

CENTER FOR THE STUDY OF FREE ENTERPRISE

ANNUAL REPORT

2018-2019

Director: Edward J. Lopez
August 28, 2019



ABOUT WCU’S CENTER FOR THE STUDY OF FREE ENTERPRISE

Mission: The Center for the Study of Free Enterprise at Western Carolina University (CSFE at WCU) is a university-wide center whose mission is to provide economics research and thought leadership on issues pertaining to economic development in North Carolina, the region, and beyond, by conducting scholarly inquiry, policy analysis, educational activities, and community outreach on the role of free enterprise in a flourishing society.

Organizational Background: The Center was established on December 4, 2015 by a unanimous vote of WCU’s Board of Trustees (BOT), which established CSFE as a university-wide Center, housed in the College of Business, reporting to the University Administration, and ultimately a faculty-led process.

History: A brief overview of the Center’s history is as follows:

Fall 2015	Center proposal is brought forward by Professor Edward Lopez and College of Business Dean Darrell Parker. Proposal vetted and discussed by faculty and administration. Board of Trustees approves Center and appoints Edward Lopez Director, December 4, 2015.
Spring 2016	Provost Alison Morrison-Shetlar and Faculty Chair David McCord convene Implementation Advisory Board to recommend organizational structure and charge for CSFE’s ongoing Advisory Board.
Fall 2016	Provost appoints internal members of ongoing Advisory Board. Gift agreement is signed between WCU and Charles Koch Foundation. First installment of funding received October, 2016.
Spring 2017	Center launches. External members of ongoing Advisory Board are recruited. Center begins operations funding student-faculty projects and other activities.
Summer 2017	Student-faculty projects under way, some projects and activities completed, Center’s first annual report is written.
Fall 2017	First organizational meeting of the complete Advisory Board is held. Center bylaws become official. Mr. Ken Torok of Sylva named Advisory Board Chair.
Fall 2017-Spring 2018	First complete academic year of Center operations. Launch programs in all eight categories listed in scope of activities approved by Board of Trustees.
Fall 2018-Spring 2019	Second complete year. Expand programs and build in efficiencies.

WELCOME FROM DIRECTOR EDWARD LOPEZ:



Hi, and welcome to our 2018-19 annual report! As director of the Center, I continue to be amazed at the great accomplishments of the students and faculty whose projects the Center supports. Compared to our first full year in 2017-18, this past year has been a whole new level—welcoming new faces, significantly expanding our programs, and laying down firm plans for the future. I hope this report sums it all up effectively. We would love to hear your feedback, just send me an email at ejlopez@wcu.edu.

Our vision is to serve students, faculty, and community. As you will see in the following pages, our best work happens when a student—usually accompanied by a faculty sponsor, although not always—comes to us with a project that they’re passionate about and we can support. This is why we’ve built programs like our pre-doctoral fellowships, study away scholarships, and support opportunities like conference travel, research projects, and student groups. Our students are succeeding at the highest levels, bringing home awards and piling up acceptance letters. You’ll see some of these amazing stories unfold in these pages. Perhaps

you’ll have a favorite, one that stands out or resonates with you in some way. Again, we would love to hear your feedback, so feel free to drop me a line.

As for community, we serve the public with various workshops like our teacher training seminar on financial literacy, and big events like our Fireside Chat with Ken Langone last October. We also recently launched our new CSFE Issue Briefs series. These articles are written for members of the public who want to dive deep into an policy issue that is important to them. We plan to release a new issue brief every couple or few weeks. You can browse the existing series on our comprehensive website at enterprise.wcu.edu. Everything we do is also on our Facebook page.

Amidst all that, the most important changes this year were the arrivals of Kim Kopak and Jane Wiggins, who together manage the Center’s events and operations. Kim and Jane got a whirlwind start in September and have worked masterfully to make everything CSFE run smoothly.

We also welcomed four new Advisory Board members. On the internal side, Laura Wright (English), David McCord (Marketing), and Peter Nieckarz (Sociology) joined returning board members Niall Michelsen (Political Science), James Deconinck (Marketing), and Bill Yang (Engineering). Pam Frey (Sylva) joined returning external board members Ken Torok (Sylva), Georg Vanberg (Durham), Phil Walker (Hickory), and Tony Zande (Cashiers). Like the stage crew of a hit show, much of the Center’s successes owe themselves to a great deal of behind-the-scenes care and collaboration among these fine people. On behalf of all the students, faculty, and community members who the Center supported this year, many thanks to the entire CSFE team, with special thanks to Jane and Kim for their cheerful and efficient professionalism.

CSFE by the
NUMBERS

1
Successful Academic Year

2
New Staff Hires

2
Workshops and Seminars

4
New Advisory
Board Members

5
Issue Briefs
Published

5
Funded Faculty
Grant Proposals

7
Guest Speakers

17
Students Supported Including
3 Pre-doctoral Fellows

907
Attendees at CSFE
Sponsored Events

3,500
Estimated Pageviews on
CSFE’s website

91,828
Individuals Saw CSFE
Content on Facebook

CSFE PERSONNEL AND SCOPE OF ACTIVITIES:



Center Director:
The Center’s founding director is Edward Lopez, who is Professor of Economics and BB&T Distinguished Professor of Capitalism. Edward joined the WCU faculty in 2012 and teaches classes in public finance, ethics of capitalism, applied business economics, and principles of economics. As the (co)author of two books and over 50 scholarly publications, his research focuses on the economics of ideas, entrepreneurship, and politics. In 2018-19 Professor Lopez won the Honors College Board of Directors Faculty Excellence Award and was also a nominee for WCU’s Student-Nominated Teacher of the Year Award. A native of San Antonio, Texas, he lives in Buncombe County with his wife and two young children. More information is available at faculty.wcu.edu/ejlopez/.

Center Staff:



In September 2018, the Center welcomed two experienced professionals to the CSFE staff. Kim Kopak (pictured left) is a graduate of Florida State University and has a background in marketing and sales. She is a resident of Sylva. Jane Wiggins of Franklin is a University of Florida alumna with a background as a statistics teacher. Together Jane and Kim manage the

Center’s events and operations, ensuring with their hard work and professionalism that all things CSFE run smoothly.



Briton Bennett, a 2012 graduate of WCU with a degree in English, returned to the Center for a second year. Briton primarily handles the Center’s marketing and had been instrumental in the development of our website and social media presence. Briton has also led the design and build of the Center’s successful teacher training seminars. An invaluable member of the CSFE team for two years, Briton is moving on to pursue his dream of becoming a physician. He was admitted to his top choice, the University of South Carolina Medical School in Greenville, where he starts his first year this fall. Congratulations, Briton! We will miss you. Don’t be a stranger.

CENTER ADVISORY BOARD:

The Center’s Advisory Board consists of six tenured WCU faculty members, five distinguished members of the community. The Advisory Board’s charges are to:

- Advocate for the Center and the University;
- Advise the Director on the Center’s strategic plan, budget, and activities;
- Deliver advice on potential future Center initiatives;
- Remain active in Center events, meetings and discussions;
- Provide suggestions as to additional resources that may be able to add value to the Center; and
- Provide input and recommendations on how to keep the Center’s programs relevant and innovative.

2018-19 Internal Advisory Board Members:

- Laura Wright, Professor of English;
- David McCord, Professor of Psychology and former Faculty Senate Chair;
- Peter Nieckarz, Professor of Sociology;
- Bill Yang, Associate Professor of Electrical Engineering and former Faculty Senate Chair;
- James Deconinck, Professor of Marketing and Director, School of MESH, College of Business;
- Niall Michelson, Professor of Political Science.

2018-19 External Advisory Board Members:

- Ken Torok of Sylva, former President of UPS Asia;
- Tony Zande of Cashers, WCU class of 1976;
- Phil Walker, former WCU Trustee and UNC Governor;
- Georg Vanberg of Durham, Professor and Chair of Political Science, Duke University;
- Pam Frey of Sylva, former executive at Wells Fargo.

SCOPE OF CENTER ACTIVITIES:

WCU’s Board of Trustees approved a mission statement and a list of activities & deliverables that together serve as the Center’s guide to operations. Pursuant to the BOT’s action, CSFE’s activities are organized into eight categories:

1. Free Enterprise Speaker Series: held three times each semester for the campus and community to explore important issues, hear from renowned experts, and engage in civil, informed, and fruitful discourse.
2. Publish research reports on topics related to economic development.
3. Host research seminars, workshops, and other events for scholars.
4. Host conferences, panel discussions, and other events for the public.
5. Support faculty travel to conferences, public lectures, and other professional development events.
6. Support student and faculty research and engagement projects, including student scholarships, faculty stipends, travel funds, and general support.
7. Provide resources and host events for K-12 teachers and students.
8. Disseminate results of Center activities through digital and print reports.

The rest of this report provides details about CSFE activities in the following eight categories:

1 FREE ENTERPRISE SPEAKER SERIES (FESS)

Speaker Series: CSFE hosted five installments of the Free Enterprise Speaker Series during the 2018-19 academic year. Each installment was included on the Degree-Plus calendar encouraging students from all disciplines to attend these free events. In addition to the in-person event, each installment was live-streamed on CSFE Facebook page, and each speaker recorded a 15-minute podcast and wrote a 2,000-word Issue Brief to create lasting audio and written versions of their talks.



Sam Myers, guest speaker Spring 2019

1.1. *Social Entrepreneurship without Borders*

September 10, 2018:

Siri Terjesen, Dean's Faculty fellow in Entrepreneurship and Director, American University Center for Innovation, Department of Management.

75 in attendance

1.2 *For your own Good*

October 10, 2018:

Tax Panel with Thad Calabrese, Craig Depken, Adam Hoffer, Todd Nesbit.

14 in attendance

1.3 *Your Vote: Democracy in Decline?*

October 25, 2018:

Loren Lomasky, Cory Professor of Philosophy, University of Virginia.

40 in attendance

1.4 *Bus Stop Jobs: Poverty and Economic Mobility in North Carolina*

November 12, 2019:

Craig Richardson, Bus Stop Jobs, BB&T Professor of Economics at Winston-Salem State University.

83 in attendance

1.5 *Building Success*

February 6, 2019:

Jeff Percival, Percival Enterprises

42 in attendance

1.6 *Race Inequality: A Discussion with Sam Myers and Steve Ha, Authors of Race Neutrality*

April 6, 2019:

Samuel Myers, UMTC & Steve Ha, WCU

119 in attendance

2 PUBLISH RESEARCH REPORTS ON TOPICS RELATED TO ECONOMIC DEVELOPMENT

Launch of New CSFE Issue Briefs Series:

The Center launched its new *CSFE Issue Briefs* series in Spring 2019. The goal of *CSFE Issue Briefs* is to provide an accessible educational resource on important issues and fundamental concepts. *CSFE Issue Briefs* are well grounded in sound scholarship, yet written in plain language for every day readers. Hence the tagline: "Hard Research, Easy Reading." CSFE distributes the series of issue briefs by email, social media, and its website. In addition to the issue brief itself, we invite authors to submit a condensed artifact such as an op-ed, an infographic, or multimedia. CSFE will assist in placing op-eds and will circulate info-graphics and multimedia through social media.

Issue Briefs:

February 2019: Craig Richardson (Winston-Salem Univ.), *Why is Economic Mobility So (Surprisingly) Low in North Carolina?*

March 2019: Ben Powell (Texas Tech), *A Case for Free Trade in Labor*

March 2019: Andrew Hanssen (Clemson), *Judicial Elections vs. Appointments*

April 2019: Robert Lawson (Southern Methodist University), *Economic Freedom, What is it Good for?*

June 2019: John Charles Bradbury (Kennesaw State University), *What Do Film Incentives Mean for the North Carolina Economy?*

July 2019: Brian Meehan (Berry College), *Southern Slowdown: Occupational Licensing as an Obstacle to Mobility in the Southeast*

Op-Ed Articles:

Craig Richardson: *What's Holding Back our State's Poorest Residents?*

Ben Powell & Edward Lopez: *North Carolina's Immigration Opportunity*, Raleigh News & Observer March 11, 2019.

3 HOST RESEARCH SEMINARS, WORKSHOPS, AND OTHER EVENTS FOR SCHOLARS

3.1 Scaled-Up Seminar:

Scaled Up Seminar is an annual event that gathers scholars within driving distance of WCU to: 1) provide mutual feedback on current research projects; 2) gain exposure to each other’s research agendas thus sparking collaboration on future research projects; 3) facilitate informal discussion leading to collaboration on research, teaching, and program building; and 4) economize on scheduling demands compared to a series of individual seminars.

“The 2019 scaled up seminar was extremely helpful in advancing my paper and my overall development. I received 5 very specific helpful comments on my paper from people who would not have otherwise seen it.”



The 2nd annual Scaled-Up Seminar was held on February 16, 2019 at the Biltmore Park Instructional Site in Asheville, NC. A total of 29 participants interacted over a day and a half, with nine papers presented and new connections made in the region.

“The paper sessions were high quality and I benefited from the various areas of economic inquiry, and more importantly the various methods used in the research.”

Scaled-Up Seminar Participants (29):

- Phil Magness

Lauren Heller

Brian Meehan

Frank Stephenson

Andy Hanssen

Beatriz Maldonado

Chris Mothorpe

Peter Calcagno

Douglas Walker

Nikolai Wenzel

Bruce Benson

James Broughel

Ben Klutsey

Adam Smith

JC Bradbury

Benjamin Scafidi

Kelly Nelson*

Jody Lipford

Russell Sobel

Stephen Miller

Paul Bartow*

Joshua Hall

Bryan McCannon

Angela Dills

Edward Lopez

Sean Mulholland

Audrey Redford

Peter Frank

Craig Richardson
- American Institute for Economic Research

Berry College

Berry College

Berry College

Clemson University

College of Charleston

College of Charleston

College of Charleston

College of Charleston

Fayetteville State University

Florida State University

George Mason University

George Mason University

Johnson & Wales University

Kennesaw State University

Kennesaw State University

NC State University

Presbyterian College

The Citadel

Troy University

University of South Carolina

West Virginia University

West Virginia University

Western Carolina University

Western Carolina University

Western Carolina University

Western Carolina University

Wingate University

Winston-Salem State University

* graduate student

Scaled-Up Seminar Agenda:

Saturday February 16, 2019
WCU Biltmore Park Instructional Site
28 Schenck Parkway, Suite 100 Asheville NC 28801

10:00-10:45	Session 1 Track A: Benjamin Scafidi, Kennesaw State University, “An Analysis of the Modern ‘Staffing Surge’ in American Public Schools,” (with John Charles Bradbury, Kennesaw State University) Track B: Bryan McCannon, West Virginia University, “Bargaining in the Shadow of the Trial?” (with Daniel Bonneau, West Virginia University)
11:15-12:00	Session 2 Track A: Angela Dills, Western Carolina University “The Effects of School Choice on Mental Health,” (with Corey A. DeAngelis, Cato Institute) Track B: Brian Meehan, Berry College, “Public Provision of a Private Good: The Case of Police Response to Electronic Alarms,” (with Erwin Blackstone and Simon Hakim, Temple University)
12:00-1:45	Lunch
12:45-1:15	Speaker: James Broughel, George Mason University, “The Unsettled Matter of Discounting the Future”
1:45-2:30	Session 3 Track A: Peter Calcagno, College of Charleston, “Macroeconomic Indicators and Workers’ Compensation: A Closer Analysis of the Great Recession,” (with Jessica Madriaga and Arianna Tolerton, College of Charleston) Track B: Joshua C. Hall, West Virginia University, “The Economic Impact of City-Council Consolidations: A Synthetic Control Approach,” (with Josh Matti and Yang Zhou, West Virginia University)
2:45-3:30	Session 4 Track A: F. Andrew Hanssen, Clemson University, “Does Vertical Integration Spur Investment? Casting Actors to Discover Stars in the Hollywood Studio Era,” (with Alexander Raskovich, U.S. Department of Justice) Track B: Chris Mothorpe, College of Charleston, “Interjurisdictional Competition for Land: The Strategic Decisions of Municipalities Competing for Taxable Land,” (with W. William Woolsey and Russell S. Sobel, The Citadel)
3:45-4:30	General Session / Open Discussion

4 HOST CONFERENCES, PANEL DISCUSSIONS, AND OTHER EVENTS FOR THE PUBLIC

4.1 University Distinguished Speaker Series. Western Carolina University’s Distinguished Lecture Series is pairing national topics and high-profile speakers to engage students, campus, and our community. Each speaker will bring unique perspectives from leaders in education, arts, music, politics and more. Students can also earn DegreePlus credit from most events in the Distinguished Speaker Series.

CSFE contributed two events to the 2018-2019 Series:

A Fireside Chat with Ken Langone: Business Icon, Philanthropist, and Co-Founder of Home Depot
October 22, 2018. UC Grand Room. 413 in attendance.



At this event, Ken Langone and Edward Lopez held a friendly conversation about Ken’s life as an entrepreneur, including some of the themes from his new book, I Love Capitalism: An American Story. Thanks to the WCU Office of Communications, a high-quality video of the event was livestreamed and archived for anytime viewing. A part-time resident of Cashiers, Mr. Langone spent most of his time speaking to the students in the room. He said WCU students have what it takes to succeed:

“I have no doubt about it. Kids come here, wanting a better life. They’re willing to sacrifice and willing to make the effort. And I’m passionate about this kind of an environment, and that’s what I came for.”

Students took in Ken’s unique stories and contagious sense of humor along with his sage advice:

“Work like hell, give it your best shot, but make sure you’re going someplace that you love going to everyday, and you love what you’re doing, and you can’t wait to get there. And if the boss said you’ve got to pay him to go there, and you could afford it, you’d pay him to go there. Because that means you really love it, and you’re going to be successful.”

Members of the WNC community also turned out in large numbers, making up about half the audience. Several of them sent us positive feedback:

“Very Good! It was a great investment of the time and many of my friend’s time! More Class in Cullowhee like this will enhance the lives and resources that are abundant in this area of our state.”

“You people in Cullowhee had a success! I am pleased to have attended an event of this caliber- what a powerful message! It was so good to see the huge turnout and the students and community leaders embracing this event. All of you that worked diligently on this mission should be applauded, as I feel success is contagious- carries on the Belcher Vision and moves WCU to a new dimension in the growth of the Western Carolina Region!”

A Conversation with Phil Drake: Software Pioneer, Angel Investor, and Community Leader

April 24, 2019. Blue Ridge Conference Room. 126 in attendance.
100% rated the event as either a 4 (satisfied) or 5 (very satisfied) overall.



4.2 EPIC Innovation’s Professional Networking Event. CSFE co-sponsored EPIC Innovation’s Professional Networking Event on March 19, 2019. At this event, students got the chance to interact with entrepreneurs and professionals from the WNC region. Co-sponsored with WCU College of Business and WCU College of Engineering and Technology, a total of 56 students and 14 business professionals attended the Degree Plus event. One hundred percent of the students in attendance stated that the experience taught them the importance of professional image and appropriate dress to a great extent, 93.75% stated that they learned methods for building effective work relationships to a great extent, 87.5% said that it taught them appropriate communication methods for a variety of audiences to a great extent, and 81.25% stated that the event taught them about ethical behavior in work-related contexts to a great extent.

Need to improve your networking skills?
Come practice with regional small business owners
and professionals



Sponsored By:
WCU College of Business
WCU College of Engineering and Technology
Center for the Study of Free Enterprise

Hosted By: 
March 19th, 2019
6-8pm Forsyth 101
Smart Business Casual



The following is a list of business professionals that attended the EPIC Innovation Event:

- Wayne Aho – WCU Professor
- Wendy Cagle – WCU Professor
- Cory Cook – Key Account Manager for Bosch
- Noah Dunham – Pipe Value Stream Supervisor for Crane ChemPharma & Energy
- Parrish Ezell – Senior Financial Advisor at Merrill Lynch
- Yue Hillon – WCU Professor
- Luke Howell – Megger Technical Sales in the Carolinas
- Bernadette Peters – Owner of City Lights Café
- Charlie Price – Site Leader for Crane ChemPharma & Energy
- Arthur Salido – Executive Director of Community and Economic Engagement and Innovation
- Julie Spiro – Executive Director, Jackson County Chamber of Commerce
- Wes Stone – Associate Professor for WCU School of Engineering and Technology
- Pat Thomas – Founder of Advocates for Animals in Jackson County
- Norman West – Realtor and Board Chair and Co-Founder of Full Spectrum Farms

Parrish Ezell was the Guest Speaker and City Lights Café catered the event.



4.3 Ethical Leadership Speaker: Cynthia Cooper, Author of *Extraordinary Circumstances: The Journey of a Corporate Whistleblower*. On September 21, 2018, CSFE co-sponsored this visiting lecture by Cynthia Cooper, renown author and speaker on the topic of ethical leadership and whistleblowing. Cooper is nationally known for her role in revealing the accounting scandal at WorldCom, a now-defunct telecommunications company that fraudulently reported finances. It led to the largest bankruptcy filing in U.S. history in 2002. Time magazine named her one of their Persons of the Year. Co-sponsors of the seminar were WCU’s Dixon Hughes Goodman Accountancy Program, Office of Student Success, College of Business and Center for the Study of Free Enterprise.

5 SUPPORT FACULTY TRAVEL TO CONFERENCES, PUBLIC LECTURES, AND OTHER PROFESSIONAL DEVELOPMENT EVENTS

Faculty travel to Conferences:

Audrey Redford (CoB): Presented at May 2019 Mont Pelerin Society Regional Meeting, Ft Worth, TX & The APEE Board Meeting July 2019.

Alvin Malesky (Psychology) Presented at 2019 Academic Integrity Conference, New Orleans, LA.

Grace Allen (CoB) 2019 K-12 Seminar “Teaching Personal Finance in the Digital Age”, Asheville, NC

Doug Walker (CoB) 2019 PBL State Leadership Conference, Charlotte, NC.

6 SUPPORT STUDENT AND FACULTY RESEARCH AND ENGAGEMENT PROJECTS, INCLUDING STUDENT SCHOLARSHIPS, FACULTY STIPENDS, TRAVEL FUNDS, AND GENERAL SUPPORT

Student-Faculty and Faculty Research Projects:

Students on these projects have been awarded scholarships, and faculty have been supported with stipends. Each of these studies is targeted for submission to peer-reviewed journals in their respective fields. Complete results on individual studies are available from CSFE and the authors.

Student-Faculty Research Projects:

Pierce, A., Hillon, Y. C., Madonna, C. (2018) Women’s Wisdom and the True Meaning of Entrepreneurship. New Mexico State University Quantum Storytelling Conference.

Hillon, Y. C., Pierce, A., Madonna, C. & Cagle, W. (2018). Grounded Theory Approach to Understanding SMEs Growth Constraints. 11th International Conference and Doctoral Consortium, ISEOR – Academy of Management. Winner of the 2018 Benedictine University Scholar-Practitioner Collaboration Award. Zardet, V., Rosile, G.A., Savall,

A., Hillon, Y.C., Pierce, A. (2019) Women in Consulting. 79th Annual Meeting of the Academy of Management, Boston.

Honors College Summer Undergraduate Research Program (SURP):

For the second year, CSFE collaborated with the Honors College to support Summer Undergraduate Research Program. Students in this program participate in an intensive schedule beginning in mid-May and culminating in presentations at the SURP Symposium in late July. The CSFE-supported projects are:

Mary Cooper (Senior Nutrition and Dietetics), “Researching and Preventing Food Insecurity in the Jackson County Area”, Elizabeth Wall Bassett, faculty advisor.

Alexia Bevers (Senior, Finance & Math Econ), “The Test Option Movement and Student Debt, Sean Mullholland, faculty advisor.

Matthew Dodge (Senior Physiology), Validation of a Behavioral Health Screening Instrument for Latinx Populations, David McCord, faculty advisor.

Faculty Research Projects



Jim Deconinck, Professor of Marketing (CoB), “Antecedents and Outcomes of Servant Leadership” (2019 CoB Summer Research Grant)



Robert Lahm, Professor of Entrepreneurship (CoB), “The Tax Cuts and Job’s Act’s (TCJA) Impacts on Small Business,” (2019 CoB Summer Research Grant)



Drew Carnes, Assistant Professor of Management & Todd Creasy, Professor of Management, CoB), “Workplace Bullying,” (2019 CoB Summer Research Grant)



David McCord, Professor of Psychology (EAP), “Minnesota Behavioral Health Screen: Proposal for Validation of Spanish Version” (2018-19 CSFE Faculty Research Grant)



Angela Dills, Gimelstob-Landry Distinguished Professor, and Audrey Redford, Assistant Professor of Economics (CoB), “Estimating the Costs of Prohibition” (2018-19 CSFE Faculty Research Grant)

Pre-Doctoral Fellows Program:

The vision of CSFE’s Pre-Doctoral Fellows Program is to advance WCU’s research-oriented students onto doctoral studies to nonetheless get admitted with funding at highly ranked Ph.D. programs.

The Fellowship is designed to offer WCU students a bridge to doctoral studies in their field of choice. Pre-Doc Fellows spend an academic year in daily interaction with a cross disciplinary faculty, learning research methods most relevant to their career plans, and co-authoring a research paper with their faculty mentor.

In the fall semester, students research prospective programs, write admission essays, and submit applications. In the spring semester, students present their research projects at an academic conference, make site visits to 2-3 programs they’re considering, and finalize research papers with their mentor. By April, Pre-Doc Fellows make their decisions about where they’re going to pursue doctoral studies.

Building on the successes of the pilot version of this program in 2016-17, and its second In 2018-19 we had three students in the Pre-Doctoral Fellows Program.

Christine Madonna, Strategic Management. Associate Professor of Management Yue Hillon, mentor.

Christine received a MBA degree from WCU in 2017. Her research investigates how small and medium enterprises navigate internal and external obstacles.



Alana Pierce, Christine Madonna, Wendy Cagle & Yue Hillon

“Working closely with Dr. Yue Hillon, our paper received the 2018 Best Paper Award from the Academy of Management’s (AOM) Management Consulting Division (MCD) and then later the Benedictine University Scholar-Practitioner Collaboration Research Award at the AOM Annual Conference in Chicago. I have been accepted into the management-strategy PhD program at Florida State University and will start in the fall. Because of this program through CSFE, I found a great ideological match at FSU, which has committed to giving me the best possible foundations in order to pursue a career in research.”



Alana Pierce, Strategic Management. Associate Professor of Management Yue Hillon, mentor.

Alana received an MBA degree from WCU in 2017:

“I was accepted to my top school of choice, HEC Montréal. This was due to a number of other successes supported by CSFE. Mentoring by, and now a strong friendship with, Dr. Yue Hillon. This relationship has been a huge success and a key component to my acceptance to program of my choice. She has been an emotional support as we worked through the highs and lows of the process, and she has provided SO MUCH opportunity in terms of research and connections. A huge boon to my CV and professional experience, and thus applications, was the research and presentations on my resume.”



Jamee Pelcher, Sport Management. Assistant Professor of Sport Management Charles Parish, mentor.

Jamee is a May 2018 graduate of WCU’s College of Business, where she was given the college wide award for most outstanding student. She enrolled in WCU’s MBA program during Fall 2018 when she also began participation as a Pre-Doc Fellow.

“I applied to both the University of Tennessee and the University of South Carolina. I was accepted to both programs with fully funded offers. I ultimately chose to accept the offer from University of Tennessee and will begin the doctoral program in sports sustainability August 2019. One of the highlights of the Fellowship that opened the door for many new opportunities was being able to present at the 15th Annual International Sustainability Conference in Vancouver, Canada. I was asked to join the research and present with lead, Madeline Orr. It was at this conference that I developed an immediate rapport and mutual respect with Madeline and was honored and privileged to be asked to be part of a new project she was working on. I am happy to announce that I am an original member of the Sport Ecology Group.”

Student-Faculty Engagement Projects:

Dani Moody & Mackenzi Gruenert, (graduation students in Psychology) attended **Academic Integrity Lab** with faculty advisor Alvin Malesky March 2019.

“Getting a new perspective, or hearing what other people may be working with on their campuses, can shed a new light on the data you have been working with. Conferences such as this are not only a great opportunity to network with other researchers at other institutions, but it is also a great time to explore a new area. This funding not only allowed me to disseminate important findings in the world of Academic Integrity, but also gave me a chance to experience a new place and further develop my cultural awareness and insight. Thank you again for this opportunity.” ~ Dani Moody & Mackenzi Gruenert



Abigail Veit, junior Finance major, completed a unique volunteer abroad program in South Africa. June 2019. She supplemented her service with an academic study of the South African economy and history. She immersed in a reading program that includes Nelson Mandela’s autobiography, Long Walk to Freedom,

as well as Let the People Govern by Frances Kendall and Leon Louw, The Economics of the Colour Bar by William H. Hutt, the annual Economic Freedom of the World Report, and a selection of speeches by prominent figures that shaped South Africa. On her return she wrote a substantial paper that combined her reading and on-the-ground experiences.

Finance majors **Jonathan Badour, Ethan Sell, Manuel Enamorado, and Graham Pollard** travelled to New York for the **NYC Quinnipiac Game Forum Investment Conference** with faculty advisor Grace Allen.

The Forum was a very insightful and informative event



that has benefited us greatly towards our overall education and professional development. Throughout the forum we learned about economic trends affecting the stock market and overall economy, professional tips and tricks for resume building and communication during a job interview, portfolio construction, asset management, investment banking skills and how to land a job on Wall Street.

“I believe this forum helped my professional development more than anything. Making connections with other students and speakers throughout the forum really expanded my network and will hopefully be able to further my career at some point later down the road. I am so appreciative to Western for giving me this opportunity.” ~Jonathan Badour

“The forum was a great opportunity to learn the different occupations within the finance industry. We got the chance to learn from major financial professionals about what they believe will occur in the financial markets, and how we should prepare ourselves for the coming years.” ~Manuel Enamorado

“Attending the forum was a very informative and enhancing experience. Going to the different speaking panels opened up the investments and asset management world to me. It was a great experience to listen to some of the top managers in the world discuss what they do and how they do it. Attending the G.A.M.E forum in NYC was such an amazing experience that is once in a lifetime to hear these top tier managers explain what they do and how they think, and I am sure will help me as I enter the asset management profession.” ~Ethan Sell

“The forum was a collection of some of the greatest minds in our industry, and was an incredible opportunity. I felt very privileged to be selected to attend and supported by Western.” ~Graham Pollard

Molly Ward, senior Finance major & Alexia Bevers, junior Mathematical Economics major, attended **The Weekend Discussion Colloquium** at The Center for Public Choice and Market Process at the College of Charleston. April 2019.

Sean Duffy (Computer Information Systems major) & **Daniel Hartness** (Computer Information Systems and Integrated Health Sciences major) attended the **World-Wide Data Vault Consortium** in May 2019.



Sean Duffy, Daniel Hartness, Brad Berg at the World-Wide Data Vault Consortium

Sean & Daniel are two of the student leaders on the NC Data Dashboard project with Angela Dills. A conference featuring the hottest trends in Business Intelligence, Data Warehousing, Analytics Data Vault combined.

“I would summarize the conference as one of the most professionally and personally beneficial events a student could attend. Sean and I attended with the intentions of presenting our project to the brilliant minds at the conference and learning as much about Data Vault 2.0 as possible to further benefit the project. The conference gave Sean and I hands-on experience with these tools as well as greatly enhanced our understanding of how our data is structured. This will help our team move closer to achieving our long-term goals of prescribing data, storytelling, expansion, and forecasting. The education we received from the world leaders, innovators, and thinkers in the industry was nearly worth a college degree and we truly understand the direction the industry is heading.” ~Daniel Hartness



Alexia (Ally) Bevers (Senior Finance and Math Econ major) attended the **Summer Empirical Workshop** at Claremont Graduation University, CA, in June 2019.

Matthew Wilson (Junior Political Science Major) attended **Public Choice Outreach Conference** in Rosslyn, VA in June 2019.

EPIC Innovation: Making Ideas Happen

EPIC Innovation is a group of student startup entrepreneurs established in 2016 by faculty advisors Yue Hillon and Wendy Cagle. Their vision is to help student entrepreneurs from all academic disciplines develop their ideas into feasible businesses before graduation.

EPIC stands for “Elevating Potential through Imagination and Collaboration.” The program relies on mentorship, developmental experiences, and networking opportunities. It recognizes that students in all fields have innovative ideas for businesses, whether that is starting a new business, or developing a product idea.

The main event in the fall semester is a pitch competition, judged by a panel of faculty and entrepreneurs from the region. In the spring there is a trade show. And along the way there are networking and educational events.

EPIC Pitch Party For Fall 2018, eight student participants pitched their business ideas. As an approved Degree Plus event for WCU, the competition continues to grow, packing the UC Theater this year. Over \$1500 in cash prizes were awarded to the top 3 business ideas and the people’s choice winner. In collaboration with the Outdoor Economic Conference being hosted at WCU during the same week, this year’s Pitch Party had an outdoor theme, so each idea presented had a relation to the outdoor industry.



EPIC students recording a podcast with Director Edward Lopez



First Place and People’s Choice Winner, Kyle Monaghan, demonstrating his product at the 2018 Fall Pitch Party.

EPIC Trade Show EPIC hosted its third annual Student Entrepreneur Trade Show on Monday, April 8th, 2019. It showcased 9 student entrepreneurs, who displayed their businesses and products for more than 40 students and faculty. The Trade Show gives students the opportunity to develop promotional materials, work on their pitch, and increase awareness of their business on campus. It also serves as inspiration for fellow students, encouraging them to move forward with their ideas and start building their networks.

EPIC Results The chart below showcases the results of EPIC Innovation events in the 2017/2018 school year and the 2018/2019 school year as a result of the support from CSFE.

	July 2017- June 2018				July 2018- June 2019			
	Number of Events	Students Involved	Faculty Involved	Business Professionals Involved	Number of Events	Students Involved	Faculty Involved	Business Professionals Involved
Pitch Party	1	95	13	3	1	51	17	6
Trade Show	1	150	4	0	1	48	6	0
Networking Events	0	0	0	0	1	59	5	9
Entrepreneur Roundtables	2	24	2	3	4	57	3	5
City Lights Café		12	2	1				
Full Spectrum Farms/ Mountain Projects		12	2	2				
Webster Enterprises						20	2	2
828 Escape						13	3	1
H&H Distillery						8	3	1
Handshake America						16	1	1
Leadership/ Escape Room	1	12	2	2	1	19	2	2
Business Starts	2	2	2	0	4	4	2	0
Outside Seminar/ Events	2	7	3	36	3	9	3	36
Presentation Skills Seminar	1	22	2	0	0	0	0	0

A WORLD OF OPPORTUNITY

 **FUTURE BUSINESS LEADERS OF AMERICA-PHI BETA LAMBDA | 2019-20** 

The National Leadership Conference (NLC) is the annual professional business conference for students in post-secondary education who are members of Phi Beta Lambda organization. The conference brings together students from across the nation competing for the top positions in their business-related competitions. The conference includes general sessions, business meetings, competitive events, national officer elections, special-interest sessions, an awards ceremony, and social activities.



Members of the Phi Beta Lambda chapter at WCU

The conference fosters effective leadership skills and gives the student the opportunity to network with business professionals from across the nation. Past conferences have brought together 225,000+ students and business professionals. The conference culminates at the Saturday Night Awards Ceremony. The students come prepared to walk across the stage as one of America's top students in their event category. Those students are among our nation's best and brightest!

In its entirety, this conference served as the developmentally dramatic conclusion to my term as State Chapter President. I had the amazing opportunity to speak at the podium to hundreds of passionate, excited future business leaders dedicated to success. I placed second in "Integrated Marketing Campaign" and first in "Marketing Analysis & Decision Making".



"I look forward to applying what I've learned from this conference to my continued education and personal professional development, and I even more so look forward to representing Western Carolina University at the 2019 National Leadership Conference in San Antonio, Texas. Thank you to the Center for the Study of Free Enterprise for your financial support to make all this happen for us!!

Thank you for these opportunities,"

Townsend Lenihan | Entrepreneurship Major



"The opportunity to run for State Officer was an honor and I was elected the 2019-2020 State President. Without the Center's financial support, I would not have met the people I have, would not have done the things I have done, and would not have been given these opportunities. FBLA-Phi Beta Lambda has helped so many people develop and grow into the professionals they are today. I have watched several members blossom into amazing, confident, outgoing individuals. You never know what to expect at these conferences, but watching the hard work and achievement our chapter has done in the past year, shows how important and crucial our organization is. I had the great opportunity to watch a member grow from this organization from the beginning. He couldn't even stand in front of a classroom and introduce himself, but at the conference, he stood in front of hundreds of members, advisers and guests to accept the Who's Who Award and give a speech about someone who inspires him. This same individual partnered with me to compete in Economic Analysis & Decision Making this year and together we took 2nd Place in the state and now will advance to compete at the NLC in San Antonio."

Lindsey Ellis | Accounting Major



"I placed 2nd Place in Macroeconomics and 2nd Place in Economic Analysis & Decision Making. I feel that my presentation skills have improved and I look forward to competing in both events at this year's NLC. I was also honored for completing the President Level of the Career and Membership Achievement Program (CMAP). This is a noteworthy achievement as only three, including myself, from North Carolina and eleven from the entire membership of Phi Beta Lambda completed this level. These activities challenged me to further development myself in regards to leadership through Service, Progress and Education activities. I am looking forward to accepting my President Pin at NLC in San Antonio. I am extremely proud to have been selected as one of only 2% from my state inducted into Who's Who in NC Phi Beta Lambda. This was a humbling honor as it recognizes the top local chapter members within the state. I am very honored to have been selected and inducted into this elite group."

Johnathan Holden | Entrepreneurship and Finance Major



"This conference was an absolutely amazing experience. This is my first semester in the College of Business and this trip really helped me know I made the right choice switching to a business major. On this trip I was able to compete in two different events, Accounting Principles and Future Business Educator."

I placed second in the state in Accounting Principles and I placed first place in the state when I competed in Future Business Educator. I chose this event because I hope to be an accounting teacher one day. For this event I had to do an interview as well as an entire lesson plan for a high school economics class. This event was a comprehensive development of lesson plan, something an educator does every day. This event challenged me to develop a plan that was not only fun but engaging for my high school students."

This conference helped me grow not only in knowledge for my future career through my events, but it also helped me in many of the soft skills I need to be successful in my life as a business professional. We spent time in professional workshop sessions learning about financial literacy, being ethical, and keeping the work place interactive. Many thanks for the support and the unforgettable experience."

Abi Fairbrother | Accounting Major



"At the Opening General Session, I sang the National Anthem and received an award for doing so. On Friday, our chapter had lunch with the chapter from Livingston's Community College that has students and established chapters in India. This gave the PBL students from WCU to learn more about their culture and her their perspective on Phi Beta Lambda. I then competed in both of my events; Business Law and Sales Presentation. I was blessed to receive 5th in the State for Business Law and 2nd in the State for Sales Presentation! I am very thankful for the partnership we have with CSFE and am so grateful for providing me this opportunity. I know NC Phi Beta Lambda is making me a better future business leader and CSFE has helped make that possible!!"

Brianna Weaver | Business Law Major



"At SLC I attended professional workshops that taught me many key things in the business world like financial literacy, business ethics and many other topics. I also competed in two events. My first event was Financial Concepts, which was a written test of my comprehension of the subject matter. I placed 2nd Place at the state level. My second event was Financial Analysis & Decision Making, which is a case study and presentation event. I had to deliver financial solutions to a panel of judges on the case I had 20 minutes to prepare from. I also took 2nd Place in the state for this competition. Thank you so much for providing this opportunity to us. I am beyond grateful for your kindness and financial support."

Nick Clay | Finance Major

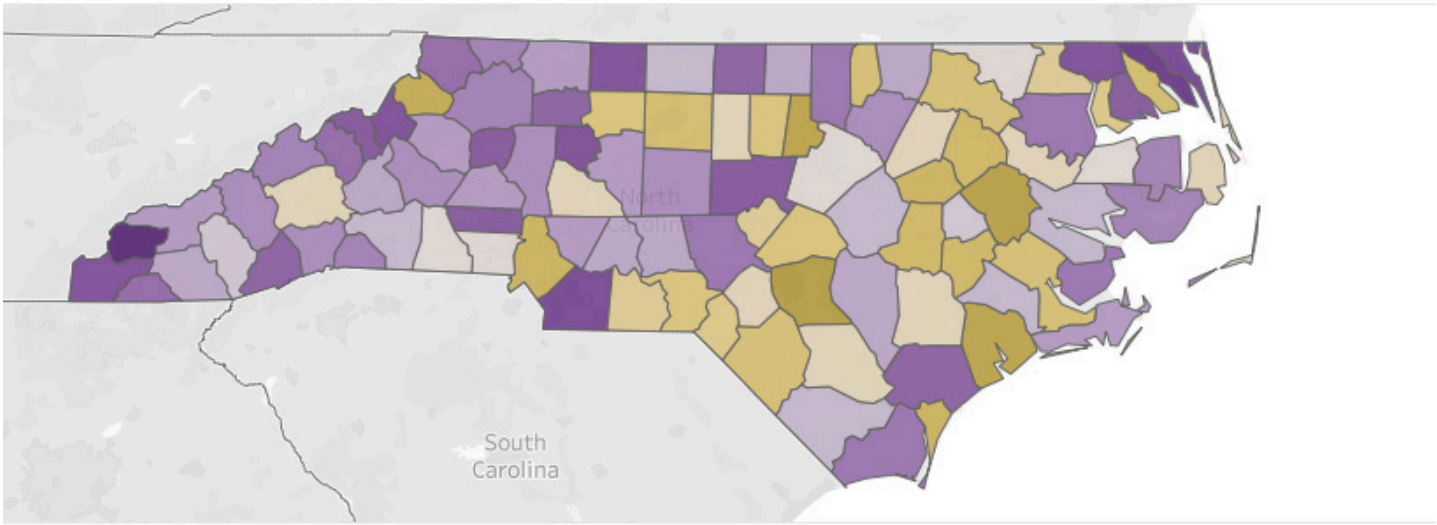
North Carolina Data Dashboard

Under the leadership of project director Angela Dills, Professor of Economics and the Gimelstob-Landry Distinguished Professor of Regional Economic Development, the North Carolina Data Dashboard had another successful year of development.

The vision for the NC Data Dashboard (NCDD) is to provide a one-stop, multi-purpose, open-access website for anyone who wants to learn about the current state and recent trends in the WNC Economy. The NCDD is jointly sponsored by the Gimelstob-Landry Distinguished Professorship in Regional Economic Development and the Center for the Study of Free Enterprise, with continuing support provided by WCU’s Office of the Provost.

Overview

Western North Carolina Dashboard
LAND Section



As of the start of the Spring 2019 the project moved the work fully into a student-led team with Sean Duffy and Daniel Hartness managing the weekly assignments and directing the other students’ work. We continue working with a team of about 5-6 students. As senior students graduate and move on, second- and third-year students are recruited. A student can work on the dashboard for two years, and the project sustains on the pipeline of student team members. For 2018-2019, that team includes: Sean Duffy leading the backend team of Owen Mettam and Cody Lail and Daniel Hartness leading the frontend team of Manny Enamorado and Amethyst Hall. Sean graduated in May 2019 and Owen Mettam is taking over the backend lead.



Data Dashboard team’s visit to IT Services at the City of Asheville.
Scott Barnwell, Daniel Hartness, Sean duffy, Cody Lail, Owen Mettam. Front: Angela Dills, Amethyst Hall, Manny Enamorado, Melanie Mezanec, Erik Jackson, Jonathan Feldman, April, 2019.

Much of this academic year has been focused on documenting the onboarding process for student-workers and the updating process for the data and Tableau dashboards for the Dashboard. As students continue to graduate and new students being work on the project, this will facilitate these transitions.

Data are updated on an ongoing basis. Many series are annual series although some are monthly and are updated accordingly.

Manny Enamorado took the lead on developing and writing a User’s Guide for the Data Dashboard that is now available on the website.

All the data used in the Dashboard have been made publicly available through a link on the website to a Dropbox folder containing the Excel file.

The team has drafted dashboards for the Natural Products Survey and for Health indicators for the region. These are on schedule for release during Fall 2019.

The NC Data Dashboard has been presented to a variety of organizations. Student-workers Tyler Tarbet and Mitchell Roberts presented it with Professor Dills to the Board of Trustees (June 2018). Dr. Dills presented it to the MountainWest Partnership (June 2018), Rotary Club of Franklin-Daybreak (July 2018), Rotary Club of Sylva (August 2018), and Homegrown Leaders (May 2019). Daniel Hartness presented it to the Land of Sky Council of Governments in Spring 2019.

Sean Duffy and Daniel Hartness presented the Dashboard at the World Wide Data Vault Consortium conference in Vermont.

In April 2019, the whole team also visited the City of Asheville’s IT department to learn more about their data and public engagement efforts.

All three of the graduated student team members to date have acquired jobs in the field of data analytics and note how their experience on the Dashboard helped with finding employment: Matt Garcia, Tyler Tarbet, and Mitchell Roberts.

The Dashboard was featured in the February 2019 issue of Capital at Play.



The North Carolina DATA DASHBOARD

Edward Lopez, professor of economics at Western Carolina University, offered the following data on economic and manufacturing activity in the state and our region via the University's new NCDataDashboard.org project.

THE NORTH CAROLINA economy as a whole (Gross Domestic Product in 2016) is about **\$520 Billion**, and the Western North Carolina share of that is \$27.1 billion or 5% of the state economy.

AS ELSEWHERE, BOTH THE state and the region experienced a large decline of economic activity during the 2008-2010 Great Recession.

TODAY, AS MEASURED BY DOLLAR VALUE OF OUTPUT:

Manufacturing is the leading sector in North Carolina, \$103 Billion , or 19.8% of state output, and also in the western counties (\$5.7 billion, or 21.0% of WNC output).	Manufacturing growth has been much faster in the WNC counties, 39% growth since Great Recession, than it has been statewide (22.7% over the last decade).
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Manufacturing is also the fastest growing sector in WNC over the last decade. As of 2016 , Buncombe, Haywood, and Swain counties matched pre-Great Recession levels .	Total compensation to manufacturing workers has increased 21% over than same period. This is happening as the number of jobs in manufacturing has declined. So, there are fewer jobs, but they are paying more per job.
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In Buncombe County one area of particularly rapid growth has been in the Professional, Scientific, and Technical Services sector. With output of almost \$650 million, this area of the local economy has growth by almost 70% from its 2010 level. We see similar rebounds in the Finance and Insurance, Retail Trade, and Arts, Entertainment, and Recreation sectors. Meanwhile the Construction sector and Transportation and Warehousing sector have not yet returned to their pre-Great Recession levels, but remain on trend to do so.

The NC Data Dashboard is a joint project of the Gimelstob-Landry Distinguished Professorship in Regional Economic Development and the Center for the Study of Free Enterprise. NCDataDashboard.org

For the full issue including this feature story on manufacturing in WNC, visit capitalatplay.com.

7 PROVIDE RESOURCES AND HOST EVENTS FOR K-12 TEACHERS AND STUDENTS

April 1, 2019, we held our second teacher-training workshop at the Hyatt Place, Asheville, NC with 68 participants from area High school & middle schools. The vision for these free programs is to provide K12 educators in WNC with the opportunity to expand their understanding of economics, and to get excited about creative and innovative ways to incorporate their expanded understanding into the classroom.

Having established formal affiliations as a Higher Education Partner of the NC Council on Economic Education (NCCEE) and the National Council on Economic Education, and having contracted with Briton Bennett as Project Leader on Economics Education, CSFE became ready to plan and implement programs for educators. Jointly sponsored with NCCEE, the aim was deepen understanding of economics and introduce free lesson plans, materials, and other resources for use in their classrooms. The agenda featured guest speakers and facilitators from Wells Fargo, the Federal Reserve Bank of Richmond, Champion Credit Union, NCCEE, and WCU alike.

AGENDA

Teaching Personal Finance in the Digital Age

April 1, 2019

Hyatt Place, Asheville, NC

8:30-8:40 am

Welcome

Dr. Edward J. Lopez, Western Carolina University

8:40-10:00 am

Econ Ed Link and NextGen Personal Finance

Sandy Wheat, NC Council on Economic Education

10:15 – 11:30 am

Invest in What's Next, Life After High School + FederalReserveEducation.org

Speaker: Yolanda Ferguson, Federal Reserve Bank of Richmond, Charlotte Branch

11:30 – 12:00 pm

Group Work – Exploring / Lesson Planning

12:00 – 1:15 pm

Lunch and Personal Finance Panel: QA With the Experts (Panel will begin at 12:20 pm)

Participants:

Dr. Grace Allen, Western Carolina University,

Jessica Reid, Wells Fargo Bank

Wesley Greene, State Farm

Lori Chappell, Champion Credit Union, *Moderator* 1:30 – 2:15 pm

Common Sense Economics

Speaker: Fred Fransen, Certell.org

2:15 – 3:00 pm

Group Work – Exploring / Lesson Planning

3:00 – 3:30



Teaching Personal Finance in the Digital Age -Teacher Training Workshop


Debrief, Evaluations, and Certificates

By designing the day around hands-on, active participation and turnkey resources that could be directly applied to the classroom, our participant responses exceeded expectations. Of the 68 attendees 57 completed an exit survey, and the respondents said:

- 98.2% said they would attend this workshop (or one like it) again.
- 100% said they enjoyed the workshop.
- 100% said they plan to use any of the resources presented in the workshop in their classroom.
- “This workshop made me aware of a number of really valuable resources and connected me with a few helpful people that can assist in the process of teaching personal finance.”
- “This was an excellent workshop, there were many great resources shared and information given. I recently completed my FACS certification and feel much more confident about teaching Personal Finance.”
- “Knowledgeable, supportive staff providing incredible, hands-on resources! Awesome!”


8 DISSEMINATE RESULTS OF CENTER ACTIVITIES THROUGH DIGITAL AND PRINT REPORTS

Modern Website. In September 2018, CSFE launched a brand-new site with the assistance of WCU’s Marketing Division. We contracted with Briton Bennett to design and build a new digital presence for us from scratch. Working with web developer Tucker Horne, a 2012 WCU graduate in Communications who now operates a successful marketing firm in the Charlotte area, Briton created the Center’s new website at enterprise.wcu.edu.



Center for the Study of Free Enterprise

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For Students

CSFE offers scholarships, fellowships, post-baccalaureate opportunities, and educational lectures for students

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For Faculty

Access information, tools, and classroom materials / lesson plans designed for educational professionals of all levels.

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[Submit an Idea for Funding >>](#)



For the Community

CSFE offers grants to individuals hoping to advance economic understanding through peer-reviewed research and public promotion.

[Current Work and Publications >>](#)

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Join Us for An Out-of-this-World Chat

On September 11th, 2019, we are excited to host Charlie Duke, Apollo Astronaut, Moonwalker & Community Leader.

Charles Moss “Charlie” Duke Jr. is an American former astronaut, retired U.S. Air Force officer and test pilot. As Lunar Module Pilot for Apollo 16 in 1972, he became the tenth and youngest person to walk on the Moon. The latest installment of the Free Enterprise Speaker Series, this one-night only event will take place in the Bardo Arts Center on Western Carolina University’s campus.

Use the button below to find our more information and to register.

[More Information](#)



A comprehensive site, visitors can easily browse the range of Center activities and supported projects, view archived videos of past events, listen to our podcast series, read CSFE Issue Briefs, check out the directors blog, and more. The site also has a “donate” page set up with WCU foundation to receive funds directly from individuals.

Promotional Videos:



In April 2019 the Center commissioned a series of short films to introduce the students, faculty, and community who are served by CSFE.



Scheduled for release in Fall 2019, these four videos are going to offer a quick introduction to CSFE and will showcase the people and projects that we support.

Building a Social Media Audience.

Every Center activity gets posted to our social media. With humble beginnings at the start of the 2018-19 year, our social media presence has made significant gains.

- **Total Reach on Facebook: 91,828** (The number of people who had any content from our Page or about our Page enter their screen)
- **Total Paid Impressions: 29,054** (The number of people who saw at least one of our ads)
- **Average monthly website visits: 300 unique visitors** (3600 per year)



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