



SAINT MARTIN'S UNIVERSITY  
**SCHOOL OF BUSINESS**

# School of Business

## Spring 2021 Newsletter



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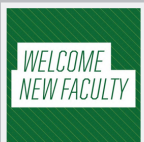
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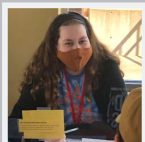
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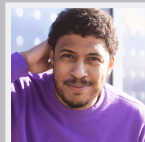
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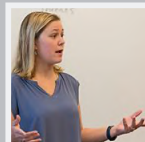
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# MESSAGE FROM THE DEAN

## DR. CHUNG-SHING LEE

We continue working together in Spring 2021 with intention and compassion to support the Year of Transformation initiatives to transform our School and community through the Benedictine values and core themes of faith, reason, service, and community.

At the end of the Spring semester, we celebrate our graduates and wish them well in their future endeavors. We also celebrate our colleagues Dr. Gina Armer and Dr. Elisabeth Power for receiving tenure and promotion to the rank of Associate Professor. We congratulate Dr. Heather Grob for being promoted to the rank of Professor. Achieving tenure and promotion is a great accomplishment and an honor in a faculty member's academic career. It reflects their outstanding achievements in teaching, research, and service to the University and the community.



Our faculty continue making positive impacts through teaching, mentoring, and service. Professor Suzanne Chaille served as the academic advisor for the IRS-sponsored Volunteer Income Tax Assistance (VITA) program to assist disabled, elderly, and low-income persons file their federal income tax returns free of charge. Professor Tim Madeley organized the Accounting Speaker Series for students to learn more about various accounting career paths. The Business Club, advised by Dr. Elisabeth Power, hosted a Guest Speaker Panel with professionals from different business sectors to share their career development experiences and connections with our students. Our students and alumni are also working to make a difference through internships and career-related involvements.

We value research and intellectual contributions that impact business practices, policy, theory, and pedagogy. Faculty must keep up with their research efforts to stay current in their teaching fields. We outline some of the recent research and publications from a number of our faculty in this newsletter. Dr. Heather Grob's original and high-quality co-authored research on employment and labor relations has been accepted for presentation at the Labor and Employment Relations Association (LERA) meeting. The conference is in conjunction with the prestigious Allied Social Sciences Association (ASSA) and American Economic Association (AEA) Annual Meeting, which will take place in January 2022 in Boston, Massachusetts.

Innovation is a central theme in the School of Business. We need to be innovative to survive and thrive in the constantly evolving landscape of business and society. As the COVID-19 pandemic accelerates the pace of change in unexpected directions, we are responsible for ensuring our academic programs meet the emerging needs of the workforce. The newly established School of Business Executive-in-Residence (EIR) program will infuse the School with unique perspectives and insights from business executives and provide direct ties to the marketplace that enrich our academic curriculum and programs. We also developed undergraduate minors in marketing and finance, an internal audit & risk management certificate program, and a new MBA concentration in Global Leadership that offer students additional choices to meet their interests and needs in business education.

We have much to celebrate at our School. As we move forward as a prominent business school in the region, we will continue to innovate and transform our School into a forerunner in business education that inspires and develops future ethical and entrepreneurial leaders. I invite you to learn how our faculty, students, alumni, and community work collaboratively to cultivate the next generation of leaders and make positive impacts in the pages that follow.

**Dr. Chung-Shing Lee**

Dean and Professor, School of Business



## NEW FACULTY HIGHLIGHT

# DR. MATONDO WAWA



Dr. Matondo Wawa attained the highest level of senior leadership in the U.S. Army with over 20 years as an educator and advisor to junior enlisted soldiers. He attained his doctorate in Leadership Management from the University of Phoenix in 2011.

Dr. Wawa developed a community of leaders in order to drive a dynamic movement of entrepreneurs using business as a force for good. He has extensive experience and a well-deserved reputation for developing and delivering even the most challenging organizational goals and objectives. Dr. Wawa has an unwavering belief in the inherent ability of all people to contribute meaningfully to economic and social development. He is committed to creating eco-friendly, sustainable businesses in destitute communities around the globe in multi-faceted ways, including but not limited to new inventions. His unique

approach and more rigorous applications of known technologies and strategies has allowed him to coach people on their individual and professional development. He strives to motivate people to participate in change efforts and self-improvement. Furthermore, Dr. Wawa has experience counseling leaders of culturally diverse and sensitive groups to resolve conflict. Being a pragmatic and focused individual, he enjoys tackling and taming challenging situations. Thus, he took on the job of supervising and participating in the training and development of local and regional leaders. He is innovation conscious, which motivates him to look for new products and services, as well as approach finding solutions for social problems. He believes in continuous adaptation and the refining of approaches in response to insightful feedback.

Dr. Wawa teaches graduate courses in leadership and change, operations management, and Lean Six Sigma.

## NEW FACULTY HIGHLIGHT

# JERRY HEEMSTRA, CGMA, MBA



Professor Jerry Heemstra is the Chief Financial Officer (CFO) of Frontier Cabinet and Door. He has served in finance and operational roles in the building products industry, and spent 6 years as a CFO consultant to small businesses and non-profits.

Throughout his career Prof. Heemstra has had the opportunity to teach at local colleges and universities as adjunct or contingent faculty. Most recently, he taught Understanding and Managing Financial Resources at Pacific Lutheran University as part of their MBA program. Prior to that he taught two years of Intermediate Accounting in an adult learning environment for Buena Vista College, now University, and has taught Business

Finance for Des Moines Area Community College in Iowa. Prof. Heemstra received his undergraduate degree from Northwestern College of Orange City, Iowa. He also holds an executive MBA from the University of Iowa. He is a Nebraska CPA certificate holder.

Teaching and helping students learn about accounting and finance has been one of the things he enjoys very much doing, and he wants to continue to help students learn the concepts as enter the later part of my career.

Prof. Heemstra taught undergraduate investment analysis and portfolio management last Fall semester.

Other areas of interest for Prof. Heemstra include backpacking, bicycling, and downhill skiing. He is also actively involved in his church.

## BUSINESS IN ACTION

# VITA TAX SEASON 2020

by Erik Simonson

For its fourth year, Saint Martin's University School of Business operated Volunteer Income Tax Assistance (VITA). The VITA program is sponsored by the IRS and is designed to assist disabled, elderly, and low-income persons as well as members of the Saint Martin's community file their federal and state income tax returns for free. VITA serves as an excellent experiential learning environment for accounting students, but its volunteers come from all backgrounds. All volunteers must first complete ethics training and most progress to become certified at an "advanced" level. Volunteers not only learn technical aspects to tax preparation but also hone their customer service, problem solving, and teamwork skills. Best of all, serving at a VITA site provides a critical service used by not only fellow students but by members of our greater community. The program serves as a living example of the Benedictine Values central to the mission of Saint Martin's University.

The 2020 VITA cohort was led by site coordinators Gary DePriest and Erik Simonson with Professor Suzanne Chaille serving as the academic advisor. The VITA volunteers include Jessica Andres, Claire Dingus, Gina Domingo, Danielle Ellinger, Sean Marsden, Elizabeth Miller, Zach Nacarrato, Molly Watts, and Gabbie Wolf.

The 2020 tax season created several challenges for taxpayers in Western Washington. While the AARP normally operates in several sites, Saint Martin's VITA was the only program open in this area, drawing taxpayers from as far as Port Orchard, Aberdeen, Winlock, and Puyallup. Volunteers followed the university's COVID-19 policies and protect taxpayers seeking tax assistance by enforcing social distancing, wearing masks, and sanitizing seating and work areas between taxpayers. These protocols also changed how volunteers input taxes. After a short interview, taxpayers leave their tax documents at our site while a preparer completes their return. Nearly all returns are completed by the following Saturday, providing for timely help.

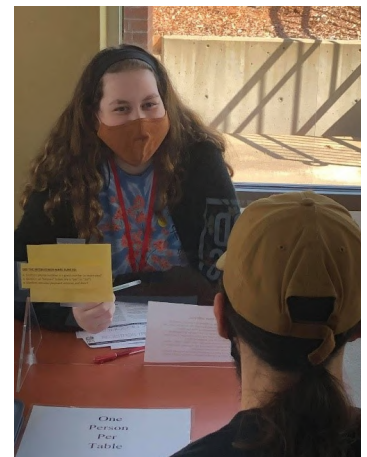
Our VITA site, located inside Harned Hall, was open to taxpayers for ten weeks between 9AM and 3PM, starting

with the first Saturday in February and ended April 17th. Our VITA completed 258 returns throughout the tax season, including 17 state returns. The refunds totaled just over \$365,000. Since its inception at Saint Martin's, the greatest number of returns completed during the tax season was just shy of 170, highlighting just how important this service is to our community. Along with the significant demand for tax services this year, taxpayers consistently remarked at the compassion and professionalism exhibited by our volunteers and have vowed to return. VITA expects to see an increase in people seeking assistance at our site in future years, and more volunteers are always needed.

For more information on how you can become involved in VITA for the 2021 tax season, please email Professor Bingaman at [DBingaman@stmartin.edu](mailto:DBingaman@stmartin.edu) or Professor Chaille at [schaille@stmartin.edu](mailto:schaille@stmartin.edu). Students interested in joining VITA should consider taking the two-credit course ACC 395, Individual Taxation, as well as the accompanying two-credit ACC 395 Taxation Lab (VITA). For those not interested in receiving educational credit, VITA offers up to 130 volunteer hours for those seeking experiences to strengthen their resume, learn how to prepare their own taxes, and serve our community.



Gina Domingo prepares a socially distanced tax return.



Gabbie Wolf conducts an interview between plexiglass, following social distancing guidelines



VITA 2020 cohort with academic advisor Prof. Suzanne Chaille and School of Business dean Dr. Chung-Shing Lee

## BUSINESS IN ACTION

# BA 499 STUDENTS EARN TOP 50 RANK FOR RETURN ON AVERAGE EQUITY

On the week of February 8th, BA 499 company K (K-Soaring Sights) earned a Global Top 50 ranking for Return on Average Equity. Their Return on Average Equity of 50.2% tied for the 24th best Return on Average Equity performance of the week, worldwide!

Each Monday GLO-BUS compiles lists of the prior week's best-performing companies worldwide based on each of four measures: Overall Score (current year), Earnings Per Share, Return On Average Equity, and Stock Price.

K-Soaring Sights members are Monica Giron, Damira Hageman, Docc Howard, and Brittany Ramsey. Congratulations!

## BUSINESS IN ACTION

# MBA STUDENTS ENGAGE WITH HEALTHCARE EXPERTS

MBA 680 (The Health Care System) students met and conversed with three local healthcare administrators throughout the semester. These individuals shared their respective experiences about their healthcare journey as well as expert knowledge on different areas of healthcare management.



**Tim O'Haver**  
Chief Operating Officer  
St. Joseph Medical Center



**Buffy Howard**  
Chief Operating Officer  
Tacoma Valley Radiation Oncology Centers



**Slayton Austria**  
Chief Technology Officer  
University of Washington Medicine Health System

MBA 680 will be taught again this coming Fall semester by Prof. Chris Grippo. This is one of the healthcare electives offered in the MBA program.

## BUSINESS IN ACTION

# ACCOUNTING SPEAKER SERIES

Starting in late February, the accounting faculty was pleased to offer the opportunity for accounting and business students to learn more about various accounting career paths and ask questions of working accounting professionals. The speakers have shared their educational and professional path that led to their current position, what they do on a typical day, and what they love about their job.

Thank you very much to all the speakers who joined us:



**Burcu Bryan, CPA**  
Controller  
Saint Martin's University



**Darin Johnson, CPA**  
Owner  
Irongate Consulting



**Writu Kakshapati, CPA, CGMA**  
Assurance Manager  
Frost & Company



**Michaela Kier, CPA**  
Tax Senior  
Moss Adams



**Dan Ashby, MBA**  
Accounting Section Manager  
WA State Health Care Authority



**Audrey Johnson, CIA, MBA**  
Senior Internal Auditor  
Multicare



**Otto Rabe, CPA, MBA**  
CEO  
Mountain View CPAs

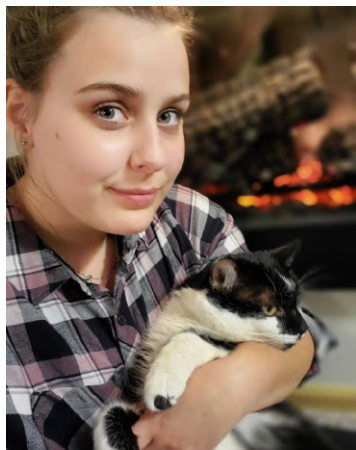


**Sadie Armijo, CFE**  
Director of State Audit and  
Special Investigations  
WA State Auditor's Office



## STUDENT NEWS

# INTERNSHIP: LITTLEFIELD, FANNING, & CO P.S.



Master of Accountancy student, Marie Dhanens, completed a tax internship with a local CPA firm this spring. She was hired and trained to complete individual income tax returns, perform bookkeeping tasks, and file federal information returns. The

firm's hiring requirements included proficiency in Microsoft Excel and Outlook, familiarity with tax preparation software, competence in QuickBooks, and

office skills. Personal skills sought included the ability to multitask, organizational skills with outstanding attention to detail, and excellent written and verbal communication skills.

Marie gained confidence in the tax field and mentioned how she appreciated the way her classes at Saint Martin's tied into her job duties. She was exposed to several new concepts and computer software. According to Marie, "...working at Littlefield, Fanning & Co has been a wonderful and informative experience. I have so much more to learn from everyone that I work with and I look forward to new projects. I have learned about a lot of businesses in the area...and I look forward to seeing more of my community through the eyes of an accountant."

Littlefield, Fanning & Co., P.S.

CERTIFIED PUBLIC ACCOUNTANTS

## STUDENT NEWS

# INTERNSHIP: THURSTON EDC



Business Administration student Emily Gooding completed her internship with the Thurston Economic Development Council (EDC).

Over the course of her 10-week internship with the Thurston EDC, she has helped conduct

research surveys in Thurston county, put together a report with the research gathered, and has designed and orchestrated the social media posts for the Washington Center for Women in Business. She has had a great time working with the staff at the Thurston EDC and have enjoyed the autonomy that came with this internship.

Since it was completely remote, this helped her learn how to effectively interact with coworkers and businesses without the incredibly helpful face-to-face aspect. It has

helped me so much having this internship and navigating this great opportunity while simultaneously taking coursework that is applicable to the work I am doing.

I appreciate the Career Center and Dr. Lisa Power so much for helping me arrange this internship at the perfect time during my career at Saint Martin's. It is because of Saint Martin's University's committed staff and their commitment to student success that I (among other students) have been able to have great opportunities to get real-world internship experiences like this one.





STARTING SUMMER 2021

# BA 390: INTERNSHIP

*One-Credit Internship Course for all majors*

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This course is an opportunity to apply theory and practice in a work environment under the supervision of university support. You will be able to take what you are learning in the classroom and apply it to the real world, developing skills you'll utilize in your professional work.

*Why sign up for this one-credit internship class?*

- You get experience in your field in a structured, time flexible format.
- Shows up on transcripts that an internship was completed.
- Shows future employer you completed an academic-based internship.
- You get the support of a faculty member.

*For more information, contact the Career Center at [careers@stmartin.edu](mailto:careers@stmartin.edu) or Professor Bingaman at [dbingaman@stmartin.edu](mailto:dbingaman@stmartin.edu)*

*Note: Students of all majors are welcome to take this course. Professor Bingaman will be teaching this course for Summer 2021.*



## STUDENT NEWS

# BUSINESS CLUB HOLD GUEST SPEAKER PANEL

On March 22, 2021 the Business Club hosted a Guest Speaker Panel via Zoom with professionals from real estate, finance, communications, public relations, and corporate relations. The event was filled with great questions from the audience and insightful answers from the panel. We learned how and why each person got into their field of work, they gave first-hand advice to people aspiring to be like them, and they provided everyone with general life and career advice. Overall, this event was a success because it gave us the opportunity to build connections, learn, and be inspired.



### Eric Thompson

President of Windermere Real Estate Services in Colorado

*Q: What advice do you have for young real estate agents who are just starting their careers?*

A: Focus on creating and maintaining relationships with people. Continue growing and expanding your network.



### Ethan Hutcheson

Wealth Manager at Metcalf Partners Wealth Management in Kansas

*Q: What should young professionals start doing now for retirement?*

A: Save as much as you can as early as you can. Make sure to talk to the Human Resources department where you work to understand your benefits and see how your company will help you with your retirement plan.



### Madeline Miller

Corporate Relations and Development at MacMillan-Piper, Inc in Seattle

*Q: What advice would you give to students looking for internships right now?*

A: Expand your search beyond your base major. Everything is intertwined in the real world, so don't limit yourself to one thing.

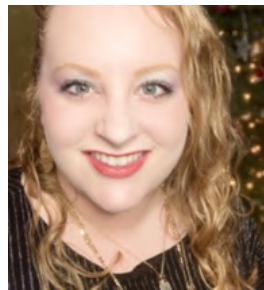


### Christa Graff

Owner of Graff Public Relations located in Park City Utah

*Q: What do you know now that you wish you would have known when you graduated from college?*

A: College helps you learn how to be on your own and how to be proactive, but it doesn't help you with knowing what the industry wants from you. So be prepared for that. If you have the opportunity to go into a field that you're passionate about, take it. Say yes!



### Emilie Brown

Media and Communications Manager at Washington Utilities and Transportation Commission

*Q: What advice would you give for people interested in media and communications?*

A: Make sure you are flexible and okay with changing priorities. Be open to wanting to learn more and being creative. Also learn how to separate your ego from your creative work.

SCHOOL OF BUSINESS

# GRAD PICNIC

MAY 7TH (FRIDAY) 12-2PM

WOODLAND CREEK COMMUNITY PARK  
6729 PACIFIC AVE SE, LACEY 98513

RSVP: <https://tinyurl.com/SOBGradPicnic2021>



# ZAKEEL GORDON AT WIZARDS OF THE COAST



Zakeel Gordon is a 2017 graduate from Saint Martin's University. He completed a degree in business administration with a concentration in Management. He is currently a product designer for a card called Magic the Gathering. This game is owned by Wizards of the Coast, a subsidiary of Hasbro. Wizards of the Coast also owns the game Dungeons and Dragons.



When asked what he does at his current position, this is what he said:

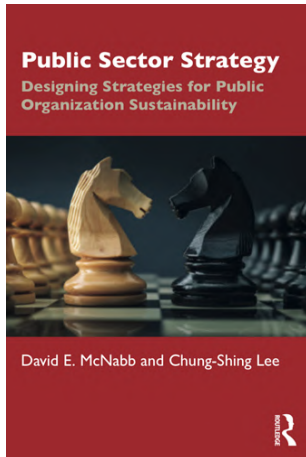
"My favorite part of my job is working collaboratively with the different disciplines inside our R&D Studio. My morning could start with a meeting with our sales teams talking about the success of a recent product and how it has been performing in Russia compared to previous years. Then an hour later, I will meet with our creative team and see concept art for an upcoming set to be released in 2024. After that, sit in on a lunchtime lecture about the intricacies of game design and how our designers approached balancing mechanics that fit the creative theme of the set while also being fun to play. Moving onto some deep work for another two hours and

finally wrapping up the day by giving a presentation about how Magic fits within the world of fine art, antiques and collectibles. Taking interdisciplinary courses at Saint Martin's and learning about communication, history, religion and economics have all played a role in my ability to engage with these topics at a professional level. "

Zakeel also talked about his internship experience here at Saint Martin's:

"I had several internships during my time at Saint Martin's with the most important one being a manufacturing engineering internship at Tesla in Fremont, CA. I spent six months working at the Tesla factory during my last semester in school on the now 'Model 3' during its prototype stage. It's very cool to see your work driving around the streets four years later! The mechanical engineering experience in that role complimented my business education very well, while the fields are very different, the crossover is all about obsessing over details and trying to maximize efficiency. Creating a financial model in excel with 50 variables is very similar to tuning a robot or conveyor belt that has 50 different movements for 50 different parts. The actual process may be different but the conceptual thinking is the same, you're breaking down a complicated problem into bit sized pieces, just use Google for the exact details on how to solve it.

"For students interested in larger internships I highly recommend reaching out to employees of the company (who are hopefully alumni), learning about what they do and seeing if there are any upcoming student opportunities. Employee referrals are the best way to skip the black hole that is the internet application process. I also firmly believe that excelling in non-academic matters is equally important as your school work. What you spend your spare time on will define what you become, if you're someone who has a side business painting homes, you are probably predispositioned to get into real estate. If you have a youtube/channel or a podcast that focuses on fashion, then you can use those talking points and industry knowledge to be a subject matter expert at a clothing company while you build your subscriber base before becoming a full-time content creator. For those that want to get into very competitive FAANG/startup-like companies you're going to need all the help you can get and side projects are a great way to stand out from the crowd. "

**Dr. Chung-Shing Lee***Dean & Professor*

Public sector managers and leaders of non-profit organizations are seldom confronted with the urgency to develop strategies for dealing with competition and the threat of competitors stealing their market share or customers. The absence of an entrepreneurial culture, insufficient knowledge of market and technological

changes, and an outdated managerial mindset are further constraints on their ability to look for new and better ways to utilize their resources and organizational capabilities to achieve better performance. Nevertheless, there is a strong growing demand from constituencies and stakeholders for the efficiency and effectiveness of managing government

and non-profit organizations. Previous attempts to apply business strategies to public sector managerial decision-making have met with limited results due to private sector frameworks for organizational strategy are limited in their applicability to government and non-profit organizations. In this book, Dr. David E. McNabb and Dr. Chung-Shing Lee examine five strategic management frameworks that public sector organization managers can follow when formulating and implementing organizational strategies. The main purpose of this book *Public Sector Strategy: Designing Strategies for Public Organization Sustainability* (Routledge, 2021) is to serve as a guide for administrators of large and small public organizations and agencies. The authors demonstrate how managers of public sector and civil society organizations have put strategic management to work and offered implications for effective managerial decision-making in the public sector. This book will be of interest to both practicing and aspiring public servants and non-profit entrepreneurs.

**JBMC**

Journal of Business Management & Change  
Spring 2020



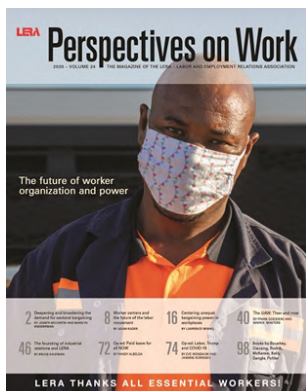
A Publication of the JBM Conference Series  
Edited by David Olson, Ph.D.

**Dr. Gina Armer***MBA Program Director**Assistant Professor, Business*

Did you know that March is Women's History month in the United States? We celebrate International Women's Day since 1911. There is increased interest in discovering and sharing the

achievements of women, past and present. For example, a 2016 Hollywood film called Hidden Figures celebrates the contributions made to NASA by African American women mathematicians in the 1960s. But what about the achievements of 19th century women? We are familiar

with suffragettes and the campaign for women to get the vote, but what about in business? Are there examples of 19th century women starting up new businesses? Yes indeed! While business opportunities for respectable women were socially limited, there were those who owned and operated their own businesses. Dr. Gina Armer's leading article published in the *Journal of Business Management & Change* (Spring 2020) explores selected examples of early women entrepreneurs. The research highlights the efforts of a 19th century woman, Mary Baker Eddy, who established a co-ed college in Boston, Massachusetts in 1881. The objective is to shine a light on the achievements of women pioneers in higher education, thereby giving voice and visibility to this underreported group of educators and business owners.

**Dr. Heather Grob***Business and Economics Chair**Associate Professor, Business*

In the infancy of the electrical industry in the early part of the twentieth century, there was a labor shortage, and labor and management worked to ensure "a steady supply of union-trained engineers, electricians, and

mechanics." The Council on Industrial Relations (CIR) for the Electrical Contracting Industry began hearing cases in 1920. In their article titled "An alternative to industrial dictatorship," Dr. Heather Grob and Dr. Matthew Bodah detail 100 years of

relative peace between management and unionized labor in the electrical industry (*LERA Perspectives on Work*, 2020). Among the thousands of historical cases resolved by the Council for Industrial Relations, the authors found that fewer than 100 were appealed to the courts, where cases were rarely decided against the CIR. Although not used by all IBEW (International Brotherhood of Electrical Workers) locals and local NECA (National Electrical Contractors Association) chapters, the CIR is remarkable in its longevity, resolving disputes long before the National Labor Relations Act was passed in 1935. While its justice may be swift, the IBEW-NECA partnership indisputably provides stability to a potentially volatile industry, benefiting labor, contractors, construction users, and the general public.



## RESEARCH & PUBLICATIONS(continued)



**Dr. Prashant Joshi**  
Assistant Professor  
Finance

Do investors make rational decisions or are their investment decisions affected by factors other than risk and

return? The standard finance is based on the assumption of investor's rationality, perfect competition, and market efficiency. However, these assumptions are not valid in real world market and applications. Extant researches show that investors are not rational in their decisions and are biased in their investment behavior. Behavioral finance takes a different view and emphasis on the emotional biases and their impact

on investment decision making. Dr. Prashant Joshi found a lack of research available about behavioral bias for the initial public offering (IPO) Markets. In his research titled "Behavioral Biases in IPO Market," co-authored with Majmudar Nirav and Krishna Kant and published in the *Research Review International Journal of Multidisciplinary* (2018), Dr. Joshi identified and examined eleven behavior biases in the IPO Market by conducting an empirical study in the state of Gujarat in India. The study proves that the investors show Behavior Bias in their investment decisions in IPO Market. The findings of this research would help understand common behavioral patterns of investors and indicate a path toward designing better portfolio and investment strategies that incorporate behavioral aspects of financial decision-making.

## FACULTY NEWS

### DR. POWER RECEIVES CIBER GRANT



Dr. Lisa Power, a professor in the School of Business, received a grant from the U.S. Department of Education, to enhance cultural competency skills development within the school of business.

Drawing on the Cultural Intelligence (CQ) Model, a globally recognized way of assessing and improving

effectiveness in culturally diverse situations, her program will train SMU business community how to adapt behavior to social and cultural surroundings.

This funding allowed Dr. Power to complete Cultural Intelligence (CQ) and Unconscious Bias Certifications through the Cultural Intelligence Center. Later this year, she will conduct workshops to train the school of business faculty on the CQ model, including how to recognize and eliminate cultural biases. At the end of the training, faculty will be ready to enrich courses with new cross-cultural examples and activities.

At present, business students analyze cultural norms and values of people in specific countries. While the become aware of intercultural variances between regions, our graduates will soon learn how to adapt and adjust to new cultural situations. Dr. Power will evaluate whether students will engage with people of different backgrounds more successfully when they first understand their own cultural values. This program is

supported by her leadership research and will culminate with several deliverables.

New course content in BA 305: Business Communication class will focus on domestic CQ, or improving the way we work with people in our own country – for example, people from different regions, generations, ethnicities, or job functions. Students in BA 420: International Business and Economics will learn to do business across ten international cultural cultures. In both courses, students will learn about their own values by completing a self-assessment that measures their cultural competency by evaluating cognitive, metacognitive, motivational and behavioral factors. They will then learn more about how their values compare to others in the class, in business careers and around the world. Finally, they will create a short-form video interview or discussion with a businessperson from a different culture. As students complete the videos, their work will be added to an ever-growing video library.

This award is provided by a Title VI grant from the U.S. Department of Education known as CIBER (Center for International Business Education and Research). The CIBER Consortium for Minority-Serving Institution (MSI) and Community College (CC) (CMCC) acts as a resource multiplier in connecting schools across the CIBER network with MSIs and CCs nationwide for the goal of internationalizing business education.

# DR. GROB ORGANIZES PANEL FOR WESTERN ECONOMIC ASSOCIATION INTERNATIONAL



In April of 2020, the United States experienced the greatest increase in claims for unemployment insurance since the inception of the program in 1935. Dr. Grob wanted to know more about how short time claims (STC) programs could counteract the negative effects of the coronavirus on the Washington economy. She

remarked “although the vast majority of pandemic assistance was distributed remarkably quickly, it relied on the existing unemployment insurance system, which is largely focused around attachment of full time workers to single employers, and which is broken in the United States. My colleagues and I felt that if better STC structures were available, the US might prevent ‘scarring’ effects of unemployment on individuals in terms of lost wages, lost benefits and more difficulty finding work down the road.” However, she noted that because these programs are short time, they are also controversial, with concern of overutilization and fraud. Only half of the States have them as options.

Going “way out on a limb,” Dr. Grob contacted a scholar she greatly respects, Dr. Katharine Abraham, of University of Maryland College Park who was also the director of the U.S. Bureau of Labor Statistics under the Clinton Administration. To her delight Dr. Abraham and others were only too happy to have the chance to participate in the Western Economic Association International (WEAI). Drs. Abraham and Grob developed the panel to include researchers from UCLA, the W.E. Upjohn Institute for Employment Studies, and the University of Bocconi, Italy. They entitled the panel “Workshare to the Rescue: Using Flexible Employment Strategies to Counter Economic Crises.”

Dr. Grob mined Federal data on weekly claims in Washington State. While usage increased in general during the pandemic, she noted a large spike in cases with low hours of compensation in Washington. After corresponding with Adjunct Professor of Law Shawn Newman who had also been looking at pandemic claims, she noted the spike corresponded almost exactly with the state worker furloughs. The phenomenon did show that capacity is available to handle short time claims on a larger scale, which is exactly what the program is designed to do in economic emergencies, although ideally it would extend further into the private sector as well.

Dr. Grob hopes to conduct more data analysis to determine who received short time compensation among private employers and to recommend policies that will add fairness and equity to the system.

In addition to participating in a successful panel, Grob also said the WEAI was a great opportunity to connect with economists from around the world who participated in over 140 sessions around the “universal time clock” over three days on Zoom. Professor Grob said she was most interested to hear from Ben Bernanke, former Chair of the Federal Reserve, talk about the impact of the Coronavirus on the economy. Bernanke described the “dash for cash” in March of 2020 as having all the markings of a classic financial crisis. “Circuit breakers” in the financial system were invoked twice, and the Federal Bank found itself providing dollars not just to those in the US but to central banks around the world who hold U.S. assets. But, he noted, while there is a concern about “moral hazard” of always intervening, just announcing the backing resulted in greater calming of the financial crisis. The result of the 2008 crisis showed us that the Fed could not wait. It had to “go big” early on. Instead of targeting expected inflation (based on models) Powell (the current Fed chairman) also decided to wait until they see actual inflation before engaging policies that could worsen unemployment. Bernanke believes there was evidence of monetary effectiveness in 2020. Grob hopes that next time there is a massive economic crisis that the social insurance system also will be more resilient, protecting people at the lower end of the income scale.

## WORKSHARE TO THE RESCUE: USING FLEXIBLE EMPLOYMENT STRATEGIES TO COUNTER ECONOMIC CRISES

Organizer: Heather L Grob, Saint Martin’s University

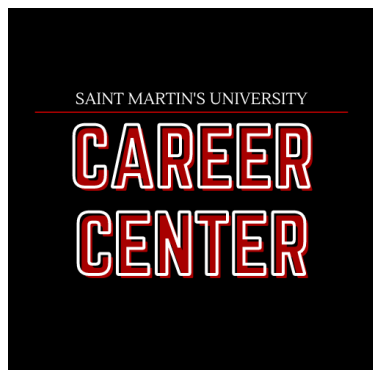
Chair: Katharine Abraham, University of Maryland, College Park

- The Potential Benefits of Workshare and Overcoming Barriers to its Use by Susan Houseman, W. E. Upjohn Institute for Employment Research
- The Experience with Work Sharing during the COVID-19 Crisis in California by Till von Wachter, University of California, Los Angeles
- From the U.S. Epicenter: How Washington State’s Workshare Worked by Heather L Grob, Saint Martin’s University (link to presentation: <https://tinyurl.com/WorkshareWEAIPresentation>)
- Insuring jobs or workers? by Giulia Giupponi, Bocconi University



## DEPARTMENT NEWS

# CAREER CENTER UPDATES



The Career Center staff attended the Virtual NASPA 2021 Conference on March 17-26. NASPA is the National Student Affairs Association where we look for best practices. This year's themes reflected events in our communities. Some of the

session titles include: "Exploring Influences of Implicit Bias in our Work and Lives," "Conversations about Race with New Students," "Creating a Culture to Dismantle Systemic Racism," along with "Developing and Using Rubrics for Student Affairs Assessment," "The Struggle Was Real: Online Education and Support Beyond COVID" and "Basic Needs, Mental Health, and Student Success: Providing Essential Services from Afar."

For anyone interested in learning more about these topics, please reach out to the Career Center staff who can share videos, notes and presentation slides from the conference.



The Career Center was awarded a Title III grant this year allowing the University and Career Center to add three incredible new staff members to our community. Alysia Bean is the Internship Navigator for the College of Arts and Sciences and Carina Bissett is the Internship Navigator for the School of Business, College of Education and Counseling, School of Engineering. They will be supporting students in their search for internships, working with community partners to develop opportunities and working with faculty to streamline the internship process. 'Ula Kamaka '20 will be supporting the Career Center staff and the tracking of our Title III grant requirements. Since the start of the year 72 local employers have already been added to Handshake and 110 local internships are currently posted!

Through the duration of this grant, the Career Center will continue to focus on developing opportunities in the community, guide students through the internship and job search process, and promote the value of gaining work experience alongside managing the Handshake platform which will track internship activity with students from meeting to placement. The team is looking forward to strengthening student support and resources needed to better prepare them for paths beyond graduation!



**Alysia Bean**

Internship Navigator  
*College of Arts and Sciences*



**Carina Bissett**

Internship Navigator  
*School of Business,  
College of Education  
and Counseling, and  
School of Engineering*



**'Ula Kamaka '20**

Program Coordinator

## DEPARTMENT NEWS

# TORN BETWEEN TWO MAJORS? HAVE YOU CONSIDERED IDS?

The Interdisciplinary Studies major exists for highly motivated students who are interested in more than one area of study. This integrative learning tradition allows students to combine two or more disciplines into a single degree. In addition to Core classes, students complete 12 upper-division credits in two or more disciplines, two junior seminars in IDS, and two semesters of Senior Thesis.

Possibilities include, but are not limited to, Accounting & Criminal Justice, Accounting & Computer Science, Business Administration & Environmental Studies, Marketing & Communications, Economics & Political Science.

Interested? Consult with your academic advisor now!

## DEPARTMENT NEWS

# FINANCE MINOR OFFERED BEGINNING FALL 2021

The Bureau of Labor Statistics estimates that finance sector jobs will increase by 11% by the year 2026, higher than the average occupation. The National Association of Colleges and Employers' (NACE) Winter 2019 Salary Survey projects starting salaries in the finance/insurance fields for the class of 2019 to range from \$50,500 - \$69,500 annually. The ideal academic background for entry-level hires demonstrates an ability to understand and work with numbers. Business students and those majoring in Engineering, Computer Science and Math would find a Minor in Finance to be a great complement to their degree.

The Minor in Finance is available to Accounting majors, Business Administration majors pursuing a non-Finance concentration, and all majors within the other schools and colleges of Saint Martin's University. Required classes include Financial Accounting, Business Statistics, Finance, and Macro or Microeconomics. Students also choose 4 electives from the School's Finance classes.

Dr. Prashant Joshi was instrumental in designing new courses to complement the new Finance Minor.

- **Behavioral Finance** helps students understand why rational people can often make irrational decisions when it comes to money and investing. The course identifies key psychological phenomena that impact financial judgments and decisions made by corporate managers. It assesses potential corporate nudges for addressing psychological phenomena which obstruct sound practices for managing risk and maximizing value.
- **Intermediate Finance** applies modern financial theory to the investment and financing decisions of a modern corporation. The theme of this course is value-based management. Financial theory explains the real world using abstract and simplified models. Concepts and techniques introduced in this course should help you formulate and then make key decisions in terms of their impact on firm value.
- **Personal Finance** is an introductory class with its application in consumer financial decision making. Topics include strategies for budgeting, saving, taxation, consumer banking, consumer insurance products, credit management, automobile purchases, home ownership, and retirement planning.

## DEPARTMENT NEWS

# NEW MBA IN GLOBAL LEADERSHIP CONCENTRATION

The world has never been smaller than it is today as the trend toward increased globalization impacts our ability to improve productivity, efficiency, effectiveness and profitability. The MBA concentration in **Global Leadership** develops students' critical thinking for the globalized market of today and tomorrow.

Designed to help graduates understand the specific knowledge and skills necessary to address challenges that may arise in today's complex global business environment, students may find that one of the most

distinctive features of the program is its integration of practical business leadership skills and advanced leadership theories.

A key component of this concentration is the opportunity for students to study a country or region in depth as part of their MBA 625 International Management course, immediately followed by MBA 626, a 7-10 day international travel experience to the country or region they have researched. The travel experience is optional and offered for zero credits.

The **Global Leadership Concentration** is comprised of three elective courses:

- MBA 625 – International Management
- MBA 670 – Leadership & Change
- One more MBA elective (as approved)

Contact the MBA Director, Dr. Gina Armer, at [GARmer@stmartin.edu](mailto:GARmer@stmartin.edu) for more information.



# MARKETING MINOR OFFERED BEGINNING FALL 2021

According to the U.S. Bureau of Labor Statistics, management positions in Advertising, Promotions, and Marketing will grow by 6% in the next decade, which is faster than average. Jobs in this field have a median salary of 135,900 per year or \$65.34 per hour (Occupational Outlook Handbook, 2020). Per salary.com, the median salary for a marketing manager in Olympia is \$105,977. In the past three years, our graduates who completed the marketing concentration found jobs in desired field and geographic without significant delay.

The marketing minor is ideal for undergraduate students of any major who want to develop marketing skills that can be applied to any career field or industry. It is available to Accounting majors, Business Administration majors pursuing a non-Marketing concentration, and all majors within the other schools and colleges of Saint Martin's University. Requirements for the minor differ, depending on major.

Few of the marketing electives to be offered:

- **Fundamentals of Entrepreneurship** examines fundamental business concepts of the independently owned venture. Survey course highlights the interrelationships of the entrepreneurial venture, government and special interest groups.

- **Sports Marketing** has grown substantially in stature, and now (in some instances) has entered the world of big business in recent years. Upon completion of this course the student will have a better understanding of how to identify, develop and implement marketing strategies' and tactics within the sports marketing industry. Students will also learn about and how to identify and differentiate between the two main perspectives within the industry, marketing of sports products and using sports as a platform to market.
- **Management of the Sales Force** familiarizes students with management responsibilities unique to personal sales. Planning, recruiting, deployment, motivation and evaluation are key areas covered. Text, case studies and presentations will be reviewed.
- **Small Business Institute** provides students with hands-on experience in the context of serving as a consultant to local businesses. A team approach to problem-solving is emphasized and practiced via a group-prepared report of findings and recommendations.

If interested, minor requirements can be found in the Academic Catalog. You are also encouraged to consult with your academic advisor to plan your marketing minor degree requirements.

## STAFF NEWS

# FAREWELL TO ANGEL

by Dr. Gina Armer

We knew, the moment we laid eyes on her resume, that we had to talk to this candidate. Angel Lyons has the best resume I have seen in my life, and that is saying something. Having previously worked in Human Resources at The Boeing Company, I have seen, literally, hundreds of resumes. Angel's stood out. Angel's resume still stands out. As we all know by now, Angel Lyons stands out.



Angel came to the School of Business as our Executive Assistant in the Fall of 2018 supporting then Interim Dean, Dr. Jeff Crane. Her quiet competence has been the perfect counterbalance to this fairly chaotic period of transition and change during the unprecedented COVID-19 crisis.

Angel has proven herself indispensable to our new Dean, Dr. Lee, as well as all the School of Business Faculty and students, both undergraduate and graduate. We will all miss her dearly.

In her time with us Angel has improved and documented numerous processes and updated documents and plans, increasing the efficiency of our organization. This semester, in addition to working fulltime, Angel has completed her Master of Business Administration degree with a perfect 4.0 cumulative GPA. At last April's Honors Convocation, Angel was awarded the Distinguished MBA Graduate Award for Spring 2021.

Angel is leaving Saint Martin's for progressive reasons in her personal life: her husband Patrick has a new job in Portland, Oregon where they will soon be relocating. We are so proud of you, Angel, and wish you and Patrick the very best as you move forward into this next phase of your lives. Please keep in touch. Once a Saint, always a Saint!

## Summer 2021 Calendar

	Summer 01	Summer 02	Summer 05/07
May	<b>17:</b> Classes Begin <b>18:</b> Add/Drop Deadline <b>31:</b> Memorial Day (University Closed)		<b>17:</b> Classes Begin <b>24:</b> Add/Drop Deadline <b>31:</b> Memorial Day (University Closed)
June	<b>16:</b> Last Day for Withdrawal (W Grade) <b>26:</b> Summer 01 Session Ends <b>28:</b> <i>Final Grades Due to Registrar</i>		<b>14:</b> <i>Midterm Grades Due to Registrar</i> <b>25:</b> Last Day for Withdrawal (W Grade)
July		<b>6:</b> Classes Begin <b>7:</b> Add/Drop Deadline	<b>10:</b> Summer 05 Ends <b>12:</b> <i>Final Grades Due to Registrar</i>
August		<b>4:</b> Last Day for Withdrawal (W Grade) <b>14:</b> Summer 02 Session Ends <b>16:</b> <i>Final Grades Due to Registrar</i> <b>21:</b> Conferral Date (Summer Graduates)	

## Fall 2021 Calendar

	Fall Main	Fall 01/10	Fall 02/11
August	<b>27:</b> Faculty & Student Convocation <b>27:</b> Residence Hall Open for First Year Students <b>28-29:</b> Residence Hall Open for Upper Class Students <b>30:</b> Fall Semester Lacey Campus Classes Begin	<b>30:</b> Classes Begin	
September	<b>2:</b> Mass of the Holy Spirit <b>6:</b> Labor Day (University Closed) <b>10:</b> Add/Drop Deadline	<b>6:</b> Labor Day (University Closed) <b>7:</b> Add/Drop Deadline <b>27:</b> <i>Midterm Grades Due to Registrar</i>	
October	<b>25:</b> <i>Midterm Grades Due to Registrar</i> <b>25-26:</b> Fall Break	<b>8:</b> Last Day for Withdrawal (W Grade) <b>11:</b> Columbus Day (University Closed for JBLM Campus Only) <b>23:</b> Last Day of Classes <b>26:</b> <i>Final Grades Due to Registrar</i>	<b>25:</b> Classes Begin
November	<b>3:</b> Advising Day (no Lacey classes; Students encouraged to schedule meeting with advisors) <b>11:</b> Saint Martin's Day/Veteran's Day (University Closed) <b>15:</b> Priority Registration for Spring 2022 Begins <b>19:</b> Last Day for Withdrawal (W grade) <b>24:</b> Thanksgiving Recess (No Lacey Classes, University Open) <b>25-26:</b> Thanksgiving Recess (University Closed)		<b>1:</b> Add/Drop Deadline <b>11:</b> Saint Martin's Day/Veteran's Day Observed (University Closed) <b>15:</b> Priority Registration for Spring 2021 Begins <b>22:</b> <i>Midterm Grades Due to Registrar</i> <b>24:</b> Thanksgiving Recess (No Lacey Classes, University Open) <b>25-26:</b> Thanksgiving Recess (University Closed)
December	<b>6-9:</b> STUDY WEEK (No University-Sponsored Social or Club Activities) <b>10:</b> Saint Thomas Aquinas Day (No Classes) <b>13-17:</b> Semester Final Exams <b>18:</b> Conferral Date, Fall Graduates <b>21:</b> <i>Final Grades Due to Registrar</i>		<b>3:</b> Last Day for Withdrawal (W Grade) <b>18:</b> Last Day of Classes <b>21:</b> <i>Final Grades Due to Registrar</i>