East Coast at Salem International University in Salem, West Virginia, before coming to Central in the spring of 2006.

To learn English, Jian recalls watching a lot of movies and often re-watching parts and imitating words. Reading many textbooks also helped.

While here, Jian has continually challenged himself and been very successful doing so. He’s working hard toward an accounting degree and has also found part-time work to prove to relatives back home he can support himself.

“There is a certain point in life when you have to look at your future—parents aren’t always going to be there,” he said.

On top of that, Jian became an active member in CWU’s Beta Alpha Psi, an honor society for accounting and finance students, a research assistant for both professors Thomas Tenerelli and Peter Saunders, as well as tutored other accounting students—all while maintaining a 3.7 GPA.

“He was an excellent person to have as a research assistant—honest, self-motivated, intelligent, hard working, and interesting to talk with,” said Tenerelli.

Jian maintains that he has “done nothing special, just getting done what needs to be every day,” and attributes his motivation to his dream of one day providing his family a better life as repayment for the investment that have made in him and his education.



ZiQiang Jian

“There is a certain point in life when you have to look at your future—parents aren’t always going to be there.”

When others did not believe in him, Jian has time and time again shown his resolve and dedication to accomplish his goals. With graduation rapidly approaching, Jian plans to continue his education and pursue a master’s degree in accounting and one day open up his own business. While persistently proving to those who doubted him that he is an outstanding student and capable individual, Jian also continues to be an inspiration and helping hand to those around him.

Kuolt Fellows Scholarship Recipients

We mark the establishment of the Milton G. Kuolt, II, annual scholarship program. College of Business students in Ellensburg and university centers are eligible and the award is based on academic achievement as well as leadership in work, community and/or school. ZiQiang and Erika are the first recipients of the Kuolt Fellows scholarship.

Following in Their Footsteps

by Alejandra Borunda

It wasn't always an easy or clear path for Erika Estrada—knowing where to go with her life and career. But with trial and error, Estrada has been successful at finding exactly what she is looking for.

The Central Washington University finance and accounting double major floundered here and there like most any college student, but with the help, inspiration, and guidance of her parents, she was able to find motivation and clarity.

Her parents moved to the Yakima Valley from Mexico 20 years ago. They supplied their children with everything they could to provide them with bright futures.

"I would see my parents getting up early everyday to go to work," Estrada recalled. "Sometimes they even had us go to work with them."

At an early age, Estrada saw the payoffs and struggles of hard work. It meant a better life for her and her siblings. Her parents' efforts didn't go unnoticed, and despite a sometimes-bumpy road, it was her mother and father that got her through.

After deciding the University of Washington wasn't the right school for her, Estrada moved closer to home and continued her education at Yakima Valley Community College.

Eventually she transferred to CWU to pursue her degree and expand her horizons. She commutes to campus every day in order to maintain her job in the accounts receivable department for Tri-Ply Construction in Yakima and to assist her family.

"There are always people out there trying to help you. So be ready to help others, too."

One of Estrada's most important career goals is to obtain as much experience as possible. She's worked for Tri-Ply Construction since her junior year in high school. And although she's worked there for six years, Estrada's been given the opportunity to grow within the company. Starting as a receptionist and later moving on to accounts payable,

she now works in the receivables division, and may move to human resources in the future, she said.

She is also active on campus as part of CWU's honor society, Phi Kappa Phi, and the Exito Conocimiento Oportunidad (E.C.O.) club. When she's not on campus, working, or helping her parents, she contributes a lot of her time as a community volunteer. Currently, she is a volunteer for Children's Wishes and Dreams in Yakima, as well as a helper cooking and delivering meals for the homeless. While doing all this, Estrada maintains a 3.8 GPA and is working toward graduating in the summer of 2010.

Along with financial help from her parents, she's also received scholarships. Without them, college would have been nearly impossible to afford, she said.

She is grateful for what she has, and she encourages other students to be as well.

"There are always people out there trying to help you. So be ready to help others, too," she recommended.

And because she understands giving back is crucial, Estrada will continue to work toward becoming one of those people herself.



Erika Estrada



Koushik Ghosh

Economist at Oxford

I presented an invited paper at the Oxford Roundtable in July of this year. The roundtable, “Social Justice: Human Rights, Poverty, and Financial Resources,” involved a series of seminars built around approximately 20 presentations. It was interdisciplinary, as the title suggests, and all presenters were expected to lead roundtable discussions apart from presenting their papers.

My paper, “Morality and Markets,” has undergone several revisions since then

and is presently under consideration for publication by a prestigious public policy journal. The event was a vigorous exchange across disciplines ranging from geography, history, economics, law, politics, and of course human rights.

Though friendly, exchanges were sharp and pointed at times, thus helping to create an intellectually honest environment that benefited all the attendees greatly. The presenters came from all over the world and from several continents. Federal judges and human rights lawyers of great repute were in attendance and led some of the discussions. It was an invaluable experience, and the critical appreciation my work received from these colleagues has influenced both the manuscripts I am presently writing as well as my classroom lectures.

My Trip to Spain

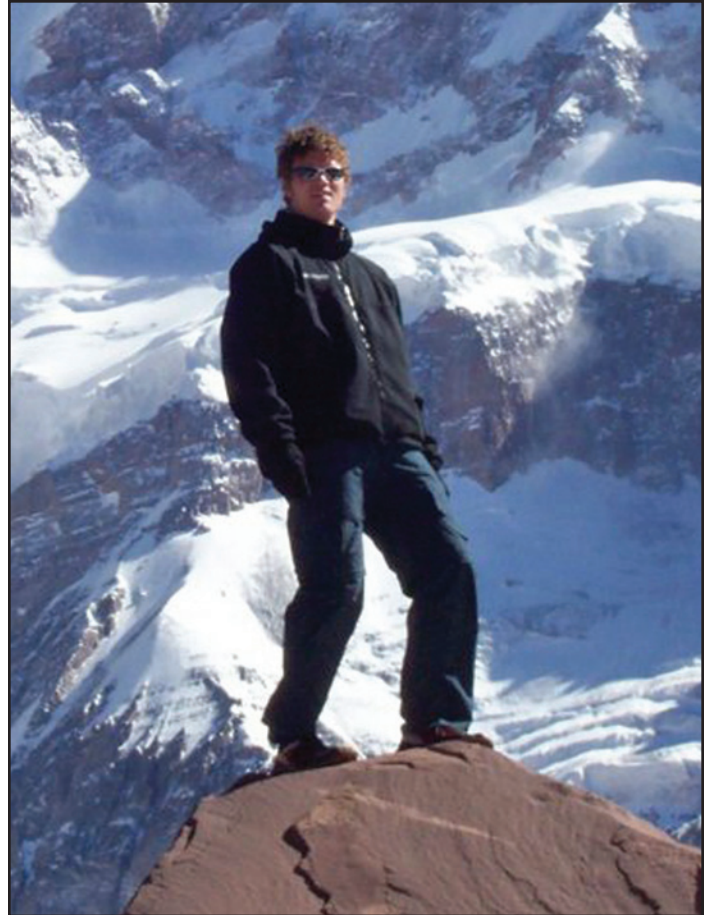
by Joe Zeiger

My grandfather has always told me, “Don’t let school get in the way of your education.”

I believe this is some of the best advice that an academic overachiever can receive, and it comes straight from the mind and heart of a life-long educator. These words comprise the basis of my learning career credo.

In the pursuit of a diverse, all-encompassing education, international travel is tantamount to satisfying my insatiable curiosity and ambition in becoming a cultured student. This December I embarked on my second extended trip abroad, to Spain. After having an incredible time experiencing the parilladas (grill restaurants), boliches (night clubs), playas (beaches), and cataratas (waterfalls) of Argentina during my first round of international adventure, I was ready to take my next trip.

My intentions for this trip were to improve my Spanish language skills and immerse myself in and understand Spanish culture.



Joe Zeiger

While in Spain, I took Spanish and international business courses at the International College of Seville. I visited England, France, the Netherlands, Italy, and Morocco while I was there as well. But one of my biggest goals was to master Spanish. I feel taking a language in a foreign country is far more effective than that of a class, and I wanted to get the most out of the experience.

An Unexpected Opportunity

by Antonio Sanchez

Growing up, my take on internships was a bit skewed. To me an internship looked like nothing more than a job that was neither glamorous nor fun; it was simply another step in a career plan for a student. Boy was I wrong!

Having the opportunity to intern for a company is a huge opportunity that should not be taken lightly. Internships not only help you get your foot in the door, but they also teach you how to be better professionals and are a great way to strengthen personal business networks. I’ve always believed that in order to succeed, you have to take advantage of every opportunity that is presented to you, and what better way to start than with an internship.

This summer I had the opportunity to intern at Lockheed Martin in Denver, Colorado, as a subcontracts administrator within the company’s Space Systems division. I went into my internship with high expectations and a desire to learn as much as I could in the three-month

period. Throughout my internship I was exposed to a wide array of projects, all covering specific sections of what it means to be a program subcontract administrator for Lockheed Martin. I came away from my internship knowing far more about the “real world” than before.

I also came away with a job offer and look forward to starting my business career on July 1 at Lockheed Martin in Denver.



Antonio Sanchez

Shree Khullar

Imagine my surprise when I was selected as a member of the Alumni Leadership Experience in Washington DC, last summer. As a senior at Central Washington University with majors in accounting and finance, taking this opportunity would put me behind a quarter, but I did not hesitate to accept.

The Alumni Leadership Experience is a collaborative effort between Alumni Relations and Career Services. They chose students to go to Washington, DC, for the weeklong exchange program with alumni as well as Foundation Board member Carol Smoots. The week in DC provided so many networking experiences, including a meeting with Senator Maria Cantwell, Director of Small Business Administration and CWU alumnus, Rick Vogler, Commissioner with the Federal Energy Regulatory Commission, Suedeem Kelly, Joseph Adams, Economics Advisor and also a CWU alumnus, and a visit to NASA headquarters.

I want to thank Career Services and Alumni Relations for selecting me for the Washington, DC, Experience Program. I will never forget it.



Shree Khullar



Associate Professor of Economics, **TIMOTHY DITTMER**, spent the 2008-09 academic year deployed with the Washington National Guard in Iraq. He commanded a team providing security to convoys moving throughout the country. This was his second military deployment to Iraq.

Co-chair of the Department of Economics, **KOUSHIK GHOSH**, presented his paper “Morality and Markets” at the Oxford Roundtable in July of 2009.

SHREE KHULLAR, currently a senior working towards degrees in accounting and business administration with a specialization in finance, traveled to Washington, DC this past summer as part of the Alumni Leadership Experience.

Operation Supply Chain major **ANTONIO SANCHEZ** spent the summer interning in Denver, Colorado, with Lockheed Martin’s Space Systems Company. There he worked as a subcontractor assisting in the procurement of parts for spacecraft that will go as far as Jupiter. During his time there, he learned about federal regulations and the importance of interpersonal skills.

JOE ZEIGER, a CB student of Economics traveled to Spain in December of this year to continue his education of the Spanish language and culture.



The Challenge of Being a Student-Athlete

by Brennen Chamberlain

For most of us, finding balance between succeeding in school and having a social life can seem like quite the challenge. But the fact of the matter is the majority of us actually have it easy. For the most part, we only have to juggle school, and maybe work with our free time. The student-athlete, however, does not have this luxury.

Between class, study time, practice, and travel, student-athletes are often hard pressed to find time to eat, let alone worry about what is going on next weekend. The student-athletes are those who are exceptionally driven and deeply passionate about challenging themselves both on the field and in the classroom. To be successful in both arenas, they must be extremely disciplined and love what they do.

Among these student-athletes is Alejandra Borunda, a junior pursuing a degree in business, specializing in operations and supply chain management, and minoring in economics. When not working tirelessly on her academics to maintain her 3.6 GPA, Borunda is involved in many extra curricular activities. She juggles not only cross country in the fall and track in the spring (5K and 10K), but also academics, a job as assistant editor to this publication, a position as vice president of the E.C.O. club, and is a member of the OSC club.

Last year Borunda was voted MVP for the cross-country team and also participated in the national meet in Montana as a freshman.

“If you want to have a balance, you have to be very committed to both (school and extracurricular activities) and pursue the goals you have,” Borunda said. Family support also plays a major role in her life.

While being a student-athlete is by no means an easy endeavor, Borunda encourages people to make the effort, noting there are always ways to work things into your schedule.

“You can usually arrange your classes around busy times in sports, allowing you to focus attention on both,” she said.

In addition, Borunda expressed the need to micromanage time by “trying to take all available free time to make sure you are busy accomplishing something.”

“I think the key is just to relax and do not let yourself get stressed out about time management.”

Another such student is senior John Spevak, who will be graduating this winter quarter with a degree in accounting. As if obtaining a GPA of over 3.6 in the grueling accounting program was not a big enough accomplishment, Spevak is also a gifted athlete. Known as number 22 on the basketball court and number 84 on the football field, Spevak played both football and basketball for the last four years as a shooting guard and wide receiver.

Spevak’s dedication and hard work have paid off with his academics and athletics in a big way. The sheer number of records he holds showcases his athletic ability. He holds CWU records in four major receiving categories, including most career-receiving touchdowns (52), most career-receiving yards (4,151), most 100-yard receiving games in school history (19), and most receptions (301). Spevak also holds the school record for career scoring with 314 points, placing him second in NCAA Division II history. For basketball, with 103 career games, he ranks eighth in school history for three-point accuracy and was also the runner-up for the 2008-2009 CWU male athlete of the year.

As you can imagine these are huge time commitments. Spevak on an average day will spend anywhere from four to six hours a day on homework while also spending three to four hours a day focusing on football. This leaves little time available for much of a social life.

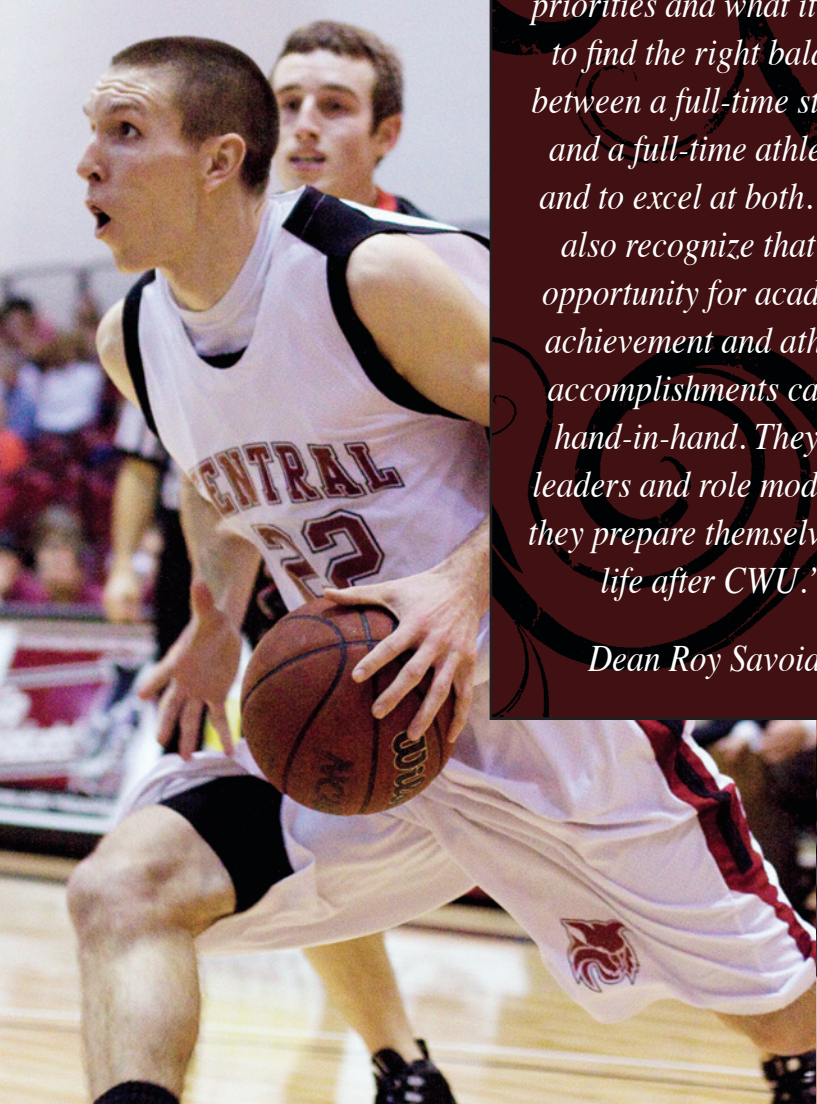
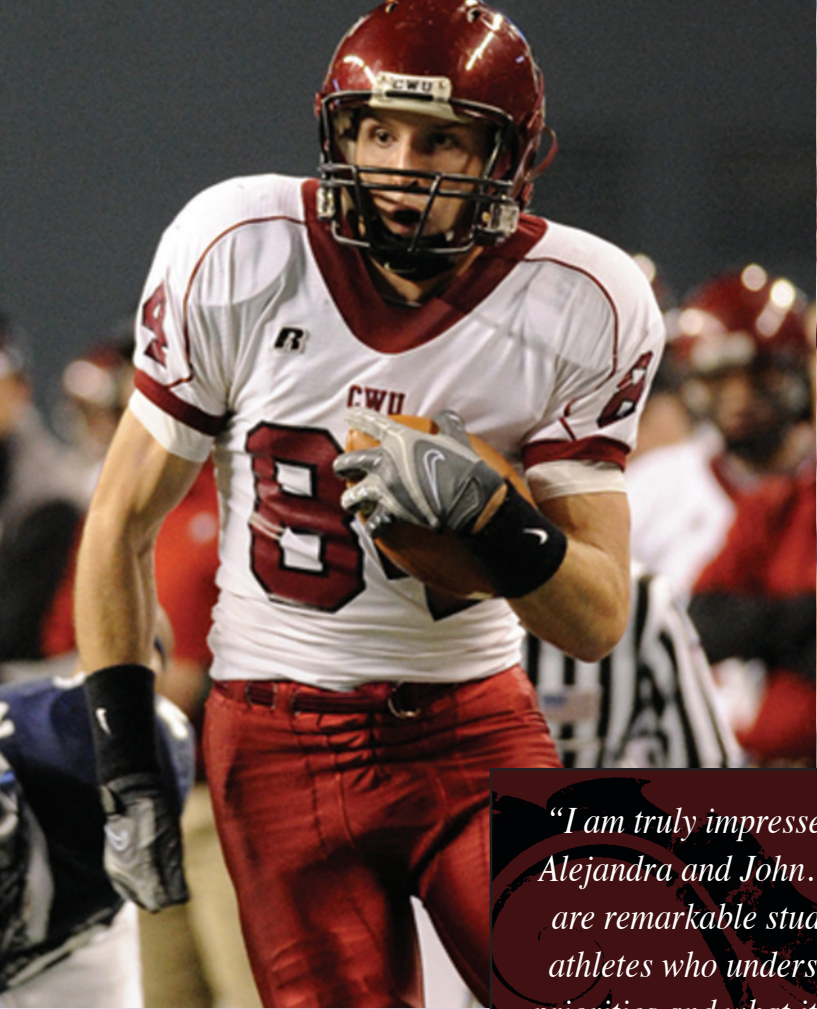
“I think the key is just to relax and do not let yourself get stressed out about time management,” he said.

Although being a student-athlete is by no means easy, Spevak encourages others to take the challenge and pursue a passion. One of the most important things to do is to make sure school comes first, he said. Skipping class and homework to focus on sports can often lead to no playing time.

It is also important to “notify them (professors) well before you have to miss anything so that they know you are intent on keeping up with the class,” he said.

Spevak attributes his success here at Central both in the classroom and on the field (or court) to the support system around him, to his coaches, teammates, and the dedicated professors. He also said it’s important to stay relaxed and focus on what is in front of you; don’t stress about frivolous things.

These two student-athletes truly show that it is possible to be successful in both academics and athletics, despite the overwhelming challenge and responsibility they tackle. With the support of their teammates, coaches, professors, and families, both Borunda and Spevak continue to make the CWU community proud and give inspiration to those around them.



"I am truly impressed by Alejandra and John. They are remarkable student-athletes who understand priorities and what it takes to find the right balance between a full-time student and a full-time athlete—and to excel at both. They also recognize that the opportunity for academic achievement and athletic accomplishments can go hand-in-hand. They are leaders and role models as they prepare themselves for life after CWU."

Dean Roy Savoian

Moments Matter in Leadership Development... and in Life

Assistant Professor James Avey is in his third year as a faculty member in the Department of Management. He is quickly establishing a strong reputation for highly effective teaching and an impressive ability for working with students. He teaches various management and human resource management courses. Avey earned his bachelor's in human resource management (HRM) from Central Washington University in 2000. For four years he worked in HRM at the Boeing Company (Commercial Airplanes Group) and has recent experience with business consulting. His research record is extraordinary, with nearly 30 articles published or accepted for publication in refereed journals since 2006. He has accomplished several other scholarly activities as well, such as authoring book chapters, giving conference presentations, and serving on the editorial review board for the Journal of Leadership and Organizational Studies. He lives the teacher-scholar model.

Roy Savoian, Dean

I remember watching Michael Jordan win many national basketball championships. There were none who could lead like him on the court; he was nothing short of amazing. In his biographical video, *His Airness*, he was asked what lit the fire to make him such a competitive leader. His answer was not his first championship trophy, the NBA draft, or even his college years in North Carolina. Rather, it was a moment in his backyard when the tall, skinny 13-year-old Jordan beat his older brother in a one-on-one basketball game for the first time ever. He remarked, "When I could beat him, I felt like I could beat anyone after that."

It's those types of moments in life that really do make a difference. Whether it's experienced in a weeklong training seminar, on a whitewater rafting trip with an executive-level team, or a difficult assignment, these types of experiences are intended to create paradigm-changing moments.

This type of experience—often referred to as an "ah-ha moment"—is what leadership conferences are all about. We know life creates these moments naturally. In a sense, the best leadership development intervention is life itself. What I do as a researcher and an educator is to try and expedite this process. I work on creating the conditions (what leadership researchers call context) for moments that matter in the classroom and in relationships.

As an example, I will share three moments that have mattered to me.

- I was a sophomore in college taking a psychology class (not by choice) when we were assigned to reflect on how our parents affected us growing up. Until this point I hadn't really appreciated their valiant perseverance to remain married for 33 years. As their

friends' marriages ended right and left, my mother and father struggled through the Cold and Vietnam wars, the adoption of my sister, the birth and death of my developmentally disabled brother, constant financial insecurities, and multiple bouts with cancer. When writing this assignment I had a moment where it sunk in at a fundamental level that the best decisions are not made on what we experience in the moment, but what we know to be right. You don't quit a job because you get into an argument with your boss. You don't walk away from a marriage because it is hard work. And you don't withdraw from your kids because they don't listen to you. You don't end it; you mend it. This moment changed my life.

- I was a 20-year-old senior at Central Washington University majoring in business administration when I got a call from my mother I knew was coming; my father was dying. Five days later I was speaking at his funeral. I stood at the pulpit in the Nazarene Church in Leavenworth, Washington, and looked out at about 100 people as I spoke about my father. It was then I realized someone in the room would die soon; that I would eventually die as well. At the age of 20 I grappled with eternity, religion, and the juxtaposition between a legacy that mattered and the rat race I was about to enter in *Fortune 500* America. It was then I became very serious about my Christian faith. This was not an issue of numbing the grieving process but rather a lack of answers to spiritual questions. CWU had equipped me to deal with business complexities at the Boeing Company and beyond, but I discovered the answers to questions of purpose were not to be found in a textbook.
- After graduating from CWU's College of Business, I worked for Boeing and a well respected engineering executive, Dave Loney. He provided the tacit knowledge to navigate and succeed in the company. During one of our conversations he told me, "I've never had the best ideas, but I can outwork anybody." At the time I thought it was interesting but wasn't ready to hear it. After several promotions I left to earn a PhD at the University of Nebraska, where in May of 2007, I was hooded by two distinguished scholars. With a strong research record from a fine school, I was at the top of my game. It was then when his words rung true. "I've never had the best ideas, but I can outwork anybody." I was terrible at school growing up and in terms of raw intelligence, am average. I graduated from CWU with a 2.8 GPA and overall, I was not a brilliant person like my peers in the program with their academic accolades and top-tier MBAs. However, as I stood on the stage in Lincoln, Nebraska, being hooded by these two scholars, the moment was completed. Loney was right. It's not about intelligence. Hard work is what separates the wheat from the chaff.

The question then becomes, if these moments that matter have utility, how do we (or can we) create them? Life will create them naturally, but as a researcher and educator, I try to expedite the process. This occurs through research and consulting, but most of all through interactions with students. I cherish the opportunities to create these moments that matter to the next generation of business owners, professionals, fathers, mothers, and community members.

*James Avey
with mentors
Fred Luthans (left)
and Bruce Avolio.*



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

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Kelley Dobbs, VP Human Resources and Labor Relations, Alaska Airlines, Seattle
Kathy Elser (CWU '89 ACCT), Senior VP Finance and CFO, Boeing Employees Credit Union, Tukwila
Mark T. Hanson (CWU '81 ACCT), Audit Partner, Benson & McLaughlin, Seattle
James Hebert, President, Hebert Research, Bellevue
Tom Hurson (CWU '80 ACCT), Senior Vice President, Ingredient and Foodservice Sales, Tree Top, Inc., Selah
Zabrina Jenkins (CWU '92 BSAD), Director, Corporate Counsel, Starbucks Coffee Company, Seattle
Karen Jones, Director, Supply Chain Management and Operations, Boeing Commercial Airplanes Group, Renton and Everett
John J. Keolker (CWU '93 BSAD), Relationship Manager, Threshold Group, Gig Harbor
Michael Luckenbaugh (CWU '93 BSAD), Principal, Chameleon Technologies, Kirkland
Lori Minard (CWU '86 ECON/BSAD), Senior Vice President/Investments, Banc of America Investment Services, Bellevue
Tom Morgan, CIO-Home Loans, Technology Solutions Group, Washington Mutual, Seattle
Amy Norton (CWU '94 PUBLIC RELATIONS), Director, Online Marketing, Costco Wholesale, Issaquah
Earl W. Overstreet, II, President/CEO, General Microsystems Inc., Bellevue
Brad Powell (CWU '83 ACCT), Chief Financial Officer, Expeditors International of Washington Inc., Seattle
Christopher Rivard (CWU '86 ACCT), Health Care Service Partner, Moss Adams LLP, Yakima
Tim Searing (CWU '78 BSAD/ACCT), Managing Director, RSM McGladrey Inc., Seattle
Eric J. Silvers (CWU '81 MUSIC EDUC), Owner, State Farm Insurance Agency, Yakima
Dennis Weston (CWU '73 BSAD), [Past Board Chairperson], Managing Director, Fluke Venture Partners, Bellevue
Drew Wikel, formerly Regional Sales Manager, Microsoft, Redmond
Doug Wood (CWU '87, BSAD), President and COO, Tommy Bahama, Seattle
Roy Savoian, Dean, CWU College of Business

EMERITUS

Jack Byeman, (Boeing-Retired), Redmond
Linda Clark-Santos, [Past Board Chairperson], (Washington Mutual-Retired), Boise, Idaho
Clark Daffern (CWU '73 BSAD), Senior Vice President, Private Client Group, Kibble & Prentice, Seattle
Gail E. McKee, [Past Board Chairperson], Managing Consultant, Pacific Northwest, Towers Watson, Seattle
Andrew Zuccotti, Partner, K&L Gates LLP, Seattle

Board Members Participate in Suffrage Celebration

Members of the CB Advisory Board will participate in a panel discussion as part of the Suffrage Centennial Celebration. CWU and the Ellensburg community initiated a yearlong celebration of 100 years of women's suffrage, paralleling a statewide program sponsored by the Washington Women's History Consortium. In the fall of 1910, Washington became the fifth state to give women the right to vote—10 years before the passage of the 19th Amendment at the national level.



Susan Swartz

Four board members will serve on a panel that examines women in business and addresses issues related to obstacles and successes, as well as suggestions for job searches and the importance of networking. The panel is:



Karen Jones

Susan Swartz, board chairperson and Managing Director of WTAS

Karen Jones, senior ranking member of the board and director, Program Management Office (Supply Chain Management and Operations), Boeing Commercial Airplanes Group



Kathy Elser

Kathy Elser, recent addition to the board and senior VP finance and CFO for Boeing Employees Credit Union

Amy Norton, new board member and director, Online Marketing at Costco Wholesale



Amy Norton

The Advisory Board panel is scheduled for:
 Thursday, May 13, 2010
 3:30-5:00 p.m.
 CWU Ellensburg campus, SURC,
 room 137

The event is free and open to the public.

Advisory Board - Faculty Excellence Awards for 2009

Four CB faculty were honored at the 16th Annual Honors Banquet on May 2, 2009, for the College of Business Advisory Board Faculty Excellence Awards. Each faculty member received a plaque and monetary award.

Teaching: **Ron Tidd**, Department of Accounting/Ellensburg

Advising: **Jennifer Anderson**, Department of Management/Ellensburg

Service: **Gary Heesacker**, Department of Accounting/Ellensburg

Research: **James Avey**, Department of Management/Ellensburg
Graeme Coetzer, Department of Management/
 CWU-Lynnwood



Brennen Chamberlain

Editor's Note

As assistant editor of this publication last year, I was forced to step out of my comfort zone and learn to work under more pressure. But that's partially why I took the challenge; to go beyond simply attending class and gain some leadership experience. I also wanted to develop connections and become a more outgoing individual. It worked, to say the least. As I interviewed students, faculty, and alumni—people I would have never talked to otherwise—I learned a lot from them, and really, a lot about myself.

Having previously only been involved in one edition of this publication, as assistant editor, I must admit I was nervous to take over as editor-in-chief. I was just getting used to my duties as assistant but would now be responsible for so much more.

Now, as editor-in-chief, I can honestly say this has been the busiest I have ever been in my life. Between class and working on this special 35th anniversary edition, it has been quite the journey. However with these new challenges and the added pressures, I have gained a sense of accomplishment and purpose.

Legendary guitarist Chet Atkins once said, "Everything I've ever done was out of fear of being mediocre." As Atkins so eloquently stated, I truly try to carry myself through each day keeping this in mind, pursuing excellence in any challenge undertaken—not just doing the minimum to get by. By rejecting mediocrity, I am confident I will leave CWU feeling as though I got the most out of my college experience.

As I plan for graduation this spring, there are many unknowns. Taking these unknowns into consideration, especially when it comes to finding employment, can be quite stressful. But dwelling on them doesn't solve anything. All you can do is your very best with what's in front of you. In the tough times that face us all, I think it is important to keep this in mind.

While there will always be uncertainties in life, opportunity for success can always be found. By stepping out of your comfort zone, and striving to be more than mediocre, your options become endless. So many of us are lucky to be given the chance to be great, it is our duty to take full advantage of that.

Brennen Chamberlain
Editor-in-Chief

COLLEGE OF BUSINESS HONORS BANQUET AND REUNION

Saturday, May 1, 2010 • 6 p.m.

SURC Ballroom, Ellensburg campus



KEYNOTE SPEAKER:

Hon. Sid W. Morrison

Chair, Executive Board, Energy Northwest,
and Chair, Board of Trustees, CWU
"The Business of Success"



ALSO FEATURED WILL BE:

Dr. James Brooks

former CWU President (retired)
"Reflections of 1974"

**For information, go to:
www.cwu.edu/~cb**



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