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## Henson Teaches in Fudan University's Prestigious International Summer Program

The Far East is a little closer for one Cullowhee family. WCU Marketing Professor Steve Henson taught this summer at Fudan University in Shanghai, China, and his wife and two teenage children joined him. "I love Cullowhee and wanted my children to grow up here, but at the same time there is a big world that they need to be aware of."

"I've been to China four times now," Henson continued, "and every time I go it seems like another opportunity develops." This time, Henson's opportunity was to teach in Fudan University's prestigious International Summer Program. Fudan University is rated among China's top five universities, and is rapidly ascending on global ranking lists.

"We desperately need to get more students and faculty to China," is Henson's opinion, "and one way we thought we could do so is by building a relationship with a university in China that is involved in summer programs." Professor Henson helped recruit students across the UNC system for Fudan's program and in return was invited to teach a course on the principles of marketing.

*continued on page 2*

## From the Dean's Desk



Fall graduations are not nearly as large as spring. This fall the College of Business awarded 175 conferrals. These included bachelor's degrees, master's degrees, and graduate certificates. By comparison, in the fall of 2011 we only conferred 112. That is a 56% increase in fall completions over three years. Enrollment in the College of Business has increased over the same time frame from 1,276 to 1,691. We have almost a third more students. Our number of majors is increasing even more as we have more top students choosing to double major to

differentiate themselves on the job market. The year 2015 has started and is just as busy. Last week we were emailing the over 2,500 students enrolled in COB classes. Almost one in four WCU students will be touched by the COB this semester. In order to better serve the growing student body we have also made some administrative and structural changes. We moved from four departments to three schools within the College of Business. This will not only provide efficiency in operations, it will also spark new collaboration between disciplines. Just like our students are discovering the value of double majors our faculty are exploring new ways to break down the silos between business disciplines.

Finally, our big project for the semester is preparing our reaccreditation report. Maintaining excellence is a year-round effort, but the actual report and visit by a peer team of deans happens every five years. We will compile our documentation this spring and welcome the visit team in October of 2015. New standards for accreditation are in place and WCU is prepared to excel. The profession has moved toward a greater emphasis on engagement, innovation and impact. Those have been

the strengths of the College of Business for years. As we move into reporting for the new standards, we will develop even better ways to document, measure and explain why the College of Business at Western Carolina University is making a difference to our students, alumni and region.

Thank you for your continued support of the COB! – Darrell Parker



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## Henson Teaches in Fudan University's Prestigious International Summer Program *Continued from cover*

"I had a great class at Fudan," Henson said. "I had 25 students and they were from 10 different countries. I had everything from macho Mexican men to very shy and reserved Korean women. And somehow, the students made everything work." At the end of the class, Henson joined his European students in standing and clapping, and the other students quickly joined in. Hugs and group photos closed class that day.

One of the things about this summer's experience that struck Henson as an opportunity was the interest students had in attending another program together. "I had several students ask me where we were going

next summer, and I actually laughed until I realized they were serious. They genuinely want to get together again. That started me thinking about ways I could help make this happen."

Henson's calls his latest idea *Three Summers, Three Countries, No Extra Charge*. "Students can attend summer programs in three different countries over three summers and do so for free." Henson goes on to explain, "In many programs, including ours at the WCU College of Business, it is very easy to complete enough summer credits to graduate at least a semester early." The economic benefit of one fewer semester's

tuition, fees, room and board plus the benefit of starting a job search five months early easily outweighs the cost of the three summer programs.

Henson acknowledges that there are a lot of barriers to developing a program like this. "We need to draw students from across campuses in the UNC system, and that's not something that's always easy. Luckily we have some great support at the UNC General Administration and UNC Exchange Programs, and the College of Business is a great setting for innovation. If there is a market, we can make it work."

# SBTDC Earns Re-Accreditation

The North Carolina Small Business and Technology Development Center, which serves clients at sites including WCU, was recently accredited without conditions for the sixth time in 25 years by the Association of Small Business Development Centers – a record for small business development

centers nationwide. In a separate review, the SBTDC's Technology Development and Commercialization Program also was fully accredited.

The SBTDC is a statewide business advisory service of the University of North Carolina

system administered by N.C. State University and operated in partnership with the U.S. Small Business Administration. The SBTDC provides management counseling and education services to businesses throughout North Carolina. For more information, visit [www.sbtdc.org](http://www.sbtdc.org).



*Doug Parker from York Technical College shares his wisdom with accounting instructors*

## Third Annual Community College Accounting Instructors' Conference Held

In November instructors gathered at the Wells Fargo Business Center for the third annual Community College Accounting Instructors' Conference: Sharing Best Practices.

Eighteen participants from nine community colleges heard from three guest speakers

and shared "Tips, Tools and Techniques" with one another. Guest speakers were Sue Grider, coordinator of Technology, WCU Coulter Faculty Commons, Doug Parker, accounting instructor, York Technical College, South Carolina; and Lorrie Willey, assistant professor business law, Coulter

Faculty Commons Associate for Campus Engagement (CFC FACE) consultant in eLearning, and COB Assurance of Learning (AoL) Coordinator.



## Global Supply Chain Expert Visits MGT 495 Class

Paul Johnson's MGT495 class recently hosted a visit by Kenneth A. Torok, who spoke about global supply chain and the role that computer based simulations play in preparing management teams for their business responsibilities.

Torok, who now calls Jackson County his home, had a world of work experiences prior to moving here. He served as president

of global freight forwarding operations of United Parcel Service, Inc. from 2009 to 2011 and was as president of Asia Pacific of UPS from 2003 to 2008. He was responsible for operations in more than 40 countries and territories, including UPS-owned operations, joint ventures and agent relationships throughout the Asia Pacific region of Sinotrans Ltd. Torok began his UPS career in the U.S. in 1975 in operations

in UPS's East Carolina district. He also has served as district manager of UPS operations in South Florida. He continued to take on positions of increasing responsibility, becoming a hub manager in Wisconsin and Managing Director of UPS Utah. He served as a non-executive director of Sinotrans Limited from 2003 to 2007. He graduated with a degree in business and economics from North Carolina State University.

## Are You Linked In? Stay Connected!



Professor of Entrepreneurship Bob Lahm has discovered many WCU connections on LinkedIn. WCU has over 27,000 followers on the business-oriented social media site. According to Professor Lahm, "It appears that LinkedIn may do a pretty good job in tracking the whereabouts of alumni and following their careers (at least for those who have a profile on LinkedIn)."



## Azevedo Brings in a Crowd

Students and faculty packed the University Center theater to listen to Mary Patricia “MP” Azevedo, managing director of the financial services regulatory practice of PricewaterhouseCoopers.

MP was the featured fall semester speaker for the Insight’s and Reflections speaker series sponsored by the College of Business.

Entitled “Ending Too Big to Fail, Where We Stand Six Years After the Great Recession,” the presentation kept attendees spellbound

as MP offered an insider’s historical perspective on events that led up to the global financial depression. After her talk, she fielded many challenging questions from students.

Prior to joining PwC, MP held senior positions in the Office of Complex Financial Institutions at the Federal Deposit Insurance Corporation and at Western Union. She spent 30 years as a practicing lawyer specializing in international financial services and global corporate governance.



MP is a graduate of Connecticut College, the University of North Carolina School of Law at Chapel Hill and the Fletcher School of Law and Diplomacy at Tufts University.

# SBTDC Client Romero Wins Big with Sanesco

The Small Business and Technology Development Center is pleased to congratulate Hector Romero, president and CEO of Sanesco International, who was named the Phyllis J. Sherrill Minority Entrepreneur of the Year at the 31st Annual WNC Minority Enterprise Development (MED) Week Awards ceremony held in Asheville on September 11. A natural-born leader and savvy businessman, Romero built Sanesco from the ground up with the vision of improving global healthcare and optimizing clinical outcomes for individuals and families worldwide.

Romero, a native of Venezuela and longtime resident of Western North Carolina, is

specifically interested in the patient-driven demand for natural options and the growing need for healthcare practitioners to identify the underlying root causes of their patients' symptoms and conditions, rather than treating or masking symptoms solely with pharmaceuticals.

Romero has been working with the SBTDC for over five years. Last fall, Sanesco took part in the WCU College of Business Management Capstone Program, which matches teams of students with regional businesses in order to work on business-related projects and develop skills that are readily transferable to industry.

## Process to Reaffirm University Accreditation Gets Underway

SACS The comprehensive, three-year process to reaffirm Western Carolina University's accreditation from the Southern Association of Colleges and Schools Commission on Colleges has begun, and faculty, staff and students will have opportunities to take part. Stephen Miller, associate professor of economics, began serving full time in July as WCU's director of SACSCOC reaffirmation and sees the process as a way to help WCU become even better.

Read more at: <http://thereporter.wcu.edu/2014/08/process-to-reaffirm-university-accreditation-gets-underway/>

*Courtesy of The Reporter*



*Beta Alpha Psi visit Dixon Hughes Goodman's Asheville office.*

## Beta Alpha Psi Members Visit Asheville CPA Firm

The WCU chapter of Beta Alpha Psi, the honor organization for financial information students and professionals, ended the fall semester with a visit to Dixon Hughes Goodman's Asheville office. Members of the chapter were welcomed by WCU alumnus and office managing partner, David Wiggins. During the visit, they learned more about the firm, CPA firm recruiting schedules, and how to prepare for a career in public accounting.

## College of Business Restructures, Names New Directors



Paul Johnson

A reorganization within the WCU College of Business has streamlined its four academic departments into three schools, and faculty members assumed leadership of the new units this month

(January). Hollye

Moss is serving as director of the School of Economics, Management and Project Management, A.J. Grube is the director of the School of Accounting, Finance, Information Systems and Business Law, and Paul Johnson is the director of the School



A.J. Grub

of Entrepreneurship, Hospitality & Tourism, Marketing and Sport Management.

Reducing the number of units allows the college to realize administrative efficiencies and cost

savings, and transitioning from departments to schools enhances naming opportunities

for potential donors, said Darrell Parker, dean of the College of Business. Also, the integration of departments is expected to increase collaboration among disciplines, said Parker.

The new model was selected after garnering more support from the college's faculty than for the existing structure or other proposed alternatives. For the final adoption, the vote was more than 90 percent in favor of the change.



Hollye Moss

"The College of Business faculty recognize the need to collaborate across disciplines," said Parker. "I appreciate the months of work by faculty involved in developing and implementing this improved structure."

The names of academic programs and curriculum will not change as part of the reorganization.

By Teresa Killian Tate

Courtesy of The Reporter

## Outrider USA, SBTDC Team Up for Success

2014 was a year of growth for Outrider USA, a startup business engaged in developing and manufacturing pedal-electric trikes, located in Fletcher. Working in collaboration with the WCU's Small Business and Technology Development Center, a College of Business student team, and the Center for Rapid Product Realization over the past 18 months, Outrider developed low-cost strategies, ramped up its website, and implemented successful tactics to drive new sales. As a result, Outrider has hired one new full-time employee and one new part-time employee this year. Additionally, Outrider has successfully raised \$110,000 in funding through a Kickstarter crowd-funding campaign. These funds are allowing the business to develop, test and launch a new product for disabled or handicapped adventurers. Outrider USA opened its storefront in Fletcher in July of 2011. The next year, Outrider took first and second place and set a new course record of 23:32 at the Pike's Peak Pedal Electric Hill Climb, one of the most challenging roads in the United States.



## Interactive Workshop, "Creating A Memorable Brand," Held at Biltmore Park in Asheville

Cathy Monteith Arrington '82, owner of Insight Marketing of Sylva, served as instructor for an interactive workshop on branding held recently at WCU's Biltmore Park instructional site in Asheville. Arrington has worked with regional businesses for 17 years in developing brand identities and marketing programs.

Participants were guided through the process of establishing a new brand identity and reinventing an existing brand. Topics covered included names and taglines relevant to branding, colors and fonts that support the message of a business or organization and graphic elements that attract audiences.

## MPM Advisory Board Shares Credentials

Under the direction of Dr. Vittal Anantamula, students enrolled in our highly rated Master of Project Management program also benefit from the behind-the-scenes influence of the program's advisory board of industry professionals:

Megan Bell is a program manager for Blue Cross Blue Shield NC in the Enterprise Learning and Development team. She manages departmental projects and oversees enterprise-level training programs. Megan is a graduate of the MPM program.

Michael Durr is the director of program management at Fidelity Investments. He is also a past president of both the Piedmont Triad and NCPMI chapters of PMI.

Jim Grubbs is the director of manufacturing development engineering for TE Connectivity, Transportation Solutions, Automotive, NA. His role includes leading the Project Management Office for North America. Jim is a graduate of the MPM program.

CeCe Hipps is the president of the Haywood County Chamber of Commerce in Waynesville.

Craig Marek is the program manager, Enterprise Integration, of TIAA-CREF. He is also a past president of PMI-Metrolina Chapter. Craig is a graduate of the MPM program.

Jon Quigley is the electrical / electronic Process Manager for Volvo Trucks, as well as founder of Value Transformation LLC. Jon is the author of several books on project management.

Karl Shul is the director of client experience in the IBM Security Services Division and is responsible for all delivery in the U.S. and Canada. This is a new unit and he is setting up the program, project and portfolio management for the organization, along with hiring the talent to lead and run their engagements. Karl is a graduate of the MPM program.



*David Lilly, Wendy Banks, Tom Muncy and Mike Bradshaw*

## Center for Entrepreneurship and Innovation Advisory Board Update

The Center for Entrepreneurship and Innovation Advisory Board held its December meeting at Biltmore Park in Asheville. Among other agenda items, the board honored outgoing board chairman, Mike Bradshaw, who has been at the helm since 2010. The vice-chairman, Tom Muncy, was also recognized for his contributions. Both men will remain on the board, continuing to volunteer their valuable time and abundant expertise. The board unanimously accepted the nominations for and voted in David Lilly as chairman and Wendy Banks as vice-chair. Congratulations to all!

## AoL Committee Unveils CoB AoL Blackboard Site

The College's Assurance of Learning Committee (AoLC) unveiled its newly developed Blackboard site in September. Part of the committee's ongoing efforts to increase awareness of assurance of learning efforts and to easily disseminate information to the College, the site includes news about the CoB's assurance of learning activities, workshops, AoLC meeting agendas and minutes, program and discipline learning goals and objectives, course maps, assurance

of learning reports and the approved AoL rubrics. Like assurance of learning, the CoB AoL site is a continual work in progress and will grow along with the College's assurance of learning efforts. Faculty are also encouraged to share teaching tips and classroom policies with colleagues via a "Teaching Resources" folder on the site and plans are underway to also include Hunter Library resources, YouTube video links, and online teaching tips.

# MBA Students Lend Expertise to the SBTDC

The Small Business Technology and Development Center at WCU is proud to have on board three of the brightest graduate students from the College of Business as interns. These students are assisting our counselors in providing top-notch business consulting services to our clients this fall.

Brandon Scott Gregory is in the final semester of his MBA. His strengths include

strategic and organizational planning, writing business plans, conducting market research and performing financial analysis of organizations.

Meredith Cauble obtained an MBA and Project Management Certificate from WCU. She is currently enrolled in the Master of Accountancy program. Meredith has a combined five years of customer service

experience in retail and consumer banking as well as a background in corporate finance.

Laura Foster obtained a Master of Arts degree in English from WCU in 2004 and is currently in her second year as an MBA candidate. Laura's professional background includes teaching, technical writing, market research and financial analysis.

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## “The Small Business Promotional Mix: Complex Choices Abound Between Traditional and Social Media”

Presentation Delivered at Academic and Business Research Institute (AABRI) 2015 Annual Conference

Although often considered to be “free,” the use of social media to communicate with past and future customers and the time and effort it takes to engage in a personalized conversation (versus plastering a message on a billboard or Facebook wall) involves a more and more sophisticated understanding of a medium which is extremely complex. Small business has discovered social media, but at a cost. While the initial creation of a website and other efforts to incorporate social media into an overall promotional mix is relatively inexpensive and easy to accomplish, the addition of features and responding to interaction between a firm and its current and prospective customers can become expensive, likely requiring a business to invest in those who have social media expertise.

Such interaction is not limited to a firm's own website (e.g., blog) or its own social media accounts (such on Facebook, Pinterest, Tumblr); myriad aggregation and review sites, discussion boards, and the like must also be monitored and responding to these would seem prudent if not highly productive.

Accompanied by Dr. Charles Stowe, professor and director of outreach initiatives at Lander University, Greenwood, South Carolina, as second

author, Dr. Robert Lahm recently presented a paper entitled “The small business promotional mix: Complex choices abound between traditional and social media” at the Academic and Business Research Institute (AABRI) 2015 Annual Conference in Orlando, Florida. This conceptual paper presented a proposed seven- step approach intended for practitioners (entrepreneurship educators, etc.) for social media (SM) integration as part of the overall promotional mix for a small business. The suggested steps also address another critical point, which is the notion that the outcome of robust communication between parties is not limited to promotion; a two-way dialog can lead to improvements in products/ services and core business processes.

Technologies such as mobile computing (e.g., tablets, smartphones, smartwatches, and motor vehicles) and their corresponding apps, are rapidly evolving. In some instances devices sync with one another while at the same time emergent devices open new frontiers of consumer experience. Apps and devices are already creating smarter homes, controlling security cameras, door locks, heating and cooling, garage doors and lighting, to name a few. Rules and regulations are ever changing and yet not necessarily able to keep up with such a dynamic environment.

Meanwhile, in part because new forms of communication have arisen in the context of such an environment, the commonly heard expression is that social media is the way of the future for marketing and an ideal solution for budget conscious small businesses. While advertising is sending a one-way message, social media involves two-way communication and engagement with consumers. With social media a conversation is made possible that can enable businesses and their customers to build closer relationships and connections with one another, and leveraging insights from this can enable innovation.

At the same time, small business owners often face the circumstance of attempting to “do it all” by themselves to save money on promoting the offerings of their respective enterprises, harnessing feedback, and changing their operations appropriately. The challenge for small business is to identify and implement a scalable promotional mix, inclusive of an appropriate blend of traditional advertising, PR, and social media efforts (along with every other aspect of their growth efforts) to meet the needs of their customers.

**By Dr. Robert J. Lahm, Jr.**

## Steve Ha Elected to NCCPPR Board

Steve Ha, professor of economics in the College of Business, was elected to serve a three-year term on the board of trustees of the North Carolina Center for Public Policy Research during a meeting of the organization held December 5, 2014. He was nominated by Susan Jenkins, the former executive director of the Cherokee Preservation Foundation. The NCCPPR is an independent, nonprofit, nonpartisan research organization. Email questions to Steve Ha, [iha@wcu.edu](mailto:iha@wcu.edu)

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## Otto Featured in Podcast

Sport Management professor Kadie Otto sheds light on the issue of academic fraud and collegiate athletic programs on American Public Media. Listen to the podcast here.

<http://www.americanradioworks.org/academic-fraud-and-college-athletics/>

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## Lopez presents at lecture series

Edward J. Lopez, the BB&T Distinguished Professor of Capitalism at WCU, recently joined Nobel laureate Thomas J. Sargent as featured presenters in the 2014 Burkett Miller Distinguished Lecture Series held at the University of Tennessee at Chattanooga.

Sargent discussed events from United States history and how they impacted the development of fiscal policy. Lopez applied public choice theory to historical and current fiscal policies, and highlighted the evolution of common American principles, which historically held to strong fiscal responsibility but have evolved to running annual deficits as a normal occurrence, according to a release from J.R. Clark, the institution's Probasco Chair of Free Enterprise.



## He's back!!!

"It's fun to be back," says Dan Killian, a finance professor who goes waaaaay back.

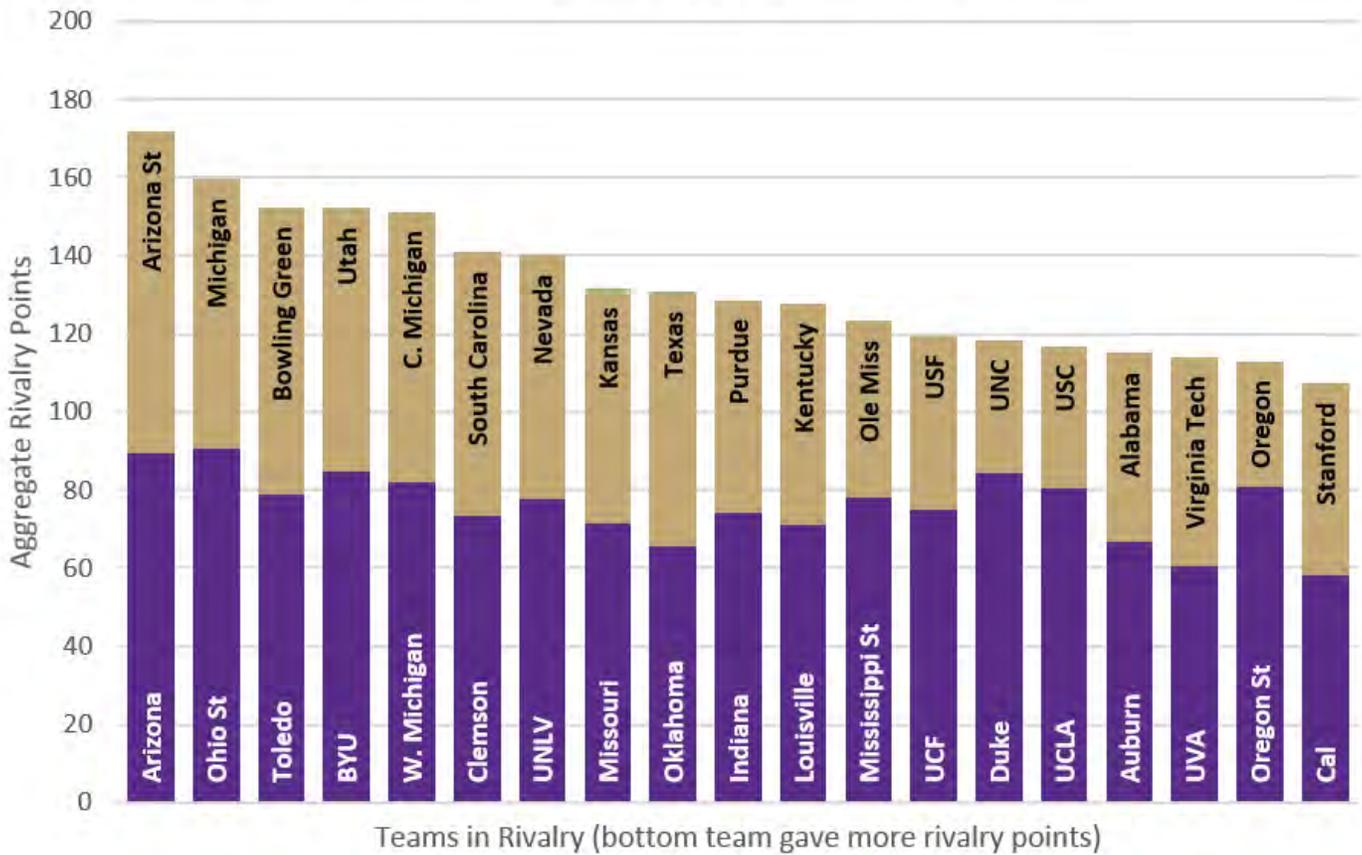
Born and raised in Cullowhee, with relatives hailing from Asheville and Hayesville, Dan can be asked for a story about almost any person a building at WCU is named for and will tell you a delightful tale. Edith Walker (Walker Residence Hall) was his 4th grade teacher. He swam in the pool of Frank Forsyth (Forsyth Building) as a lad. Dan's dad, Carl Dan Killian Sr., was the dean of the education and psychology department at WCU. His mom, Winnie, was the head of the English department. In fact, he may be able to tell you a story or two about who the Killian Building is named for.

After high school in Cullowhee, Dan excelled as a Morehead scholar at Chapel Hill, went to Harvard for a master's degree in city and regional planning, and later returned to Chapel Hill for a law degree. After working for 35 years in various capacities on Wall Street, he has returned to Cullowhee to "help make students successful." "I've worked my whole life so I could come back here and teach at Western Carolina University," he said.

After commuting for 35 years in and out of New York City for three hours per day to work on Wall Street, Dan is thrilled with the short commute to campus each morning.

Welcome home, Dan. We are so glad you are back.

## Contests with Highest Aggregate Rivalry Points



## Rivalry Research

What is rivalry? David Tyler, assistant professor of sport management, and his colleague Joe Cobbs, assistant professor of sports business at Northern Kentucky University, hope to answer that question. For over five years, they have studied sports rivalry, concentrating primarily on college football teams. Their most recent study surveyed over 5,000 fans across 122 NCAA Football Bowl Subdivision schools. They published some of the findings at [knowrivalry.com](http://knowrivalry.com).

In describing the research, Tyler said, “Knowing about the intensity of college sports rivalries means more than just winning an argument at the neighborhood sports bar. Knowledge of rivalry is important as sports administrators set schedules, examine conference realignment, and predict attendance. It’s also important from a public safety planning perspective in terms of being prepared to limit fan aggression.”

A major part of the study asked respondents to allocate 100 “rivalry points” to the rivals of their favorite teams. The researchers then averaged the rivalry scores from all respondents for each team. Adding both teams’ scores together produced a measure of how focused the rivalry was – that is, how much each school sees the other as a rival.

As seen in the chart, some of the results were initially puzzling. “Seeing Arizona-Arizona State as the top rivalry surprised me, but when you think about it, it makes sense: They don’t have other rivals to siphon off the points,” said Tyler. Compare this with a school like Florida, who gives points to Florida St (39), Georgia (34), and Tennessee (11), thus none of its rivalry games are as focused as Arizona-ASU.

Here in North Carolina, UNC-Duke has the most aggregate points (118), but not by much; UNC-NC State has 106, with UNC

giving more points to NC State (40) than to Duke (34). Meanwhile, Duke fans give 84 points to UNC; the 50+ point gap between Duke and UNC makes it the sixth most unbalanced rivalry in the NCAA Division 1 Football Bowl Subdivision. “I think we’ll see very different results when we look at basketball,” Tyler noted.

The research generated considered media interest in the fall, including write-ups in *The Wall Street Journal*, *Fox Sports Online*, and the *Asheville Citizen-Times*, among others. Tyler and Cobbs also presented the findings at the annual conference for the North American Society for Sport Management (NASSM), one of the premiere international conferences in the sport management field. Related research is currently in press at *European Sport Management Quarterly*, and the pair are currently collecting rivalry data in other leagues.

# Rader Serves as Keynote Speaker for UNESCO



Scott Rader took a trip to the Philippines where he was invited to be the keynote speaker for 2014 UNESCO (United Nations Education Science and Culture Organization) ICT (Information and Computer Technology) Conference in Manila. Additionally, Scott taught students in Manila as a Distinguished Visiting Lecturer, fall 2014, for PhD Research Methods at De La Salle University.

Beyond teaching and traveling, Scott has been busy writing articles and researching. He co-authored with Zahed Subhan an article in *Journal of Selling*, Vol. 14, Issue 1

entitled “Running an Effective Sales Induction Program for New Sales Recruits: Lessons from the Financial Services Industry.”



Scott also co-authored a book chapter with Clifton Lanier in the Routledge book, *Brand Mascots*, entitled “What Are You Looking At, Ya Hockey Puck?!: Anthropomorphizing Brand Relationships in the Toy Story Trilogy’.

## Recent Presentations and Publications by College of Business faculty

**Vittal Anantatmula** conducted a seminar on “Integration of Project Management, Knowledge Management and Innovation” for PhD students at Bangkok University, Bangkok, Thailand. While in Thailand, he also gave an invited presentation “Vital Signs of a Healthy Project Management Environment” at the International Total Cost Management Conference in Bangkok.

Vittal also recently gave a half-day presentation to IBM in Japan. He shared how U.S. universities teach project management skills and how Master of Project Management degree holders develop their careers differently from non-MPM holders. Another portion of the presentation outlined how U.S. enterprises collaborate with universities.

Vittal’s paper, “Critical Chain Method in Traditional Project and Portfolio Management Situations,” has been published in the *International Journal of Information Technology Project Management*. Advocates of the Critical Chain method cite the Critical Path method’s failure to address uncertainty properly and Critical Chain method has its inadequacies too. The purpose of the paper is to apply some of the features of the Critical Chain

concepts to traditional approach of Critical Path for projects using a case study.

Vittal has been appointed to the editorial board of the *Journal of Global Economics, Management and Business Research*.

Email questions to [vittal@wcu.edu](mailto:vittal@wcu.edu)

**Bob Mulligan** was in Ottawa, Canada, in early November. He presented “An Empirical Comparison of Canadian-American Business Cycle Fluctuations” at the Wirth Institute Conference on Austrian Economics, at Carleton University. This is a biennial conference held in a different Canadian city each time and sponsored by the Wirth Institute for Austrian and Central European Studies of the University of Alberta. Later in November, Bob presented “The Multifractal Character of Capacity Utilization Over the Business Cycle: an Application of Hurst Signature Analysis” in Atlanta at the annual meeting of the Southern Economic Association.

**Dr. Todd Creasy**, associate professor of management, has had an article, “Rock Solid,” published in the American Society for Quality December 2014 edition of *Quality Progress*. In the article he describes using a novel approach to reducing production costs and improving quality. Attempting to

improve operational results while reducing inputs or keeping them the same is what led a mid-southern U.S. mining organization with more than 50 sites to embark on a multiyear quest resulting in a method called 6TOC (pronounced “six tock”). 6TOC is the unique combination of Six Sigma, lean and the theory of constraints (TOC). Its principles and deployment are outlined in Todd’s recent article.

6TOC can apply to a broad spectrum of industries. It has elements of Six Sigma, lean and TOC. Six Sigma focuses on quality improvement and reducing production variation, while lean focuses on eliminating waste in all of its forms. When these two philosophies are combined with TOC and its focus on bottlenecks, it makes a potent combination, particularly if there is managerial support to improve productivity. Using TOC’s five steps, bottlenecks are exploited and elevated with Six Sigma and lean tools.

Email questions to [rtcreasy@email.wcu.edu](mailto:rtcreasy@email.wcu.edu)

**Jayne Zanglein** co-authored a Supreme Court brief in *Edison International v. Tibble*. The oral arguments are in February. Jayne’s Law 475 students and Law 230 students recently held a mock trial based on the book *Serena*, by Ron Rash.



*Julie Johnson-Busbin (center), WCU professor of sales and marketing, talks with student volunteers at the Haywood Pathways Center project. Johnson-Busbin also helped with developing marketing strategy for the initiative.*

## Busbin Duo Honored at Fundraiser

Professors Julie Johnson-Busbin and James Busbin were recently recognized at a fundraiser for the “Prison Make-Over Project” in Haywood County. The Busbin duo was praised for their superb leadership and skills in laying out the marketing plan and strategy which enabled Haywood County to win \$50,000 to begin the process of “flipping” the old prison and creating a much-needed and larger homeless shelter, soup kitchen and halfway house.

Their efforts, and the efforts of numerous skilled laborers and volunteers, have paid off. The newly renovated prison was opened early to accommodate clients in the homeless shelter on a frigid Halloween weekend.

The facility has been a labor of love. Julie’s own words say it best: “WCU’s College of Business has long been focused on external engagement, and our faculty enjoy involvement with the community. But this project captured our attention because we felt that it was more than simply a project to convert a former prison into a halfway house, homeless shelter and soup kitchen. What makes this project unique is that its goal is to provide support, structure and training to help people who are homeless, or who have been in prison, become productive members of the community.”

“Haywood Pathways Center is about solutions to problems,” she said. “It is a project of hope and one that captures our

imagination. In a day where dystopia seems to rule popular film culture, the Pathways Center allows our imagination to drift to a society that could move towards a more utopian existence. It is a project about a little town with a great big heart, and a group of people rallying together to help those in need. It is about a solution that could change the face of a community. It is about an idea that could be leveraged across the state, and across the nation. It is a revolutionary idea powered not by government funds, but by the compassion and energy of the community.”



## High Quality Professional Wear for Students

The faculty and staff in the College of Business cleaned out their closets to provide high quality professional wear for students. The Management Club, led by its president Shelby Aylesworth, organized a Professional Wear Fair to provide workplace appropriate clothing for their fellow students. The November 17th, 2014, fair received an estimated \$10,000 worth of clothing donations, including a number of expensive suits. Students from the college were invited

to the fair to purchase any item of clothing for \$1 and have light snacks. In all, 26 students purchased items and 53 items saw a second life in someone else's closet. All proceeds from the Professional Dress Fair went to benefit the Watershed Association of the Tuckaseegee River (<http://watmc.org/>).

Advisor to the Management Club Dr. Paul Johnson said, "This was a wonderful opportunity for students to have access

to business wear to allow them to dress appropriately for their careers. I regularly see students put into professional situations without the apparel to be successful. The club really wanted to do something good for their classmates and I'm proud of them." The club plans to repeat the Professional Wear Fair. If you'd like to put the clothes in the back of your closet to good purpose, contact Dr. Johnson at [pdjohnson@wcu.edu](mailto:pdjohnson@wcu.edu).

## Senior Finance Students Travel to National Competition in Seattle

Senior finance students Ashley Willis and Greg Bunner travelled with faculty advisor Grace Allen to Seattle, Washington, in September to compete in the national 2014 Financial Planning Challenge, presented

by the Certified Financial Planning Board of Standards, Ameriprise Financial and the Financial Planning Association. Just being selected to go to the nationals was a tremendous honor for the dynamic

duo. Though they did not place in the top three, they did very well in the face of fierce competition. "I was really proud of their performance while there, but the competition was tough," Allen said.

# Campus Mediation Team Trains Local School Kids

Before the semester break in December, Campus Mediation Society students Julian Jones, Karly Smith, Shawanda Mosby, Jessica Weikel, Emily Tish and Haley Pack taught a six-hour session of peer mediation training to students at Scotts Creek Middle School.

Several of the students have had internships in the area of mediation.

Karly, Shawanda and Jessica served as interns for the Jackson County office of Mountain Mediation Services, where they did court intake of cases. Hayley interned at the Haywood office of MMS, and Emily was with the Department of Student and Community Ethics.

Mediation students also received a \$300 grant from the American Bar Association

to provide Conflict Resolution Day events. They presented to about five groups.

Karly, Shawanda and Jessica also participated in the International Mediation Tournament held in November at Brenau University in Gainesville, Georgia.



*The undeniably delicious aroma of fresh popped popcorn proved too difficult to resist for these hungry CoB students.*

## Hospitality and Tourism Club

To earn money to fund their trip to New York to attend a national convention and do some sightseeing, the Hospitality and Tourism Association sold goodies for a week in the lobby of Forsyth. Several students traveled to the city for a long weekend of seeing eye-opening new industry products and services and to make professional connections.



## Student Groups Compete for Cash Prize

College of Business student organizations were challenged to decorate a bulletin board and beautify the halls of Forsyth this semester. Eight groups competed for a \$150 cash prize to be donated to their organization. Sponsored by the Dean's office, they were charged with creating a creative and informative bulletin board that would attract more students to join their organization. Competition was steep, but a panel of judges declared the Campus Mediation Society to be the clear winner.

# Management Capstone Class Engages With Community



*Management 404 gather with clients for initial meetings*

Once again, MGT 404 student and faculty teams have kicked off their business capstone client projects. This semester, we have 30 teams working with 22 organizations across a diverse range of business industries. Student teams under the leadership of Dr. Ed Wright and Dr. Yue C. Hillon look forward to another successful semester of learning and contributing to Western North Carolina regional business development.

Last semester, a team from MGT 404 volunteered at Full Spectrum Farms' annual fundraising event, Starlight Night. A special thanks goes out to Mark Berry, a senior in Computer Information Systems, for helping with BBQ-chopping duties.

Full Spectrum Farms is a non-for-profit organization located in Cullowhee. Our very own management professor Dr. Paul Johnson is their treasurer and an active

board member at Full Spectrum Farms. Their organizational vision is to "Serve adults with autism and their families by providing a farm community where individuals can live and work in a healthy, enriching environment and achieve independence through meaningful work, recreation, and community involvement."



*Wildlife rehabilitator brought tiny turtles to their client meeting*



*Mark Berry chops it up at Full Spectrum Farms!*

# Nate Hunzaker '11 Hits the Big Time

A blog posting by Nate Hunzaker (CIS and Marketing, '11) entitled "Visualization is for Sharing: Using React for Portable Data Visualization" was listed in the "In brief" section of JavaScript Weekly newsletter's November 18, 2014, edition. Some of

the biggest names in the web front-end development area regularly appear in this newsletter, so it is particularly impressive that Nate was linked after such a short time out of school.

The blog can be read at: [http://viget.com/extend/visualization-is-for-sharing-using-react-for-portable-data-visualization?utm\\_source=javascriptweekly&utm\\_medium=email](http://viget.com/extend/visualization-is-for-sharing-using-react-for-portable-data-visualization?utm_source=javascriptweekly&utm_medium=email). - Dan Clapper

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## Student Tourism Research Presented in Washington, DC

Steve Morse, an economist and director of the Hospitality and Tourism program at WCU, presented research conducted at WCU at a Transportation Research Board conference Held in September.

Hosted at the National Academy of Sciences in Washington, D.C., the conference was centered on transportation needs in national parks and federal lands. Attendees included representatives from federal land management agencies such as the National Park Service, U.S. Fish and Wildlife Service and U.S. Forest Service as well as national, state, regional and local transportation and transit agencies and consulting firms.

Morse shared the data analysis and methodology students developed for a study titled "October Fall Foliage Season Travel Trends in Western North Carolina" for a conference roundtable centered on how data sets can be used to better understand visitor expectations, changing demographics and preferred modes of travel.

For the project, students in a hospitality and tourism strategies course analyzed information including hotel room sales data showing visitor trends in areas bordering public lands by using complementary data sets provided to them by Smith Travel Research, a global leader in hotel and tourist travel data based in Hendersonville, Tennessee. Their findings shed light on the significance of the October 2013 federal

government shutdown and the importance of fall foliage travel to the Western North Carolina economy.

Morse said he was honored to be asked by the Transportation Research Board, which serves as an independent adviser to the federal government and other entities, to share more about the students' work at WCU.

"When I assigned this project to my class, we never thought we would discover a new way to examine visitor trends on areas around national parks and federal public lands," said Morse. "This is a good example of how campus wide and across many disciplines, WCU students discover and reach new heights when challenged to find solutions to local issues."

Morse said the project gave students hands-on experience that bridged the gap between textbook theories and real-world applications in a way that instilled in them an understanding of what it means to be part of a regionally engaged university such as WCU. A student who worked on the study, Chloe Jordan, a senior from Wilmington majoring in hospitality and tourism management and entrepreneurship with a minor in economics, said she was thankful for the analytical skills she learned and anticipated discussing her work on the project and its impact with prospective employers someday.

Darrell Parker, dean of the College of Business, also said that the study has been significant.

"The research that Dr. Morse and the Hospitality and Tourism Program are doing has an impact on the local Western North Carolina economy and on public policy for tourism in the area," said Parker.

When the partial federal shutdown forced closure last fall of Great Smoky Mountains National Park, Morse presented findings from the fall season travel trends study that suggested the closure in its first 10 days cost \$33 million in lost visitor spending in the 18 North Carolina and Tennessee counties located within 60 miles of the park. He also shared findings that suggested the closure resulted in more than \$12 million in lost wages for workers, \$1.8 million in lost state taxes and \$1 million in lost local taxes for municipalities and counties. The study was widely reported, and in less than a week government leaders including N.C. Gov. Pat McCrory and Tennessee Gov. Bill Haslam had worked together to find a way to reopen the park.

For more information about WCU's College of Business, visit [cob.wcu.edu/online](http://cob.wcu.edu/online). To contact Morse, send an email to [scmorse@wcu.edu](mailto:scmorse@wcu.edu) or call 828-227-3386.

*Courtesy of the Office of Communications and Public Relations*

## More Student Achievements

Current MBA student, Joshua Vaught, was promoted this year to director of casino operations at Harrah's Cherokee. He also was winner of the 2014 Emerging Leaders scholarship award through the Global Gaming Expo. Joshua has worked at Harrah's since 2004 when he began as a member of the Impression Team. He is ranked 3rd on this year's list of "40 Under 40" in the gaming industry.

In December, junior accounting major Darius Ramsey of Waco was named to the Capital One Academic All-American Division 1 football team. The announcement was made by the College Sports Information Directors of America. The news follows the running back's career best season. We look forward to seeing what he can do next season.



*Hank Seaman, Gabriel Starks, Anthony Mazza show off their collaborative poster.*

## Students Cross Disciplines to Collaborate

Students in Lorrie Willey's course, BLAW 302-Legal Aspects of Managing Technology, and Barbara Jo White's course, CIS 493-Special Topics in Information Systems for Business, were invited to explore a research topic together and produce a poster for an informal hallway presentation. Presenting a poster on a chosen topic from diverse perspectives made collaboration challenging, but the results were informative and eye-catching.

## Student Presents Research Related to Marketing Travel Courses

Autumn Earle, a senior from Hickory majoring in sport management and marketing, presented "In the Eyes of the Beholder: Student Perceptions of Value in Short-Term Travel Courses," at the Atlantic Marketing Association conference held in Asheville in September.

Earle, who had participated in a marketing-focused travel course to England led by David Tyler, an assistant professor of sport management, worked with him to investigate what student travel course participants find most valuable about their experiences.

Motivating their research was the challenge faculty members face marketing short-term travel courses. Tyler said such experiences can be valuable to students' education as global citizens and can broaden their career options, but sometimes faculty members struggle to recruit enough students to make such courses viable. The cost and time necessary to participate in short-term travel courses as well as anxiety can deter participation, he said.

To identify what students find most valuable about their participation in order to aid course marketing efforts, Earle and Tyler

interviewed students who have participated in short-term travel courses to England and Japan. Their research suggested students felt the three most valuable aspects of their experiences were interacting with a foreign culture, meeting with professionals in the industry, and the experiential and hands-on nature of the coursework.

*Courtesy of the Reporter*

<http://thereporter.wcu.edu/2014/10/student-presents-research-related-to-marketing-travel-courses/>



## Students Develop Mock Trial Inspired by Novel ‘Serena’

The story of a timber baron, George Pemberton, and his ruthless wife Serena, the novel was published in 2008 to critical acclaim nationwide and was a New York Times bestseller. Rash is WCU’s Parris Distinguished Professor of Appalachian Culture.

Assigned to invent a case using the characters and a legal issue in the book, students created a 1930 lawsuit in which a widow alleges an agent of a lumber company intentionally cut a cable wire in an attempt to injure or kill her husband. Students then took on roles ranging from attorneys to witnesses, including the book’s title character. They researched the case and held the three-hour trial in December in a courtroom in the Jackson County Justice and Administration Building.

Jayne Zanglein, professor of business law, said the mock trial capstone project empowered students to tackle and succeed at a task as complex as preparing for a trial.

Their work involved months of delving

not only into law but also into historical images, detailed information and diagrams of log loaders and equipment, and statistics regarding workplace injuries in the southern United States from pulpwood logging, which is explored in the book.

Kamiyo Lanning, a senior from Asheville, said the students gained a more comprehensive understanding of how everything they had learned was implemented in a courtroom, and Tyler Murray, a senior from Davenport, Iowa, said he was struck by the numerous rules and regulations that govern trials.

Jamil James, a senior from Wilmington, was charged with conducting a cross examination. He said the experience of crafting new questions immediately after a direct examination helped him improve his ability to think on his feet.

In addition, Murray and Amanda Smith, a senior from Sylva, commented about how the project helped them see how significant the time is that they spent together as a

team and will spend in the future working with colleagues.

“The people you work with really become like a second family,” said Murray.

Zanglein also said students embraced their roles to the degree that when a student portraying a character from “Serena” named “Galloway” raised his right hand to be sworn in as a witness, his hand was missing, just as the character’s was in the book. The WCU Office of First Year Experience’s One Book program is designed to encourage first-year students to have common intellectual conversation about one book. Freshmen were provided with copies of the novel, which was incorporated into transition courses as well as multiple upper-level courses in a range of disciplines. The book selection also aligns with WCU’s 2014-15 campus wide academic learning theme “North Carolina: Our State, Our Time.”

For more information, contact Zanglein at 828-227-7191.

*By Teresa Killian Tate*



*l to r, Kacey Tilley '12, Tricia Argentine '09, and Donna Cline '02*



*Donna Cline, BSBA Business Administration and Law, '12, guest speaker at Sally Waters law class.*

## Homecoming Week Brings Alumni to Share Perspectives

Guest speaker Donna Cline, a WCU alumna and lawyer practicing international law in New York, spoke to Sally Waters' class on October 24 about her road to law school and what she has been doing in the world since graduating. Donna works as a legal intern for EG Justice, where she advocates for human rights and the rule of law in Equatorial Guinea.

Later that afternoon, the Business and Law Society hosted three WCU Alumnae: Cline '02, BSBA Business Administration and Law; Tricia Argentine '09 Biology; and Kacey Tilley '12 Criminology, held an informal discussion of their paths to law school and offered tips for interested undergraduates on how to prepare for admission to a law school program.

"These alumnae have achieved remarkable things - from writing policies and statutes that will be considered for adoption by the /Eastern Band of Cherokee Indians, to working in the International Criminal Court in the Hague, to besting Duke and UNC students for a job at an international

law firm. They show that our students are prepared to do graduate work and can compete on the international stage. "They were here to tell our current

students - 'You can do this, too,' "said Melissa English, faculty advisor to the Business and Law Society.



*Alumni share perspectives from law school and the work world at a Business & Law Society meeting with faculty advisor, Melissa English.*



## FROM CoB TO CEO: Jake Robinson Takes the Helm at Champion Credit Union

Celebrated alumnus Jake Robinson was named president and chief executive officer of Champion Credit Union a mere five years after earning his bachelor's degree in finance from Western Carolina University (effective January 12, 2015). Jake's career has always been on the fast track. After graduation, he began at CCU as a management associate, and by 2013 he was promoted to project manager. In June 2013, he graduated from the Southeast CUNA (Credit Union National Association) Management School in Athens, Georgia, and assumed the role of vice president of operations soon after. In 2014, he began his transition to chief operations officer.

In addition to banking, Jake is very involved in the community and serves as a board member on the Haywood County Chamber of Commerce and the Haywood County Schools Foundation. He has also served as the chairman of the Young Professionals of Haywood, and has participated in the

Western Carolina University Department of Athletics strategic planning steering committee.

Brandon Chestnut, a current finance major in the WCU College of Business, was honored to meet with Jake on January 23 and gain insight into his climb to CEO.

A Canton native, Jake has always considered himself to be "a small town guy" with a big city vision. Because he was employed in the manual labor business at an early age, Jake was able to learn the true value of respect and hard work. Keeping these priceless principles in mind throughout his WCU career, he excelled both on and off the court as a member of the Catamount basketball team and noteworthy student of the College of Business. Now, as CEO, he gives gratitude not only to the Athletic Department and College of Business, but to everyone who has provided guidance, mentoring, and had faith in him throughout his life and career. When asked how Western

affected his life positively, he said that "the feedback, guidance, support, and real life experiences provided in and outside of the classroom helped me more than anything. Even now, as alumni, everyone at Western has been continuously supportive of my success and for that I'm extremely thankful." Jake never anticipated obtaining such a prestigious achievement so early in his career and remains humble while hoping to motivate business men and women to seek heightened success throughout their lives as well.

The Western Carolina University College of Business would like to thank Jake for his service to our university and community. We look forward to a continuing relationship with him and the Champion team. We wish him the best of luck in his career as president and CEO of Champion Credit Union.

Congratulations, Jake!

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## Lambreth Inspires Local leaders

The key to economic and community development in Western North Carolina is for leaders of the public, private and nonprofit sectors to reach beyond town limits and county lines to embrace a more regional approach, steeped in a spirit of cooperation and partnership.

That was the message heard again and again Wednesday, Nov. 12, from speakers and participants at LEAD:WNC, a one-day summit convened by WCU to discuss solutions leading to sustainable economic and community development.

During lunch, Clifton Lambreth, a two-time WCU graduate who was part of Ford Motor Co.'s recovery from a \$12.5 billion loss in 2006 to a \$2 billion profit three years later, gave a talk titled "Leading in Difficult Times."

Read more at: <http://thereporter.wcu.edu>



# Giving Now and in the Future

We all want our gifts to have the most impact. At Western Carolina University we can assure you that your gift will have a tremendous impact on our students. A lot of times your support is desperately needed by a student. Financial support may make the difference in choosing to return for another semester. An endowed scholarship will continue to be awarded and impact generations.

Remember that planning your philanthropic gift is one of the ways you can impact the future lives of young people. Deciding what to give and how to give is the first step. There are a myriad of ways to give to the WCU College of Business including: gifts of stock and bonds, real estate, retirement assets, gifts of cash and gifts of insurance. Giving can also be easy and tax-effective.

**Dr. Laura Leatherwood '93, '96 and '07**  
Chair of Development Committee  
CoB Advisory Board

One high impact giving strategy is to support programs or spaces within the College. Take for example, the gift made in 2007 by Kevin Vasquez '79, to renovate the student lounge in Forsyth. Kevin's gift provided a new flat screen TV, computers, video games, furnishings, a microwave and refreshment options. We'd love to talk to you about opportunities to renovate and name labs, classrooms, programs, schools or even the College. Consider this a personal invitation to leave your permanent imprint on the College of Business.

Perhaps the easiest path to create a high impact legacy is through planning your estate. With an estate gift, you may be able to endow a scholarship, endow program support, or name a space or academic program. There are many gift planning

**Ken Flynt '71**  
Associate Dean of Outreach & Engagement  
College of Business

options. Please visit our gift planning web site to explore them further: <http://wcugiftplan.org/>. If WCU is already part of your estate plans, please let us know. We would love to welcome you into the Madison Society as a Legacy Member. Membership includes appropriate recognition, our deepest appreciation, and an enduring impact on the lives of our students.\*

Your gift to the College of Business will yield dividends long after the gift is made. We would be happy to work with you to achieve your philanthropic goals as they pertain to WCU and the College of Business. Remember, philanthropy transforms lives!

**Darrell Parker**  
Dean, College of Business

## Make your gift now:

<https://securelb.imodules.com/s/781/give/index.aspx?sid=781&gid=1&pgid=567&cid=142>

*\* Alumni and friends who invest in the future of WCU by allocating assets through bequests and other provisions in their estate plans are recognized as Legacy members of the Madison Society when they choose to provide documentation of their intentions. Donors making lifetime gifts of \$25,000.00 or more are Lifetime members of the Madison Society. Call 1-828-227-7124 or contact [development@wcu.edu](mailto:development@wcu.edu).*



*Professor Bob Mulligan made time to visit a group of alumni for dinner in Greenville.*

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## CONTACT CORNER

*If you have an article, announcement or suggestion relating to this newsletter, contact Nancy Liddle at [nslydiddle@wcu.edu](mailto:nslydiddle@wcu.edu) to have it included.*

*All responses will be relayed to the necessary department.*