

The Austin Family Business Program presents the

2018  
**Excellence  
in Family Business**  
Awards



**Oregon State**  
University

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Published by the Oregon State University College of Business  
for the Austin Family Business Program  
382 Austin Hall, Corvallis, Oregon 97331, phone 800-859-7609  
[business.oregonstate.edu/familybusinessonline](http://business.oregonstate.edu/familybusinessonline)

# About the Awards

The **Excellence in Family Business Awards** program, presented yearly by Oregon State University's Austin Family Business Program, was founded in 1988 to applaud the accomplishments and contributions of family businesses for their innovation, entrepreneurship, commitment and heart.

Any family business is eligible regardless of size or longevity. A family business is broadly defined as having multiple family members or generations involved in the strategic direction or management or working in the company with the intent of helping the business to remain in the family.

One category winner and one or two runners-up were selected for the following awards:

- 1. Business Renewal:** Ensuring the family business will be vital for generations to come.
- 2. Generational Development:** Building connection to the young adults and children in the family and preparing them for future leadership roles in the family and, possibly, in the business.
- 3. Family Harmony:** Developing and sharing a common vision, building trust and creating personal relationships across all family members, even those who do not work in the business.

Applications were rated by a panel of judges as well as an automated scoring process. The three highest scoring applicants in each category were required to make a 20-minute presentation to the judges. The selection of the winner in each award category was based on the presentations. All family business entrants received scoring feedback on their application.



**2018 Excellence in Family Business Awards judges (left to right): Ted Paterson, Ph.D., OSU College of Business; Lori Olund, Miles Fiberglass @ Composites; Jack Kohl, KWDS, LLC; Matthew Thompson, Domaine Serene; Lowell Gibson, NiceBadge**

# Program

**THURSDAY, NOVEMBER 15  
SENTINEL HOTEL, PORTLAND**

**Reception – 4 p.m.**

**Awards Presentations – 5:30 p.m.**

## Welcome

Dylan and Gabrielle McEntee  
Mo's Seafood and Chowder

## Recognitions

Sherri Noxel, Ph.D.  
Director, Austin Family Business Program,  
A.E. Coleman Chair in Family Business  
And L.W. "Bill" Lane Professor in Family  
Business Management

## BUSINESS RENEWAL

Finalist – C & R Remodeling  
Finalist – Paddington Station  
Winner – Forest Hills Farms, Inc.

## GENERATIONAL DEVELOPMENT

Finalist – Lee Farms  
Finalist – Stehn Family Funeral Homes, Inc.  
Winner – C.M. & W.O. Sheppard, Inc.

## STUDENT AWARD

Recipient – Madeline Mullins

## FAMILY HARMONY

Finalist – Abbott & Associates Professional  
Placement, Inc.  
Finalist – Nicholas Restaurant  
Winner – Tec Laboratories, Inc.

## DEAN'S AWARD FOR LEADERSHIP IN FAMILY BUSINESS

Recipient – Port Blakely  
Presented by Mitzi Montoya, Ph.D.  
Sara Hart Kimball Dean, College of  
Business

## Special Remarks

René Ancinas  
Chairman & CEO, Port Blakely

# Planning and structure allow **Forest Hills Farms** to focus on the future



*Anna Jesse, Alan Jesse, Mary Jesse and Katharine Jesse*

**W**hen Alan Jesse returned to the family farm where he was raised in Cornelius after studying at Oregon State, he helped his parents, Don and Jean Jesse, make the leap from a way of life to legitimate family business. Since its incorporation in 1978, Forest Hills Farms has continued to grow from a 600-acre farm to the 2,000-acre, multi-faceted operation that it is today.

With Alan on board, the farm diversified and grew in the 1980s. Blueberries that could be machine harvested replaced strawberries. Christmas trees and nursery stock were added to stay current and profitable.

Alan's wife, Mary, joined the business in 1991 as bookkeeper and payroll specialist. She also helped to ensure the farm's compliance with new regulations and standards for food production and with labor laws.

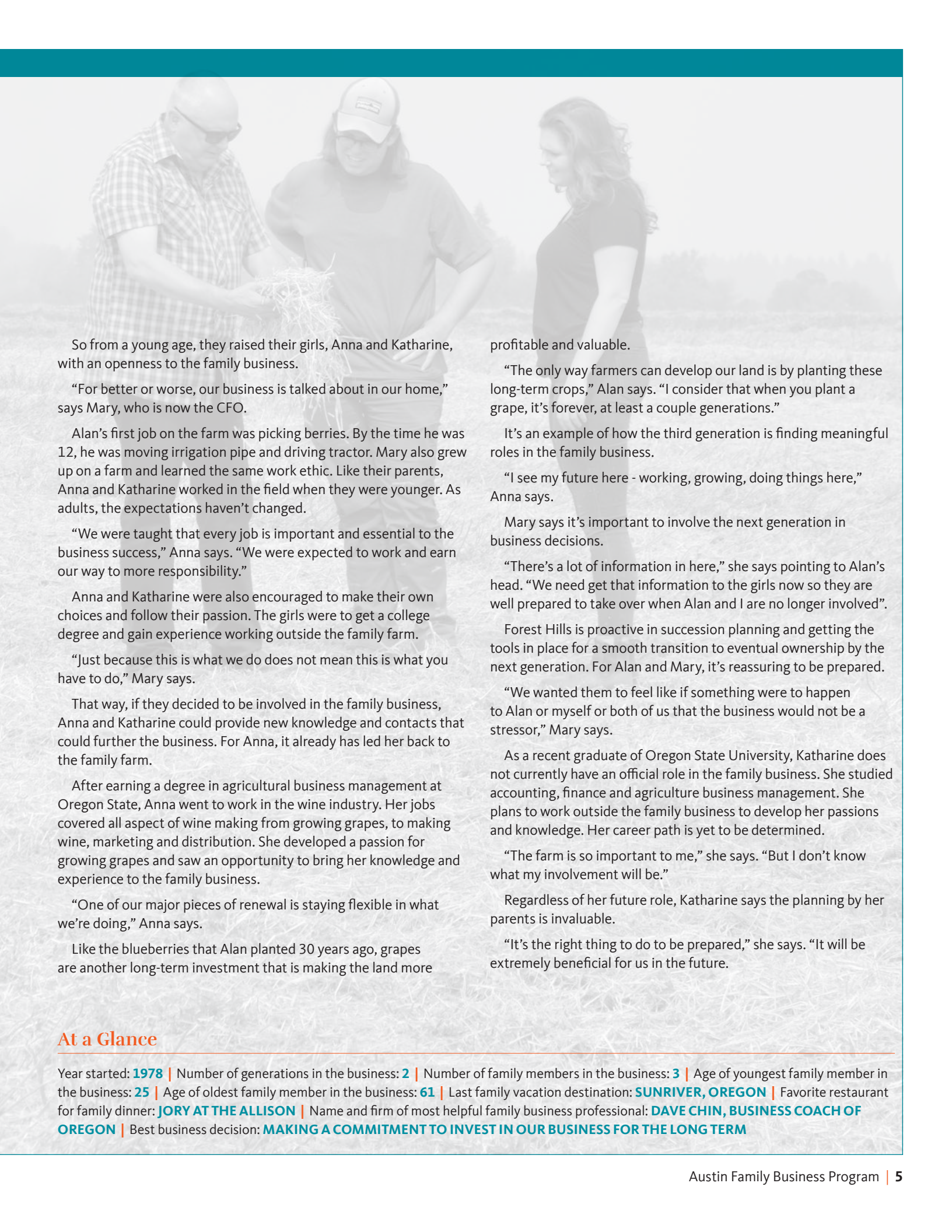
It was a crucial juncture for Forest Hills that presented both a challenge and an opportunity.

"All these things blended in to make things more complex for the grower," Alan recalls. "We had to adapt to that and make the decision that we were going to invest for the longer term."

Then Don died suddenly in 1996, and the transition from first to second generation took place rapidly and with little planning. While Alan was prepared to run the agricultural side of the farm, he didn't know as much about the business side.

"He rolled with it without missing a beat," Mary says. "But it had to be a little scary."

As parents, it caused Mary and Alan to stop and think about the future. "I wanted to make sure that it didn't happen to our children," Mary says.



So from a young age, they raised their girls, Anna and Katharine, with an openness to the family business.

“For better or worse, our business is talked about in our home,” says Mary, who is now the CFO.

Alan’s first job on the farm was picking berries. By the time he was 12, he was moving irrigation pipe and driving tractor. Mary also grew up on a farm and learned the same work ethic. Like their parents, Anna and Katharine worked in the field when they were younger. As adults, the expectations haven’t changed.

“We were taught that every job is important and essential to the business success,” Anna says. “We were expected to work and earn our way to more responsibility.”

Anna and Katharine were also encouraged to make their own choices and follow their passion. The girls were to get a college degree and gain experience working outside the family farm.

“Just because this is what we do does not mean this is what you have to do,” Mary says.

That way, if they decided to be involved in the family business, Anna and Katharine could provide new knowledge and contacts that could further the business. For Anna, it already has led her back to the family farm.

After earning a degree in agricultural business management at Oregon State, Anna went to work in the wine industry. Her jobs covered all aspect of wine making from growing grapes, to making wine, marketing and distribution. She developed a passion for growing grapes and saw an opportunity to bring her knowledge and experience to the family business.

“One of our major pieces of renewal is staying flexible in what we’re doing,” Anna says.

Like the blueberries that Alan planted 30 years ago, grapes are another long-term investment that is making the land more

profitable and valuable.

“The only way farmers can develop our land is by planting these long-term crops,” Alan says. “I consider that when you plant a grape, it’s forever, at least a couple generations.”

It’s an example of how the third generation is finding meaningful roles in the family business.

“I see my future here - working, growing, doing things here,” Anna says.

Mary says it’s important to involve the next generation in business decisions.

“There’s a lot of information in here,” she says pointing to Alan’s head. “We need get that information to the girls now so they are well prepared to take over when Alan and I are no longer involved”.

Forest Hills is proactive in succession planning and getting the tools in place for a smooth transition to eventual ownership by the next generation. For Alan and Mary, it’s reassuring to be prepared.

“We wanted them to feel like if something were to happen to Alan or myself or both of us that the business would not be a stressor,” Mary says.

As a recent graduate of Oregon State University, Katharine does not currently have an official role in the family business. She studied accounting, finance and agriculture business management. She plans to work outside the family business to develop her passions and knowledge. Her career path is yet to be determined.

“The farm is so important to me,” she says. “But I don’t know what my involvement will be.”

Regardless of her future role, Katharine says the planning by her parents is invaluable.

“It’s the right thing to do to be prepared,” she says. “It will be extremely beneficial for us in the future.

## At a Glance

Year started: **1978** | Number of generations in the business: **2** | Number of family members in the business: **3** | Age of youngest family member in the business: **25** | Age of oldest family member in the business: **61** | Last family vacation destination: **SUNRIVER, OREGON** | Favorite restaurant for family dinner: **JORY AT THE ALLISON** | Name and firm of most helpful family business professional: **DAVE CHIN, BUSINESS COACH OF OREGON** | Best business decision: **MAKING A COMMITMENT TO INVEST IN OUR BUSINESS FOR THE LONG TERM**

# Strategic planning at **C&R Remodeling** guides company growth

The year 2013 was tough going for many in the construction industry. With the housing and the labor markets still in recovery from the recession, activity lagged. For C&R Remodeling, it was one of the lowest net years for the third-generation Salem business.

But they say adversity awakens greatness.

It was at this low-point that Doug Lethin made a decision that has paid dividends, even though it wasn't popular at the time.

Lethin's adult children, Andrew Lethin and Beth Rhoades, already worked for the family business when their dad insisted that they join a national organization for remodeling professionals that shows businesses how to grow.

Belonging to a business roundtable was something Doug Lethin had always wanted to do, but never found time for. Rhoades recalls how she and her brother were first reluctant to join Remodelers Advantage.

"My dad forced us into it," she says.

But looking back, it was a turning point for C&R, a move that helped to prepare the company's third generation of leadership. And in 2016, as part of the company's strategic plan, Beth Rhoades and Andrew Lethin purchased the company from their father.

Doug Lethin still works in sales, while his children share a co-CEO position with Beth specializing in design and Andrew in sales. Sam Rhoades, Beth's husband, also works for the business as production manager.

Over the years, strategic planning has allowed C&R to focus on where it is most successful. The most recent evolution resulted in some operational changes. The company ended handyman repairs and restoration services and now refers those projects to former employees. C&R does most of its work in design + build: kitchens, bathrooms, additions and outdoor living spaces.

"We don't want to do everything," Rhoades says. "We looked



**Andrew Lethin, Beth Rhoades and Doug Lethin**

at what our sweet spot is, where we can do our best and hit our margins."

That means working through budgets three or four times a year to adjust staffing and overhead. Rhoades says the plan for the future is for conservative growth. She says it's important to maintain a work-life balance for the owners, and their team, so C&R can continue for the next generation.

"We have an action plan so that we can be sustainable," she says.

C&R started out as a remodeling company in 1961, then added a hardware store to broaden the appeal to do-it-yourselfers. Doug Lethin managed the store for his father, Ron Lethin.

"It's an industry where your reputation is going to make or break you," she says. "Our No. 1 source of business is our past clients."

## At a Glance

Year started: **1961** | Number of generations in the business: **2** | Number of family members in the business: **4** | Age of youngest family member in the business: **33** | Age of oldest family member in the business: **57** | Last family vacation destination: **LEAVENWORTH, WA** | Favorite restaurant for family dinner: **BEST LITTLE ROADHOUSE, SALEM, OR** | Name and firm of most helpful family business professional: **MARK GREEN, PH.D.** | Best business decision: **JOINING REMODELERS ADVANTAGE**

# At Paddington Station, retail runs in the family

A layover on a business trip might seem like a good time to catch up on email or review sales reports.

For Kelly Jean Hammond and her mom, Pam Hammond, a stop on the way the way to a trade show in Atlanta became the launchpad for a new store.

The Hammonds own Paddington Station in Ashland, and its sister stores, Paddington Jewel Box, a women's boutique, and Inspired by Oregon, the spinoff that was hatched in the airport.

"We were just sitting there and I said, 'You know what, I think we need to open this store,'" Kelly Jean recalls.

Before they took off on the next leg of the trip, they wrote a business plan, came up with a logo and figured out the lease.

Creative and smart, the mother-daughter business partners work well together. Pam is co-owner and product manager. Kelly Jean is buyer and store manager.

"It's not because we always get along or agree. We disagree with each other a lot," Kelly Jean says.

They share a sense of knowing what needs to be done, as well as an office with Kelly Jean's dad, co-owner Don Hammond. Five members of the Hammond family work for Paddington Station. Joe Cooney, Kelly Jean's husband, manages Inspired by Oregon, and Nick Hammond, Kelly Jean's brother, works as Paddington's maintenance liaison.

Being a family-owned and operated retail store makes Paddington Station as unique as the products it sells. For starters, there's an exceptional commitment to employees, which goes hand-in-hand with offering great customer service.

"We see many of the same customers, year after year," Kelly Jean says.

The Hammonds purchased the business in 1993, and bought the J.P. Dodge Building in 2000. That paved the way for the expansion of sister stores.

## At a Glance

Year started: **1973** | Number of generations in the business: **2** | Number of family members in the business: **5** | Age of youngest family member in the business: **24** | Age of oldest family member in the business: **66** | Last family vacation destination: **NYC TO SEE BROADWAY SHOWS** | Favorite restaurant for family dinner: **GREAT AMERICAN PIZZA** | Name and firm of most helpful family business professional: **LISA SCHLAN COOPER, CPA, OF REID, HANNA, JOHNSON & COMPANY CPAS LLC** | Best business decision: **EXPANDING OUR BRICK AND MORTAR BUSINESS TO MULTIPLE LOCATIONS**



*Nick, Pam, Don and Kelly Jean Hammond and Joe Cooney*

The family's close ties to the community bring locals here to shop on their way to the movies, after church or a night out with the girls. And member rewards program allows shoppers to donate a portion of the proceeds of their purchase to local charity.

Kelly Jean was in first grade when her parents bought the store. She remembers being given a task of folding gift boxes in the back. She didn't mind because that's where all the Beanie Babies were kept.

She still looks forward to coming to work. Her dad is ready to retire, and she and Joe will take over his share of ownership at the end of the year.

"We have an amazing family dynamic," she says. "Being able to be business partners is a special thing."

# Family contributions sustain, renew **C.M. & W.O Sheppard, Inc.** for 99 years



*Bill, Craig and Ben Sheppard*

**B**en Sheppard was on his way to an Oregon State Football game with his dad, Craig Sheppard, the first time they talked about him coming back to help run the family business.

Ben was in his mid-20s and working in Portland at the time. The idea of returning to his hometown of Hood River and becoming the fourth generation to join the farm machinery business, C.M. & W.O. Sheppard, Inc., was something Ben brought up.

“We never talked about it growing up,” Ben recalls. “It was never an expectation.”

When they were younger, Ben and his siblings always knew it was an option. But Craig Sheppard told his children to do what they

wanted, what made them happy. That no-pressure approach mirrors what Craig experienced from his father, Bill Sheppard, the former general manager.

“People don’t need to think they have to do something,” Craig says. “If they are willing, they do a lot better job if it’s their choice.”

Bill Sheppard had worked for the company his father and uncle founded before leaving to study business at Oregon State. When he graduated in 1950 and returned home, he quickly found himself in a position of having to run the company.

“They made me the general manager, and they walked out,” Bill recalls.



Bill successfully ran the business for 30 years until Craig was ready to buy in. Along the way, he tried new things, selling Toyota cars and John Deere tractors for a time before settling on sales and service of farm machinery, including Kubota tractors.

Sheppard's core customers have been different generations of the same family farmers in the area. But they've broadened their appeal to smaller farms and home-owners.

As Sheppard approaches its 100th year in 2019, the business continues to evolve, guided by new ideas and different ways of doing things with input from non-family board members, as well as the third and fourth generation owners.

"Each generation seems to be supportive when the next generation comes in with an idea to grow and expand the business or try new things," Ben says. "We're pretty open with each other."

The recent decision to leave downtown after 88 years and build a new location is an example of how things get done at Sheppard's. They needed more space for future growth.

"There was a lot of history in the old building," Ben says. "People enjoyed being in there."

But it was difficult to maneuver tractors around downtown with all the tourists. The business needed to be someplace customers could get to easily.

Ben took lead on the new building project and moving, Craig says.

"But it actually took all three generations to make it happen," he says. "I don't think any one could have ever accomplished it anywhere near as easy."

Craig values Ben's contributions, the same way his dad valued his.

"Generations that come along ... they have a different mindset, and their experiences are different," Craig says. "There's a lot more technical things going on."

When Craig started out, making a sale often involved calling on farmers and growers, sitting down with a customer at a kitchen table and talking one-on-one. For Sheppard to keep pace with changing times and business practices, Ben brings a different approach and new skills.

"Dad will just shake his head when I sell a tractor via text message," Ben says.

Technology may be changing how business gets done, but the family values remain the same.

"What we strive to be known for is honesty and integrity," Ben says. "We're a small business in a small town."

The Sheppards feel a sense of obligation to give back to the community. Ben is an elected Port Commissioner and participates in Rotary with Craig, who serves as Rotary Foundation President. Every generation has been part of a search and rescue group that Bill's father helped found. The CragRats is the oldest certified organization for technical rock and avalanche rescues in America.

"We're pretty proud of that," Bill says.

Bill is officially retired, and no longer has an official role.

"But they still let me come in," he says.

And that's the best part, Ben says. He gets to work alongside his dad and grandpa.

"When you own a family business, you get to work with your family every day," he says.

Ben's kids are already excited about the family business. But what's not to like about a tractor store when you are 8? If they choose this career someday, Ben says it will be great. But he won't tell them that.

"It's the only fair way to do it with the next generation," he says. "It's their choice."

## At a Glance

Year started: **1919** | Number of generations in the business: **3** | Number of family members in the business: **3** | Age of youngest family member in the business: **41** | Age of oldest family member in the business: **90** | Last family vacation destination: **BOSTON** | Favorite restaurant for family dinner: **ANYTHING ITALIAN** | Name and firm of most helpful family business professional: **HOOD RIVER COUNTY CHAMBER OF COMMERCE** | Best business decision: **TAKING ON KUBOTA TRACTOR CORPORATION IN 1972**

# Family members find meaningful roles at **Lee Farms**

**A**nnie Lee-Bartelamia remembers the first paid job she had growing up on her family's farm near Tualatin. She wasn't just handed a task, like weeding the pumpkin patch or picking apples. She was given a small plot of soil where she planted and tended cut flowers that she could sell and keep the money.

Lee-Bartelamia says it was the same for her four siblings.

"We were encouraged to start and create new roles on our own," Lee-Bartelamia says.

Owner Craig Lee wanted to avoid the tension he experienced when he returned to the farm with a master's degree in agricultural science and a minor in education from Oregon State, and proposed adding a pumpkin patch on his parent's Century Farm.

Lee-Bartelamia credits her dad with encouraging his children to develop new ideas, creating avenues of revenue to sustain everyone who wants to participate in the family business.

That includes Lee-Bartelamia who has been working full-time at the farm since she was 19. She enjoys cooking and runs the farm store, selling baked goods, produce, jams and jellies, seasonal decorations and gifts. Her husband, Noah Bartelamia, helps his father-in-law hauling hay, running tractors and maintaining the grounds, in addition to helping in the farm store.



*Seated left to right: Kara Lee-Huffman, Annie Lee-Bartelamia, Craig Lee; standing: Teagan Lee-Milera*

Teagan Lee-Milera quit her job as a pharmaceutical representative to become the farm's operations manager. She's in charge of bookkeeping, scheduling, budgeting and logistics.

Kara Lee-Huffman is the yard manager, in charge of all the seasonal employees. She also coordinates the school tours that visit the farm.

Like his sister, Tommy Lee, 19, worked on

the family farm growing up. He plans to work there another year before enrolling for fall 2019 to study business at Oregon State.

Meanwhile, the fourth generation, Larry Lee, 87, is still active on the farm and raising cattle, while the seventh generation is growing up, learning the family work ethic and experiencing a lifestyle that is slowly disappearing from the Portland Metro area.

## At a Glance

Number of generations in the business: **4** | Number of family members in the business: **9** | Age of youngest family member in the business: **13** | Age of oldest family member in the business: **85** | Last family vacation destination: **CULTUS LAKE** | Favorite restaurant for family dinner: **EL SOL DE MEXICO** | Name and firm of most helpful family business professional: **HUGH WITH MAIZE QUEST** | Best business decision: **TO BECOME FULLY DIRECT-TO-CUSTOMER SALES**

# Stehn Family Funeral Homes adapts for long-term sustainability

When Mark Stehn got into the family business as a licensed funeral director and embalmer back in 1987, the business looked quite a bit different than it does today.

Back then, most funeral homes were family-run and had long been serving a neighborhood, town or community. That's the business his parents, Robert and Sandy Stehn, purchased in 1977 in Milwaukie that became Stehn Family Funeral Homes. Before that, Robert Stehn had worked as a funeral home manager on the Coast for 10 years.

"Bob always wanted to own one," Sandy recalls.

Four decades later, a family-owned funeral home is now somewhat unique.

But Mark Stehn still sees a future in the family business. Corporations can't compete with the personalized service he provides.

"In a lot of ways, they are easy to compete against," Mark Stehn says. "There is always going to be a place for the family funeral home."

The Stehns have been leaders in adapting to consumer trends, becoming the first funeral home in Oregon and third in the country to offer tribute videos to families, which has become common practice.

The Stehns have been deeply involved in the community, participating in numerous civic groups, events and both national and state trade associations. Since taking over as director when his dad was diagnosed with Alzheimer's, Mark Stehn has continued those memberships and community commitments.

Sandy Stehn, who still does the bookkeeping, says her husband believed in handling everything with a personal touch.

"It wasn't like a cookie-cutter business," Sandy Stehn says. "Bob was a believer in treating people the way he would want to be treated."

The Stehns were nominated for the Excellence in Family Business Awards by a family they had served.

"We are honored to be considered," Mark Stehn says.

Mark Stehn attended the funeral service education program at Mount Hood Community College, completed a two-year apprenticeship and passed a national board exam to become a licensed funeral director. He worked outside the family business for 15 years. Then he became executive director of the Oregon Funeral Directors Association for 8 years, where he worked on legislative issues relating to the funeral industry in Oregon.

But when his dad could no longer work, Mark Stehn came back to the family business.



Sandy and Mark Stehn

"When I came in, we had to make changes in the day-to-day operations," he says. "I gleaned all the best practices from my previous experiences, so it was easy to bring those ideas here."

These changes are aimed at achieving long-term sustainability for the family business. But the most important things he learned from his dad haven't changed: attention to detail, accuracy and community.

## At a Glance

Number of generations in the business: **2** | Number of family members in the business: **4** | Age of youngest family member in the business: **53** | Age of oldest family member in the business: **80** | Last family vacation destination: **CENTRAL OREGON** | Favorite restaurant for family dinner: **GUSTAV'S** | Best business decision: **OREGON FUNERAL DIRECTORS ASSOCIATION**

# Family values contribute to harmony, success at Tec Laboratories



*Left to right: Vern, Stephen, Steve, Callie and Tonya Smith*

**D**r. Robert Smith used to say to his children that harmony breeds harmony and always do what's right.

Though Dr. Smith has since passed on, the core values that he founded his company on are carried on by his two adult sons who now lead Tec Laboratories in Albany.

"We're very intentional about planting harmony in the company," says Steve Smith, President and CEO of Tec Laboratories. "It makes it a great place to work."

Recognition in Family Harmony by the Excellence in Family Business Awards validates what Tec Laboratories has done from the start. But you don't have to take our word for it. Tec Laboratories has been recognized for 15 years as an Oregon Top 100 Employer, was inducted into Oregon Business Magazine's Hall of Fame, is a certified Great Place to Work® and is ranked by The Scientist Magazine as a Best Place to Work.

A family-like culture is at the forefront of the business that manufactures innovative pharmaceutical products, including Tecnu,

which famously removes the rash-causing oil from poison oak plants.

In the digital age, it's important for a business to be perceived as good. But Tec Laboratories didn't have to change to achieve its reputation.

"We're the same this year, this decade, for the last 40 years," Steve says.

The Smith family came to Oregon from the Midwest, where they farmed for generations. Vern Smith, vice president of research and development at Tec Laboratories, and Steve's brother, says their grandfather set an example by caring for his Belgium horses that did the plowing before he came in each night. At Tec Laboratories, they refer to this value as "share in the harvest."

"It allows employees to share in the success at Tec Labs," Vern says.

Company treasurer Tonya Smith, Steve's wife, says part of Tec Laboratories's corporate goals is creating the right culture, not just growth and revenue.

"Trust, loyalty and commitment. You can accomplish so much with those three core values," Tonya says. "We all feel the harmony within our family and that transcends to the harmony of the business."

The consistency and alignment of family values with company values makes it easy for the third generation to join the family business, says Stephen Grantham, Tonya's son, who works as a general manager for Tec Laboratories.

Callie Smith, Steve and Tonya's daughter, is in high school, and works at Tec Laboratories as an intern. She's helped her parents with marketing projects and participates in company leadership meetings. The Smiths also have a family business advisor who is helping with development and training of the next generation.

Callie says her family's approach has been helpful and meaningful.

"It's allowed me to figure out what I like and what I don't like," Callie says. "It's allowed me to figure out what my strengths are, but also where my weaknesses are."

Her words nearly match those that her grandpa used to say to his sons: A youngster's responsibility is to find out what they love to do, but also to find out what they don't love to do.

Also, Dr. Smith insisted that education should not get in the way of learning. When Vern and Steve were growing up, they would go on family road trips in the station wagon. Steve remembers being 8 years old and walking around trade shows.

"I just assumed everybody on vacation would visit orange juice plants or coal mines or chemical factories," Steve says.

Now he provides his children and grandchildren the same opportunities to travel with him on business.

"From an early age, the youngsters have learned how to meet and greet," Steve says. "It's just natural for us to do that."

Vern likens the training process to owning a classic airplane, which is one of his hobbies away from work.

"During the time you own it, you'll take care of it. You'll improve it. But there's a really good chance that it's going to outlast you," he says.

The same thing applies to a family business. He, Steve and Tonya are the stewards.

"We'll do the best we can, but the next owner is going to have to be able to run it, operate it and improve it as well," he says.

Recently, he had the opportunity to work with his nephew, Stephen, on the process for a new market. Vern created the process, then handed it off to Stephen.

"Take it. Run with it. Do the best you can," he said. "Because you're the next steward."

## At a Glance

Year started: **1977** | Number of generations in the business: **2** | Number of family members in the business: **4** | Age of youngest family member in the business: **17** | Age of oldest family member in the business: **64** | Last family vacation destination: **MT. BACHELOR/SUNRIVER** | Name and firm of most helpful family business professional: **JEAN MEEKS-KOCH, PH.D., POSITIVELY PEOPLE FAMILY BUSINESS ADVISOR** | Best business decision: **USING STRENGTH FINDERS AND OPEN BOOK MANAGEMENT TO ENGAGE EMPLOYEES**

# Two generations contribute to the strength of **Abbott & Associates**

Since she got her first job working at a professional placement firm, Joan Wiederspiel had always wanted to own a staffing business. But even after starting that company, Abbott & Associates, in the living room where her children literally grew up watching her succeed, it came as a surprise when four years ago, Wiederspiel's daughter announced that she wanted to follow in her mom's footsteps.

In retrospect, there were clues of what Rachel Wiederspiel was thinking.

"She got her degree in business. I got my degree in business. I did marketing, and she did marketing," Wiederspiel recalls.

Rachel interned with Abbott's largest client, getting to know them and their staffing needs.

Regardless of her initial disbelief, Wiederspiel considers herself lucky that the company she founded is now a family business. Watching her daughter assume greater responsibility at Abbott brings added pride to what she's accomplished.

"I'm very grateful," she says. "I'm almost giddy about it."

Wiederspiel describes the circumstances that led to her starting the business as an "awesome situation that fell into my lap."

After working for a national staffing office in Portland, she transferred with the company to Sarasota, Florida. Then the branch she managed closed and she was laid off.

"That's when I started Abbott," she recalls. "In hindsight, I was very bold. At the time, I didn't have much of an option."

But with more than 20 years of experience as a successful businesswoman, she had faith in what she was doing.

Wiederspiel recalls how supportive her family has been, including her parents and her ex-husband, Jesse. When they lived in Florida, they were a single-income family, with Jesse taking care of the kids and coaching soccer. They remain close and he still does payroll for the company.



*Rachel, Jesse and Joan Wiederspiel*

"Even though we're not married, he was a big part of it," she says. Seeing her mom in action was influential.

"I remember coming home from school and having to be quiet because Mom was on the phone with potential clients in Portland," Rachel recalls.

"Her spirit and drive have always been inspiring to me," she says.

Once Rachel gains the necessary management skills, Wiederspiel's vision is to have her become company vice-president. Meanwhile, Rachel plans to keep strategizing with her mom to move the business forward.

"To be able to be a part of her dream and be by her side has now been my dream come true," she says.

## At a Glance

Year started: **2002** | Number of generations in the business: **2** | Number of family members in the business: **3** | Age of youngest family member in the business: **28** | Age of oldest family member in the business: **70** | Last family vacation destination: **CHILE** | Favorite restaurant for family dinner: **OLD SALT MARKETPLACE** | Name and firm of most helpful family business professional: **LAURA AMITON, HEALTHY PETS NORTHWEST/THE FILLING STATION; KATHY LOEBE, CLUTTER GURU** | Best business decision: **TO HIRE MY DAUGHTER, RACHEL**

# Love of family, Lebanese cooking, elevates Nicholas Restaurant

**W**hen 13-year-old Nicholas Khouri greets guests at Nicholas Restaurant, a lot of people mistakenly think the family restaurant is named for him. The personable teen already has a knack for making people feel welcome and he loves cooking traditional Lebanese food.

“He has a special love for this restaurant,” says his mom, Hilda Dibe.

The restaurant is actually named for his late grandfather, Nicholas Dibe, whose love for family and Lebanese cooking paved the way to a better life for three generations of the Dibe family. Nicholas and his family escaped from Beirut, Lebanon in 1982 as refugees, fleeing a war that would claim the lives of his mother, a sister and a brother. His wife, Linda, had a sister in Portland who sponsored them.

When they arrived in Oregon, they had to start all over. Nicholas, who was in his late-40s, had a pension from working for Air France, and Linda was an excellent cook. So they used their savings to start Nicholas Restaurant in 1987.

At that time, the political climate wasn't welcoming of people from the Middle East. But Linda's fresh-baked bread and traditional home cooking attracted a loyal following, and soon the family's struggle turned to success.



*Linda Dibe, Nathalie Zerka, Nicholas Khouri and Hilda Dibe Williams*

Hilda, the youngest of four sisters, was the same age that her oldest son, Nicholas, is now when she started helping at the restaurant. By age 16, she rode the Max from their home in Gresham after school each day to wash dishes. When she was 22, her parents were ready to retire.

A niece, Nathalie Zerka, the daughter of Hilda's oldest sister, is in charge of all administrative functions, including bookkeeping, payroll, HR and catering sales.

In 2003, Nicholas Restaurant opened a new concept on Broadway, and in 2010, added a Gresham location. Hilda also runs a catering business.

Every-other Sunday, the whole family gathers to share a meal. With sisters who also own restaurants, there's a lot they have in common: labor laws, restaurant reviews, balancing work and life.

“It keeps us working together in great harmony,” she says.

## At a Glance

Year started: **1987** | Number of generations in the business: **3** | Number of family members in the business: **4** | Age of youngest family member in the business: **14** | Age of oldest family member in the business: **74** | Last family vacation destination: **WASHINGTON, DC** | Favorite restaurant for family dinner: **MOTHER'S BISTRO** | Name and firm of most helpful family business professional: **WILD WOODS PEST CONTROL** | Best business decision: **HIRING A SOCIAL MEDIA MARKETER AND EXPANDING THE CATERING BUSINESS**

# Recipients of the Excellence in Family Business Awards

A-dec, Inc.  
Advanced Wealth Management  
Aggregate Resource Ind.  
Air Filter Sales and Service, Inc.  
Airefco, Inc.  
Alan Brown Tire Center  
Anderson Family Farm  
ArborBrook Vineyards  
Batzler Construction, Inc.  
Beacock Music Company  
Beaverton Foods, Inc.  
Bedmart, Inc.  
Benchmade Knife Company  
Bike Newport  
Bill Naito Company  
Blue Raeven Farmstand, LLC  
Boyd Coffee Company  
Bronleewe, Inc.  
C&D Landscape Co.  
CA/OR Broadcasting, Inc.  
Capital City Companies, Inc.  
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Cascade Publications, Inc.  
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CM & WO Sheppard, Inc.  
Coelho Winery  
Colas Construction, Inc.  
Conser Homes, Inc.  
Consolidated Supply Co.  
Corvallis Custom Kitchen & Baths  
Courtesy Janitorial Services, LLC  
Cutsforth's Thriftway Marketplace  
David H. Sutherland & Co., Inc.  
Day Family of Businesses  
Denton Plastics  
DeSantis Landscapes, Inc.  
Diversified Welding Works, Inc.  
Domaine Serene

Drake's 7 Dees Garden Center & Landscaping  
Duck Pond Cellars  
Eagle Newspapers, Inc.  
East Oregonian Publishing Co.  
Ediger's Church Furniture  
Fall Creek Farm & Nursery, Inc.  
First Response, Inc.  
Fitzpatrick Painting, Inc.  
Flaming Medical  
Freres Lumber Company, Inc.  
Fruithill Inc.  
Furniture Showcase, Inc.  
Garland Nursery  
Generations, LLC  
Gimre's Shoes, Inc.  
Glass Alchemy, Ltd.  
GloryBee  
Gomberg Kite Productions Intl  
Gormely Plumbing & Heating  
Hagan Hamilton Insurance  
Healthy Pets Northwest, Inc.  
Heceta Head Lighthouse Bed and Breakfast  
Henningsen Cold Storage Co.  
High Cascade Printing  
Higher Taste  
Hillsboro Implants & Periodontics  
Hotchkiss Company, Inc.  
Hybrid Real Estate  
IB Roof Systems  
Interstate Roofing, Inc.  
JaCiva's Chocolatier  
Jag Forms  
James W. Fowler Affiliates  
JLE Enterprises, Inc.  
John Helmer, Haberdasher, Inc.  
Josephine County Title Company  
Kadee Quality Products Co.  
Kelly's Home Center  
Koeber's, Inc.  
Kraemer Farms  
La Costa Verde, dba Andina Restaurant

Lacey Glass, Inc.  
The Bomber Restaurant  
Lakeside Lumber Company  
LaRog Jewelers  
Lee Farms  
Les Schwab Companies  
Leupold and Stevens  
Lonely Lanes Farms, Mt. Angel  
Lum's Auto Center  
Madden Industrial Craftsmen  
Mater Engineering  
McGuire Bearing Company  
Medford Fabrication  
Meisel Rock Products.  
Melvin Mark Companies  
Meyer Sign Company of OR  
Myers Containers, LLC



*Brett Baker, president of Austin Industries LLC and 2017 Excellence in Family Business Awards Master of Ceremonies.*



Micro-Trains Line Co.  
 Miles Fiberglass & Composites  
 Mill End Store  
 Mo's Enterprises  
 Musgrove Mortuaries & Cemeteries  
 Naumes, Inc.  
 Neil Kelly Company  
 Newberg Steel & Fabrication, Inc.  
 NiceBadge  
 Nicholas Restaurant  
 North Lincoln Sanitary Service  
 Nosler, Inc.  
 Old Dominion Collision Repair  
 Oliver Insurance  
 Olufson Designs, LLC  
 O'Neill Pine Company  
 Optimize Technologies  
 Oregon Coffee & Tea  
 Ornelas Enterprises, Inc.  
 Otto's Sausage Kitchen, Inc.  
 Paradise Harley-Davidson and Buell  
 Peninsula Glass Company  
 Portland Pet Food  
 Portland Transmission Warehouse  
 Powell's Books  
 Power Equipment Systems  
 ProWorks Corporation  
 R & R King Logging  
 Rainbow Carpet Cleaning  
 Ray Shultens Motors  
 Reece & Associates, Inc.  
 Register Guard  
 Roberts Motor Company  
 Robnett's Hardware Inc.  
 Roe Motors  
 Rose City Label Company  
 Roth & Miller Autobody, Inc.  
 S. Brooks and Associates  
 Second Glance/The Annex  
 Security Signs  
 Shonnard's Nursery, Florist & Landscape



*Jim and Sue Coleman with College of Business Dean Mitzi Montoya at the 2018 Spring OSU Alumni Awards honoring Jim with the E.B. Lemon Distinguished Alumni Award*

Sid Johnson & Co.  
 Silver Eagle Manufacturing Co.  
 Skanner News Group  
 Skipanon Brand Seafoods  
 Snyder Roofing & Sheet Metal  
 Sokol Blosser Winery  
 Specialty Polymers, Inc.  
 Speed's Towing  
 Starker Forests, Inc.  
 Sunset Farm and Nursery  
 Sweeney Promotions Inc.  
 Tec Laboratories, Inc.  
 Teeny Foods Corporation  
 The Bookkeeping Company, LLC  
 The Cherry Country  
 The Fisher Ernst Group  
 The Hanson Family Singers  
 The Joel Palmer House  
 The Ulven Companies  
 The Victory Group, Inc.  
 Thermal Mechanical, Inc.  
 Thompson's Sanitary Service, Inc.  
 Timmco Insurance, Inc.

TNT Builders  
 Tomco Electric, Inc.  
 Twelve-Mile Disposal Service  
 TWGW, Inc.  
 Tyco, Inc.  
 Umpqua Dairy Products Co.  
 Unger Farms, Inc.  
 United Disposal  
 Valley Fire Control  
 Van Natta Public Relations, Inc.  
 ViewPlus Technologies, Inc.  
 ViewPoint Construction Software  
 Wanderlust Tours  
 Weisinger's Winery  
 Wentworth Auto Group  
 Western Communication  
 Western Precision Products  
 Wilcox Farms  
 Wildish Land Company  
 Wilfs Restaurant and Bar  
 Willamette Valley Pie Company  
 WSC Insurance  
 Yoshida Group of Companies

# Madeline Mullins

## Senior, Management

Madeline Mullins, the 2018 Family Business Student of the Year, is a senior in the OSU College of Business majoring in Management. She is the third generation of the Mullins family that owns and operates Western Precision Products in Tualatin. Maddie was familiar to the AFBP office staff when she first arrived on campus because she would stop by the office to borrow books from the family business library. As a junior she enrolled in the Family Business Management class and became president of Generation Next, the family business student club. Maddie was selected for the Family Business Case Competition team. Before she graduates Maddie will compete in the 2019 Global Family Enterprise Case Competition.

### 1. WHAT IS YOUR EARLIEST FAMILY BUSINESS MEMORY?

One of my other favorite childhood memories was the company picnics. Bouncy houses, horseshoes, dunk tanks, corn hole and more – it was a child’s dream. However, watching my grandpa call bingo, and now my dad and uncle, has always been my favorite part. Growing up and watching how the employees respected and adored my grandpa, dad, and uncle was inspiring. It was from this moment that I fell in love with the company – the people, the culture, and the overall atmosphere.

### 2. WHAT IS THE BEST ADVICE THAT YOU’VE RECEIVED ABOUT FAMILY BUSINESSES?

The best advice I have received about family business is to be prepared to work twice as hard as everyone else. Being in a family business requires showing up earlier, and staying later – the microscope is always on, and the job is never done. I learned that it takes years to gain credibility, but only a

second to lose it. Most importantly, my dad’s advice has always been to “work hard, try your best, be honest, and never give up”.

### 3. WHAT WERE YOUR ROLES AT WPP WHEN YOU STARTED WORKING THERE AT 18?

When I started at WPP, I was an administrative assistant and receptionist, allowing me to meet all of the customers and suppliers. I scanned documents, and converted the company from paper files to digital. Even with such a routine task, I learned some of the most important skills to date – I learned about the company’s history, the industry, the employees, and I felt even closer to my dad, uncle, and late grandfather.

### 4. WHAT ADVICE DO YOU HAVE FOR OTHER FAMILY BUSINESS STUDENTS?

Family business is a community – there are many resources within the Family Business Program. Without a doubt, there is a faculty member, student, or alumni in the program that has or had the same questions or challenges that you do. I have been amazed by the networks and connections that I have made through this outlet.

### 5. WHICH FAMILY BUSINESS AUTHOR DO YOU RECOMMEND?

My favorite family business author is Randel Carlock – his expertise in family businesses allow him to have a raw and realistic view on companies like mine.

I recommend ‘The Goal’ by Eliyahu M. Goldratt. Goldratt does a fantastic job of depicting the challenges that a manufacturing plant faces, and presents practical solutions. While it is not specifically geared towards a family business, this book highlights many of the common obstacles we see at Western Precision.



### 6. WHAT’S YOUR FAVORITE DOWNTIME ACTIVITY?

In my downtime, one of my favorite things to do is coach the Tigard/ Tualatin middle school dance team. This allows me to feed my passion and be a role model for young girls in my community. I also love to travel, hike, and spend time with my friends and family.

### 7. WHAT’S YOUR NEXT STEP?

After I graduate in March 2019, I will further develop my skills and experiences in marketing and project management. I’m excited to use the skills I have learned from both Oregon State and Western Precision Products to hone my craft while combining my passions, skill sets, and experiences. I hope to grow sales and company awareness through both social media and personal interactions.

# PORT BLAKELY, Seattle

Since 2008 the Dean's Award for Family Business Leadership has recognized significant family enterprises of the Pacific Northwest. The recipients represent successful businesses with deep family legacies and continuing commitment to their community.



**René Ancinas**  
CEO, Port Blakely

Port Blakely, founded in 1864, is guided by the Eddy family and builds on a deep history of thoughtful resource management and stewardship. The company sustainably manages forests in Washington, Oregon and New Zealand supplying countries around the world with hemlock and Douglas fir. Guided by the company value “tomorrow comes first” conservation is their highest priority.

The executive leadership transition to fourth generation René Ancinas was carefully planned and the Eddy Family Council exists to maintain the balance of family legacy and corporate innovation.

Ancinas, a fourth-generation family member became CEO in 2010 after serving as president and chief operating officer. He was a founding member and the first president of the Eddy Family Council. A trained clarinetist, with degrees from Oberlin Conservatory and the San Francisco Conservatory, Ancinas completed the Executive MBA program at the University of Washington before moving into his leadership role at Port Blakely.

## 1. BEST ADVICE TO THE NEXT GENERATION:

Have career interests outside the family's core business. A diversity of experience and perspective among family members will help make sure your company thrives. And if you want to work for – or run – the business, think about getting experience outside the company before you dive in – it will build both confidence and credibility with your family and employees. Either way, find a way to get involved. Family companies need all family members to have a connection – especially if they aren't employees.

## 2. GREATEST ADVANTAGE OF FAMILY OWNERSHIP IN BUSINESS:

Families often take a longer view than their competitors factoring in outcomes beyond just the bottom line – like taking care of customers, employees, business partners and communities. This can create a special bond between family members and their company, which in turn strengthens intangible assets like legacy, trust and pride. These ingredients of “patient capital” empower family companies to be more resilient and resourceful while

providing sustainable financial returns. They pay different dividends in the long term, a great competitive advantage for family companies.

## 3. LAST FAMILY VACATION DESTINATION:

I grew up in the Sierra Nevadas near Lake Tahoe – so anytime we can spend an extended amount of time there, I'm very happy. In fact, our annual meeting in June was there. There's nothing like mountain air, lakes, rivers and trees to restore the soul!

## 4. RECOMMENDED FAMILY BUSINESS BOOK:

I like a lot of the short, quick reads that are published by The Family Business Consulting Group ([www.thefbcg.com](http://www.thefbcg.com)). They are clear, easy to understand and are packed full of ideas and best practices. Financing Transitions and Family Business Succession are both used by our family council and board as reference and educational tools. And of course, anything written by Dr. John Davis ([www.johndavis.com](http://www.johndavis.com) and [www.cfeg.com](http://www.cfeg.com)) is well worth your time if you really want to understand what makes family businesses work and thrive.

## 5. BEST BUSINESS DECISION THAT POSITIONS THE FAMILY COMPANIES TO LAST FOR GENERATIONS:

The best decision we ever made was to establish a family governance system, led by our family council, which really fit our family and company. While we had a great board, we needed to engage our current and future owners in the direction of the company. Doing this has made us more cohesive as a family and very proud and aligned with the company, its values and our shared vision for the future.

## Family Business Guest Speakers

Thank you to the speakers who travelled to Corvallis to support the 2018 Family Business Management Class and the future leaders of Oregon's family businesses:

**Dawson Bean**, Lane Irrigation

**Clint Bentz**, CPA, Business Navigators

**Celeste Bonniksen**, Cherry Country

**Mackenzie Day**, Day Wireless Systems

**Alyssa Duval**, Duval Farms

**Brian Harris**, Harris Holdings, Inc.

**Marsia Gunter**, Continuous Breakthru

**Kelsey Madden**, Madden Industrial Craftsmen

**Francisco Marquez**, Reser's Fine Foods

**Joanna Morrill**, Leupold & Stevens, Inc.

**John Nygaard, JD**, Warrenton Fiber Company

**Scott Pillsbury**, Rose City Labels

**Lucas Rue, MBA**, Victor Point Farms

**Chris Shonnard**, Shonnard's Nursery, Florist & Landscape

**Greg Waggoner**, Leupold & Stevens, Inc.

**Cody White, MBA**, Whites Trucking

## Global Family Enterprise Case Competition



*Maddie Mullins, senior in management; Taylor Smith, sophomore in finance; Zachary Taylor, sophomore in business administration*

### JANUARY 9-12, 2019 | UNIVERSITY OF VERMONT

For the first time the Austin Family Business Program will be sending an undergraduate team to the 2019 Global Family Enterprise Case Competition (GFECC) in Vermont. The team was selected in spring 2018 based on their participation in the Generation Next family business club, interest in competing and public speaking experience. College of Business alumni and faculty are serving as guest judges to get the team ready.

This will be the sixth year the competition has been offered and OSU will compete against 13 other undergraduate teams that are from the US and countries including Canada, Mexico, China, Columbia and the Netherlands. The competition is hosted annually by the Grossman School of Business, at the University of Vermont in Burlington.

The GFECC is the world's premier competition for students, at both the graduate and undergraduate levels, to demonstrate their understanding of the critical issues that are unique to family enterprises, by applying their classroom knowledge and expertise towards solving complex family business cases.

During four tough rounds of competition, teams present their case to a distinguished panel of judges who will determine which group best understood, analyzed and presented the case.

# Generation Next

Generation Next, the student organization for undergraduates who grew up in a family business, is starting its second year. Inspired by young entrepreneur Liz Wessel's Ted Talk "7 Things To Do Before You Graduate College" club members built a list of 7 things to do before they graduate college to prepare for running the family business.

At the first meeting of the year students welcomed Jon Iverson, 3rd generation family member of Wooden Shoe Tulip Farm and Vineyard who graduated from OSU in 2008. Following Iverson's remarks, club members used secret ballots to vote on several items to narrow down the list. Each club meeting during the 2018-19 academic year will focus on a different topic. By the end of the year all club members will be better prepared to run their family business.

## 1. APPLY FOR A FAMILY BUSINESS SCHOLARSHIP

Oregon State University has the largest family business scholarship endowment in the nation. Each year nearly \$20,000 is awarded to undergraduates from family businesses.

## 2. PREPARE MY NET WORTH STATEMENT

Understanding how to account for and manage personal finances establishes fiscal responsibility and prepares students for understanding personal guarantees and financial commitments that go along with owning a family business.

## 3. GET A PROFESSIONAL PHOTO

Social identities are well developed in college but a professional image is needed when serving as an ambassador for the family business. A professional head shot is useful and can be the starting point for the development of a professional identity.

## 4. TAKE A PROFESSOR TO COFFEE

One of the best parts about university are the exposure to many colleagues and instructors who are deeply interested in learning about business. Getting to know faculty members outside of class can open up a larger network of opportunities and resources down the road.

## 5. TOUR A FAMILY BUSINESS

Meeting a business founder and seeing the structures and equipment that supports their business provides a deeper look and comparison in ways to run and grow a business. Several longstanding family businesses are accessible to Corvallis students.

## 6. VISIT A FOREIGN COUNTRY

Business owners often travel internationally and becoming familiar with the benefits of international travel will be helpful to students. Club members are constrained by time but Corvallis is within a day's drive of the University of British Columbia's outstanding Family Business Institute.

## 7. GO FOR AN ADVENTURE

Reaching new places to test endurance and creativity are memorable and fun experiences and deepen the network and connection to family business student peers.



# FB Careers in Austin Hall

**Work Local, Live Local** is an annual career fair held in Austin Hall where students connect with Oregon businesses in a business-casual environment.

Students learn about great employers, based in the Northwest, offering internships or full-time job openings. This event has become an annual resource for small and medium-sized family businesses seeking talented students.

Thanks to the following family businesses who launched Work Local, Live Local in 2018:

**Benchmade Knife**

**Consolidated Supply Co.**

**Day Wireless Systems**

**GloryBee**

**Hagan Hamilton Insurance Services**

**Henningesen Cold Storage**

**TEC Equipment**

**The Ulven Companies**

**General Sheet Metal**

**David H. Sutherland & Co.**

**Contract Furnishings Mart**



*Mary Sutherland Crouse with son Andrew Crouse of David H. Sutherland & Co.*



*Far left: Celeste and Dylan McEntee; far right: Gabrielle McEntee next to mom Cindy McEntee. Fifth generation members are seated.*

Siblings Gabrielle and Dylan McEntee of the fourth generation of Mo's Seafood and Chowder are hosting the 2018 awards event. Mo's Enterprises won an Excellence in Family Business Award in 1995.

With the continued success of the business third generation owner Cindy McEntee went on to be selected Oregon's Small Business Person of the Year in 2001 and was then first runner up as the U.S. Small Business Administration Small Business of the Year.

Dylan and Gabrielle prepared for their emcee role serving as the 2017 Emerging Family Business Luncheon keynote speakers and were an audience favorite.

**THURSDAY, NOVEMBER 15 | 1 – 3:45 PM**  
**LIBRARY, 2ND FLOOR**  
**SENTINEL HOTEL, PORTLAND**

**Two facilitated panels explore family and non-family leadership in legacy businesses from the perspectives of the family and the professional advisors who counsel privately-held businesses.**

The 2016 PricewaterhouseCoopers survey of U.S. family business owners found that most owners planned to pass the business on to the next generation “to own and run.” However, 2016 marked the first time that U.S. family businesses reported a higher number planning to sell the business to an outside party than to pass the business on to the next generation “to own but not run”. Family governance structures, culture and long-term plans provide the basis for deciding whether non-family leadership is an effective option to grow a legacy business.

Panel facilitator: **Grant Jones**, CFO, Day Wireless Systems.



### **Panel 1: Advisor Point of View | 1 p.m.**

**Clint Bentz**, CPA, Business Navigators LLC & Blue Den Farm

**June Wiyrick Flores, JD**, partner, Miller Nash Graham & Dunn

**John Amato**, managing director, Cascadia Capital



### **Panel 2: Executive Point of View | 2:30 p.m.**

**René Ancinas**, chairman and CEO, Port Blakely

**Greg Waggoner**, board member, Leupold & Stevens

**Brian Harris**, Harris Holdings Co.

# FAMILY BUSINESS 360<sup>o</sup>

The premier source for family business education & networking

## Portland

### FEBRUARY 14

#### Family Momentum: Readyng Future Family Business Leaders

Marsia Gunter and Karen Carnahan  
Carnahan, Smith & Gunter  
OSU Portland

### MARCH 14

#### Inviting Outsiders In: Exploring the Value of Non-Family Board Members

Jeffrey Cronn  
Tonkon Torp LLP  
OSU Portland

### APRIL 11

#### Life Happens: Anticipating the Unknown in Shareholder Agreements

Justin Denton  
Tonkon Torp LLP  
OSU Portland

### MAY 16

#### Culture as Competitive Advantage in Your Family Business

Christen Picot  
Durham and Bates Agencies  
OSU Portland

## Salem

### MARCH 20

#### How Trust Can Be Your Most Valuable Family Business Asset

Mark Wickman  
Family Business Counsel  
Kroc Community Center

## Webinars

### DECEMBER 12

#### Who Will Lead? Filling Leadership Gaps in Your Family Business

Jim Grew  
The Grew Company  
*Free*

- 
- All **breakfasts** run from 7:30 to 9 a.m.
  - Cost is **\$40 per person**
  - A 25% discount is given for three or more registrations, either for the same event or for multiple events.
- 

## ADDITIONAL RESOURCES ON OUR WEBSITE

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### PODCASTS

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### VIDEOS

Inspiration from our Excellence Award winners, past and present

### FAMILY BUSINESS CONNECTIONS

Quarterly newsletter with inspiring articles and resources

To **register** and for complete series information visit [business.oregonstate.edu/familybusinessonline](http://business.oregonstate.edu/familybusinessonline) or call 800.859.7609



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**College of Business**

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